CITY OF HAGERSTOWN

CITY ADMINISTRATOR'S ADOPTED BUDGET

Fiscal Year 2020 - 2021

July 1, 2020 - June 30, 2021

CITY OF HAGERSTOWN

MAYOR & COUNCIL'S GOALS & PRIORITIES 2018-2020

Neighborhoods

The citizens of Hagerstown experience a high quality of life in their neighborhood.

Public Safety

The City of Hagerstown ensures that all who live, work, and play in the City of Hagerstown are safe.

Public Facilities and Infrastructure

The City of Hagerstown establishes and maintains quality services and infrastructure that support residents and businesses in a cost-effective manner.

Economic Development

The City of Hagerstown has a diverse, business-friendly economy that supports the community's needs.

Budget Stabilization

The City of Hagerstown will strive for continuous improvement of fiscally responsible decision making on both sides of the Budget equation.

Parks & Recreation for Active/Healthy Living

The City of Hagerstown supports a rich, social and culturally vibrant community.

Innovative/Progressive Government

The City of Hagerstown is committed to employee development, excellence in services, and adapting to meet the needs of the community and the organization.

Community Promotion/Pride

The City of Hagerstown will take the lead in improving our Community Image by releasing factual, timely and transparent messaging.

Economic Development through Sports and Tourism

The City of Hagerstown will be creative and diversify opportunities for Economic Development through nontraditional means.

Citizen-Based Government

The City of Hagerstown believes in an ethical and financially responsible government, while supporting an engaged citizenry to make the community more than the sum of its parts.

PREFACE SECTION

	Page
Distinguished Budget Award	i
Budget Development Process	ii
City of Hagerstown Profile	
Community Profile	iv
Map - City of Hagerstown	vii
Map - State of Maryland	viii
Miscellaneous Statistics	ix
Mayor & Council Ordinance	
Establishing the Tax Rates for FY 2021	xii
Establishing the Budget for FY 2021	xiii

TABLE OF CONTENTS

	Page
Preface Section	
Table of Contents	
Distinguished Budget Award	i
Budget Development Process	ii
City of Hagerstown Profile	
Community Profile	iv
Map - City of Hagerstown	vii
Map - State of Maryland	viii
Miscellaneous Statistics	ix
Mayor & Council Ordinances & Adopted Statements	
Establishing the Budget for FY 2020/2021	xii
Establishing the Tax Rates for FY 2020/2021	xiii
Section 1 - Overview	
City Administrator's Message	1
City of Hagerstown Budget Message	5
City Elected Officals & City Organizational Structure	47
City Wide Department Cross Matrix	48
Mayor & Council Goals & Priorities	49
Departmental Goals	56
Organizational Narrative	74
City Fund Structure (All)	75
Governmental Fund Structure	78
Section 2 - General Fund	
Statement of Revenues, Expenditures and Changes in Fund Balance	1
General Fund Charts	
Revenues and Expenditures	3
Category of Expenditures	4
Revenue Summary	5
Property Tax Assessable Base Table	6
Proposed Revenues:	
Property Taxes	7
Income and Other Taxes	8
Licenses & Permits	9
Intergovernmental Revenues	10
Charges for Current Services	11
Fines & Forfeitures	12
Unallocated General Revenues	13
Transfers from Other Funds & Other Financing Sources	14
Proposed Expenditures by Department:	
Administration	
Mayor	15
City Council	17
Registration and Elections	19
City Administrator	20
City Clerk	22
Legal	24
Finance and Support Services	
Finance	26
Support Services	28
Information Technology	30
Human Resources	32
Communications	34
Planning and Code	36
Community and Economic Development	39
Engineering and Parks	43
Police Consolidated	47
Fire	51
Public Works	53
Unallocated Expenses	
Program Summary	56
Debt Service	57
Retiree Health Costs	57
Inventory Adjustment	57
CIP Appropriations	57
Operating Transfers to Other Funds	57
Contingency Reserves	57
Contributions to Other Agencies	57
Schedule of Public Functions	58
Capital Expense Schedule	59
Section 3 - Enterprise Funds	
Organizational Chart	1
Combining Income Statements	2
Electric Fund	
Program Description	3
Comparative Income Statement	5
Charts: Consumption & Rate Comparison	6
Proposed Operating Revenues	7
Capital Expense Schedule	8
Water Fund	
Program Description	11
Comparative Income Statement	13
Charts: Consumption & Rate Comparison	14
Proposed Operating Revenues	15
Capital Expense Schedule	16
Wastewater Fund	
Program Description	20
Comparative Income Statement	22
Charts: Usage & Rate Comparison	23
Proposed Operating Revenues	24
Capital Expense Schedule	25
Parking Fund	
Program Description	28
Comparative Income Statement	30
Proposed Operating Revenues	31
Capital Expense Schedule	32
Golf Fund	
Program Description	33
Comparative Income Statement	35
Proposed Operating Revenues	36
Capital Expense Schedule	37
Property Management Fund	
Program Description	38
Comparative Income Statement	40
Proposed Operating Revenues	41
Capital Expense Schedule	42

TABLE OF CONTENTS (continued)

	Page
Section 4 - Special Revenue Funds	
Organizational Chart	1
Combined Statement of Revenues and Expenditures	2
Community Development Block Grant	
Program Description	3
Comparative Income Statement	5
Operating Revenues	6
Operating Expenses	7
Other Special Revenue Funds Program Summary	
Other Special Revenue Funds Program Summary	9
Economic Redevelopment Fund - Program Description	10
Other Special Revenue Funds - Proposed Expenses and Revenues	
Economic Redevelopment Fund	12
Business Revolving Loan Fund	13
Forest Conservation Fund	14
Flexible Spending Fund	15
Excise Tax Fund	16
Grant Fund	17
Section 5 - Service & Trust Funds	
Combined Statement of Revenues and Expenditures	1
Organizational Chart	2
Program Description	2
Program Financial Summary	
Workers Compensation Fund	3
Health Care Fund	4
Dental Care Fund	5
Bloom-Carlile Fund	6
Section 6 - Financial Projections	
All Funds - Introduction	1
General Fund	2
Enterprise Funds	
Introduction: All Enterprise Funds	14
Electric Fund	15
Water Fund	18
Wastewater Fund	22
Parking Fund	26
Golf Course Fund	29
Property Management Fund	31
Internal Service Funds	
Health Care Fund	33
Dental Care Fund	35
Section 7 - Capital Improvement Program	
Program Summary	1
List of Projects Alphabetical by Project Name	6
Vehicle & Equipment Replacement Schedule	9
All Funds - Funding Sources and Expenditures Charts	12
All Funds - Expenditures Summary by Fund	13
Supporting Summary Schedules by Fund	
General Fund/CIP Fund	14
Electric Fund	33
Water Fund	35
Wastewater Fund	37
Parking Fund	39
Golf Fund	41
Property Management Fund	43
Individual Project Descriptions	
General/CIP Fund	45
Electric Fund	128
Water Fund	150
Wastewater Fund	162
Parking Fund	177
Golf Course Fund	181
Property Management Fund	183
Section 8 -Schedule of Fees & Service Charges	
City Clerk	1
Support Services	1
Communications	1
Department of Community and Economic Development	
Community Development Block Grant	1
Business Revolving Loan Fund	1
Market House	1
University Plaza	1
Planning and Code Administration	
Planning	2
Code Administration	2
Engineering and Parks	
Engineering	4
Stormwater	4
Parks and Recreation	4
Recycling and Trash Collection	5
Police Department	5
Fire Department	6
Public Works	6
Enterprise Funds	
Parking Division	
Parking Facilities	6
Golf Course	7
Utility Division	
Electric Department	7
Water Department	8
Wasterwater Department	9
Section 9 - Fiscal Policies and Glossary	
Fiscal Policies	
Operating Budget Policy	1
Revenue Policy	1
Purchasing Policy	2
Investment Policy	2
Debt Management Policy	3
Capital Improvement Program	3
Enterprise Fund Dividend Transfer Policy	4
Fund Balance/Retained Earnings Policy	4
Grant Management Policy	5
General Fund Agency Contribution Policy	6
Glossary	8



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Hagerstown

Maryland

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morrill

Executive Director

Summary

The City Administrator is required by the City Charter to submit a proposed budget to the Mayor and Council at least ninety (90) days prior to the beginning of the fiscal year. The Charter also states that the budget shall be adopted no later than June 1st of each year. In addition to the City's operating budget, the City Administrator presents for Council's review a five-year plan for capital improvement programs. Public hearings are scheduled and advance notices are published by Mayor and Council. The budget is approved and adopted in the form of an ordinance. Throughout the year, the City Administrator has the ability to approve transfers of budgeted amounts between departments within any fund. However, only Mayor and Council can approve changes in the total appropriation level through a budget amendment ordinance. Amendments to the budget are performed by the City throughout the year as needed.

FY2021 Operating and Capital Budget Process

Throughout the current fiscal year, the City Administrator and Department Managers have presented and discussed various budget agenda topics with Mayor and Council. The budget discussion topics took place between July 2019 through February 2020 and provided opportunities and guidance for the creation of the FY2021 budget document. A listing of discussion topics and dates are located in the budget message in Section 1.

During the month of December 2019, departmental management and staff conducted departmental reviews of the Capital Improvement Program (CIP) projects. The Department Managers obtained requests from departments, neighborhoods, and homeowners for CIP projects. To assist the City Administrator in determining and recommending projects for funding, priorities were placed on capital projects that impact the City's facilities and infrastructure, safety and environment, legal provisions, and budget. During the same timeframe, Department Managers met with Budget staff to review individual departmental CIP requests.

In addition, the first public hearing on Community Development Block Grant funding needs was held on December 11, 2019. A second public hearing will be scheduled for April 29, 2020 to discuss further the CDBG funding needs.

Budget review meetings began in January 2020 between Department Managers and the Budget Committee to consider departmental operating budget requests. In addition, discussions and/or meetings were held with Department Managers to review initial CIP projects for prioritization of timing and funding within department and City goals. From January 2020 through March 2020, priorities for the upcoming year were discussed and outlined. A number of requests for funding changes were discussed; and, requests that were approved by the City Administrator were incorporated into department budgets. Approved changes and proposed adjustments were then discussed with the departments. As a result of these meetings and deliberations, the Budget staff compiled the FY2021 Proposed Operating Budget and the Capital Improvements Program for FY2021 – FY2025 for presentation to Mayor and Council.

On March 31, 2020, the City Administrator and Budget staff, in conjunction with City Management, will present the Mayor and Council with the FY2021 Proposed Budget for review. The Mayor and Council and the City's senior management will work together from April 7, 2020 to May 19, 2020 to review and discuss the proposed budget and CIP projects. A public hearing will be scheduled for May 19, 2020 to discuss the Operating Budget, Capital Improvement Program (CIP), and property tax rates.

Mayor and Council are scheduled to introduce the ordinance for the approval of the budget and CIP projects on May 12, 2020. It is estimated that approval to adopt the ordinances to approve the budget as revised by Mayor and Council, which will include water, wastewater, electric, other service charges and any changes to the property tax rate, will take place on May 19, 2020. To conclude the Budget Development Process, Budget staff will implement the FY2021 Mayor and Council's Adopted Budget and the FY2021 – FY2025 approved CIP budget during June and July 2020. The FY2021 adopted budget will become effective on July 1, 2020. The adopted operating and CIP budget is available on the City's website at www.hagerstownmd.org

The City of Hagerstown operates under a council-manager form of municipal government. A charter granted by the General Assembly of Maryland formed the governing authority for the City. The Mayor and Council are the governing body of the City, which is responsible for formulating administrative policies. The Mayor and Council are comprised of a mayor and five council members all directly elected by Hagerstown residents to serve four-year terms. The City Administrator is appointed by the Mayor and Council to serve as the Chief Executive Officer of the City. Washington County is mandated by law to provide schools, libraries, and social services in Hagerstown.

The City of Hagerstown provides the community with a full range of services and programs across multiple departments. The City Administrator directs and supervises all City operations. Within the administration, the City Clerk serves as the record-keeping officer for the Mayor and Council, and is responsible for the preparation, execution, and archiving of all City Council documents as prescribed by State law and City Code. The City is a responsible steward of its resources, and provides accountability for the disbursement of funds, financial reporting and asset management. All City employees are supported through the Human Resources department to promote efficient operations.

The City helps expand, retain and attract businesses, oversees planning and permitting functions, and provides community events programming. The community enjoys 22 parks and additional recreation facilities throughout Hagerstown, to include a municipal golf course, a public swimming pool, and an indoor ice and sports complex. The City provides a clean, safe and well-maintained environment in our neighborhoods and community gathering places. The community receives public safety protection through the operation of the City's career fire and police departments.

The City administers the trash, recycling and yard waste collection program for the convenience of our customers. Residents and businesses are provided water, wastewater and electric services at competitive rates. The City's infrastructure is well-maintained to ensure its longevity, provide efficient operations, and reduce costs. Staff ensures traffic flows smoothly throughout the City, and sees that our public ways are accessible for all members of the community.

The City of Hagerstown was founded by Jonathan Hager, a German immigrant who came to America in search of adventure and potential fortune. The home he built in 1739 is fully restored and open to guests at Hagerstown's City Park. The city's railroading history is preserved at the Hagerstown Railroad Museum, also located at City Park, and features period tools of the industry as well as a restored steam engine built in 1912. The City's rich history also includes stories from the Civil War, when the community managed to spare themselves from ransom and destruction by the Confederate troops.

Hagerstown was named the "Hub City" back when railroading was a primary source of transportation and commerce; the name has stuck throughout the years due to the city's unique positioning at the hub of Interstate 81 and Interstate 70. Today creative service and technology-related companies are recognizing Hagerstown's close proximity to Baltimore and the D.C.-metropolitan area as an asset, and Hagerstown is seeing a trend in those companies locating in the City. Retail opportunities are expanding in the community among both big-box and small businesses throughout area shopping centers. In downtown Hagerstown, over 20 distinctive, locally-owned and operated dining options can be found within a two-block radius in each direction from the Public Square.

Residents and visitors alike find Hagerstown to be an ideal combination of city living and small-town charm. Downtown Hagerstown's Arts & Entertainment District is home to the historic Maryland Theatre, which hosts the Maryland Symphony Orchestra and other popular performing groups and acts. Area artists proudly display their work at the Washington County Arts Council and other local art galleries. The Washington County Museum of Fine Arts is one of four designated fine arts museums in the state of Maryland, and welcomes visitors to its galleries from the picturesque setting of City Park, profiled as the most beautiful city park by a national travel website.

The Hagerstown Cultural Trail connects the downtown Arts & Entertainment District with City Park and the Museum of Fine Arts. The trail is one of eight catalyst projects outlined in the Community's City Center Plan, a 10-year roadmap for downtown development that is being implemented through public-private partnerships. Spanning a half-mile, the brick paver pathway makes the route between these two popular destinations more walkable and features open green spaces, gathering areas, and public art that embraces our community's heritage, culture, and values while also inviting visitors to interact with the pieces. Featured artists along the Trail are regionally and even internationally recognized, including HESNSE, who transformed four industrial building facades into a bold, contemporary mural.

City Park is one of 22 parks throughout the park system, which also includes the community's first Dog Park. All parks and recreation facilities owned and managed by the City are smoke-free, with the exception of Municipal Stadium and The Greens at Hamilton Run, a nine-hole golf course overlooking a mountain view. The Hagerstown Ice & Sports Complex hosts hockey games, figure skating competitions, and public skate for amateurs on the ice. The University System of Maryland at Hagerstown opened in the heart of downtown in January 2005; and, currently there are 6 universities offering 13 undergraduate programs and 7 graduate programs, including a doctorate-level degree. The City, in partnership with a private developer and USMH, completed the first student housing project, renovating a vacant 19-room boarding house into apartments for eight students.

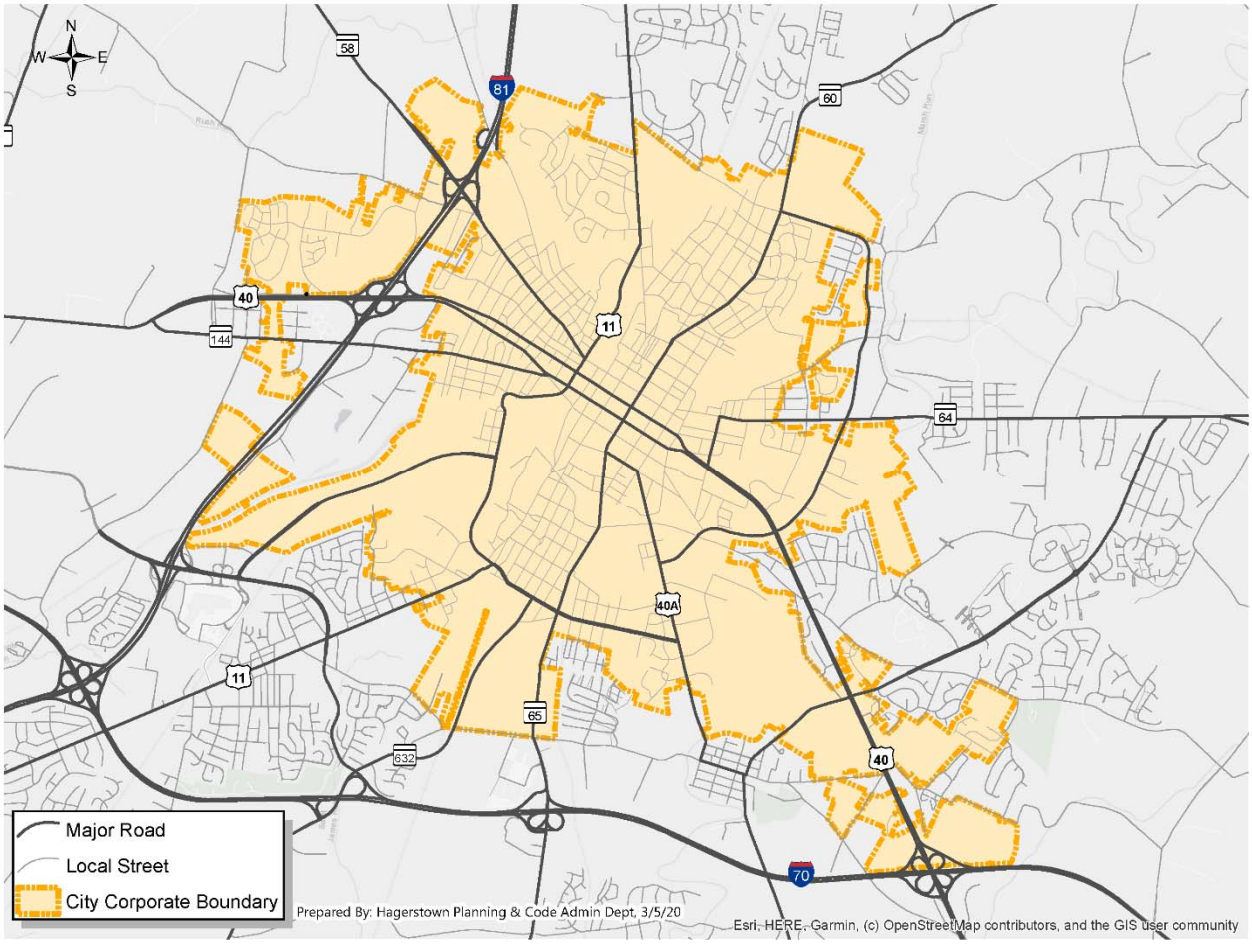
All levels of government - with USMH, the Maryland Theatre, and private developers - are working in partnership on the Urban Improvement Project, a development that will expand the urban educational complex and spur revitalization efforts in downtown Hagerstown. The proposed project includes shared classroom space for students from USMH and Barbara Ingram School for the Arts as well as an outdoor community plaza that ties into the Hagerstown Cultural Trail. The renovation of the Theatre includes re-building the four-story façade at the street level while maintaining the space's historic character.

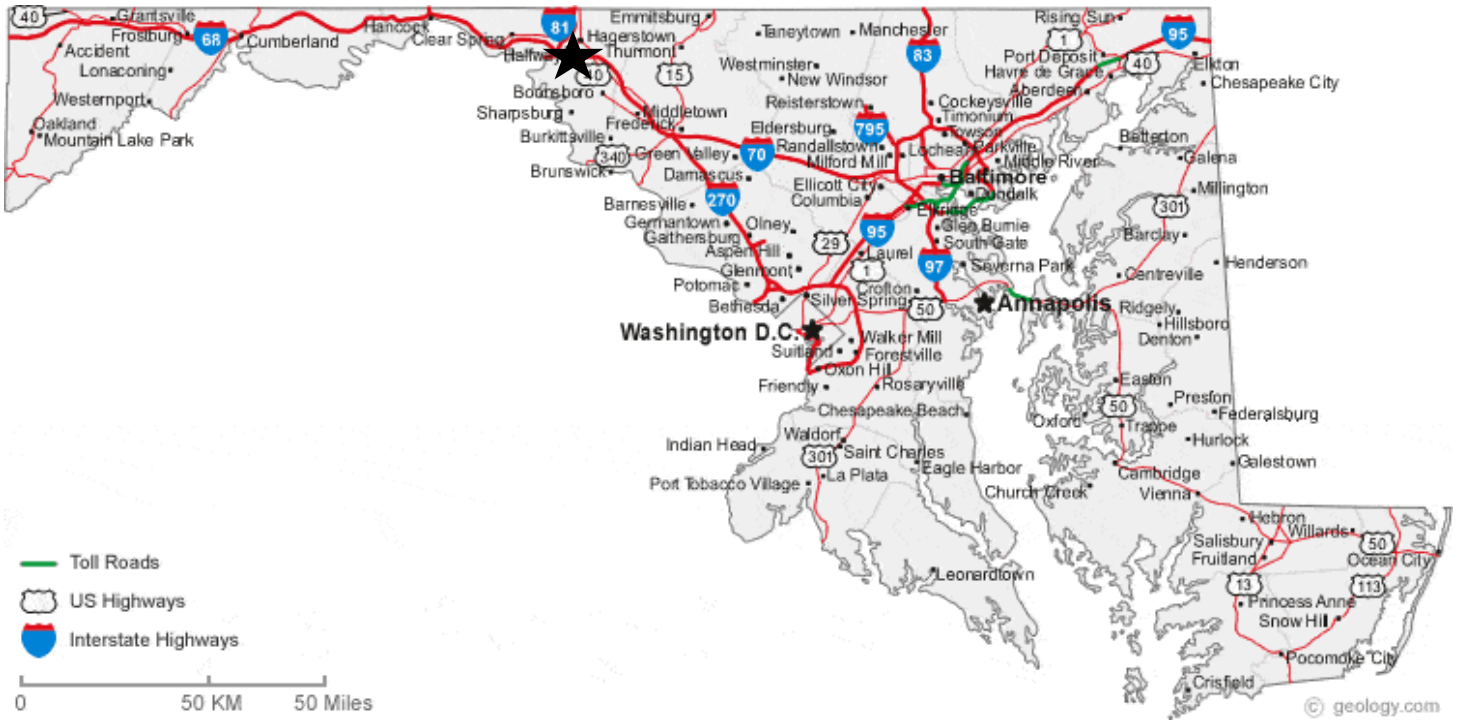
The City of Hagerstown is at the heart of a metro area of approximately 103,000 residents in Washington County and is strategically positioned at the crossroads of I-70 and I-81 in Western Maryland. The 2018 population estimate for the City of Hagerstown is 40,205 with the suburban fringe in the Hagerstown area containing approximately another 63,000. The Washington County Public School system provides educational services to city residents in five regional or specialty high schools, four regional middle schools, and ten neighborhood/regional elementary schools. The City of Hagerstown maintains a top notch parks system with over 20 neighborhood and regional parks, a golf course, and a public pool. The City will be extending the new Cultural Art Trail which links the downtown with City Park in FY 2021 to reach further into the heart of downtown to W. Washington Street. In the City of Hagerstown, there are currently 662 housing units in various stages of development and construction. Two new subdivisions totaling 302 units are in the planning stages. Many residents have organized into groups under the City's Neighborhoods 1st program to take responsibility for the well-being of their neighborhood and build community pride. It is a priority of the City to protect our

neighborhoods from blight through a variety of proactive programs. In the Downtown area, cultural, educational, and restaurant expansions, student housing projects, and office redevelopments are underway with over $40 million in investment. There also continues to be an uptick in new commercial and industrial development in the arterial areas, business parks, and commercial districts outside the downtown in the City. The Northpoint development planned for Wesel Boulevard will bring $132 million of investment and 2.2 million square feet of flex warehouse space in FY 2021 and FY 2022. In continuing efforts to strengthen the fiscal sustainability of Hagerstown, the City has taken a pro-active approach on annexations in recent years to grow our tax base, particularly for developments on City water and within the City Fire Department mutual aid service area.

The City of Hagerstown and its community partners are proud to organize and host special events that bring people together from Hagerstown and the surrounding region. The annual Augustoberfest is a weekend festival that celebrates the City's German heritage with Bavarian food, entertainment, and merriment. Hagerstown has received national attention for the Krumpe's New Year's Eve Donut Drop, which is hosted by a downtown business, High Rock Studios, and creates a mock midnight celebration for families who count down as a giant paper-mache donut descends from the clock tower in Public Square. The addition of a new music series in the month of June, Imagine Hagerstown, will celebrate the City music heritage and feature local artists and various music genres.

The City of Hagerstown continues to streamline operations for efficiency and provides the highest-quality services to enhance our community's quality of life, support community pride, and further the sustainability of the organization.


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W
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58
81
60
40
144
11
64
40A
11
65
632
40
70
Major Road
Local Street
City Corporate Boundary
Prepared By: Hagerstown Planning & Code Admin Dept, 3/5/20
Esri, HERE, Garmin, (c) OpenStreetMap contributors, and the GIS user community


Grantsville
Frostburg
Accident
Lonaconing
Westernport
Oakland
Mountain Lake Park
Cumberland
Hancock
Clear Spring
Hagerstown
Thurmont
Emmitsburg
Taneytown
Manchester
Westminster
New Windsor
Boonsboro
Sharpsburg
Middletown
Frederick
Reisterstown
Eldersburg
Burkittsville
Brunswick
Green Valley
Damascus
Randallstown
Milford Mill
Barnesville
Germantown
Gaithersburg
Olney
Aspen Hill
Glenmont
Potomac
Bethesda
Silver Spring
Washington D.C.
Ellicott City
Columbia
Cockeysville
Timonium
Towson
Lochearn
Parkville
Middle River
Baltimore
Dundalk
Essex
Glen Burnie
South Gate
Severna Park
Laurel
Crofton
Annapolis
Rising Sun
Port Deposit
Havre de Grace
Aberdeen
Elkton
Chesapeake City
Betterton
Galena
Millington
Barclay
Centreville
Henderson
Ridgely
Hillsboro
Denton
Easton
Oxford
Trappe
Preston
Federalsburg
Hurlock
Galestown
Cambridge
Vienna
Church Creek
Hebron
Willards
Salisbury
Fruitland
Ocean City
Princess Anne
Snow Hill
Pocomoke City
Crisfield
Leonardtown
Waldorf
Indian Head
Saint Charles
La Plata
Port Tobacco Village
Eagle Harbor
Chesapeake Beach
Friendly
Suitland
Walker Mill
Forestville
Oxon Hill
Rosaryville
Toll Roads
US Highways
Interstate Highways
0
50 KM
50 Miles
© geology.com

City Charter Dates	
Date founded	1762
Date of incorporation	1813
Date of adoption of present City Charter	1983
Form of Government	Mayor, Council, and Administrator
Area (in square miles)	12.29
Fire Department	
Number of Stations (4 volunteer, 1 City owned)	5
Number of Fire Hydrants (within City limits)	825
Responses to Fire alarms	3,801
Average response time (in minutes)	4:26
Malicious False alarms (included in above number)	61
Public fire education programs	726
Persons in attendance at public education programs	9,190
Parks and Recreation	
Parks and Playgrounds (303 acres)	22
Minor League Baseball Stadium (9.94 Acres)	1
Outdoor Swimming Pool (Claude M Potterfield Pool 1.5 acre	1
Municipal Golf Course (The Greens at Hamilton Run 61.9 ac	1
Bike Lanes and Paths	57
Parking Facilities Department	
Number of lots	13
Number of Parking Spaces (metered or rented)	
Lots	754
Streets	337
Parking Decks:	2
Number of Parking Spaces	625
Number of Permit Parkers	566
Police Department	
Parking ticket violations issued	11,314
Net parking fines	$ 164,966
Safe Speed Program citations issued	22,493
Calls for service	55,224
Alarm calls (included in above number)	524
Public Works	
Miles of paved streets and alleys	154.62
Number of traffic signals maintained	136

Population – per United States Census

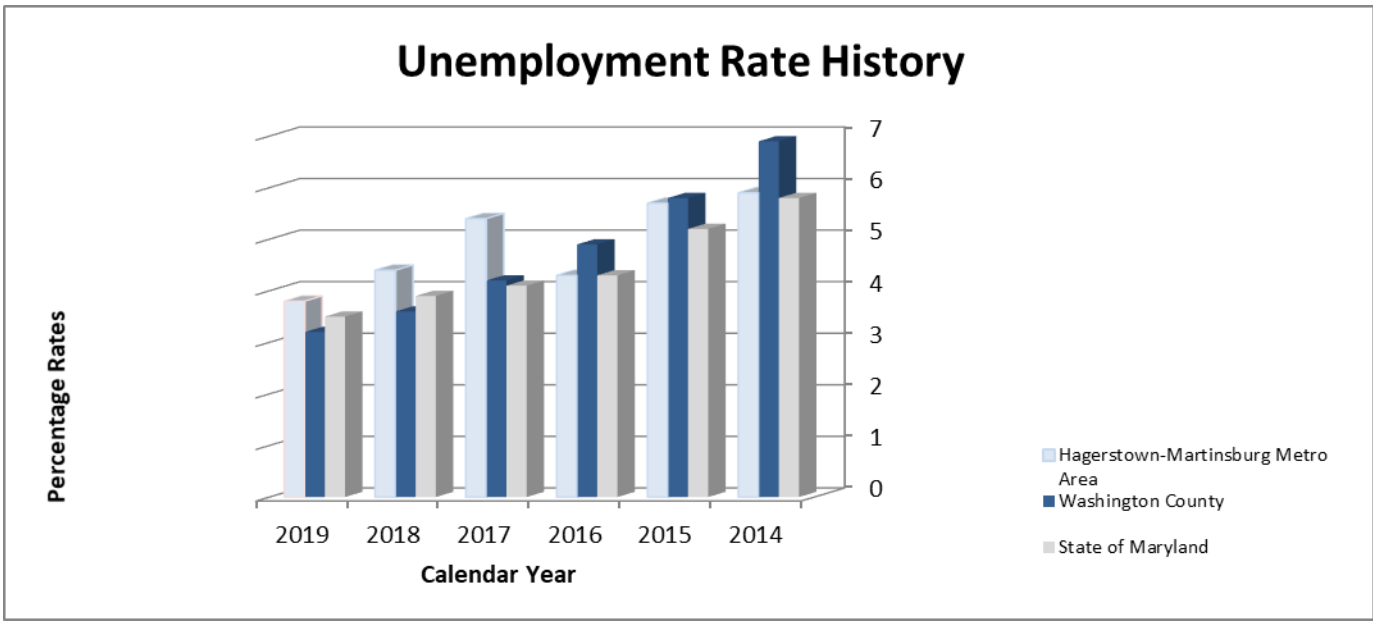
Fiscal Year	Population
1900	13,591
1910	16,507
1920	28,064
1930	30,861
1940	32,491
1950	36,260
1960	36,660
1970	35,852
1980	34,132
1990	35,445
2000	36,687
2010	39,996
2019 (Estimate)	40,205

Electric Department	
Number of active accounts	17,161
Number of meters (in use)	17,674
Kilowatt hours purchased	325,714,174
Kilowatt hours sold	317,822,554
System peak demand-kilowatts	68,608
Number of substations – 34.5KV to 13.8KV	7
Water Department	
Number of active accounts-City	13,422
Number of active accounts-County	16,288
Total number of active accounts	29,710
Daily average productions in million gallons	
R.C. Willson Plant (365 days)	10.25
Wm. M. Breichner Plant (365 days)	0
Greatest consumption for a single day	12.21
Plant pumping capacity per day	20
Average daily metered consumption	7.706
Miles of water mains (estimate)	430
Wastewater Department	
Number of active accounts-City	13,157
Number of active accounts-County	3,032
Number of active accounts-District (JSA)	3,765
Number of active accounts-Total	19,954
Daily average of sewage treated (in million gallons)	10.6
Daily average plant capacity (in million gallons)	8
Number of City owned pumping stations	23
Miles of collection system – City owned	157

Principal Employers in the Metropolitan Area
Current Year and Nine Years Ago

	2019			2010		
Employer	Employees	Rank	Percentage of Total County Employment	Employees	Rank	Percentage of Total County Employment
Washington County Public Schools	3,100	1	4.72%	2,921	2	4.64%
Meritus Health, Inc. (Washington County Health System, Inc.)	2,740	2	4.17%	3,053	1	4.85%
Citicorp Credit Services, Inc	2,300	3	3.50%	2,244	4	3.56%
First Data Merchant Services	2,185	4	3.33%	2,059	5	3.27%
State of Maryland	1,994	5	3.03%	2,592	3	4.12%
Washington County Government	1,352	6	2.06%	1,259	6	2.00%
Volvo Powertrain NA (Mack Trucks, Inc.)	1,300	7	1.98%	1,115	7	1.77%
FedEx Ground	900	8	1.37%	700	8	1.11%
The Bowman Group, LLC	745	9	1.13%			
Hagerstown Community College	545	10	0.83%	620	10	0.98%
Federal Government				642	9	1.02%
Total	**17,161**		**26.12%**	**17,205**		**27.32%**

Source: Principal Employers for Washington County MD provided by Maryland Department of Commerce
Total County employment for 2019 was 65,708 and 2010 was 62,975, supplied by Bureau of Labor Statistics.



Principal Property Taxpayers
Current Year and Nine Years Ago

	2019			2010		
Taxpayer	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value
Washington REIT Centre at Hagerstown	$ 56,375,700	1	2.41%			
Lowes Home Centers, Inc.	29,824,200	2	1.28%	$ 35,524,032	2	1.28%
RPAI Hagerstown LLC	22,641,567	3	0.97%			
Tractor Supply Company	22,059,500	4	0.94%			
Stone House Maryland LLC (Oekos Stone House)	21,282,567	5	0.91%			
Bowman Railway LLC	20,839,300	6	0.89%			
Walmart Real Estate Business Trust	19,852,800	7	0.85%	21,372,400	4	0.77%
Hagerstown Plaza LLC	15,132,600	8	0.65%	13,976,600	8	0.50%
Washington County Centre at Antietam	14,656,800	9	0.63%			
FB Hagerstown LLC	14,213,500	10	0.61%			
Washington Real Estate				37,233,266	1	1.34%
Verizon-Maryland				24,552,600	3	0.89%
Cortpark II LLC				18,984,000	5	0.68%
I-81 Hollyhook LLC				16,969,366	6	0.61%
OEKOS Stone House LLC				15,825,700	7	0.57%
York Pinewood Apartments LP				13,684,966	9	0.49%
Sams Real Estate Business Trust				13,347,466	10	0.48%
Totals	**$ 236,878,534**		**10.12%**	**$ 211,470,396**		**7.62%**

Source: City of Hagerstown FY19 CAFR (Comprehensive Annual Financial Report)

ORDINANCE No. O-20-19

ESTABLISHING THE BUDGET FOR
FISCAL YEAR JULY 1, 2020 TO JUNE 30, 2021
CITY OF HAGERSTOWN, MARYLAND

Pursuant to the Charter of the City of Hagerstown, the City Council is required to adopt a budget providing a complete financial plan for the budget year, with estimates of anticipated revenues and proposed expenditures for the coming year. The Charter further requires that the total anticipated revenues shall equal or exceed the total of the proposed expenditures.

In accordance with the provisions of the City Charter, Article VII, Finance, the City Administrator submitted a proposed budget to the Mayor and Council not less than ninety days before the beginning of the fiscal year, and a public hearing is being held on May 12, 2020 after fifteen days' notice in a newspaper of general circulation.

NOW, THEREFORE BE IT RESOLVED, ENACTED and **ORDAINED** by the Mayor and Council of the City of Hagerstown, that the budget for the City for the fiscal year beginning July 1, 2020 and ending June 30, 2021, is hereby established as follows:

Funds	Proposed FY21 Budget	Mayor and Council Approved FY21 budget
General Fund	$ 51,077,372	$ 51,077,372
Community Development Block Grant Fund	1,470,815	1,470,815
Special Revenue Funds	1,681,396	1,681,396
General/Capital Improvement Projects	24,090,259	24,090,259
Total Government Funds	**78,319,842**	**78,319,842**
Electric Fund	26,748,714	26,748,714
Water Fund	17,717,267	17,717,267
Wastewater Fund	20,740,949	20,740,949
Parking Fund	1,808,553	1,808,553
Golf Fund	529,957	529,957
Property Management Fund	636,830	636,830
Total Enterprise Funds	**68,182,270**	**68,182,270**
Service & Trust Funds	11,028,975	11,028,975
Total Combined Uses of Funds	**$ 157,531,087**	**$ 157,531,087**

BE IT FURTHER ORDAINED that the effective date of the budget established herein is July 1, 2020 and shall govern for the period set forth.

MAYOR AND COUNCIL OF THE
CITY OF HAGERSTOWN, MARYLAND

(SEAL)

Robert E. Bruchey II, Mayor

Donna K. Spickler

Donna Spickler, City Clerk

Date of Introduction: *May 12, 2020*
Date of Passage: *May 19, 2020*
Effective Date: *July 1, 2020*

Record and return to: Donna Spickler, City Clerk
City Hall, Room 200
One East Franklin Street
Hagerstown, MD 21740

ORDINANCE No. O-20-18

ESTABLISHING THE TAX RATES
FISCAL YEAR JULY 1, 2020 TO JUNE 30, 2021
CITY OF HAGERSTOWN, MARYLAND

Pursuant to the Charter of the City of Hagerstown and the general public laws of the State of Maryland, the legislative body of the City of Hagerstown is charged with establishing tax rates; and the Mayor and Council, as the duly constituted legislative body for the City of Hagerstown has complied with all the provisions of the Annotated Code of the State of Maryland, the Charter of the City of Hagerstown and all other applicable laws in reference to establishing said tax rates.

NOW, THEREFORE, BE IT RESOLVED, ENACTED and **ORDAINED** by the Mayor and Council of the City of Hagerstown, that the tax rates for the City for the taxable levy year from July 1, 2020 through June 30, 2021, is hereby established as follows:

A. All real property excluding Apartments is hereby levied and chargeable on the basis of **$1.002** per $100 based on the assessed value of said properties as required by the Charter of the City of Hagerstown, the Maryland Constitution, and the Annotated Code of Maryland. Apartments are hereby levied and chargeable on the basis of **$1.032** per $100 based on the assessed value of said properties.

B. All business personal property, except as otherwise provided for by Ordinance 98-04 entitled *ORDINANCE ESTABLISHING THE ASSESSMENT LEVY FOR THE PERSONAL PROPERTY CATEGORIES OF MANUFACTURING MACHINERY & EQUIPMENT, COMMERCIAL INVENTORY AND MANUFACTURING INVENTORY for the CITY OF HAGERSTOWN, MARYLAND for the FISCAL YEAR JULY 1, 1998 and Thereafter*, is hereby levied and chargeable on the basis of **$2.505** per $100 based on the assessed value of said properties as required by the Charter of the City of Hagerstown, the Maryland Constitution, and the Annotated Code of Maryland.

C. Taxpayers who pay the taxes referred to herein, between the period of July 1, 2020 up to and including July 31, 2020, shall be entitled and are hereby granted a one quarter of one percent (1/4%) discount on the amount of said tax. Any property tax levy assessed and invoiced after September 30, 2020 shall be and is hereby granted a period of thirty (30) days from the invoice date to pay without additional interest or penalty.

D. A semiannual payment plan for all real property is established in accordance with state law. Any taxpayer who makes an election to pay taxes on a semi-annual payment plan shall pay a service charge on and with the second installment based on the amount deferred.

BE IT FURTHER ORDAINED that the effective date of the tax rate established herein is July 1, 2020 and shall govern for the period set forth.

MAYOR AND COUNCIL OF THE
CITY OF HAGERSTOWN, MARYLAND

Robert E. Bruchey II, Mayor

Donna Spickler, City Clerk

Date of Introduction: *May 12, 2020*
Date of Passage: *May 19, 2020*
Effective Date: *July 1, 2020*

Neighborhoods

City of Hagerstown









OVERVIEW
SECTION 1

	Page
City Administrator's Message	1
City of Hagerstown's Budget Message	5
City Elected Officials & City Organizational Structure	47
City Wide Department Cross Matrix	48
Mayor & Council Goals & Priorities	49
Departmental Goals	56
Organizational Narrative	74
City Fund Structure (All)	75
Governmental Fund Structure	78

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City of Hagerstown, Maryland
City Administrator's Department

March 31, 2020

Mayor and City Council,

"Without change, there is no growth." Mimi Kennedy

The Proposed FY21 City of Hagerstown budget is presented for your review. This budget represents the beginning of a transition for our government and how it will operate in the years to come, for without a transition of City government from past practices and operations we cannot expect to achieve the growth necessary to move our City forward during these quickly evolving times. This first opportunity during my tenure as City Administrator to provide to you a proposed budget, that on the surface provides some opportunities to address issues impacting our internal operations and our external services to the taxpayer, does not meet the overall desire of significant positive change in our community. This is attributed primarily to the issue of a relatively flat triennial assessment report from the State Department of Assessment and Taxation, as well as the decreased revenues from other operations. The projected General Fund revenues of $51.1M for FY21 represent a 7.8% increase over last year. However, the flat assessed value revenue figure during a period of increased values across the region raise a red flag as to the causes/effects behind this forecasted figure. This budget, which proposes no tax increase for FY21, addresses those critical areas where Mayor & City Council have identified where the priority of FY21 funds should be focused; economic development and public safety. However, to move forward as a City to meet the competitive challenges we face to attract new residents and businesses to our community, as well as retain those already calling Hagerstown home, we must fundamentally change the way we do business and provide services to our constituents. This budget, once again, forced our management team to make tough decisions as we prioritized the financial resources available with the budget to those of the cost of operations. As always, the team did a great job. These tough decisions, in a time of economic expansion and increased business interest, should not continue to be as difficult. Thus, the need to re-evaluate our functions as a local government and make a determination of (1) how do we address our continued property assessment issues and (2) how do we maximize those efforts by looking at how our government operates and making change accordingly. This proposed budget will be the foundation of these discussions moving forward.

As stated above, this proposed FY21 budget represents the hours of dedicated work done by each of our departments, with special notice to our Accounting/Finance group that produces the pages you see in this book. The City has earned numerous consecutive Government Finance Officers Association awards for this document and as presented should continue that recognition. This honor is not only one for the staff in Finance, but shared with the City staff as a whole who contributes much time into the preparation of their department budgets and accompanying information.

The Mayor and City Council implemented their strategic plan in 2018, running through 2020 building upon the City Vision and Mission Statements:

VISION

The City of Hagerstown will promote a diverse, business friendly, and sustainable community with clean, safe and strong neighborhoods

MISSION

The City of Hagerstown shall be the model provider of the most efficient and highest quality customer services to be known as the municipal location of choice for all.

City Hall • One East Franklin Street • Hagerstown, MD 21740-4987
301/739/8577 Ext. 114 FAX 301/790/3424

There are **nine core values** associated with this vision/mission, including

- Health, public safety and welfare
- Government transparency
- Providing the highest quality customer service for both internal and external customers
- Creative, progressive government
- Neighborhood protection
- Excellence and continuous improvement
- Partnerships and stakeholder feedback
- Budget stabilization
- Reversing the negative image perception by controlling image management

City staff have worked hard over the past two years to accomplish projects that meet these core values. However, we have continuing challenges that will force the City to look to new ways of achieving more related to these core values, especially as it relates to budget stabilization. The disappointing constant yield notice from the State stating that, during a time of regional expansion, our corporate boundary assessed values remained relatively flat, adds directly and more urgently to the core value of budget stabilization. It is imperative that staff and the elected body work together to place all operations / assets / benefits / staffing on the table during FY21 in order to produce the change in process and operations necessary to get us to a more stable and growing revenue base. The City looks to the following principles to guide us in this effort.

Reinvention and Rethinking City Operations

"A city's environment is shaped not only by people who have an important influence, but by everyone who lives or works there." Robert Cowen

This principle first appeared in the FY13 proposed budget document. As necessary as it was then during a time of struggling recovery, it is even more critical now. As the needs of our citizens and staff evolve, and the unfunded mandates from State and Federal government force us to continually evaluate our financial resources, it is critical that we identify and put into place changes to how we operate so that we streamline operations, eliminate redundant or no longer necessary processes, establish new more productive processes, and continue to move the City forward. An example of this would be the implementation of the Stormwater Management operation and associated fee. This fee will be charged to each City parcel based upon the acreage of impervious surface on that parcel. This process and fee was devised by a joint public/private committee, and will be used to maintain a system that promotes cleaner water and other materials that empty into our river basins and ultimately the Chesapeake Bay. All parcels will also have the opportunity to apply for credits to lower their yearly costs as they work to maintain their own grounds for better Stormwater reclamation. As a reinvention initiative related to this program, revenue from the fees will be used by the City to take over the curb and sidewalk renewal program that formerly was the responsibility of the property owner. This, along with other initiatives related to Stormwater Management, will continually evolve as new input and opportunities arise. Ultimately, it will be critical that all City departments across all enterprise funds review what they do, why they do it, and how it gets done. The reinvention and rethinking of how we do things as a government will be forefront in FY21 in looking to grow our revenue base and stabilize a budget for years to come.

Raising Up Our Neighborhoods

The path to increasing revenues for City operations is through the increasing of assessed values of properties within all of our neighborhoods, but especially in the urban core. The assessed value of over 80% of our urban core parcels has remained flat or decreased over the last 10 years. The City must identify ways to raise our urban core neighborhoods up and identify, abate, rehabilitate or demolish the areas of blight within them. These areas may then be positioned to have a more productive use in the community which will lead to higher assessed values of nearby parcels. Through the continued level of funding for economic development initiatives, focus on use of community development funds including CDBG and Community Legacy to name two, and an increased public safety presence in our neighborhoods, we should be able to begin down the path and provide some accomplishments in FY21.

The City would also look to partner with our private developers and community social agencies in taking back our neighborhoods from blight and accelerating the transformation of our urban neighborhoods to being clean, safe and strong communities.

Stewardship of Our Taxpayers Dollar

"Start by doing what is necessary, then what is possible, and suddenly you are doing the impossible." St. Francis of Assisi

Stewardship is defined as the "careful and responsible management of something entrusted to one's care". The Mayor and Council have shown through past practice the seriousness of this responsibility. The proposed budget before you shows the commitment City Staff has towards this philosophy as well. This requires City staff and management to ensure that we live within our means, providing the high standards of service our citizens, business stakeholders and visitors. As noted, this proposed budget contains no real property or personal property tax rate increases. This was done even with the State's report of constant yield showing the flat assessed value of parcels within the corporate boundary. City management spent hours reviewing both capital and operating budgets to compensate for this lack of revenue, as well as the increasing cost of doing business especially related to wage/benefits across the board. This expense reduction process, as we have come to know too well as City management, comes at a serious detriment to our ability to maintain our capital assets that continue to age without replacement and options to repair. It also comes at a detriment to our City staff in regard to cost of living increases that are not affordable, while they continue to provide quality and timely services to our taxpayer. The most telling number in this proposed budget is the fact that our FY21 forecasted tax roll revenue will be exceeded for the first time by the overall cost of wages/benefits in our General Fund. This is not a sustainable situation for our City, especially in a time of economic recovery that the City must be able to ride the wave of. This means a requirement of the City to re-evaluate our "purpose" as a service provider. This will result in a full review of all budgetary categories across all City funds, to include but not limited to citizen services provided, asset acquisition and management, real estate, employee and retiree wages/benefits, and overall organizational structure of the City. The goal of establishing a growth plan for our City and our staff cannot be accomplished without addressing these and other costs of services that may no longer fit within our ability, or priority, to provide. We must lead by example, which will require tough questions, and potentially tougher answers.

Maintaining Momentum of Economic Development

"Culture changes with economic development." HarJoon Chang

Arguably, it may be stated that within the operation of a municipality all programs and priorities ultimately lead to the ability of that government to attract and retain business and commercial constituents. Ensuring safe streets, having clean and vibrant parks, great neighborhoods for families to live, and other facets of City life ultimately lead to our ability to attract new residents and businesses and retain those that have called Hagerstown home. This proposed budget maintains the level of economic incentives which are setting Hagerstown apart as a potential destination of choice for developers looking for an area that not only has infrastructure conducive to their needs, but also a community that fits their overall culture. The Mayor and Council have played an important role in the revitalization efforts of the City, specifically our urban core. Our partnership with our Washington County colleagues will continue to evolve as we face challenging discussions regarding public safety, tax differential, and other topics which matter to our City residents. Our recognition that economic development goes beyond business and to our residential neighborhoods makes it important to ensure that our housing options are of the highest quality for all levels of wage earners. This mindset, established by Mayor and Council and echoed by City staff as we go about our daily work serving the community, will be what lifts our values up and puts us solidly on the road to sustainability.

Looking Ahead

"The future depends on what you do today." Mahatma Gandhi

These are truly exciting times for Hagerstown! Our economic development interests are increasing; our downtown is vibrant and attracting a younger, more diverse crowd; and our services remain strong for our citizens. However, we need to maintain vigilance on our overall City demographic and the economic challenges many of our citizens face. The median income for Hagerstown has remained fairly static at around $40,000, while the costs of services and goods remain volatile. These uncertainties, as well as those governmental mandates forced down to the local level to fund, will continue to have significant impact on City revenue projections.

This impact is also felt by our employees. The wage study commissioned in 2019 showed our non-Union staff at an average salary compared to comparable jobs in other communities at a disadvantage. The same result may be shown for a sampling of Union positions, though not to the same degree. As stated earlier, this will be the first year where projected wage/benefit costs ($32,547,000) will be larger than the revenue received thorough property taxes ($32,505,000). This proposed budget must mark the start of addressing this unsustainable situation and the thorough study of how our government operates. These efforts must result in a prioritization of services, an evaluation of how we provide these services, and the staff required to continue the high quality expected of our citizens.

HAGERSTOWN'S ASSESSABLE BASE AND PROPERTY TAX RATE

The 2020 Constant Yield Tax Rate notice from the State Department of Assessments and Taxation (SDAT) indicates a July 1, 2020 constant yield tax rate of $1.0051 per $100 for all classifications excluding Apartments and tax rate of $1.0306 per $100 for Apartments Only. The constant yield tax rate is the calculated amount needed to maintain the current revenue levels in the next fiscal year and is based on estimates. The total amount reflected by SDAT as the constant yield tax rate is higher than the current real estate tax rate charged of $1.002 per $100 for all classifications except Apartments. This simply means that the current estimates reflect a slight decline of <0.31%> in assessed values will occur which would generate approximately $73K less in revenue than the current fiscal year if the tax rate remains the same.

FY21 is the first year of the triennial assessment period which means that real estate market values will not be reassessed until December 2022. However based on current trends, the City anticipates that there will be overall growth of 2.0% instead of an overall decline of <0.31%>. The assessed values and resulting revenues are primary funding sources for most of the governmental services that are provided by the city. The majority of all revenue in the city's General Fund is from total property revenue which includes personal property tax. In fact, total property tax revenues represent 67.3% of current revenue sources in the FY20 proposed budget or 63.6% of all revenue sources when including transfers and fund balance utilization.

A thirty year history of the change in the City's assessable tax base and property tax revenues is included in Section 2 page 6.

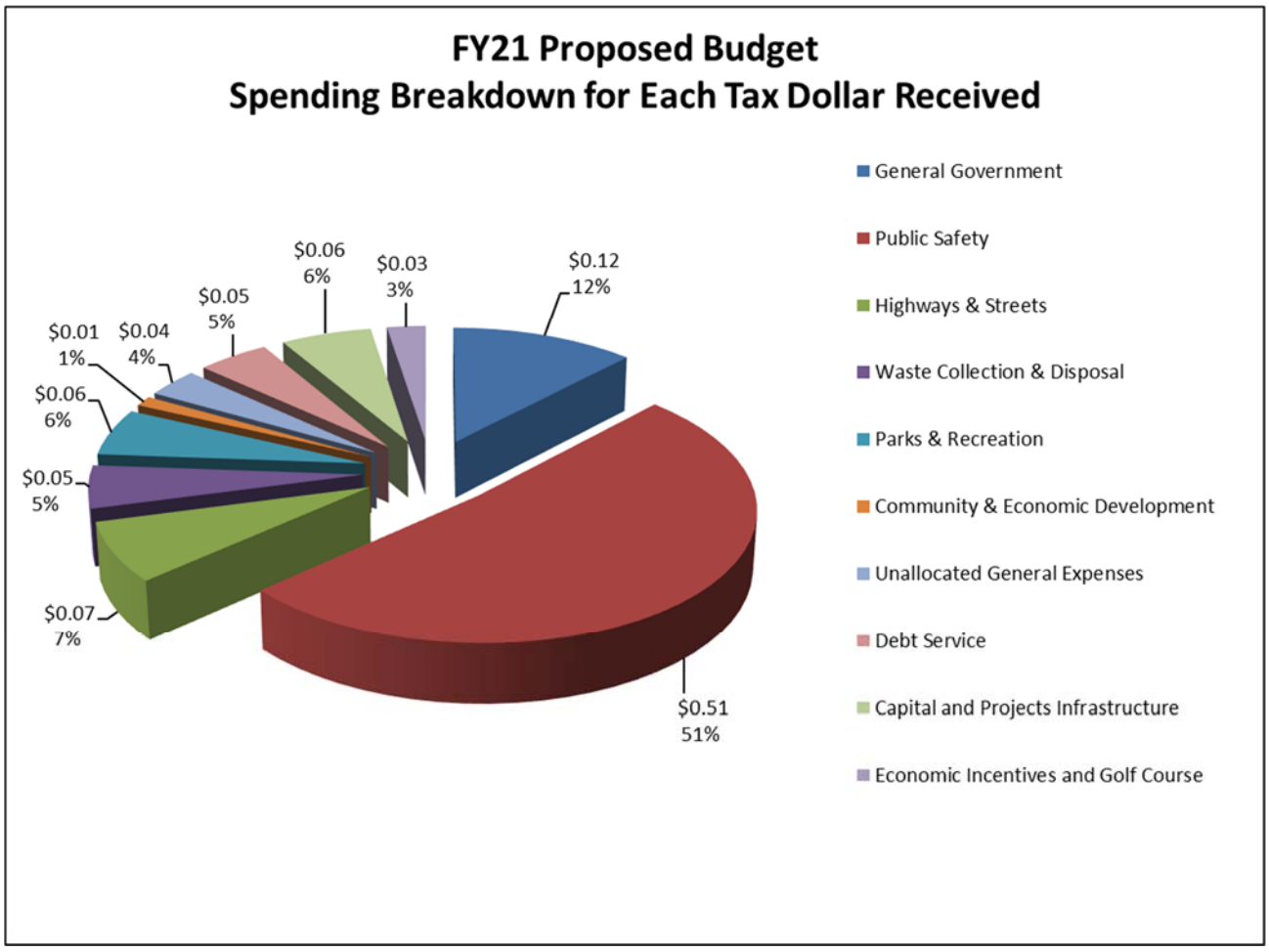
While property tax revenue is important to City operations, it impacts all citizens and business owners. The City strives to be fiscally prudent while balancing the needs of the surrounding community. The below chart reflects costs residential homeowners will pay on average based assessed home value:

Estimated Average Homeowner Tax Bill:

Home Values	**1.002** Annual Payment	**1.002** Monthly Average
$ 75,000	$ 751.50	$ 62.63
$ 100,000	$ 1,002.00	$ 83.50
$ 125,000	$ 1,252.50	$ 104.38
$ 150,000	$ 1,503.00	$ 125.25
$ 200,000	$ 2,004.00	$ 167.00

How is property tax revenue spent? The majority of property tax dollars will be spent to maintain existing City services at current levels; provide salary enhancements as approved in collective bargaining union contracts; cover increasing costs of employer paid benefits; invest in capital infrastructure improvements that have been deferred; and accommodate annual debt service requirements. The chart on the next page reflects a little more detail and specifics on how the City spends each tax dollar received:

HAGERSTOWN'S ASSESSABLE BASE AND PROPERTY TAX RATE (CONTINUED)



COMMUNITY'S CITY CENTER PLAN & THE URBAN IMPROVEMENT PROJECT

There are a variety of factors that influence the City's budget and financial sustainability. Many of these factors and influence result from conditions outside of the control of the City. The image of Hagerstown and Washington County as a sound place to locate business and investment dollars is greatly influenced by the vitality of the urban core. Rather than passively accept whatever the market will bear, the City has taken bold steps to influence investment decisions to bring greater prosperity and vitality to the downtown and surrounding neighborhoods. The City took the lead on a State-funded downtown master planning effort that resulted in the Community's City Center Plan. The Plan provided the vision for catalytic projects that could transform the urban core over a 10 year period. The City's InvestHagerstown programs incentivize private investment that helps to realize our vision for the urban core. In addition, the City collaborated with public and private partners on the Urban Improvement Project which implemented catalytic projects recommended in the Plan. All of these initiatives have had a dramatic effect on private perception of the economic viability of the urban core and general perception on Hagerstown as a great place to create, play and learn. The City of Hagerstown's commitment to the vitality of the urban core has been demonstrated through budget outlays for these endeavors that continue in FY 2021.

The Community's City Center Plan: The State provided grant funding to the City for a downtown master planning project in 2013. Through the City's leadership, Urban Partners was hired to analyze the economic and physical characteristics of the urban core and to develop a community-guided vision for catalytic projects that could bring greater vitality to the downtown and surrounding neighborhoods. As a result of 130 hours of community input, eight catalytic projects were recommended for implementation over a 10 year period. The City has worked with USMH on implementation of the plan's recommendation for three model student housing projects. To date, two have been implemented and State grant funding has been awarded for the third. The City implemented the trail recommendation which resulted in the Hagerstown Cultural Trail. Through an unprecedented public-private partnership, the Urban Improvement Project has implemented three other catalytic projects recommended in the Plan. The City continues to collaborate with our partners to implement the vision of the Community's City Center Plan.

The Urban Improvement Project (UIP): The UIP is truly an exciting and energizing project that spans multiple partners and a variety of infrastructure projects that are estimated to cost approximately $40+ million when all completed. This project involves simultaneous and interconnected development projects that resulted in the expansion of the Maryland Theatre and the in-progress expansion of the Barbara Ingram School for the Arts (BISFA) by the Washington County Board of Education (BOE), expansions to the University System of Maryland Center at Hagerstown (USMH), and the creation of a plaza linking the various UIP components to the rear of buildings fronting West Washington Street. In addition, the Hagerstown Cultural Trail will be extended into the plaza area and out to West Washington Street. The expansions to the theatre, the school, USMH, and the Hagerstown Cultural Trail are identified as catalytic projects in the Community's City Center Plan. The plan recognizes that expansion of the educational and cultural footprint downtown and linking downtown to City Park and the Washington County Museum of Fine Arts are crucial to the economic vitality of the downtown. While this specific project does not include a third parking deck, it is anticipated that the activity around this project and initiatives will be the economic spur to generate demand for a parking deck over the next few years.

Overall, the Community's City Center Plan provided the vision for catalytic endeavors to strengthen an already significant entertainment-education hub downtown and bring added vitality to the urban core. The UIP demonstrated that vision can become reality with collaboration of stakeholders. The UIP would not have been possible without the funding provided by the State of Maryland, Washington County, the Board of Education, the University System of Maryland, the City of Hagerstown, donors to the Maryland Theatre, and private developers. UIP spurred $20 million in additional private sector investment in projects such as the expansion to The Schmankerl Stube, renovation of the Hamilton Hotel for student housing, the MSB Architects firehouse project, renovation of the Professional Arts Building, in-progress renovation of the Massey Building, and plans for renovation of the old Masonic Temple and the old Junior Firehouse. The UIP project and InvestHagerstown continue to have significant impact within the city's proposed FY21 budget. It is anticipated that the City's leadership and willingness to collaborate and the activity surrounding these endeavors will continue to spark investment that not only strengthens the urban core by raises up prosperity throughout the city.

ECONOMIC INCENTIVES AND INCENTIVE PROGRAMS

One of the Mayor & Council Goals & Priorities is Economic Development and being business-friendly to support the community's needs. Economic Development encompasses a variety of departments, projects, programs, and services. To this end, the city has many types of incentive program and initiatives it provides as a vital component to supporting business growth and helping to grow strong neighborhoods. Some of the incentives are strictly locally administered and funded while others are administered and funded by various parties. The chart below summarizes at a very high level the majority of city administered and city funded incentives that are included in the FY21 Proposed Budget:

City Administered and City Funded Incentive Programs	City Fund	FY21 Proposed Budget
Individual/Customized Incentives	**Economic Redevelopment**	
Customized incentives primarily for businesses		72,500
Spring Sprout Grants	**Economic Redevelopment**	Included above
For-profit businesses in downtown CC-MU zoning district		
Funding is combined total with Individual/Customized Incentives		
Invest Hagerstown	**Economic Redevelopment**	
City Center Redevelopment Grant Program		500,000
City-wide Redevelopment Grant Program		114,000
Home Ownership Grant Program		110,000
Rental Property Rehab Grant Program		55,000
Façade Grant Program		25,000
Partners in Economic Progress (PEP)	**Economic Redevelopment**	
Propety owners & businesses in downtown CC-MU zoning district		131,500
Strategic Demolition Fund (SDF)	**Economic Redevelopment**	
Fire Line Water Vault Grant Program for Main Street Area		50,000
Student Housing Rental Guarantee	**Economic Redevelopment**	
USMH Housing Catalyst #3		21,650
Hagerstown Revolving Loan Fund	**Business Revolving Loan**	
For-profit businesses city wide		125,000
Homeownership Program	**CDBG**	
Income requirements apply		5,000
Neighborhood Façade Exterior Enhancement Program	**CDBG**	-
Owners & tenants of properties in designated city blocks		
Single Family Rehab Loans & Rental Rehab Loans	**CDBG**	
Owner-occupied homeowners & investment owners of residential or mixed-use property city wide		100,000
Emergency Repair Grants	**CDBG**	
Owner-occupied homeowners city wide		35,000
Total City Administered and City Funded Incentive Programs		**1,344,650**

A few other incentives that are administered by other parties have a direct impact in other ways to the city's budget and include:

- Arts & Entertainment (A&E) District incentives which is a State of Maryland Program and provides ten year tax credits on changes to assessed values from specific renovations projects; exemption from Admissions & Amusement Tax; and personal income subtractions for qualifying resident artists.
- Enterprise Zone Credit which is a State of Maryland Program and provides real estate property tax credits; and income tax credit for wages paid to eligible new employees.
- US Federal programs include: HUB Zone and Opportunity Zone

Again, the chart above is a summary only. For complete details and requirements on all of the incentives, please visit the City's website at www.hagerstownmd.org/dced for more information.

APPROPRIATION OF GENERAL FUND RESERVES

The city has a Fund Balance/Retained Earnings policy and adheres and remains with key guidelines of this policy. Specific policy details are reflected in Section 9 on pages 4-5 of this budget book document. The city does not utilize fund balance reserves for recurring operating type of expenditures. However the city may utilize General Fund balance reserves when balances exceed the policy limits for capital infrastructure needs.

As a result of a FY19 General Fund surplus and to assist new development, the FY21 Proposed budget does include the appropriation of General Fund reserves as a means to reduce General Fund direct transfers to CIP (Pay-go) and to help balance the budget. The total amount proposed is $2.4M to fund a multitude of needs across General Fund departments. While complete listings with detail information of each of the projects are reflected in Section 7 under the CIP projects, a summary chart is included below for reference:

Funding Source: General Fund FB Reserves	Capital Project Number	FY21 Proposed Bud
Use of FY19 Surplus:		
Fire Department Vehicle Replacement	*45-C0010*	660,000
Police Vehicles	*45-C0129*	384,000
Public Works Operations Center Improvement	*45-C0250*	30,000
City Hall Improvements	*45-C0326*	60,000
Sidewalk Replacement Program	*45-C0458*	125,000
Professional Court Extension	45-C0685	50,000
Consolidation of Public Safety Assets	45-C0687	30,000
Fire Computer Equip/Public Safety Radios	45-C0849	80,000
Subtotal Use of FY19 Surplus:		**1,419,000**
Approved Projects Not Yet Completed:		
Computer Equipment and Software	*45-C0006*	85,000
Fairgrounds Park Improvements	*45-C0626*	75,000
Subtotal Approved Projects Not Yet Completed:		**160,000**
New Development/Incentive:		
Wesel Boulevard Reconstruction	45-C0873	800,000
Subtotal New Development/Incentive:		**800,000**
Total General Fund FB Reserves Used		**2,379,000**

Even though the proposed budget does not include a transfer to Economic Redevelopment Fund for the former Invest Hagerstown program, $250K remains reflected as Committed General Fund Balance to be utilized in the future when this project commitment moves forward. Details of ending General Fund Balance including the unassigned reserve can be found in Section 2 on the bottom of page 2.

COMMUNITY AMENITIES PROVIDED BY THE CITY

The city is committed to not only providing vital services to the community and citizens but also a wide range of amenities. The variety of amenities include green parks, open spaces, a municipal golf course, a municipal pool, parking decks and spaces, a historic farmers market, an art gallery, and a many different events throughout the year. These amenities offer recreation opportunities for families and citizens to enjoy and participate with neighbors. Several of the Mayor and Council goals and priorities for the next several years center around providing amenities and the positive impact these enhancements provide to the community.

The amenities listed in the chart below are included in various sections and funds in the proposed FY21 budget. The chart below reflects and outlines the revenue and costs associated with providing this assortment and range of Community amenities across the city:

CITY OF HAGERSTOWN
SCHEDULE OF AMENITIES
FISCAL YEAR 2020 PROJECTED AND FISCAL YEAR 2021 BUDGET

	FISCAL YEAR 2020 PROJECTED ACTUAL					FISCAL YEAR 2021 PROPOSED BUDGET				
AMENITY DESCRIPTION	DIRECT REVENUE	DIRECT OPERATING EXPENSE	FUNDING FOR CAPITAL BY EXTERNAL PARTIES	CAPITAL EXPENSES	TOTAL	DIRECT REVENUE	DIRECT OPERATING EXPENSE	FUNDING FOR CAPITAL BY EXTERNAL PARTIES	CAPITAL EXPENSES	TOTAL
General Fund:										
Farmer's Market	$ 11,925	$ 76,245	$ -	$ -	$ (64,320)	$ 9,711	$ 78,858	$ -	$ 150,000	$ (219,147)
Potterfield Pool	74,200	182,865	-	146,000	(254,665)	73,900	171,214	-	-	(97,314)
Hager House	8,390	49,516	10,000	10,000	(41,126)	8,510	39,561	10,000	48,000	(69,051)
Train Museum	6,596	47,040	-	14,670	(55,114)	6,000	28,272	135,000	150,000	(37,272)
Municipal Stadium	-	29,950	35,000	35,000	(29,950)	-	23,902	35,000	35,000	(23,902)
All Other Parks*	88,056	1,865,490	375,230	1,406,478	(2,808,682)	96,516	2,047,684	1,990,300	3,882,000	(3,842,868)
Ice Rink	36,000	85,000	-	22,500	(71,500)	36,000	85,000	12,500	50,000	(86,500)
All Other Recreation	95,500	405,030	-	-	(309,530)	100,900	402,089	-	-	(301,189)
Events										
Public Functions	26,905	221,000	-	-	(194,095)	31,000	210,250	-	-	(179,250)
Recreation	11,076	72,500	-	-	(61,424)	12,175	80,500	-	-	(68,325)
Subtotal General Fund	**358,648**	**3,034,636**	**420,230**	**1,634,648**	**(3,890,406)**	**374,712**	**3,167,330**	**2,182,800**	**4,315,000**	**(4,924,818)**
Golf Fund:										
Golf Course	208,170	504,857	-	35,000	(331,687)	203,200	494,957	-	35,000	(326,757)
Subtotal Golf Fund	**208,170**	**504,857**	**-**	**35,000**	**(331,687)**	**203,200**	**494,957**	**-**	**35,000**	**(326,757)**
Parking Fund:										
Parking Decks	452,628	544,739	-	30,000	(122,111)	480,741	547,068	-	865,000	(931,327)
Parking Lots	366,652	249,060	-	100,000	17,592	372,510	255,961	-	15,000	101,549
All Other Parking Fund	205,771	117,752	-	-	88,019	198,002	125,524	-	-	72,478
Subtotal Parking Fund	**1,025,051**	**911,551**	**-**	**130,000**	**(16,500)**	**1,051,253**	**928,553**	**-**	**880,000**	**(757,300)**
Property Management Fund:										
Property Management	328,015	446,969	-	10,000	(128,954)	332,508	447,927	-	40,000	(155,419)
Art Gallery	-	23,338	-	-	(23,338)	-	29,503	-	7,000	(36,503)
Burobox	6,400	12,400	-	-	(6,000)	6,400	12,400	-	100,000	(106,000)
Subtotal Property Management Fund	**334,415**	**482,707**	**-**	**10,000**	**(158,292)**	**338,908**	**489,830**	**-**	**147,000**	**(297,922)**
Total	**$ 1,926,284**	**$ 4,933,751**	**$ 420,230**	**$ 1,809,648**	**$ (4,396,885)**	**$ 1,968,073**	**$ 5,080,670**	**$ 2,182,800**	**$ 5,377,000**	**$ (6,306,797)**

*All Other Parks includes the Hagerstown Cultural Trail and Urban Improvement Project for FY20 Projected and FY21 Proposed Budget

MAYOR AND COUNCIL FISCAL WORK SESSIONS AND DISCUSSIONS

During FY20 we have devoted time to financial related topics during Mayor and Council work sessions. The following schedule is a reminder of these. Hopefully, these discussions serve to assist you throughout the year and help you make informative FY21 budget decisions

July 2, 2019	Maryland Stadium Authority Report
July 16, 2019	Youth Advisory Council Partner Group Renovations to the Saylor House
July 23, 2019	Update on Stormwater Utility Implementation Proposed Splashpad on Hagerstown Cultural Trail Joint Meeting with Washington County Commissioners Agreement for sale of 64 East Franklin Street Power Service Agreement with First Energy Solutions Corporation
August 6, 2019	Maryland Criminal Intelligence Network (MCIN) Coordinator Position
August 13, 2019	Approval of MCIN Coordinator Position to Full Time Approval of Hagerstown Police Department Management Step Scale Utility Keystone Trailer Sales – Request for Exception to City Water and Wastewater Policy
August 20, 2019	Update on Warner Hollow Dam/Edgemont Reservoir Project Hagerstown Mason RE – Building 1 and Building 2 – Request for Exception to City Water and Wastewater Policy
August 27, 2019	Strategy and Proposed Partnership with Washington County Government for Vacant/Abandoned/Cyclical Tax Sale Properties Automatic and Mutual Aid Firefighting, Rescue and EMS Agreement Medium-Range Growth Area and Economic Development Goals Exemption for Hagerstown Mason RE and Utility Keystone Trailer Sales from the City Water and Wastewater Policy Amendment to the Power Service Agreement with First Energy Solutions Corporation
September 10, 2019	Support Services and Utility Billing Departments' Staffing 2020 Imagine Hagerstown Discussion
September 17, 2019	Approval of two new full-time positions: Support Services and Utility Billing Departments
September 24, 2019	Draft Memorandum of Understanding with Maryland Stadium Authority Add 36-40 N. Potomac Street to Competitive Negotiated Sale process
October 1, 2019	Approved Memorandum of Understanding with Maryland Stadium Authority for Phase II Study
October 8, 2019	Site visit at Fairgrounds Park Entrance Building with Maryland Historical Trust FY21 Preliminary Budget for General Fund Agency Contributions Legislative Priorities for 2020 Session
October 22, 2019	Resolution to enter Negotiation Class in Ending Litigation against contributors of Opioid Addiction Crisis Art Donation Agreement with the Thomas Kennedy Center and Antonio Tobias Mendez City Center Holiday Parking Program New Full-Time Employee – Water Distribution Foreman Funding for a Community Coalition Lobbyist
November 5, 2019	Evergreen Solutions Wage Study
November 12, 2019	Joint Meeting with Washington County Commissioners Invest Hagerstown - City Center Redevelopment Grant for 58 S. Potomac Street – Schmankerl Stube Invest Hagerstown – City Center Redevelopment Grant for 7 E. Washington Street – Alexander House Public Square Retail Space Update on Warner Hollow Dam/Edgemont Reservoir Project

MAYOR AND COUNCIL FISCAL WORK SESSIONS AND DISCUSSIONS (CONTINUED)

November 19, 2019	Hagerstown BMX Proposed Track Improvements
November 26, 2019	Introduced Annexation Resolution – I-81/CSX/Halfway Blvd. Right-of-Way Approval of Automatic and Mutual Aid Firefighting, Rescue, and EMS Agreement Power Services Agreement Amendment No. 7 with First Energy Solutions FY 2021 Program Open Space Projects
December 3, 2019	Stormwater Utility Phase II Final Report
December 10, 2019	FY19 Comprehensive Annual Financial Report (CAFR) Update and Next Steps for Vacant/Abandoned/Cyclical Tax Sale Properties Initiative
January 7, 2020	Kilpatrick Woods – Proposed Workforce Housing Development
January 14, 2020	Fairgrounds Park Entrance Building and Gatekeepers House
January 28, 2020	Approve Ordinance to Amend the City Code to Adopt a New Chapter 224, Tax Sale Property Repurpose Program Establishing a Program for Addressing Delinquent Tax Sale Properties in the City Approve Ordinance to Establish Tax Sale Property Repurpose Program Process and Guidelines Approve Annexation Resolution- I-81/CSX/Halfway Blvd. Right-of-Way Accept Grant Agreement for Fairgrounds Park Entrance Building and Gatekeepers House from the Maryland Historical Trust Approve Amendments to Community Development Block Grant (CDBG) Annual Action Plans
February 4, 2020	FY2020/2021 Budget Status Review
February 11, 2020	Joint Meeting with Washington County Commissioners Update on Medium Range Growth Area (MRGA)
February 18, 2020	NorthPoint Development: Wesel Boulevard Roadway Improvements Stormwater Program – Implementation Phase State of Maryland Request for Comment – Low Income Housing Tax Credit Application for Alexander House
February 25, 2020	Accept Donation of Property at Greens at Hamilton Run Agreement with Board of County Commissioners for Reconstruction of Wesel Boulevard Agreement with NorthPoint Development LLC for the Reconstruction of Wesel Boulevard
March 3, 2020	Approve Sale of 117 South Locust Street Approve Sale of 36-40 N. Potomac Street 2020 Census – It's Almost Time to be Counted! Concept Discussion – 239 N. Locust Street - Alms House Property

EMPLOYEE WAGE ADJUSTMENT HISTORY AND FY21 PROPOSED

The following chart reflects the wage adjustments authorized by Mayor and Council through previous Fiscal Years back to FY12. It provides a good history of the City's employee pay adjustments.

FY15	**Non-Union:** 2%COLA and 1 step effective 7/1/14 **AFSCME 1540:** 1% COLA and 1 pay step effective 7/1/14. Additional 1% COLA awarded from arbitration case **IBEW 307:** Zero increase per contract **AFSCME 3373:** 1 pay step 7/1/14; 1 pay step effective 7/1/15, Year 1 salary increased to $39,320.46 effective 7/1/14 and $40,106.87 effective 1/1/15 **IAFF 1605:** 2% COLA effective 7/1/14 and 1 longevity step
FY16	**Non-Union:** 1% COLA and 1 step effective 7/1/15 **AFSCME 1540:** 1% COLA effective 7/1/15 and 1 step effective on Monday following anniversary date. Retroactive step restoration to 7/1/15 granted by arbitration case. As well as additional 1% COLA awarded from arbitration case **IBEW 307:** 2% COLA, restorative step based on anniversary date. **AFSCME 3373:** 1 longevity step effective 7/1/15 **IAFF 1605:** 2% COLA effective 7/1/15 and 1 longevity step effective 7/1/15
FY17	**Non-Union, IAFF 1605, AFSCME 3373:** No COLA, no Steps **AFSCME 1540 & IBEW 307:** Longevity step based on anniversary date
FY18	**Non-Union** 1 step effective 7/1/17 for those hired before January 1, 2017 **IBEW 307:** 2% COLA, continued longevity steps effective 7/24/17 **AFSCME 1540:** 1% COLA effective 1/1/18, continued longevity steps effective 7/1/17 **AFSCME 3373:** Restored longevity steps based on years of service, compressed longevity steps from 22 to 15, steps frozen until 7/2/18 **IAFF 1605:** restored step increases based on years of service, effective 7/3/17. Steps frozen for duration of contract, 6/30/17 (one year contract) Negotiation continue 3/1/18
FY19	**Non-Union:** Proposed step increase, proposed add step 14 **IBEW 307:** 2% COLA effective 7/2/18 **AFSCME 1540:** 1% COLA, add year 25 step effective 7/1/18 **AFSCME 3373:** Steps unfrozen effective 7/2/18 **IAFF 1605:** Move to step should be based on years of service as of 7/2/18; steps remain at that step through FY19
FY20	**Non-Union:** One step increase effective on anniversary date after 7/1/19 **IBEW 307:** 2% COLA effective 7/1/19 **AFSCME 1540:** 1% COLA effective 7/1/19; one step increase on anniversary date **AFSCME 3373:** One Step increase on anniversary date; 1.5% COLA for step 15 only on 7/1/19 **IAFF 1605:** Move to step should be based on years of service as of 7/1/19; steps unfrozen as of 7/1/19; one step increase on anniversary date
FY21	**Non-Union:** One step increase effective on anniversary date after 7/6/20 **IBEW 307:** One step increase on anniversary date; wage reopener pending **AFSCME 1540:** One step increase on anniversary date; wage reopener pending **AFSCME 3373:** One step increase on anniversary date; wage reopener pending **IAFF 1605:** One step increase on anniversary date; wage reopener pending

HIGHLIGHTS OF FY21 PROPOSED BUDGET

The following information included in this section of this budget message provides a summary of the key assumptions and highlights of this FY21 proposed budget. These highlights explain the most significant topics and assumptions needed in preparing a balanced FY21 proposed budget for Mayor and City Council's consideration. You will find the individual department and fund budget narratives which appear later in this budget book provide a more detailed explanation.

City-wide Highlights:

1. **Coronavirus 19 (COVID-19)**: As of March 2020 when this budget document is printed and prepared, the nation is facing a medical pandemic that is and will continue to have significant impact on everyone's daily lives. This pandemic is not just a medical or social issue but is also an economic issue. At the time of print, it is too soon to determine what the impact will be long-term socially or economically. Like most industries, governmental agencies including the City of Hagerstown, will also encounter financial impact. It is important to the leadership of the City of Hagerstown to continue to provide core governmental services during this period to the extent possible. The leadership of the City of Hagerstown with the Mayor and Council will closely monitor and adapt FY20 projections and FY21 budget to address issues that arise while maintaining a balanced budget.

2. **Staffing Levels:** The FY21 proposed budget includes 455 funded full-time positions with 321 in the General Fund and 134 in other funds and operations. Additionally, there are 25 unfunded positions with 14 unfunded in the General Fund and 11 unfunded in other funds and operations. The General Fund includes the addition of 3 full-time positions as approved by Mayor and Council: 1 Police civilian funded by a grant; 1 new Billing staff; and 1 new Support Services staff. These increases to full-time staff are offset in the Electric Fund with 1 Substation Technician position being unfunded. A schedule of City staffing for all of our operations along with a five year history appears later in this Section on Pages 26-27.

3. **Employee Compensation Package:** City employees are given a competitive total compensation package. It should be noted that the cost of wages, associated payroll taxes and benefits continues to be the largest expense segment of the overall budget. This is not unexpected as the City is a service provider. Multi-year contracts were negotiated and approved through FY23 for all four of the City's bargaining units: AFSCME 3373, AFSCME 1540, IAFF 1605, and IBEW 307. All four bargaining units have wage re-opener clauses that would become effective July 1, 2020. However due to the COVID-19 pandemic which triggered declarations of National, State and Local Emergency, the City had to temporarily halt discussions and negotiations with employee groups. At the time of budget preparation, the proposed budget included overall enhancement amounts for all employees to include mandated state minimum wage increases. A history of wages since FY15 is included in the summary appearing in this Section on Page 13. General Fund employee and retiree benefits detail information is included on Page 9 of Section 6. Due to current trends and some vendor changes approved by the Healthcare Committee, the health insurance plan for FY21 remains flat with no increase over FY20 costs. On another positive note, the contribution to City Police and Fire Pension will remain at 14% of salary which is slightly higher than current actuarial funding estimates. As shown on the top of Page 10 in section 6 the General Fund portion of employee and retiree health insurance and pension costs amounts to $7.4M which is a 5.0% growth over the FY20 Budget. In total, pension, health and dental insurance costs for all non-General Fund employees and retirees are $2.9M and appear in the presentation of other Funds throughout the Budget. At the bottom of Page 10 in section 6, the City's share of the cost for employees participating in the State of Maryland Retirement System is projected to be 10.2% which is an increase of 9.2% over FY20. The five year history of the share of the City and Employee cost appears in the table at the bottom of Page 10.

4. **Debt Service Expenditures and Bond Issues**: Information on the City's Bonded Debt Outstanding and Debt Levels and Affordability is presented starting on Page 33 of Section 1. The City remains well within our benchmarks as established in our Debt Policy, which was last updated and approved by Mayor and Council in 2014. The chart below provides an overview (in thousands) of the annual debt service requirements compared to all expenses by fund that are included city-wide in the FY21 budget:

Fund	Total FY21 Operating Expenses	Total FY21 Annual Debt Service Expenses	Percent
General Fund	51,077	2,436	4.8%
Electric Fund	25,256	55	0.2%
Water Fund	13,372	2,236	16.7%
Wastewater Fund	14,756	2,153	14.6%
Parking Fund	929	103	11.1%
Property Management Fund	490	10	1.9%
Subtotal of Funds:	**105,880**	**6,993**	**6.6%**

*Numbers in thousands

Section 6 provides five year projections and more information specifically on General Fund annual debt costs and statistics on pages 12-13. Plans for new MDE loans of $1.5M for a Water Fund project and $2.6M for Wastewater projects are included in FY21. Additionally, it is anticipated that a GO bond issue will be needed in FY21 for a variety of projects across several different funds and are reflected below:

Fund	Departments	Project #	Amount
General	Fire	45-C0010	1,320,000
General	Public Works	45-C0065	330,000
General	Public Works	45-C0099	150,000
General	Engineering	45-C0140	100,000
General	Fire	45-C0241	500,000
General	Parks	45-C0570	125,000
General	Fire	45-C0687	500,000
General	Fire	45-C0849	500,000
General	Fire	45-C0870	2,600,000
General	Engineering	45-C0875	210,000
General	Stormwater	45-C0637	1,000,000
Enterprise	Water	52-C0166	200,000
Enterprise	Water	52-C0168	1,500,000
Enterprise	Wastewater	54-C0327	200,000
Enterprise	Wastewater	54-C0565	1,575,000
Enterprise	Wastewater	54-C0800	1,000,000
Enterprise	Wastewater	54-C0832	330,000
Enterprise	Parking	56-C0173	700,000
Total FY21 Proposed GO Bond Financing			**12,840,000**

Staff's assumptions on the size and timing of future Bond Issues including the future projects to need these bond funds appear in the Capital Improvement Program in Section 7 beginning on page 15.

5. **Overview of Capital Improvement Projects (CIP)**: The City's total Capital Improvement Program budget for FY21 at $36.5M is 27.8% higher than the $28.5M in the FY20 revised budget. The CIP Section 7 presents comprehensive descriptions of major project needs for FY21 through FY25. At minimum, the capital needs are reviewed at least annually and include a five year forecast to strategically assist in implementing both short-term and long-term goals and priorities.

General Fund Highlights:

6. **Changes to Balance General Fund's FY21 Proposed Budget:** On February 4, 2020 staff held a FY21 budget status review with Mayor and City Council and at that time reported a deficiency of approximately <$3.8M>. Now this document presents a balanced FY21 proposed budget. The key changes that allow for a balanced budget are: reductions in General Fund transfers to CIP by $491K for pay-go funding of capital projects, re-appropriating $1.6M of General Fund FY19 surplus and prior surpluses from reserves to fund capital projects; various revenue decreases primarily due property tax after receiving Constant Yield Notice from SDAT by $76K; recognition of one-time FY19 health insurance fund surplus reimbursement of $380K; decrease in transfers to Economic Redevelopment fund for incentives by $170K; adjustment in salary, benefit, and wage allocations to include new billing allocation of $1.2M; and remaining $300K decreases in various non-personnel operational items across city departments. These are only a high level summary of the key assumptions and in the following sections and throughout this proposed budget book additional details and assumptions and highlights will be discussed.

7. **FY21 General Fund Revenues and Expenditures:** The Proposed General Fund revenue of $51.1M for FY21 represents an increase $3.7M or 7.8% increase over the FY20 budget. The largest revenue source in the General Fund is total property tax revenue at $32.5M or 67.3% of all current revenue. Likewise, the Proposed FY21 Budget reflects an increase of $3.7M or 7.8% in General Fund Expenditures for a total of $51.1M. The key factors for these offsetting increases are summarized in this budget message on subsequent pages 35-37 in this Section. The three largest components of the $47.2M in expenditures are: wages and benefits at $32.5 or 63.7% of total and an increase of 6.8% over FY20 budget; contracted services at $5.6M or 11.0% of total and an increase of 8.1% over FY20 budget; and annual debt service requirements at $2.4M or 4.8% of total which is an offsetting decrease in expenditures of 15.2% over FY20 budget.

8. **General Fund Five Year Financial Projections:** Using a multi-year focus of the city's financial condition and projections has always been a part of the budget preparation and is continued in this FY21 proposed budget. It remains important to examine how the decisions made today and in the current year impact future operational and capital needs. The forecasts for future years encompass strategic planning and short and long term goals and priorities. Section 6 of this document includes the financial projections for various City Funds. The General Fund Projections begin on Page 2. These budget deliberations mainly focus on FY21. On page 3 of section 6, the General Fund reflects a lack of sufficient resources to cover the future projected cost of wages, benefits, and other operational and capital expenditures in FY22 and beyond. The current projections show a shortfall of $3.6M for FY22 with similar deficits in subsequent years. Without future changes to service levels, capital equipment and infrastructure, programs, amenities, or increases to revenue the City cannot continue operations in the manner as projected.

9. **Highway User Revenue (HUR):** With almost full restoration of historical HUR funding anticipated to happen in FY21, $80K of the total $1.7M in HUR will be utilized directly in the General Fund to cover a portion of the annual debt service requirements for projects that had to be funded with GO bond issues when there was not sufficient HUR funding from the state. The remaining anticipated balance of HUR funding will be utilized for capital and infrastructure projects as outlined in Section 7 on page 18. This funding source will be closely monitored over the Spring and Summer of 2020 as the prices of gas drop significantly and COVID-19 could impact this revenue source provided by the State of Maryland.

City of Hagerstown
State Shared Taxes: State Highway User Revenue Detail
as of March 25, 2020

	Total	Yearly Change	Over FY09	One-Time Allotments	Annual Allocation	Yearly Change	Over FY09
FY09 Actual	1,899,839.05				1,899,839.05		
FY10 Actual	217,621.80	-89%	-89%		217,621.80	-89%	-89%
FY11 Actual	161,387.12	-26%	-92%		161,387.12	-26%	-92%
FY12 Actual	469,325.59	191%	-75%		469,325.59	191%	-75%
FY13 Actual	301,934.70	-36%	-84%		301,934.70	-36%	-84%
FY14 Actual - includes one-time allotment	1,039,879.51	244%	-45%	722,881.83	316,997.68	5%	-83%
FY15 Actual - includes one-time allotment	1,081,978.18	4%	-43%	748,955.36	333,022.82	5%	-82%
FY16 Actual - includes one-time allotment	1,224,207.10	13%	-36%	884,465.39	339,741.71	2%	-82%
FY17 Actual - includes one-time allotment	1,206,124.86	-1%	-37%	873,766.19	332,358.67	-2%	-83%
FY18 Actual - includes one-time allotment	1,250,240.94	4%	-34%	916,032.11	334,208.83	1%	-82%
FY19 Actual - includes one-time allotment	1,375,305.00	10%	532%	1,027,992.00	347,313.00	4%	60%
Estimated FY20 based on 9/23/19 memo							
FY20 Projected Annual allotment - includes one-time	1,688,069.00	35%	-11%		1,688,069.00	405%	-11%
Preliminary Estimated FY21 budget based on 1/22/20 memo							
FY21 Preliminary Budget	1,700,000.00	1%	-11%	-	1,700,000.00	1%	-11%

10. **General Fund Agency Contributions:** A summary of the proposed General Fund appropriations for agency funding appears on Page 57 of Section 2. In accordance with the General Fund Agency Funding Policy and the approved future pledges for the Washington County Museum for its HVAC project; for the Discovery Station's exhibit Discovery Town; and The Maryland Theatre annual pledge; the Proposed FY21 Budget includes $285K in funding for city support of community agencies from the General Fund. This includes $172K that the Mayor and Council set aside for the eight core agencies, $2.5K for the Discovery Station exhibit, an additional $100K for The Maryland Theatre, and the remaining annual balance of $10K pledge for the Washington County Museum HVAC upgrade. With the $172K across eight core agencies, the FY21 funding is equal to the FY20 base funding for each agency. Subsequently to the balancing and development of the FY21 budget, there have been discussions to extend additional funding to Hagerstown Neighborhood Development to help cover rent and utility costs.

11. **Stormwater Management Program:** Maryland municipalities have the authority to implement a stormwater utility fee. In 2018, the City completed Phase I of developing a cost rate model and addressing associated administrative issues related to a stormwater utility. In 2019, the City completed Phase II to further define a cost rate model and held several community outreach and information forums. The City is undertaking this initiative to address required mandates from a state and federal level. The goals of the Stormwater Management Program include: maintain and preserve the existing storm drainage system; limit flooding and runoff-related damages; improve the quality of the water in the Chesapeake Bay and Potomac River through the construction of new treatment facilities and the retrofit of existing facilities; and comply with permit requirements issued by the Environmental Protection Agency. It is estimated that the mandate requirements in improvements will cost the City approximately $24M. At this time, the FY21 proposed budget projections include revenue from a stormwater utility fee to be effective July 1, 2020. There is not a separate stormwater fund within the FY21 proposed budget as local legislation is not yet completed that would establish a new fund. Due to the requirements of the City's MS4 stormwater permit received from Maryland Department of the Environment (MDE), the CIP budget does include project expenditures over the next five years. The funding for these specific projects will be funded with general fund supported debt issues and anticipated implementation of stormwater revenue source and are reflected in Section 7 on page 32. There are also current operating expenses reflected in the General Fund for service cost related to stormwater activity.

a. Stormwater Operating Expenses - $1.3M in FY21 budget in Section 2 on page 55
b. Stormwater Capital Expenses - $2.5M in FY21 budget in Section 7, pages 13, 26 and 32 in summary
c. Stormwater Future Bond Issues and Annual Debt Service Requirements – the Annual Debt Service Requirements spreadsheet reflects all future debt issues separately for Stormwater related capital projects in Section 6 on page 12.

12. **Important Supplemental Factors:** There are factors and items that impact the city and community that are or are not included in this FY21 budget:
    a. COVID-19 – it is too soon into this medical pandemic to define what the nature of the impact will be on FY21 budget. City staff is implementing some additional financial monitoring to be as proactive and prudent as possible. It is not too soon to realize that there will be great social and economic impact that will result from this pandemic. The impact is not isolated to just the City of Hagerstown locally but will impact economically on a much larger scale. City staff, leadership, and Mayor and Council will monitor and make decisions as information becomes known and available.
    b. Doleman Black Heritage Museum – there is no funding identified in the General Fund for contributions specifically for this initiative.
    c. Hagerstown Neighborhood Development – there is no additional funding beyond typical annual agency contribution amount for rent and utilities expenses.
    d. Ice Rink – there have been some discussions surrounding the need for a second sheet of ice which would require an expansion of the current city-owned facility/building. As a result, there is some funding included in the five year projections in FY25 for this possibility to be funded primarily by others.
    e. Multi-Use Facility – there is no funding included in the five year projections for city funding toward the construction of a new or renovated stadium or multi-use facility.
    f. Cable Franchise Revenue – there is $334K in this General Fund revenue source which could be at risk based on federal legislation.
    g. 911 Funding – there is $405K included in the General Fund expenses to continue to fund the existing 911 center.

General Fund/Capital Improvement Project Highlights:

13. **Capital Improvement Projects (CIP) for General Fund**: The General Fund portion in the Capital Improvement Program budget for FY21 represents 66.1% or $24.1M of the total $36.5M. Section 7 of this budget document provides greater details on the capital projects for the General Fund. The largest portion funding source for these projects is anticipated to be bond financing as reflected in the chart below:

Funding Sources	Amount	Percent
Bond Financing	8,507,000	35.3%
Contributions, PEG Fees, & Reforestation Funds	5,616,500	23.3%
Fund Balance Use: CIP Fund	792,364	3.3%
Fund Balance Use: General Fund	2,379,000	9.9%
Grants	2,713,900	11.3%
HUR	1,620,000	6.7%
Stormwater Fee	1,048,736	4.4%
Transfers from Other City Funds (Pay-go)	1,412,759	5.9%
Total Funding Sources for General Fund CIPs	**24,090,259**	**100.0%**

Similarly, a breakdown on the spending of this $24.1M by General Fund department is outlined below with specific details to follow in Section 7:

Spend by Department	Amount	Percent
Engineering	10,499,000	43.6%
Finance	4,159	0.0%
Fire	6,850,000	28.4%
Information Technology	534,500	2.2%
Parks & Recreation	2,215,000	9.2%
Planning & Code Amdinistration	25,000	0.1%
Police	725,600	3.0%
Public Works	786,000	3.3%
Stormwater	2,451,000	10.2%
Total Capital Spend by Department:	**24,090,259**	**100.0%**

14. **Pavement Preservation (CIP45-C0025):** Utilizing state highway user revenue (HUR), the City included $1.2M (of the total $1.7M HUR funding) in the FY21 budget for its pavement preservations program for city streets. The City utilizes a variety of methods to maintain streets including overlay, crack-sealing, slurry-sealing, pavement markers, and milling. As the HUR funding levels have been slowly increased close to historical levels, the City has been able to increase the Pavement Condition Index (CPI) to 76 which is equivalent to a "good condition" rating. If the HUR funding from the state would be jeopardized due to current environment and overall reduction in gas consumption/utilization, the City would have to re-evaluate this specific project to determine a new scope of work.

15. **Fire Department Capital Project Highlights (CIP45-C0242, CIP45-C0687, CIP45-C0870):** To address fire facility and deployment needs, several individual projects are included in the FY21 proposed budget for the Fire Department. These three projects total $3.1M or 1.3% of the total projects costs for the General Fund. Each of these projects provides opportunities to consolidate administrative staff, command staff, and training staff for the department. These projects should be explored collectively in an effort to provide a cohesive strategic plan and future composition of the City's Fire Department.

16. **Wesel Boulevard Reconstruction (CIP45-C0873):** This project supports the City's growth management goals. The total project costs are estimated to be $6.0M or 24.8% of all planned capital projects for the General Fund. While this project represents a significant portion of the City's total FY21 capital budget, it is important to note that funding will be shared across several organizations and is a collaborative, public-private partnership with the City, Washington County Government, and NorthPoint Development. This reconstruction project will replace the paving and improve existing Wesel Boulevard roadway infrastructure. The reconstruction will permit additional truck and traffic flow beyond what was anticipated when the roadway was originally designed in the 1980's. The upgrades and reconstruction of this roadway will be completed in conjunction with planned new development of warehouse construction estimated at a value of $133M.

17. **Vehicles:** While the FY21 budget includes vehicle and equipment replacements for aging equipment, it is important to note that there are no new additions to our existing vehicle fleet but only vehicle replacements. Overall, the FY21 budget includes $3.1M for vehicle replacements which represents 12.8% of all planned capital projects for the General Fund. The City strives for a systematic vehicle replacement plan to eliminate costly repairs and to improve efficiency of operations. There is a detail listing that includes each specific vehicle to be replaced per department in Section 7 on pages 9-11. The chart below summarizes the total amount for vehicles each General Fund department has included in the FY21 budget:

General Fund Departments	Amount	Percent
Vehicles:		
Engineering	25,000	0.8%
Fire	1,980,000	64.2%
Parks & Recreation	190,000	6.2%
Planning & Code Amdinistration	25,000	0.8%
Police	384,000	12.4%
Public Works	481,000	15.6%
Subtotal Vehicles:	**3,085,000**	**100.0%**
Grand Total All General Fund CIPs	**24,090,259**	**12.8%**

Other Governmental Fund Highlights:

18. **Community Development Block Grant Fund (CDBG):** The proposed CDBG Budget is included Section 4. The City utilizes these Federal Grant funds to support downtown and neighborhood revitalization projects along with community agencies and other projects and priorities. For FY21 it is anticipated the CDBG grant entitlement will be $788K; which is a 2.3% increase from FY20. A history of the City's Entitlement Funding is shown on Page 6 of Section 4 and reflects an allocation growth from FY18 levels. Total CDBG expenditures are projected to be $1.5M in FY21, funded by a combination of new and carry over entitlement funds of $1.2M plus $299K in program income. These projected expenditures include: $750K for Public Facilities and Improvements; $164K to support Public Services; $149K in Housing Rehab Projects; and $408K for program administration and demolition. A summary of CDBG revenues and expenditures appears on Page 5 with more detailed information on Pages 6-8.

19. **Economic Redevelopment Fund**: The proposed Economic Redevelopment Fund Budget is included in Section 4. The fund was established to promote the revitalization of the City's downtown and older neighborhood areas. It is used to promote businesses and home ownership in the City Center and has been used for the PEP Program, Invest Hagerstown, and holding real property for resale. For FY21, it is expected that expenditures will be $1.1M. Of the total expenditures, $132K for PEP program rent payments; $22K for USMH student housing project rent guarantees (Catalyst #3 of Community City Center Plan); $804K combined for Invest Hagerstown incentives; and the remaining $149K for general incentives and overall administration. One key property for resale opportunity remains at 170 West Washington. More detailed information of this Fund is found on pages 10-12.

Enterprise/Business-Type Fund Highlights:

20. **Utility Rates:** The FY21 Proposed Budget represents the second year of a five year rate adjustment that was adopted by Mayor and Council on March 26, 2019. These adjustments take place annually on July 1 and include 3% annual increases for our Water customers. For our Wastewater Customers, this five year schedule includes an annual rate increase of 2%. These approved rate adjustments are included in the FY21 Proposed Budget and in the five year financial projections. A contract for wholesale energy was negotiated in FY17 and the rates are $52.70 per megawatt hour through FY22. A two-year extension is in place beginning in FY23 with an expected wholesale rate decrease of 10.37% through May 31, 2024. For all three of our utilities, our customers enjoy some of the lowest service charges in our region.

21. **Electric Fund Projects and Equipment:** The capital projects and equipment purchases are summarized in Section 7 Page 33 and total $980K for the Electric Fund in FY21. Key purchases and projects include the following: CIP 50-C0220 Wesel Blvd Development $192K; 50-C0550 Kilpatrick Woods $225.5K; 50-C0842 Circuit Upgrades for $80K; and various smaller projects planned. Electric

Fund Revenues and Private Contributions will provide the funding for all projects included in the FY21 budget.

22. **Water Fund Capital Projects and Equipment:** In FY21, $4.3M is included for Water Fund capital projects and equipment. These expenditures are summarized beginning on Page 35 of Section 7. Key purchases and projects include the following: CIP 52-C0117 Vehicles for $260K; CIP 52-C0166 Willson Treatment Plant for $615K; CIP 52-C0168 Edgemont Reservoir Improvements for $1.7M; CIP 52-C0653 Water Distribution System Meter Program for $425K; and CIP 52-C0709 Distribution System Rehab – Main Replacement for $650K. A planned combination of Bond Financing, MDE Loans, Private Contributions, and Water Fund Revenue will fund all projects.

23. **Water Fund - Edgemont Reservoir:** To address regulatory requirements as mentioned above in CIP 52-C0168 $13.8M has been included in the FY21-FY25 (over a 4 year construction period) proposed budgets to complete the design and subsequent construction of the required MDE improvements in accordance with the direction by the Mayor and Council and as approved by MDE Dam Safety Division. Edgemont Reservoir (Warner Gap Hollow Dam). Originally constructed in 1902 and used to supplement the Potomac River supply during emergencies, Edgemont Reservoir must be repaired to remain a viable resource. Work will include extensive grouting at the ogee and emergency spillway and the demolition and re-construction of the ogee and emergency spillway to meet the State Probable Maximum Precipitation (PMP) criteria. All work is to address identified seepage under the spillway and at the base of the left abutment (toe) and to meet the PMP requirements.

24. **Wastewater Fund Capital Projects and Equipment:** In FY21, $6.0M is included for Wastewater Fund capital projects and equipment and is summarized on Page 37 of Section 7. Key purchases and projects include the following: CIP 54-C0004 Vehicles for $525K; CIP 54-C0565 East End Pump Station for $1.6M; continuation of CIP 54-C0327 Collection System rehab program for $400K; and CIP 54-C0800 Citywide – CS Rehabilitation for $2.0M. A combination of Private Contributions, Grants, Wastewater Fund Revenue, Bond Financing, and MDE Loans will fund all projects.

25. **Third Parking Deck (CIP 56-C0173) and Parking Fund Operations:** Discussions around the Urban Improvement Project (UIP) have indicated a desire for another parking deck in the downtown area. In addition, the construction of a third parking deck is part of Mayor & Council Goals & Priorities. As a result, the future budget projections include this identified project. Prior to moving forward, additional analysis and planning will be necessary to identify an exact location and timing of when this will be needed as the individual portions of the UIP are completed. For a new deck to be financially viable to the City, it is critical to have new and additional paying parking system customers in our downtown area beyond current levels. Details specifically on this $8.0M Third Parking Deck are included in Section 7 on page 177 with timing of this deck to be done over FY21, FY22, and FY23 with bond financing as the funding source.
    All of the factors above were considered when completing the five year operations outlook for the Parking Fund which begins in Section 6 on page 26 and outlines detailed assumptions. The operating revenues from the new deck, combined with other Parking Fund revenue need to meet total Parking operating expenses plus related debt service expenses to avoid General Fund subsidies. With the inclusion of a third parking deck, it is anticipated that there will be a deficit in FY22 which will begin to impact the Parking Fund cash balances in FY23. Rates for parking decks and parking lots were approved for a four year span by Mayor & Council. FY21 will begin the second year of this approved rate schedule and include annual increases of $2 each fiscal year. It is anticipated that a combination of the approved rate schedule and growth in usage will generate an approximate increase range of 1.9%-2.5% through FY24. The FY21 Proposed Budget does include a total of $880K for capital projects which will all be funded with Parking Fund revenues.

26. **Property Management Fund:** This Fund provides stewardship over downtown property owned by the City and leased to area business. In Section 3 on page 39 you will find the Expenditure and Revenue Summary showing proposed FY21 Total Expenditures of $490K and Revenues of $339K. Beginning in FY21, there will be five properties remaining in this fund and only three of those buildings have tenants (Elizabeth Hager Center, 60 West Washington Street, and 36-40 North Potomac Street). There are also anticipated capital projects that total $147K in the FY21 budget which will deplete the remaining cash reserves in this fund. More detailed assumptions through FY25

can be found in Section 6 on pages 31-32. Decisions about the continued viability of this fund and the properties held there will be needed as we are projecting a negative cash situation for FY21 and beyond, which would mean increased need for considering contributions from the General Fund

COMBINED USES OF FUNDS
FY21 BUDGET BY FUND

The Adopted FY21 Budget includes $157.5M in expenditures for all of the City's funds. The City's largest operating fund, the General Fund, is projected at $51.4M for the coming year, a 7.8% increase over FY20. Our utility operations for next year include $26.7M for Electric, $17.7M for the Water Fund, and $20.7M for Wastewater. The City's General Capital Improvement Fund for next year is proposed at $24.1M. The Parking Fund's Budget is $1.8M and the Community Development Block Grant Fund totals $1.5M. These represent Hagerstown's major operating and capital funds. Other Special Revenue funds totaling $1.7M along with Service and Trust Funds totaling $11.0M are also included for next year. Details on the expenditure and revenue assumptions for each Fund, along with program information, is set forth in their individual budgets, which appear throughout the Adopted Budget.

2020/2021 BUDGET BY FUND

	Revised Budget 2019/2020	Proposed Budget 2020/2021	Increase / (Decrease)	Percent Change
General Fund	$ 47,392,179	$ 51,077,372	$ 3,685,193	7.8%
Community Dev. Block Grant Fund	1,638,740	1,470,815	(167,925)	-10.2%
Special Revenue Funds	1,874,048	1,681,396	(192,652)	-10.3%
General/Capital Improvement Projects	15,418,407	24,090,259	8,671,852	56.2%
Total Government-type Funds	66,323,374	78,319,842	11,996,468	18.1%
Electric Fund	25,907,753	26,748,714	840,961	3.2%
Water Fund	16,037,521	17,717,267	1,679,746	10.5%
Wastewater Fund	22,866,715	20,740,949	(2,125,766)	-9.3%
Parking Fund	992,445	1,808,553	816,108	82.2%
Golf Fund	485,930	529,957	44,027	9.1%
Property Management Fund	675,079	636,830	(38,249)	-5.7%
Total Enterprise-type Funds	66,965,443	68,182,270	1,216,827	1.8%
Service & Trust Funds	10,785,733	11,028,975	243,242	2.3%
Total Combined Uses of Funds	**$ 144,074,550**	**$ 157,531,087**	**$ 13,456,537**	**9.3%**

COMBINED STATEMENT OF REVENUES AND EXPENDITURES

STATEMENT OF REVENUE, EXPENDITURES AND CHANGES IN FUND BALANCE (ALL FUNDS)
FISCAL YEAR 2020/2021

ACCOUNT DESCRIPTION	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
REVENUES BY TYPE					
Taxes-Property, Income & Other	$ 37,610,165	$ 37,541,348	$ 37,681,563	$ 38,375,808	2.2%
Charges for Services	66,047,153	62,485,635	62,734,115	66,235,426	6.0%
Licenses and Permits	2,144,824	2,113,850	2,748,267	2,686,414	27.1%
Fines and Forfeitures	1,012,292	1,338,900	1,167,090	1,188,950	-11.2%
Other Governmental	3,682,176	5,106,432	4,538,626	5,360,813	5.0%
Other / Transfers In	24,844,655	21,506,087	18,182,528	31,375,085	45.9%
Total Current Revenues	**$ 135,341,265**	**$ 130,092,252**	**$ 127,052,189**	**$ 145,222,496**	**11.6%**
EXPENDITURES BY DEPARTMENT					
General Government	$ 5,984,620	$ 6,272,282	$ 6,227,298	$ 6,199,755	-1.2%
Public Safety	23,169,590	24,757,795	24,497,478	26,231,828	6.0%
Highways & Streets	3,057,832	2,896,139	3,029,561	3,774,184	30.3%
Waste Collection & Disposal	2,562,818	2,598,814	2,608,961	2,688,865	3.5%
Parks and Recreation	2,610,018	2,773,543	2,813,636	2,957,080	6.6%
Community & Economic Development	792,815	697,691	681,694	626,691	-10.2%
Community Development Block Grant	1,548,961	1,638,740	1,654,959	1,470,815	-10.2%
Special Revenue Funds	1,818,426	1,874,048	2,028,384	1,681,396	-10.3%
Enterprise Funds	68,267,917	66,965,443	66,214,789	68,182,270	1.8%
Capital Improvement Projects Fund	6,093,283	15,418,407	9,779,315	24,090,259	56.2%
Service and Trust Funds	9,544,207	10,785,733	9,414,032	11,028,975	2.3%
Non-Departmental General Fund	6,732,632	7,395,915	7,281,033	8,598,969	16.3%
Total Expenditures	**$ 132,183,119**	**$ 144,074,550**	**$ 136,231,140**	**$ 157,531,087**	**9.3%**

Note: Statements are for budgetary purposes only and are not intended to satisfy GASB34 requirements.

COMBINED STATEMENT OF REVENUES AND EXPENDITURES
FISCAL YEAR 2020/21

	GOVERNMENTAL FUND TYPES	ENTERPRISE FUND TYPES	SERVICE AND TRUST FUNDS	COMBINED TOTALS
REVENUES				
Property Taxes	$ 32,504,994	$ -	$ -	$ 32,504,994
Income and Other Taxes	5,870,814	-	-	5,870,814
Licenses and Permits	2,686,414	-	-	2,686,414
Intergovernmental Revenues and Grants	4,660,813	-	-	4,660,813
Charges for Current Services	4,806,083	52,963,723	9,996,216	67,766,022
Fines and Forteitures	1,161,550	-	-	1,161,550
Administrative Allocation Revenues	1,997,500	-	-	1,997,500
Program Income	449,769	-	-	449,769
Reforestation Fees	60,000	-	-	60,000
Stormwater Fees	1,048,736		-	1,048,736
Premium on Bonds	-	8,247	-	8,247
Interest on Investments	206,400	250,381	75,200	531,981
Miscellaneous/Other General Revenues	314,767	1,000	370,000	685,767
TOTAL REVENUES	**$ 55,767,840**	**$ 53,223,351**	**$ 10,441,416**	**$ 119,432,607**
EXPENDITURES				
General Government	6,199,755	-	-	6,199,755
Public Safety	26,231,828	-	-	26,231,828
Highways and Streets	3,774,184	-	-	3,774,184
Waste Collection and Disposal	2,688,865	-	-	2,688,865
Parks and Recreation	2,957,080	-	-	2,957,080
Economic and Community Development	626,691	-	-	626,691
Unallocated General Expense	1,793,300	-	-	1,793,300
Debt Service - Principal and Interest	2,436,312	4,556,816	-	6,993,128
Operating Expenses	27,147,470	54,284,953	10,544,975	91,977,398
TOTAL EXPENDITURES	**73,855,485**	**58,841,769**	**10,544,975**	**143,242,229**
EXCESS(DEFICIENCY) OF REVENUES OVER EXPENDITURES	**(18,087,645)**	**(5,618,418)**	**(103,559)**	**(23,809,622)**
OTHER FINANCING SOURCES(USES)				
Add Back Depreciation	-	9,020,268	-	9,020,268
Bond Financing Proceeds	7,335,000	11,172,000	-	18,507,000
Bond Prior Proceeds	1,176,159	-	-	1,176,159
Developer Contributions	-	800,000	-	800,000
Benefit Charges	-	1,352,200	-	1,352,200
Operating Transfers (From)	1,540,448	375,618	-	1,916,066
Capital Transfers (From)	1,408,600	-	-	1,408,600
General Fund Balance Transfers (From) Capital Projects	2,379,000	-	-	2,379,000
Grants in Aid of Construction	5,521,500	700,000	-	6,221,500
Appropriated Use of Fund Balance	3,171,364	-	-	3,171,364
Non-Cash Developer Contributions	-	(800,000)	-	(800,000)
General Fund Balance Transfers (to) Capital Projects	(2,379,000)	-	-	(2,379,000)
Capital Transfers (to)	(687,450)	(66,150)	-	(753,600)
Operating Transfers (to)	(1,397,907)	-	(484,000)	(1,881,907)
Capital Outlay	-	(12,884,500)	-	(12,884,500)
TOTAL OTHER FINANCING SOURCES (USES)	**18,067,714**	**9,669,436**	**(484,000)**	**27,253,150**
EXCESS(DEFICIENCY) OF REVENUES AND OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER USES	**$ (19,931)**	**$ 4,051,018**	**$ (587,559)**	**$ 3,443,528**
Beginning Fund Balance	**$ 21,309,983**	**$ 168,210,355**	**$ 7,185,345**	**$ 196,705,683**
Less Appropriated Use of Fund Balance	(4,347,523)	-	-	(4,347,523)
Ending Fund Balance	**$ 16,942,529**	**$ 169,373,754**	**$ 6,597,786**	**$ 192,914,069**

(Cash Basis)

STAFFING CHARTS

STAFFING SCHEDULE
DETAIL OF UNFUNDED FULL-TIME POSITIONS
FISCAL YEAR 2020/21

Department / Description	Proposed Unfunded
Engineering & Parks	
Parks Maintenance Worker I-III	4.00
Department Total	**4.00**
Fire Department	
Firefighter	3.00
Fire Deputy Chief	1.00
Fire Training Captain	1.00
Fire Public Safety Educator	1.00
Department Total	**6.00**
Police Department	
Bookkeeping Clerk Typist	-
Department Total	**-**
Public Works	
Sign/Lines Maintenance Worker I-III	1.00
PW Maintenance Worker I-IV	2.00
Truck Driver	1.00
Department Total	**4.00**
TOTAL GENERAL FUND	**14.00**
Water Department	
Maintenance Technician I	1.00
Field Operations (Construction & Maintenance) Technician III	2.00
Engineering Technician	1.00
Department Total	**4.00**
Wastewater Department	
Collection System Operator IV	2.00
Department Total	**2.00**
Electric Department	
Senior Meter Repairer	1.00
Utility Serviceperson/Building Maintenance	1.00
Senior Electric Construction Worker	1.00
Substation Technician	1.00
Lineworker	1.00
Department Total	**5.00**
TOTAL OTHER FUNDS	**11.00**
TOTAL ALL FUNDS	**25.00**

STAFFING SCHEDULE (FULL-TIME AND PART-TIME POSITIONS ONLY)
FIVE YEAR COMPARISON
FISCAL YEARS 2016/17 THROUGH 2020/21

DEPARTMENT	FISCAL YEARS 2016/17 FULL-TIME	2016/17 PART-TIME	2017/18 FULL-TIME	2017/18 PART-TIME	2018/19 FULL-TIME	2018/19 PART-TIME	2019/20 FULL-TIME	2019/20 UNFUNDED	2019/20 PART-TIME	2020/21 FULL-TIME	2020/21 UNFUNDED	2020/21 PART-TIME
Office of The Mayor	0.33	-	0.33	-	0.33	-	0.33	-	-	0.33	-	-
City Administrator	1.33	-	1.33	-	1.33	-	1.33	-	-	1.33	-	-
City Clerk	1.34	0.50	1.34	0.50	1.34	0.50	1.34	-	0.50	1.34	-	0.50
Community & Economic Development	6.75	2.00	6.75	2.00	6.75	2.00	6.75	-	1.30	6.85	-	1.28
Unfunded Positions	-	-	-	-	-	-	-	-	-	-	-	-
Total Funded Positions	6.75	2.00	6.75	2.00	6.75	2.00	6.75	-	1.30	6.85	-	1.28
Planning & Code Administration	20.00	2.00	20.00	1.00	20.00	1.00	20.00	-	1.00	20.00		2.00
Unfunded Positions	-	-	-	-	-	-	-	-	-	-	-	-
Total Funded Positions	20.00	2.00	20.00	1.00	20.00	1.00	20.00	-	1.00	20.00	-	2.00
Finance	8.50	-	8.50	-	8.50	-	8.40	-	-	8.40		-
Support Services & Billing										9.00		3.00
Unfunded Positions	-	-	-	-	-	-	-	-	-	-	-	-
Total Funded Positions	8.50	-	8.50	-	8.50	-	8.40	-	-	17.40	-	3.00
Information Technology & Communications	** 14.10	5.50	14.10	5.50	14.10	5.50	13.10	-	5.50	6.00	-	-
										2.00		2.50
**Included Support Services until FY21												
Unfunded Positions	-	-	-	-	(1.00)	-	-	1.00	-	-	-	-
Total Funded Positions	14.10	5.50	14.10	5.50	13.10	5.50	13.10	1.00	5.50	8.00	-	2.50
Human Resources	5.00	4.00	5.00	4.00	5.00	4.00	5.00	-	4.00	5.00	-	4.00
Engineering & Parks	30.65	6.00	30.92	9.00	30.92	7.00	26.41	-	7.00	26.27	-	7.28
Unfunded Positions	(3.00)	-	(3.00)	-	(3.00)	-	-	4.00	-	-	4.00	-
Total Funded Positions	27.65	6.00	27.92	9.00	27.92	7.00	26.41	4.00	7.00	26.27	4.00	7.28
Police Sworn	112.00	-	112.00	-	112.00	-	112.00	-	-	112.00	-	-
Police Administrative/Civilian	15.00	18.00	15.00	14.00	15.00	14.00	15.00		13.00	16.00	-	13.00
Unfunded Positions	(1.00)	-	(1.00)	-	(1.00)	-	-	-	-	-	-	-
Total Funded Positions	126.00	18.00	126.00	14.00	126.00	14.00	127.00	-	13.00	128.00	-	13.00
Fire	83.00	-	83.00	-	83.00	-	78.00	-	-	78.00	-	-
Unfunded Positions	(6.00)	-	(6.00)	-	(6.00)	-	-	6.00	-	-	6.00	-
Total Funded Positions	77.00	-	77.00	-	77.00	-	78.00	6.00	-	78.00	6.00	-
Public Works	32.90	-	32.90	-	32.90	-	23.55	-	-	24.95	-	-
Unfunded Positions	(4.00)	-	(4.00)	-	(4.00)	-	-	4.00	-	-	4.00	-
Total Funded Positions	28.90	-	28.90	-	28.90	-	23.55	4.00	-	24.95	4.00	-
Stormwater	-	-	-	-	-	-	5.86	-	-	3.86	-	-
Total General Fund	**330.90**	**38.00**	**331.17**	**36.00**	**331.17**	**34.00**	**317.07**	**-**	**32.30**	**321.33**	**-**	**33.56**
Unfunded Total - General Fund	**(14.00)**	**-**	**(14.00)**	**-**	**(15.00)**	**-**	**-**	**15.00**	**-**	**-**	**14.00**	**-**
Total Funded Positions-General Fund	**316.90**	**38.00**	**317.17**	**36.00**	**316.17**	**34.00**	**317.07**	**15.00**	**32.30**	**321.33**	**14.00**	**33.56**
Electric	35.55	-	35.55	-	35.55	-	31.51		-	29.96		-
Unfunded Positions	(5.00)	-	(6.00)	-	(4.00)	-		4.00	-		5.00	-
Total Funded Positions	30.55	-	29.55	-	31.55	-	31.51	4.00	-	29.96	5.00	-
Water	54.52		54.52	-	54.02	-	50.36		-	48.67		-
Unfunded Positions	(4.00)		(4.00)		(4.00)			4.00			4.00	
Total Funded Positions	50.52		50.52		50.02		50.36	4.00	-	48.67	4.00	-
Wastewater	48.26	-	48.26	-	48.76	-	46.56		-	46.95		-
Unfunded Positions	(2.00)	-	(2.00)	-	(2.00)	-		2.00	-		2.00	-
Total Funded Positions	46.26	-	46.26	-	46.76	-	46.56	2.00	-	46.95	2.00	-
Golf Course	2.52	1.00	2.25	2.00	2.25	1.00	2.25	-	1.00	2.24	-	1.72
Parking	2.20	7.00	2.20	10.00	2.20	10.00	2.20	-	10.00	2.80	-	9.00
Property Management	0.90	1.00	0.90	1.00	0.90	1.00	0.90	-	0.70	0.90	-	0.72
Community Dev Block Grant	2.00	-	2.00	-	2.00	-	2.00	-	-	2.00	-	-
Business Revolving Loan Fund	0.15	-	0.15	-	0.15	-	0.15	-	-	0.15	-	-
City-wide Staffing Levels	**477.00**	**47.00**	**477.00**	**49.00**	**477.00**	**46.00**	**453.00**	**-**	**44.00**	**455.00**	**-**	**45.00**
Unfunded Total - City-wide	**(25.00)**	**-**	**(26.00)**	**-**	**(25.00)**	**-**	**-**	**25.00**	**-**	**-**	**25.00**	**-**
Total Funded Positions - City-wide	**452.00**	**47.00**	**451.00**	**49.00**	**452.00**	**46.00**	**453.00**	**25.00**	**44.00**	**455.00**	**25.00**	**45.00**
General Operations	**123.05**	**20.00**	**123.32**	**22.00**	**123.32**	**20.00**	**114.22**	**9.00**	**19.30**	**117.48**	**8.00**	**20.56**
Public Safety	**210.00**	**18.00**	**210.00**	**14.00**	**210.00**	**14.00**	**205.00**	**6.00**	**13.00**	**206.00**	**6.00**	**13.00**
Enterprise Funds	**143.95**	**9.00**	**143.68**	**13.00**	**143.68**	**12.00**	**133.78**	**10.00**	**11.70**	**131.52**	**11.00**	**11.44**

FY17 FT Changes: 4 new positions created for 2015 approved COPS Hiring Grant; funding 1 DCED position; and funding 1 PW position for internal abatement
FY18 No changes in FT positions: PT positions reflect a shift of Parking Enforcement staffing from Police to Parking Fund
FY19 FT Changes: Unfund 1 full-time IT position in General Fund. Separtely funded a prior Electric Foreman position that was unfunded (approved by M&C 10/3/17)
FY20 FT Changes: 1 new position in Fire Department for a third DFM
FY21: Transitioned/moved Support Services from Info Tech & Communications umbrella to report under Finance. Transitioned/moved Billing from Utilities to report under Support Services.
FY21 FT Changes: 1 new position in Police civilian; 1 new Billing; 1 new Support Services; Unfund 1 in Electric

GOVERNMENTAL FUNDS - COMBINED STATEMENT OF REVENUES AND EXPENDITURES
FISCAL YEAR 2020/2021

	GENERAL	SPECIAL REVENUE	CAPITAL IMPROVEMENT FUNDS	TOTAL
REVENUES				
Property Taxes	$ 32,504,994	$ -	$ -	$ 32,504,994
Income and Other Taxes	4,250,814	-	1,620,000	5,870,814
Licenses and Permits	2,686,414	-	-	2,686,414
Intergovernmental Revenues	384,544	1,562,369	2,713,900	4,660,813
Charges for Current Services	3,479,365	-	-	3,479,365
Stormwater Fees	1,326,718	-	1,048,736	2,375,454
Fines and Forfeitures	1,161,550	-	-	1,161,550
Administrative Allocation Revenues	1,997,500	-	-	1,997,500
Program Income	-	449,769	-	449,769
Reforestation Fees	-	60,000	-	60,000
Interest on Investments	200,000	6,400	-	206,400
Miscellaneous/Other General Revenues	295,307	19,460	5,521,500	5,836,267
TOTAL REVENUES	**48,287,206**	**2,097,998**	**10,904,136**	**61,289,340**
EXPENDITURES				
General Government	6,199,755	-	13,488,659	19,688,414
Public Safety	26,231,828	-	7,625,600	33,857,428
Highways and Streets	3,774,184	-	761,000	4,535,184
Waste Collection and Disposal	2,688,865	-	-	2,688,865
Parks and Recreation	2,957,080	-	2,215,000	5,172,080
Community and Economic Development	626,691	-	-	626,691
Unallocated General Expense	1,793,300	-	-	1,793,300
Debt Service - Principal and Interest	2,436,312	-	-	2,436,312
Operating Expenses	-	3,057,211	-	3,057,211
TOTAL EXPENDITURES	**46,708,015**	**3,057,211**	**24,090,259**	**73,855,485**
EXCESS(DEFICIENCY) OF REVENUES OVER EXPENDITURES	**1,579,191**	**(959,213)**	**(13,186,123)**	**(12,566,145)**
OTHER FINANCING SOURCES(USES)				
Operating Transfers From Other Funds	414,198	1,031,250	95,000	1,540,448
Capital Transfers From Other Funds	-	-	1,408,600	1,408,600
Operating Transfers (to) Other Funds	(1,302,907)	(95,000)		(1,397,907)
Capital Transfers (to) Other Funds	(687,450)			(687,450)
Prior Bond Proceeds	-	-	1,176,159	1,176,159
Bond Financing Proceeds	-	-	7,335,000	7,335,000
Appropriated Use of Fund Balance	2,379,000	-	792,364	3,171,364
General Fund Balance Transfers From Capital Projects	-	-	2,379,000	2,379,000
General Fund Balance Transfers (to) Capital Projects	(2,379,000)	-	-	(2,379,000)
TOTAL OTHER FINANCING SOURCES (USES)	**(1,576,159)**	**936,250**	**13,186,123**	**12,546,214**
EXCESS(DEFICIENCY) OF REVENUES AND OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER USES	$ 3,032	$ (22,963)	$ -	$ (19,931)
Beginning Fund Balance	**$ 13,400,259**	**$ 5,176,990**	**$ 2,732,734**	**$ 21,309,983**
Less Appropriated Use of Fund Balance	(2,379,000)	-	(1,968,523)	(4,347,523)
Ending Fund Balance	**$ 11,024,291**	**$ 5,154,027**	**$ 764,211**	**$ 16,942,529**
DETAIL OF ENDING FUND BALANCES:				
Nonspendable	$ 400,000	$ -	$ -	400,000
Restricted	-	2,704,915	-	2,704,915
Committed	250,000	946,000		1,196,000
Assigned	1,250,000	1,503,112	764,211	3,517,323
Unassigned	9,124,291	-	-	9,124,291
Ending Fund Balance	**$ 11,024,291**	**$ 5,154,027**	**$ 764,211**	**$ 16,942,529**

SOURCES OF FY21 GENERAL FUND REVENUE

The Proposed General Fund revenue of $51.1M for FY21 represents a 7.8% increase over the FY20 budget. The primary reasons for this increase in General Fund revenue is: $636.7K growth in Property Tax Revenue as a result of an estimated 2.0% growth in assessed values, utilization of Highway User Funds of $80.0K to cover a portion of annual eligible debt expenses; the anticipated inclusion/implementation of $1.3M for stormwater management; and the utilization of fund balance reserve for capital infrastructure and projects. There are offsetting decreases for Fines & Forfeitures due to Speed Camera and Red Light programs and reduction in one-time Transfers from Health Insurance Fund surplus.

The following table illustrates the change in the sources of General Fund Revenues from Revised Budget FY20 to Proposed Budget FY21.

Sources of General Fund Revenue Growth			
FY 20/21 General Fund Budgeted Revenues	**$**	**51,080,404**	
FY 19/20 General Fund Budgeted Revenues	**$**	**47,393,622**	
Revenue Growth (Decrease)		**3,686,782**	**7.8% Increase**
	Sources		
Property Tax Revenue		636,675	
Income & Other Taxes		25,785	
Licenses & Permits		572,564	
Intergovenmental Revenues		(39,320)	
Charges for Current Services		1,309,771	
Fine & Forfeitures		(129,950)	
Unallocated Revenues		101,467	
Transfers From Other Funds		(222,862)	
Appropriated Use of Fund Balance		1,432,652	
Total	**$**	**3,686,782**	

EXPENDITURES OF FY21 GENERAL FUND RESOURCES

The change in the Proposed General Fund Budget for expenditures in FY21 totals $3.7M representing a 7.8% increase in expenditures from the revised FY20 Budget of $47.4M. The following table illustrates the changes in the use of General Fund budget resources by category of expenditure from FY20 to FY21. The total General Fund expenditure increase is primarily a result of the following: anticipated salary enhancements for all employee groups, rising employer paid benefits costs for State of Maryland pension contributions, police & fire pension contributions, and employer related payroll costs associated with salary increases; increases in contractual services related to stormwater implementation, trash services, and rising credit card transaction fees; stormwater economic incentives in Other Expenditures;and transfers for fund balance reserves.

Uses of General Fund Revenue Growth

FY 20/21 General Fund Budgeted Expenditures	**$**	**51,077,372**	
FY 19/20 General Fund Budgeted Expenditures		**47,392,179**	
Expenditure Growth (Decrease)		**3,685,193**	**7.8% Increase**
	Uses		
Wage & Benefits		2,064,903	
Wage & Overhead Allocations		(355,111)	
Contracted Services		419,009	
Materials, Supplies & Utilities		63,013	
Insurance		12,860	
Capital Expenditures		(5,190)	
Debt Service		(435,425)	
Transfers To Other Funds		55,352	
Other Expenditures		433,130	
Fund Balance Transfer		1,432,652	
Total	**$**	**3,685,193**	

ALLOCATION OF FY21 GENERAL FUND EXPENDITURES BY FUNCTION

The following table illustrates the allocation of General Fund expenditures by function and helps to show the alignment of our resources with priorities for our community and operations:

	Allocation	Percent
Public Safety		
Police	$15,171,771	29.7%
Fire	8,737,235	17.1%
Highways, Streets, & Signal Department	4,411,690	8.6%
Engineering, Parks & Recreation	3,951,187	7.7%
Waste Collection & Disposal	2,688,865	5.3%
Planning & Code Administration	2,141,332	4.2%
Technology	984,893	1.9%
Communications	273,897	0.5%
Economic & Community Development	1,116,449	2.2%
Finance	839,898	1.6%
Support Services	325,020	0.6%
Human Resources	676,092	1.3%
City Hall	278,472	0.5%
Legal Counsel	268,000	0.5%
City Administrator	226,579	0.4%
Mayor & Council	220,586	0.4%
City Clerk	166,437	0.3%
Retiree Benefits	1,468,700	2.9%
Contributions to Other Agencies	284,600	0.6%
Debt Service	2,436,312	4.8%
Capital Transfers to Other Funds	687,450	1.3%
Fund Balance Transfers	2,379,000	4.7%
Unallocated Expenses/Transfers *	1,342,907	2.6%
Total	**$51,077,372**	**100.0%**

* Includes Operating Transfers, Contingency, Inventory Adjustments, and Termination Pay

GENERAL FUND CAPITAL INVESTMENT

The following table summarizes our history of General Fund capital investment since FY04.

Fiscal Year	Capital Outlay	Approriation To CIP Fund	GF Fund Balance Transfer to CIP	Total
2003/2004	187,480	614,800	-	802,280
2004/2005	202,262	1,061,767	-	1,264,029
2005/2006	161,135	1,090,294	-	1,251,429
2006/2007	186,154	985,262	-	1,171,416
2007/2008	201,312	1,267,000	-	1,468,312
2008/2009	164,018	1,179,314	-	1,343,332
2009/2010	45,781	397,563	-	443,344
2010/2011	69,225	666,506	-	735,731
2011/2012	658,297	336,952	-	995,249
2012/2013	88,123	1,102,759	-	1,190,882
2013/2014	177,981	832,268	-	1,010,249
2014/2015	178,836	353,507	546,903	532,343
2015/2016	248,127	822,655	103,869	1,174,651
2016/2017	235,928	1,042,752	-	1,278,680
2017/2018	131,439	307,740	632,107	1,071,285
2018/2019	191,131	1,105,492	205,419	1,502,042
Estimated Actual:				
2019/2020	213,000	718,625	619,348	1,550,973
Proposed Budget:				
2020/2021	190,992	687,450	2,379,000	3,257,442
2021/2022	192,992	2,543,899	-	2,736,891
2022/2023	212,992	1,392,350	-	1,605,342
2023/2024	217,992	1,224,950	-	1,442,942
2024/2025	227,992	1,306,350	-	1,534,342

Although we expect that we will encounter financial challenges over the next several years, we will attempt to be prudent in maintaining adequate levels of funding for capital projects so that the City's assets and infrastructure are replaced and maintained for our citizens' safety and recreational needs.

*The proposed budget for FY21 above includes the use of General Fund Balance reserves to maintain levels needed for capital improvement projects.

BONDED DEBT OUTSTANDING

In current FY20, the budget originally included a preliminary $3.0M General Fund bond issue. However at this time, it is not anticipated that bond issue will occur until later in calendar 2020. As a result, FY21 includes future bond issue assumptions to include FY20 approved projects plus new requests for FY21 projects.

In the FY21 proposed budget, staff has included a general fund supported bond issue that totals $8.8M to General Fund ($6.3M), Stormwater Fund ($1.0M), Water Fund ($200K), Wastewater Fund ($530K) and Parking Fund ($700K). Also included in FY21 proposals is 2020/2021 MDE issued debt for the Water Fund in the amount of $1.5M and in the WasteWater Fund for $2.6M. These proposed capital expenditures are described in detail in the Capital Improvement Program (Section 7) and in the Enterprise Funds (Section 3).

The following table illustrates the balance of bonded debt outstanding at the end of each fiscal year over a 12-year period since FY10. It is separated into tax supported general bonded debt and self-supporting enterprise fund debt for the City's Electric, Water, Wastewater, Parking, and Property Management funds. As reflected in the table below, the largest growth in total outstanding debt over this 12-year period is in the self-supporting enterprise funds.

Fiscal Year	Total Bonded Debt	General Tax Supported	Self-Supporting Enterprise
2009/2010	62,314,151	20,457,426	41,856,725
2010/2011	63,755,733	18,695,138	45,060,595
2011/2012	66,363,883	17,459,565	48,904,318
2012/2013	62,885,398	16,013,064	46,872,334
2013/2014	66,322,847	15,168,166	51,154,681
2014/2015	75,417,227	18,093,422	57,323,805
2015/2016	70,939,759	16,621,899	54,317,860
2016/2017	73,754,525	20,398,887	53,355,638
2017/2018	69,769,925	19,902,356	49,867,569
2018/2019	68,050,106	21,109,308	46,940,798
2019/2020 Estimated Actual	66,907,758	18,840,749	48,067,009
2020/2021 Proposed Budget	74,421,069	24,477,456	49,943,613
12 Year Increase in Outstanding Debt	**$ 12,106,918**	**$ 4,020,030**	**$ 8,086,888**

Finally, the City may continue to experience both direct and indirect impacts from federal spending cuts and repeated uncertainty in the Municipal Bond Market. There continue to be a variety of discussions regarding municipal bonds and how changes may impact the bond market interest rates and the cost of issuance with those bonds. As part of a prior national stimulus package, the City issued taxable Build America Bonds as part of its 2009 issuance. With this issue, the federal government was originally reimbursing 35% of the total interest paid to bondholders until December 2012 when the reimbursements were reduced. For this reason, the FY21 proposed budget anticipates minimal interest reimbursement.

DEBT LEVELS AND AFFORDABILITY

Neither State law nor the City's Charter places a limitation upon the amount of general obligation debt the City may incur. However, the City has strictly adhered to a debt management policy which is included as part of the fiscal policies section of this document to ensure it prudently and responsibly manages its debt. The debt management policy was last amended on December 16, 2014. While the City issues general obligation bonds for its utilities to lower interest costs, this debt is considered self-supporting from utility user service charges. Only non-utility general obligation financing bonds are considered to be tax supported.

As the table below demonstrates, the City's General Fund debt as currently proposed is below the limits established in the City's debt policy.

TAX SUPPORTED GENERAL FUND OBLIGATION DEBT RATIOS

Fiscal Year	Total Taxable Assessed Value	Gov't Debt as Percentage of Total Taxable Assessed Value	Gov't Debt Per Capita	General Fund Debt Service as % of General Fund Operating Revenue
2009/2010	2,830,482	0.72%	511	5.25%
2010/2011	2,880,838	0.65%	471	6.41%
2011/2012	2,559,162	0.68%	440	6.80%
2012/2013	2,633,731	0.61%	404	5.31%
2013/2014	2,665,127	0.57%	382	4.80%
2014/2015	2,541,960	0.71%	448	4.44%
2015/2016	2,618,007	0.63%	411	4.85%
2016/2017	2,659,606	0.77%	504	5.15%
2017/2018	2,659,872	0.75%	494	5.51%
2018/2019	2,713,633	0.78%	525	5.43%
2019/2020 Estimated Actual	2,726,846	0.69%	469	6.26%
2020/2021 Proposed Budget	2,776,447	0.88%	609	5.00%
City Debt Policy		**10.00%**	**$ 1,000**	**10.00%**

GENERAL FUND

REVENUES

The sources of funds to support the proposed General Fund budget are as follows:

	Revised Budget 2019/20	Estimated Actual 2019/20	Proposed Budget 2020/21	Percent Change
Property Tax Revenue	$ 31,868,319	$ 31,952,379	$ 32,504,994	2.0%
Income & Other Taxes	4,225,029	4,316,115	4,250,814	0.6%
Licenses & Permits	2,113,850	2,748,267	2,686,414	27.1%
Intergovernmental Revenues	423,864	421,744	384,544	-9.3%
Charges for Current Services	3,496,312	3,436,270	4,806,083	37.5%
Fines & Forfeitures	1,291,500	1,145,695	1,161,550	-10.1%
Administrative Allocation Revenues	1,997,500	1,997,500	1,997,500	0.0%
Contributions & Donations	30,300	28,937	49,750	64.2%
Interest on Investments	100,000	200,000	200,000	100.0%
Other Unallocated General Revenues	263,540	278,599	245,557	-6.8%
Transfers from Other Funds	637,060	640,807	414,198	-35.0%
Appropriated Use of Fund Balance	946,348	-	2,379,000	151.4%
Total Current Revenue	**$ 47,393,622**	**$ 47,166,313**	**$ 51,080,404**	**7.8%**

1. Overall Property Tax revenue is estimated to increase from FY20 budget to FY21 budget by $637K or 2.0% as a result of two primary factors. One factor is the impact of keeping the current real estate tax tier rates of 1.002 per $100 of assessed values for all excluding apartments and 1.032 per $100 assessed value for apartments. A second factor is a projected 2.0% growth based on trends versus data from SDAT that reflected an overall decrease of <0.3%> in our assessed values in the first year of the triennial cycle. This total increase in revenue is needed to cover rising costs for salary enhancements, employer benefits, capital infrastructure improvements and updates, and annual debt service requirements. Total Property Tax revenue is the primary source of revenue for the General Fund at 67.3% excluding Transfers from Other Funds and Appropriated Use of Fund Balance and 63.6% when including these other funding sources.

2. Licenses & Permits is projected to increase overall by $573K or 27.1%. It is estimated that General Construction Permits, Management Permits, Stormwater Management Permits, Grading Permits and Building Permits will increase as a result of anticipated future planned new development and construction. Cable TV Franchise Fees are increased to reflect normal annual amounts despite some federal regulations that may impact some of this revenue source.

3. The Charges for Current Services increase by $1.3M or 37.5% over the FY20 budget is driven by the planned implementation of a Stormwater Management Program effective July 1, 2020.

4. Appropriated Use of Fund Balance reflects a total request of $1.4M to be utilized from prior years' General Fund balance for a variety of purposes. The City had a surplus in FY19 in the General Fund which enables a portion to be allocated and utilized for new FY21 capital infrastructure; a few previously approved projects that have not yet been completed; and expected new development project driving Wesel Boulevard Reconstruction improvements. It is anticipated that the City will remain in compliance with its General Fund/Retained Earnings policy if all is spent. Finally, the impact of COVID-19 is not yet known and could necessitate a different utilization for Fund Balance Reserve than what is in the proposed FY21 budget document at this time.

COST BY FUNCTION

The General Fund expenditures by City functions are shown as follows:

	Revised Budget 2019/20	Estimated Actual 2019/20	Proposed Budget 2020/21	Percent Change
Police	$ 14,330,117	$ 14,290,159	$ 15,171,771	5.9%
Fire	8,218,032	8,049,189	8,737,235	6.3%
Subtotal Public Safety	**22,548,149**	**22,339,348**	**23,909,006**	**6.0%**
Highways, Streets, & Signal Department	3,472,223	3,600,504	4,411,690	27.1%
Engineering, Parks & Recreation	3,809,475	3,834,249	3,951,187	3.7%
Waste Collection & Disposal	2,598,814	2,608,961	2,688,865	3.5%
Planning & Code Administration	2,088,076	2,046,403	2,141,332	2.6%
Technology	896,458	916,591	984,893	9.9%
Communications	293,325	292,410	273,897	-6.6%
Economic & Community Development	1,191,939	1,164,404	1,116,449	-6.3%
Finance	776,280	768,554	839,898	8.2%
Support Services	495,421	487,974	325,020	-34.4%
Human Resources	661,682	669,303	676,092	2.2%
City Hall	259,090	273,981	278,472	7.5%
Legal Counsel	268,000	268,000	268,000	0.0%
City Administrator	264,400	216,188	226,579	-14.3%
Mayor & Council	208,958	208,061	220,586	5.6%
City Clerk	163,974	163,697	166,437	1.5%
Retiree Benefits	1,486,600	1,468,700	1,468,700	-1.2%
Contributions to Other Agencies	242,100	242,100	284,600	17.6%
Debt Service	2,871,737	2,951,096	2,436,312	-15.2%
Capital Transfers to Other Funds	696,575	718,625	687,450	-1.3%
Fund Balance Transfers	946,348	619,348	2,379,000	151.4%
Unallocated Expenses/Transfers*	1,152,555	1,281,164	1,342,907	16.5%
Total General Fund	**$ 47,392,179**	**$ 47,139,661**	**$ 51,077,372**	**7.8%**

* Includes Operating Transfers, Contingency, Inventory Adjustments, and Termination Pay

1. The Police Department proposed FY21 budget includes an increase of 5.9% or $842K. The majority of this total increase is reflected in overall salaries, overtime, and benefits with $824K more than FY20 budget. While overtime is estimated to decrease slightly, enhanced salaries, employer paid pension costs, and workers comp are the primary factors for this growth.

2. The Fire Department proposed FY21 budget reflects an increase of 6.3% or $519K. Primarily, this increase reflects a combined $462K total for salary enhancement for all HFD personnel, employer paid benefit increases including $96K for workers comp, and pay-outs for possible retirements. Other operating categories are also anticipated to increase such as building structure maintenance costs; bi-annual medical and physical testing; part-time contracted services assistance; professional development; and miscellaneous tools and minor equipment purchases.

3. Overall, Highway, Streets & Signal Department is proposed to be 27.1% or $939K higher in proposed FY21 budget. There are two primary areas driving this increase. The implementation of a Stormwater Management Program reflects $545K of this; while the remaining balance is reflected in general public work operations resulting from current trends in work allocations of staff.

4. The FY21 proposed budget for Debt Service is estimated to be $435K lower than FY20 budget. This reduction includes no new bond issues in FY20 as originally estimated; continued payments of principal on current issues; several issues paid in full; and timing for potential new issue for FY21 to include only one interest payment.

5. The FY21 proposed budget for Fund Balance Transfers reflects an increase of $1.4M. As previously indicated, it is anticipated that the City will utilize Fund Balance reserve amounts from a FY19 surplus to cover capital and infrastructure needs. While the impact of the COVID-19 pandemic is not yet known, it could necessitate a different utilization and reallocation of these funds.

EXPENDITURES BY TYPE

The use of funds by General Fund expenditures can also be analyzed as follows:

	Revised Budget 2019/20	Estimated Actual 2019/20	Proposed Budget 2020/21	Percent Change
Salaries and Wages	$ 20,643,911	$ 20,710,762	$ 21,886,006	6.0%
Employee Benefits	9,838,149	9,668,742	10,660,957	8.4%
Total Wages and Benefits	**30,482,060**	**30,379,504**	**32,546,963**	**6.8%**
Wage & Overhead Allocations	(839,933)	(934,502)	(1,195,044)	42.3%
Contracted Services	5,197,417	5,289,992	5,616,428	8.1%
Materials, Supplies & Utilities	1,998,406	2,004,848	2,061,419	3.2%
Insurance	293,797	286,886	306,657	4.4%
Advertising & Printing	214,945	212,818	247,052	14.9%
Rentals	111,614	108,296	115,390	3.4%
Maintenance & Repairs	1,152,336	1,210,400	1,235,319	7.2%
Vehicle Expenditures	780,170	781,418	794,882	1.9%
Professional Development	168,406	197,727	209,401	24.3%
Communication Expenditures	382,163	343,654	363,728	-4.8%
Other General Expenditures	834,426	848,287	1,088,916	30.5%
Unallocated General Expenditures	667,100	637,100	689,600	3.4%
Debt Service	2,871,737	2,951,096	2,436,312	-15.2%
Capital Outlay - Non CIP	187,057	213,000	190,992	2.1%
Operating Transfers to Other Funds	1,247,555	1,271,164	1,302,907	4.4%
Capital Transfers to Other Funds	696,575	718,625	687,450	-1.3%
Fund Balance Transfer to CIP Fund	946,348	619,348	2,379,000	151.4%
Total All Expenditures	**$ 47,392,179**	**$ 47,139,661**	**$ 51,077,372**	**7.8%**

The major variances in General Fund expenditures by type are as follows:

1. The $2.1M or 6.8% increase in Total Wages & Benefits reflects anticipated salary enhancements for all employee groups including minimum wage increases impacting part-time and seasonal staff, growing employer paid benefit costs for both pension plans (State of Maryland and the City's Police & Fire Plan), and other direct payroll related benefits like FICA. There are three new full-time positions included in the FY21 proposed budget as approved by Mayor & Council during FY20. At a combined total of $32.5M, General Fund Wages & Benefits represent 63.7% of the total annual operating expenditures for FY21 proposed budget and is the largest component of all General Fund expenditures. All four of the city's collective bargaining units had wage re-opener clauses in their contracts to be effective for July 2020; however as a result of the COVID-19 crisis there has been a temporary halt to negotiations.

2. The change of $355K or 42.3% in Wage & Overhead Allocations reflects the transition of the Billing Department from the Utilities Fund to the General Fund. Both the Billing Department and Support Services Departments of the General Fund are then allocated to applicable Funds based on transactions and workload.

3. Contracted Services is projected to increase $419K or 8.1% as a result of the increased trash services fees, credit card transaction fees, and implementation costs for Stormwater Management to inspect storm pipes and other related contractual costs.

4. Other General Expenditures are expected to increase by $254K or 30.5% which primarily reflects the addition and inclusion of $250K in economic incentives for Stormwater Management Program.

5. The $435K or 15.2% decrease in Debt Service reflects annual debt service requirements to include a potential future 2020 bond issue for General Fund projects and the retirement of several current debt issues that will be paid in full. In FY21, annual debt service is 4.8% of all total General Fund expenditures.

6. The $1.4M increase in Fund Balance Transfer to CIP Fund reflects the utilization of FY19 surplus to cover FY21 capital infrastructure and project needs; while maintaining compliance with the Fund Balance/Retained Earnings policy. At the time of printing of this document, COVID-19 impact is not yet known or quantified and could necessitate reallocation of Fund Balance Reserve utilization.

ENTERPRISE FUNDS

ELECTRIC FUND

	Revised Budget 2019/20	Estimated Actual 2019/20	Proposed Budget 2020/21	Percent Change
Operating Revenues	$ 24,511,713	$ 24,926,770	$ 24,933,839	1.7%
Operating Expenses	24,622,865	25,030,986	25,219,215	2.4%
Operating Income (Loss)	**(111,152)**	**(104,216)**	**(285,376)**	**156.7%**
Non-Operating Revenues (Expenses)	92,165	148,166	135,032	46.5%
Gain (Loss) on Fixed Asset Disposal	(20,000)	(29,000)	(10,000)	-50.0%
Transfers from (to) Other Funds	5,437	5,437	10,959	101.6%
Capital Contributions & Grants	50,000	10,000	200,000	300.0%
Increase (Decrease) in Retained Earnings	**16,450**	**30,387**	**50,615**	**207.7%**
Add Back Depreciation	1,095,000	1,002,000	1,081,000	-1.3%
Capital Outlay/Fixed Assets	(1,195,000)	(1,200,833)	(1,492,500)	24.9%
Repayment of Principal on Debt	(43,246)	(43,246)	(44,894)	3.8%
Non-Cash Developer Contributions	(50,000)	(10,000)	(200,000)	300.0%
Net Surplus (Deficit)	**$ (176,796)**	**$ (221,692)**	**$ (605,779)**	**242.6%**

Compared with the previous year, the major revenue changes in the proposed budget are:

1. No electric rate increases have been projected for FY21. The proposed budget reflects the power supply contract extensions through May 31, 2022 with First Energy Solutions.

2. Electric revenue shows an overall 1.7% increase which reflects the continuation of current FY20 customer trends and usage.

The major expenditure changes in the proposed budget are as follows:

1. Purchased power costs are projected to be higher by 2.4% or $425.2K compared to FY20 budget and reflects the charge per megawatt hour (MWh) of $52.70 which was effective June 1, 2017 and higher utilization trends as experiencing in FY20.

2. Non-operating revenues reflect an increase of 46.5% or $42.9K due to estimated increases in interest revenue.

3. Capital Contributions are expected to increase by $150.0K due to new planned developments in FY21.

4. Depreciation expense from FY20 budget to proposed FY21 budget includes a decrease of <1.3%> or $14.0K.

5. Capital outlay totals for fixed assets are expected to increase by $297.0K to total $1.5M. The Capital Improvement Program, Section 7, provides details on all the Electric Fund projects anticipated for FY21 beginning on page 121.

6. Annual debt service expenditures are expected to increase by 3.8% or $1.6K which is reflected in the Repayment of Debt Principal line above. There are no new anticipated bond issues expected for the Electric Fund.

WATER FUND

	Revised Budget 2019/2020	Estimated Actual 2019/20	Proposed Budget 2020/21	Percent Change
Operating Revenues	$ 11,960,500	$ 11,900,699	$ 12,229,149	2.2%
Operating Expenses	11,975,812	12,034,346	12,895,592	7.7%
Operating Income (Loss)	**(15,312)**	**(133,647)**	**(666,443)**	**4252.4%**
Non-Operating Revenues (Expenses)	(473,844)	(416,809)	(403,253)	-14.9%
Gain (Loss) on Fixed Asset Disposal	10,000	10,700	10,000	0.0%
Transfers from (to) Other Funds	36,388	36,388	11,052	-69.6%
Capital Contributions & Grants	502,128	852,200	1,102,200	119.5%
Increase (Decrease) in Retained Earnings	**59,360**	**348,832**	**53,556**	**-9.8%**
Add Back Depreciation	3,635,000	3,723,000	3,938,000	8.3%
Capital Outlay/Fixed Assets	(3,495,000)	(3,854,000)	(4,345,000)	24.3%
Repayment of Principal on Debt	(1,755,569)	(1,755,569)	(1,788,379)	1.9%
Non-Cash Developer Contributions	-	(350,000)	(350,000)	0.0%
Bond Proceeds	1,675,000	-	1,700,000	1.5%
Net Surplus (Deficit)	**$ 118,791**	**$ (1,887,737)**	**$ (791,823)**	**-766.6%**

Compared with the previous year, the major revenue changes in the proposed budget are:

1. Annual rate increases have been approved through FY24. The increase effective July 1, 2019 is an average of 3% for inside customers and 3% for outside customers and is reflected in the total operating revenue slight decrease of 0.4%. The service rate increase is part of a multi-year plan to offset increasing debt service costs, rising depreciation expense, and decreasing capital contributions.

The major expenditure changes in the proposed budget are as follows:

1. The FY21 proposed budget includes an increase of 7.7% or $919.8K for total operating expenses. The FY21 budget includes approved salary enhancements. The current AFSCME 1540 union contract is effective through June 2022. The primary reasons for this total increase are: an increase in Pumping & Water Treatment of $364.6K; an increase of $160.9K in Transmission & Distribution; and an increase of $303.0K in depreciation expense.

2. Capital Contributions are expected to increase by $600.0K due to new planned developments in FY21.

3. Capital outlay totals for fixed assets are estimated to increase by 24.3% or $850.0K. Projects include Edgemont Reservoir Improvements, Willson Treatment Plant Improvements, and Distribution System Rehabilitation and Main Replacement in the proposed FY21 budget figures. In future years, Edgemont Reservoir Improvements has $10.6M budgeted for a construction period which begins in FY21. The Capital Improvement Program, Section 7, provides details on all the Water Fund projects anticipated for FY21 budget beginning on page 141.

4. Annual debt service expenditures are expected to increase by 1.9% or $32.8K as reflected in the Repayment of Debt Principal line above. This includes a 2019 MDE loan plus additional bond needs for FY21 planned improvements.

WASTEWATER FUND

	Revised Budget 2019/20	Estimated Actual 2019/20	Proposed Budget 2020/21	Percent Change
Operating Revenues	$ 13,651,465	$ 13,747,371	$ 13,992,376	2.5%
Operating Expenses	13,750,140	13,183,396	14,301,280	4.0%
Operating Income (Loss)	**(98,675)**	**563,975**	**(308,904)**	**213.1%**
Non-Operating Revenues (Expenses)	(402,176)	(294,452)	(393,846)	-2.1%
Gain (Loss) on Fixed Asset Disposal	1,000	19,475	1,000	0.0%
Transfers from (to) Other Funds	21,717	21,717	19,200	-11.6%
Capital Contributions & Grants	1,190,000	990,000	1,790,000	50.4%
Increase (Decrease) in Retained Earnings	**711,866**	**1,300,715**	**1,107,450**	**55.6%**
Add Back Depreciation	3,550,000	3,107,000	3,546,000	-0.1%
Capital Outlay/Fixed Assets	(8,612,000)	(7,815,000)	(5,985,000)	-30.5%
Repayment of Principal on Debt	(1,844,892)	(1,844,891)	(1,714,966)	-7.0%
Non-Cash Developer Contributions	(500,000)	(250,000)	(250,000)	-50.0%
Bond Proceeds	6,680,000	-	8,105,000	21.3%
Net Surplus (Deficit)	**$ (15,026)**	**$ (5,502,176)**	**$ 4,808,484**	**-32101.1%**

Compared with the previous year, the major revenue changes in the proposed budget are:

1. Annual rate increases have been approved through FY24. The increase effective July 1, 2020 is 2%. The 2% rate increase for FY21 is reflected in the total operating revenues increase of 2.5% or $340.9K above. The rate increases are part of a multi-year plan to ensure the fund continues to be self-supporting and to meet the Wastewater revenue requirements.

The major expenditure changes in the proposed budget are as follows:

1. The proposed FY21 budget includes an overall increase of 4.0% or $551.1K for total operating expenses. The FY21 budget includes approved salary enhancements. The current AFSCME 1540 union contract is effective through June 2022. The primary reasons for this total increase are: an increase in contractual services of $314.9K and an increase of $277.9K in other operating expenditures.

2. Capital outlay totals for fixed assets are projected to decrease by <30.5%> or $2.6M. The Capital Improvement Program, Section 7, provides details on all the Wastewater Fund projects anticipated for FY21 budget beginning on page 152.

3. The City is anticipating borrowing $3.1M for Wastewater Fund projects in proposed FY21 budget. Annual debt service expenditures are expected to decrease by <7.0%> or $129.9K as reflected in the Repayment of Debt Principal line above.

PARKING FUND

	Revised Budget 2019/20	Estimated Actual 2019/20	Proposed Budget 2020/21	Percent Change
Operating Revenues	$ 1,051,862	$ 1,005,280	$ 1,039,251	-1.2%
Operating Expenses	828,702	878,718	888,120	7.2%
Operating Income (Loss)	**223,160**	**126,562**	**151,131**	**-32.3%**
Non-Operating Revenues (Expenses)	(14,094)	(2,684)	(25,031)	77.6%
Transfers from (to) Other Funds	(10,378)	(10,378)	(3,400)	-67.2%
Increase (Decrease) in Retained Earnings	**198,688**	**113,500**	**122,700**	**-38.2%**
Add Back Depreciation	270,000	259,000	273,000	1.1%
Capital Outlay/Fixed Assets	(130,000)	(130,000)	(880,000)	576.9%
Repayment of Principal on Debt	(215,979)	(215,979)	(66,399)	-69.3%
Bond Proceeds	-	-	1,367,000	0.0%
Net Surplus (Deficit)	**$ 122,709**	**$ 26,521**	**$ 816,301**	**565.2%**

Compared with the previous year, the major revenue changes in the proposed budget are:

1. Parking rate increases have been projected for proposed FY21 budget. Parking decks and permitted parking will increase as of July 1, 2020.

2. Operating revenues are anticipated to decrease by <1.2%> or $12.6K from FY20 budget to FY21 budget. This is primarily due to an anticipated decrease in parking tickets issued and parking ticket late fees offset by parking rate increases.

The major expenditure changes in the proposed budget are as follows:

1. Total operating expenses in the proposed FY21 budget reflects an increase of 7.2% or $59.4K. The primary reasons for this increase is a total personnel (salary, overtime, & benefit) increase of $43.0K as a result of potential salary enhancements for full-time staff; and much lower regular operating expenses. The current AFSCME 1540 union contract is effective through June 2022.

2. Depreciation expense from FY20 budget to proposed FY21 budget includes an increase of 1.1%, or $3.0K.

3. Transfer to CIP fund decreased by $7.0K for proposed FY21 budget.

4. Capital outlay totals for fixed assets are projected to increase $750.0K primarily for the land acquisition phase of a new 3rd parking deck. The Capital Improvement Program, Section 7, provides details on all the Parking Fund projects anticipated for FY21 beginning on page 168.

GOLF COURSE FUND

	Revised Budget 2019/20	Estimated Actual 2019/20	Proposed Budget 2020/21	Percent Change
Operating Revenues	$ 178,275	$ 208,170	$ 203,200	14.0%
Operating Expenses	450,930	504,857	494,957	9.8%
Operating Income (Loss)	**(272,655)**	**(296,687)**	**(291,757)**	**7.0%**
Non-Operating Revenues (Expenses)	100	523	100	0.0%
Transfers from (to) Other Funds	272,555	296,164	271,657	-0.3%
Increase (Decrease) in Retained Earnings	**-**	**-**	**(20,000)**	**0.0%**
Add Back Depreciation	39,525	38,768	42,268	6.9%
Capital Outlay/Fixed Assets	(35,000)	(35,000)	(35,000)	0.0%
Net Surplus (Deficit)	**$ 4,525**	**$ 3,768**	**$ (12,732)**	**-381.4%**

Compared with the previous year, the major revenue and expenditure changes in the proposed budget are as follows:

1. Overall operating revenues are anticipated to increase by 14.0% or $24.9K from FY20 budget to proposed FY21 budget. The current FY20 trends are ahead of the FY20 budget levels, it is anticipated that FY21 will improve even more as a result of increased fees and rentals while decreasing the amount of special rate programs and discounts given. The last rate adjustments for the Golf Course happened on July 1, 2012.

2. The operating expenses in the FY21 budget are 9.8% or $44.0K higher than FY20 budget. The FY21 budget does include salary enhancements for full-time employees as the current AFSCME 1540 union contract is effective through June 2022. The increase in total operating expenses results from a $15.5K increase in total personnel costs (salary, overtime, and benefits), a $5.4K increase in contracted services, and $23.1K increase in other operating expenditures.

3. Depreciation expense is expected to increase 6.9% or $2.7K from FY20 budget to FY21 proposed budget.

4. Capital outlay totals for fixed assets are expected to remain flat from FY20 budget to FY21 budget. The Capital Improvement Program, Section 7, provides details on the Golf Fund project anticipated for FY21 on page 172.

PROPERTY MANAGEMENT FUND

	Revised Budget 2019/20	Estimated Actual 2019/20	Proposed Budget 2020/21	Percent Change
Operating Revenues	$ 316,804	$ 321,415	$ 325,908	2.9%
Operating Expenses	505,807	478,512	485,789	-4.0%
Operating Income (Loss)	**(189,003)**	**(157,097)**	**(159,881)**	**-15.4%**
Non-Operating Revenues (Expenses)	8,728	8,805	8,959	2.6%
Increase (Decrease) in Retained Earnings	**(180,275)**	**(148,292)**	**(150,922)**	**-16.3%**
Add Back Depreciation	190,000	138,000	140,000	-26.3%
Capital Outlay/Fixed Assets	(165,000)	(10,000)	(147,000)	-10.9%
Repayment of Principal on Debt	(5,107)	(5,107)	(5,511)	7.9%
Net Surplus (Deficit)	**$ (160,382)**	**$ (25,399)**	**$ (163,433)**	**1.9%**

Compared with the previous year, the major revenue and expenditure changes in the proposed budget are as follows:

1. Overall operating revenues are anticipated to increase by 2.9% or $9.1K due to rental income. The increase is a result of a potential new tenant at 14 North Potomac Street.

2. Total operating expenses in the proposed FY21 budget reflect an overall decrease of <4.0%> or $20.0K compared to the FY20 budget.

3. Depreciation expense is projected to decrease by <26.3%> or $50.0K from FY20 budget to proposed FY21.

4. Capital outlay totals for fixed assets are projected to decrease by $18.0K as a result of normal improvements for FY21. The Capital Improvement Program, Section 7, provides details on the various Property Management Fund projects anticipated for FY20 budget beginning on page 174.

SPECIAL REVENUE FUNDS

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

	Revised Budget 2019/20	Estimated Actual 2019/20	Proposed Budget 2020/21	Percent Change
CDBG Grant Revenues	$ 1,071,221	$ 1,086,361	$ 1,172,209	9.4%
Program Income	273,727	252,373	298,606	9.1%
Total Operating Revenues	**1,344,948**	**1,338,734**	**1,470,815**	**9.4%**
Clearance & Demolition	176,366	-	150,000	-14.9%
Public Facilities & Improvements	822,535	761,839	750,000	-8.8%
Public Services	148,500	142,500	163,500	10.1%
Contra Principal Payments	97,287	85,000	95,000	-2.4%
Cost of Properties Held for Resale	-	316,225	-	0.0%
Housing Rehab	177,565	134,457	149,250	-15.9%
Administration	216,487	214,938	163,065	-24.7%
Total Operating Expenditures	**1,638,740**	**1,654,959**	**1,470,815**	**-10.2%**
Net Change in Fund Balance	**$ (293,792)**	**$ (316,225)**	**$ -**	**-100.0%**

Compared with the previous year, the major revenue changes in the proposed budget are as follows:

1. Total Revenues reflect an overall increase of $125.9K or 9.4% from FY20 budget. This is a result of an anticipated increase in the use of Entitlement monies by $101.0K or a 9.4% increase, and from an increase in program income by $24.9K as a result of an anticipated sale of a CDBG funded property. There is chart that reflects the City's entitlement funding history in Section 4 on page 6.

Compared with the previous year, the major expenditure changes in the proposed budget are:

1. Public Facilities and Improvements are $72.5K or 8.8% lower in the FY21 budget and reflect less funding for projects like sidewalk construction, and in neighborhood parks.

2. Public services expenditures are anticipated to increase by $15.0K or 10.1% as a result of monies set aside for potential mid-year funding modifications.

3. Total Housing expenses are estimated to decrease by $28.3K or 15.9% due to decreased funding in the single family loan program, and in residential single family emergency repair funding.

4. Overall Administration costs are projected to be $53.4K or 24.7% lower due to $50.0K that was provided in the FY20 CDBG budget for the development of the CDBG consolidated plan not being provided in FY21.

THE BUDGET SCHEDULE

The Municipal Charter of Hagerstown requires the City Administrator to submit a budget to the Mayor and Council at least 90 days before the beginning of the fiscal year. The Charter states that the "budget shall provide a complete financial plan for the budget year and shall contain estimates of anticipated revenues and proposed expenditures for the coming year. The total of the anticipated revenues shall equal or exceed the total of the proposed expenditures." The Charter also states that the budget shall be adopted no later than June 1st of each year.

The budget schedule for this year is as follows:

November 14 – November 21, 2019	Department review meetings for 1st Quarter FY20 financial operating results
December 11, 2019	First Public Hearing on Community Development Block Grant funding needs held at the Washington County Free Library
January 3 – January 24, 2020	Department budget requests and start of review meetings between Department Directors and Budget Committee
February 4, 2020	FY21 working budget status review with Mayor and City Council
February 5, 2020	Began prioritizing department requests and developing City Administrator adjustments. This process includes discussing proposed adjustments, obtaining further input and agreement on adjustments with departments.
March 31, 2020	City Administrator's Proposed Budget submitted to Mayor and City Council
April 7 – May 19, 2020	Mayor and City Council review of Proposed Budget and Capital Improvement Program
April 29, 2020	Second Public Hearing on Community Development Block Grant funding needs held at the Washington County Free Library
May 12, 2020	Introduction of Ordinances: FY21 Budget and Property Tax Rates
May 19, 2020	Public Hearing on FY21 Budget and Capital Improvement Program; Public Hearing on property tax rates
May 19, 2020	Adoption of Ordinances: FY21 Budget and Property Tax Rates

DISTINGUISHED BUDGET PRESENTATION AWARD

This was the 16th consecutive year that the Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Hagerstown, Maryland for its annual budget for the fiscal year beginning July 1, 2019. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operating guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe this proposed budget continues to conform to program requirements, and we will be submitting it to GFOA to determine its eligibility for another award.

ACKNOWLEDGEMENTS

This proposed budget is a result of the unified efforts of the City's Senior Leadership Team across all departments and Funds and their staff who have given hours of thought and diligence to prioritizing the programs and projects for inclusion. We commend and thank them for their work.

Preparation of the budget is a unified effort, but we must recognize the Finance Team as the lead in guiding the budget preparation. We wish to especially acknowledge Finance team members: Brooke Garver, Accounting/Budget Manager; and Jeff Lear, Senior Financial Accountant, who had key responsibilities in the process this year. The entire Finance staff deserves special acknowledgment and credit for the extra hours worked in assisting with and coordinating the production of this year's budget. Nelia Tidler, Utilities Finance Manager assisted in the preparation of utility revenue projections as well as reviewing and analyzing all of the utility fund budgets. Human Resources staff provided oversight on personnel and fringe benefit budget issues. All of the mentioned contributions have resulted in this comprehensive presentation of the FY21 budget. We also would like to thank Dani Frye and Jason Miller for their administrative assistance with the budget message and coordination of the many meetings scheduled.

The staff and I look forward to reviewing this proposed budget with you.

Respectfully submitted,

Scott A. Nicewarner

Scott Nicewarner
City Administrator

Organizational Structure

City of Hagerstown Elected Officials



Mayor
Robert E.
Bruchey, II



Councilmember
Kristin B.
Aleshire



Councilmember
Austin
Heffernan



Councilmember
Emily
Keller



Councilmember
Shelley
McIntire

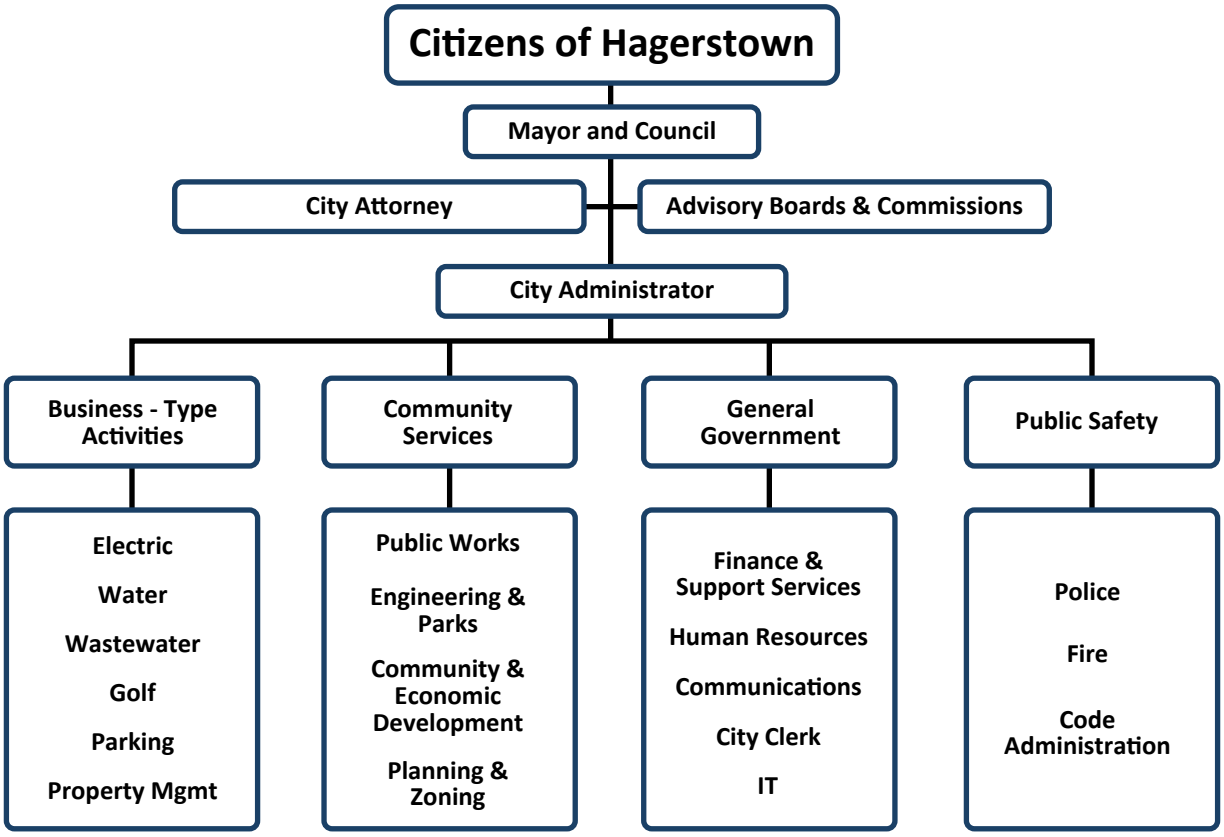


Councilmember
Lewis C.
Metzner

City of Hagerstown Structure



Scott Nicewarner, City Administrator



City Wide Department Cross Matrix

Department	General-Other	Type of Fund	Related Sections
Mayor	General	Governmental	Section 2
City Council	General	Governmental	Section 2
City Administrator	General	Governmental	Section 2
City Clerk	General	Governmental	Section 2
Legal	General	Governmental	Section 2
Public Functions	General	Governmental	Section 2
Communications	General	Governmental	Section 2
Registration/Elections	General	Governmental	Section 2
Finance	General	Governmental	Section 2
Support Services	General	Governmental	Section 2
Information Technology	General	Governmental	Section 2
Human Resources	General	Governmental	Section 2
City Engineer	General	Governmental	Section 2
City Hall	General	Governmental	Section 2
Planning	General	Governmental	Section 2
Code Administration	General	Governmental	Section 2
Community & Economic Development	General	Governmental	Section 2
Sanitation	General	Governmental	Section 2
Parks & Recreation	General	Governmental	Section 2
Police	General	Governmental	Section 2
Fire	General	Governmental	Section 2
Public Works	General	Governmental	Section 2
CIP-General	Captial Improvement	Governmental	Section 7
Community Development Block Grant	Special Revenue	Governmental	Section 4
Economic Redevelopment	Special Revenue	Governmental	Section 4
Business Revolving Loan	Special Revenue	Governmental	Section 4
Forest Conservation Fund	Special Revenue	Governmental	Section 4
Flexible Spending Fund	Special Revenue	Governmental	Section 4
Excise Tax Fund	Special Revenue	Governmental	Section 4
Grant Fund	Special Revenue	Governmental	Section 4
Electric	Utility Fund	Enterprise/Business Type	Section 3, Section 7
Water	Utility Fund	Enterprise/Business Type	Section 3, Section 7
Wastewater	Utility Fund	Enterprise/Business Type	Section 3, Section 7
Parking	Parking Fund	Enterprise/Business Type	Section 3, Section 7
Golf Course	Golf Course Fund	Enterprise/Business Type	Section 3, Section 7
Property Management	Property Management Fund	Enterprise/Business Type	Section 3, Section 7
Workers Compensation	Workers Compensation Fund	Service & Trust	Section 5
Health Care	Health Care Fund	Service & Trust	Section 5
Dental Care	Dental Care Fund	Service & Trust	Section 5
Bloom Carlile	Bloom Carlile Fund	Service & Trust	Section 5

SECTION 1 - MAYOR & COUNCIL GOALS & PRIORITIES 2018-2020

Through a combination of financial management policies, land use and forecasting, the City will ensure stability by maximizing its use of resources. To assist the Mayor and City Council, a five year forecast of the City's General and Enterprise Funds is included in the City's budget document to illustrate the financial impact of their decisions. On November 27, 2018, Mayor and Council adopted their new Goals & Priorities for 2018 through 2020. As outlined below, these priorities are categorized under ten "pillar" goals which were derived from Mayor and Council's Mission and Vision Statement that was also approved by the elected body November 27, 2018.

Vision Statement: The City of Hagerstown will promote a diverse, business-friendly, and sustainable community with clean, safe and strong neighborhoods.

Mission Statement: The City of Hagerstown shall be the model provider of the most efficient and highest quality customer services to be known as the municipal location of choice for all.

The City will emphasize the following Core Values through the implementation of the Mayor & Council's Goals & Priorities:

- Health, public safety and welfare
- Government transparency
- Providing the highest quality customer service for internal and external customers
- Creative, progressive Government
- Neighborhood protection
- Excellence and continuous improvement
- Partnerships and stakeholder feedback
- Budget Stabilization
- Reversing negative image perception by controlling image management

NEIGHBORHOODS REVITALIZATION & SUSTAINABILTY

The citizens of Hagerstown experience a high quality of life in their neighborhood.

- Create a Strategic Demolition Plan with funding model.
- Identify and prioritize blighted structures and rehabilitation of these parcels to allow placement back on the real property tax roll.
- Sustaining and improving Planning, Code and Zoning policies and laws for continued neighborhood protections.
- Promote neighborhood-based services and citizen engagement by defining neighborhood boundaries and identities and also by expanding Neighborhoods 1st programming.
- Continue to improve conditions in neighborhoods by working with owners, tenants and investors utilizing the Rental Facilities and Vacant Structures programs.






PUBLIC SAFETY

The City of Hagerstown ensures that all who live, work, and play in the City of Hagerstown are safe.

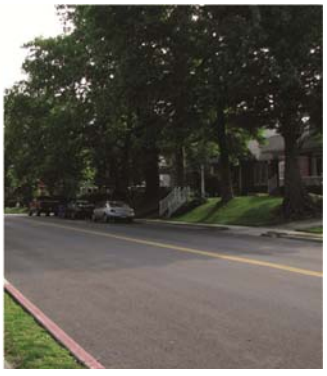
- Within budget support the manpower and capital needs of the City Police, Fire, Code and Public Works Departments.
- Focus attention and resources to Retention and Recruitment in the Police Department.
- Sustain a focus for the City Fire System and the all hazards mission.
- Work with State delegation and community stakeholders to develop legislation and programs to address gangs, violence, drug activity and juvenile crimes.
- Continue focus on the opioid epidemic through partnering with community stakeholders and through the continuing opioid litigation.

PUBLIC FACILITIES AND INFRASTRUCTURE

The City of Hagerstown establishes and maintains quality services and infrastructure that support residents and businesses in a cost-effective manner.

- Planning for construction of a third parking deck in the Urban Improvement Project area and incorporate new technologies that provide and promote a more customer-oriented parking experience throughout the City owned parking facilities and lots.
- Implementation of Stormwater Management Plan and possible fee structure to abide by the new National Pollutant Discharge Elimination System (NPDES) permit regulations.
- Support current improvement plan to the Breichner Water Plant, Edgemont Reservoir and surrounding watershed properties.
- Using the data from an updated street Pavement Condition Survey, make future pavement maintenance decisions and continue to seek restored funding of Highway User Revenue.



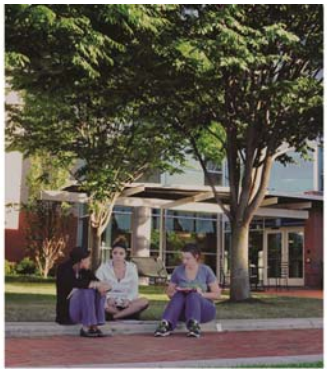



ECONOMIC DEVELOPMENT

The City of Hagerstown has a diverse, business-friendly economy that supports the community's needs.

- Implement the Community's City Center Plan to promote economic development and strong neighborhoods in our core concentrating resources on the following catalyst projects.
    - **Catalyst Project #1** - Select a developer to construct new Class-A offices on the Central Parking Lot.
    - **Catalyst Project #2** - Work with public and private partners to support the expansion of Maryland Theatre programming and facilities.
    - **Catalyst Project #3** - Work in support of USMH to expand academic program offerings and facilities, including student housing.
    - **Catalyst Project #5** - Construct a multi-use trail linking the Arts & Entertainment District with City Park and the WCMFA.
    - **Catalyst Project #6** - Expanded Downtown Arts/Events Programming
    - **Catalyst Project #8** - Expanded and Targeted Home Ownership Support

- Explore creation of a City Economic Development Board.
- Continued support of the partners of the Urban Improvement Project including the City's focus on the Plaza portion.
- Review of Pre-annexation agreements and continue to explore new possibilities for annexation opportunities.
- Continued marketing of City owned properties to the private sector and attracting tenants to available space in City-owned property and managing lease agreements and lease renewals.
- Business Retention, Expansion and Attraction. Work with existing and prospective businesses and investors to retain, expand and attract jobs and investment in Hagerstown.
- Continued administration of incentive programs including the new Invest Hagerstown Grant.



BUDGET STABILIZATION

The City of Hagerstown will strive for continuous improvement of fiscally responsible decision making on both sides of the Budget equation.

- Study the possibility of City wide Payment in Lieu of taxes (PILOTS) for real property exempt parcels.
- Grow assessable base (see Neighborhood Revitalization & Sustainability).
- Promote improvements to the State tax assessment and appeals process.
- Continue to strive for the most efficient management of departmental resources and expense controls.
- Evaluate the future structure and delivery of City services within the availability of our community's financial resources and in response to the needs of Hagerstown's citizens and businesses.
- Continued review of Fiscal policies and make recommendations for any changes.
- Continue work on the new Utility Rate structures for Water, Wastewater and Electric.

PARKS & RECREATION FOR ACTIVE/HEALTHY LIVING

The City of Hagerstown supports a rich, social and culturally vibrant community.

- Construct a Splash Pad ideally along the Hagerstown Cultural Trail.
- Continue to develop and expand programs through the Parks & Recreation Division to increase active, healthy living for our citizens.
- Continue to develop programs that add public art throughout City neighborhoods, parks and public gathering places on an annual basis.






INNOVATIVE/ PROGRESSIVE GOVERNMENT

The City of Hagerstown is committed to employee development, excellence in services, and adapting to meet the needs of the community and the organization.

- Full Service / 24 hour access to City services through implementation of a customer kiosk in the Downtown area.
- Automated Pay-by-Phone. Since our phone system and financial software do not support this ability at this time, explore the requirements and costs of this enhancement.
- Provide ability for application for all types of City permits online, 24x7 access.
- Charter and City Code amendment review. (Possible creation of Ad-Hoc committee).
- High focus on Customer Service innovations to enhance the customer service experience.
- Human Resource technology focus on ways to automate or streamline routine tasks in order to shilt time and staff resources from transactional administrative work to more strategic focuses including employee and other possible surveys.

COMMUNITY PROMOTION / PRIDE

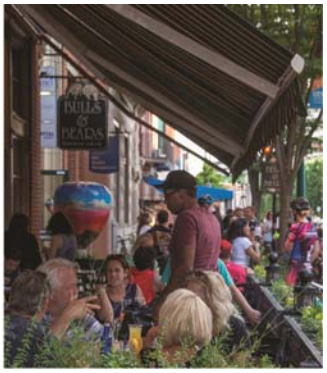
The City of Hagerstown will take the lead in improving our Community Image by releasing factual, timely and transparent messaging.

- Creation of an Image/Marketing Plan with creation of creative hash tag identifier.
- Taking image management and enhancement messaging outside of Hagerstown and Washington County.
- Utilize all means of media outlets and partners to promote our messaging including our own studio and help of organizations such as MML, trade shows, professional conferences, Chamber etc.









ECONOMIC DEVELOPMENT THROUGH SPORTS AND TOURISM

The City of Hagerstown will be creative and diversify opportunities for Economic Development through nontraditional means.

- Indoor Sportsplex RFP.
- Multi-use Stadium Complex Study through the MD Stadium Authority.
- Research other opportunities for sport tourism.

CITIZEN-BASED GOVERNMENT

The City of Hagerstown believes in an ethical and financially responsible government, while supporting an engaged citizenry to make the community more than the sum of its parts.

- Promote awareness and understanding of the City's finances through accessible and easy-to-use data presentations.
- Grow the Hagerstown Strong Program - a volunteer outreach group pairing volunteers with government staff.
- Continue to support the Main Street Program and those volunteer groups.
- Grow a foundation of active and engaged residents to serve on various City boards and commissions.
- Improve access to City website information for mobile device users.
- Promote engagement of Youth in Local Government.






SECTION 1 – DEPARTMENTAL GOALS 2020

This Mayor and City Council took office in November 2016 and subsequently 2 were replaced in November 2017 and February 2018 respectively. In November 2018, they developed new Goals and Priorities that will set the foundation to be built upon during the next two years of this Administration. Our current mission: *The City of Hagerstown shall be the model provider of the most efficient and highest quality customer services to be known as the municipal location of choice for all.* This is our current focus and is carried on through the Departmental Goals of this section. You will find that some of the goals are multi-year and phases have been carried forward from 2019, and may be carried beyond 2020. We recognize that this is a working plan and that at times priorities may shift. We also understand that the plan is subject to fiscal constraints. In general, these goals as presented to you here solidify the team's commitment to the City's mission.

CITY CLERK

Update of the City's Record Retention Schedule. Staff continues to review provisions for electronic and paper documents and communications for an updated Record Retention Schedule. Staff has participated in multiple training seminars offered by the Maryland State Archives. Additional online training opportunities are being reviewed. The document retention schedule is being updated for anticipated implementation in 2020.

Documents. Continue updating the index of the documents retained in the City Clerk's office. Resolutions from 1888 to 1986 have been scanned and indexed. This goal is on-going.

Review of the City Code. Identify outdated and irrelevant language within the Code pertinent to the City Clerk's office. This goal is on-going.

DEPARTMENT OF COMMUNITY & ECONOMIC DEVELOPMENT

Community's City Center Plan. Implement catalyst projects identified in the 10-year Community's City Center Plan.

- *Catalyst Project #1: Office Development and Recruitment*
- *Catalyst Project #2: Maryland Theatre Expansion of Programming and Facilities*
- *Catalyst Project #3: USMH Expansion Support*
- *Catalyst Project #5: Linking City Park/WCMFA and the A&E District with Trail & New Housing*
- *Catalyst Project #6: Expanded Downtown Arts/Events Programming*
- *Catalyst Project #8: Expanded and Targeted Home Ownership Support*

Monitor opportunities related to select catalyst projects.

- *Catalyst Project #4: Hotel/Conference Center and Heritage Center/Commemorative Park*
- *Catalyst Project #7: Expanded Operations of the City Farmer's Market*

Urban Improvement Project. The Urban Improvement Project includes expansion of the Maryland Theatre, Barbara Ingram School for the Arts (BISFA) and the University System of Maryland at Hagerstown (USMH) as well as the creation of a plaza. Support the Mayor and City Council's work to expand cultural and academic opportunities in City Center.

Grants Management. Administer multiple grants through the State of Maryland Community Legacy Program, Strategic Demolition Fund and other grant sources to support redevelopment projects and incentive programs.

COMMUNITY DEVELOPMENT

- **Community Development Block Grant & Supported Programs.** Manage the Community Development Block Grant (CDBG) Program, which provides funding to Public Service Programs, Homeowner Rehabilitation Programs, Capital Improvement Projects and additional programs.

- **Neighborhoods 1st Program.** Manage the Neighborhoods 1st Program creating a venue for neighborhood-based citizen groups to engage and collaborate with local government in community building and placemaking through events and projects.

- **Community Engagement and Growing Volunteerism.** Lead engagement efforts, dialogue and external relations. Explore action items that enhance our efforts to become a more sustainable and viable City. Continue to grow volunteerism to foster civic engagement and understanding of local government operations.

- **Youth Engagement.** Support and grow the initiatives and activities of the Hagerstown Youth Advisory Council. The effort will provide a voice for youth in City government and will foster civic engagement.

- **Strategic Demolition and Repurposing of Abandoned Property.** Work cross department to launch a program to repurpose problem, abandoned properties that fail to transfer ownership through the traditional tax sale process. This includes demolition of dilapidated, abandoned property (when necessary) and transfer of ownership to a qualifying entity or homeowner.

- **Public Art.** Work cross department to identify additional locations for public art in neighborhoods throughout the City.

ECONOMIC DEVELOPMENT

- **Business Retention, Expansion and Attraction.** Work with existing and prospective business owners and investors to retain, expand and attract investment in Hagerstown. These efforts include the administration of a range of incentives and programs (Partners in Economic Progress (PEP), Invest Hagerstown Grant Programs, and others) as well as services such as grand opening and anniversary events.

- **Sports Tourism.** Research and monitor economic development opportunities related to sports and sports-tourism industries.

- **Hagerstown Revolving Loan Fund.** Manage a business revolving loan program designed to provide financing for new and expanding businesses for working capital, equipment, property acquisition and property rehabilitation.

- **Entrepreneurship and Business Resource Center.** Operate and manage the BuroBox, an entrepreneurship and business resource center at 60 West Washington Street, with the goal of growing and assisting entrepreneurs, start-ups and small businesses in the City Center.

- **Arts & Entertainment District.** Maintain the City's designation as an Arts and Entertainment District and manage supporting programs.

- **Main Street Hagerstown.** Maintain the City's designation as a Main Street Community and manage volunteer engagement and programs using the 5-point Main Street Maryland model: (1) Promotions; (2) Design; (3) Business Relations; (4) Clean, Safe and Green; and (5) Organization. Manage key programs such as the "Adopt-A-Block" Program, CleanUp & Beautification Days and annual events. Explore the continued growth, evolution and partnership options for this program.

- **Property Management.** Lease available space in City-owned properties including attracting tenants and manage lease renewals.

- **Commercial Development and Competitive Negotiated Sale (CNS).** Catalyze commercial development by enhancing City-owned properties and marketing these properties to private investors through the Competitive Negotiated Sale process (CNS) with the goal of returning properties to the private sector for active, contributing uses.

- **Annexation Opportunities.** Explore opportunities to facilitate annexation as a means of enhancing the tax base of the City and facilitating provision of services.

- **Advisory and Ambassador Support.** Explore creation of an advisory and/or ambassadors group for City economic development efforts.

SPECIAL EVENTS AND FESTIVALS

- **City Organized, Partnered and Supported Events.** Plan and implement a range of special events and festivals delivered by the City of Hagerstown and/or in partnership. Provide support through sponsorship of additional events. Events include, but are not limited to: Imagine Hagerstown, AugustoberFest, Thunder in the Square, the Mummer's Parade, the Tour of Washington County Downtown Criterium, the Tree Lighting event, HollyFest, the Donut Drop and more.

- **Support for Downtown Events.** Encourage and provide support to organizations that select Downtown Hagerstown as the venue for their events. Provide guidance to outside event planners with the goal of increasing the number of events held annually downtown.

- **City Farmers' Market.** Operate and manage the City Farmers' Market and explore related opportunities.

FINANCE AND SUPPORT SERVICES

FINANCE

City's Financial Reporting Needs. In 2020, Finance will continue quarterly review meetings with Department Managers to ensure that the City's financial condition is adequately monitored. Additionally, Finance will meet the October 31 deadline for completion of the Annual Audit and Comprehensive Annual Financial Report. Finance will provide a mid-year financial update to Mayor & Council. Lastly, Finance will strive to produce a Popular Annual Financial Report to present financial data in an easy-to-use format in 2020.

Review Fiscal Policies. Staff will continue to review and recommend updates for fiscal policies in 2020 to present to Mayor and Council for approval. Finance will continue to review and recommend other fiscal policy changes in 2020 to possibly include Petty Cash and Purchasing Policy.

Issue Bond & Other Debt. In 2020, Finance will continue to monitor the capital projects included in the CIP fund. Projects that do not qualify for bond financing, are non-capitalizable, or are considered to be an operating expense will be transferred to their respective operating budgets within each fund. This process has been on-going and will continue on an annual basis. Finance will continue to work with the City's financial advisor and bond counsel to issue general obligation bonds as needed and approved for the City's approved FY20 and FY21 public improvements projects. Finally, Finance will continue to monitor unspent bond projects and funding to ensure timely compliance with bond covenants.

Customer Service. Another focus, in the Finance Department, is to continue to provide enhanced customer service internally and externally.

- Finance will review the procurement process and policies to identify ways to make it more efficient.

- Finance will begin to analyze and organize the contracts the City currently has with vendors. This will include procedures for other City departments to follow when they are involved with contract negotiations and when the contracts are finalized.

- Finance will also promote awareness and understanding of the City's finances through accessible and easy to use data presentations including working with the Information Technology department to improve the transparency portal on the City of Hagerstown website.

Software Enhancements. Finance, in conjunction with IT, will work to test enhancements to MUNIS, such as more user-friendly reporting tools, so that departments may access useful information.

SUPPORT SERVICES

Integration of New Customer Credit Reporting System with MUNIS. The implementation of utilizing Online Information Exchange to pre-screen electric customers at time of service application has been successful in the application of more accurate security deposits and identifying potential issue accounts. Staff will now work with IT to integrate this third-party service directly with MUNIS Utility Billing to perform all functions on the account application process within the MUNIS UB module.

Customer Needs Automated Communication Project. Staff will begin planning for implementation of an Interactive Voice Response system that will integrate directly with the MUNIS Cashiering system to allow for direct entry of utility payment into the system. This will provide citizens with another option to pay their utility bill, as well as address some of the volume of representative assisted phone and lobby interactions.

City Hall Customer Service Lobby Reconfiguration. As the Support Services department has changed business practices to allow for all representatives to handle all customer needs in the lobby, discussions will be started to look at moving the counters on the old Utility Customer Service side of the lobby back to match the former Cashiering side of the lobby. This would allow for better queueing of customers and recognition by staff members.

2021 Goals:

To improve collections efficiency and tracking with new skip trace efforts through utilizing Valley Credit Services in the collection role. The collections itself is a fulltime job that requires a lot of time and resources. We are working towards referring customers to collections within a sixty day time frame.

Interactive voice system or automated system for phone calls to be operational for 2021. We need an improvement in phone system to help with the volume of customers. It also brings us in line with other utilities that offer the same options for payment. It will also provide more security to customers and reduce wait times for other phone and lobby customers who need to do something other than make a payment.

We are going to provide consistent trainings and refresher courses in customer care and also within MUNIS to be able to serve our citizens better. Team building trainings are a goal as well especially as we have added new team members to our staff.

Lobby reconfiguration is a necessary step in improving not only customer care and queuing but also will benefit the employee's morale. Moving counters, as a well as replacing carpet would be a goal for employee's health and safety as well as a better flow for customers. An improved configuration in the lobby would also allow for better privacy in any discussions with a customer.

Utility Billing. The Utilities Department Utility Billing staff continues to work with Arista to ensure all bills are generated correctly and received by our customers in a timely manner. Staff will continue to respond to all customer service calls professionally and efficiently to ensure customers' needs are properly addressed.

2021 Goals:

The Utility Billing staff will continue to work on training within the department and cross training to ensure the necessary backup of duties and responsibilities. Staff will work MUNIS on recommendations from the Utility

Billing training that was recently held and another on the schedule for April 2020. Utility Billing staff's new office space to be completed in City Hall and have all staff moved to their new offices.

FIRE DEPARTMENT

- Create an amendment to the City Charter to: a) assume responsibility for all elements of the all-hazards mission including Haz-Mat, specialty rescue and EMS, and b) develop a volunteer division under the centralized authority of the HFD Chief for all certified and operational volunteers.
- Collaborate with the Western Enterprise, South Hagerstown and First Hagerstown Volunteers to renovate & expand or, relocate their present stations to fully meet the needs of the HFD.
- Develop an in-service inspection and pre-planning program for non-sprinklered, commercial buildings using Insurance Service Office (ISO) criteria.
- Develop an in-service to inspect flow-test, color-code and maintain fire hydrants to ISO standards.
- Pass the draft 5-year HFD Strategic Plan and integrate it into the City Comprehensive Plan.
- Enter into negotiations towards a joint deployment model with CRS that would enhance EMS deployment coverage throughout the city.
- Fully utilize top tier candidates of the WCPS Fire-Rescue Academy for new hire-intern minimum staffing positions. This will require contract change via term negotiations within the current Local 1605 ongoing negotiations.
- Review the existing policies governing the City Worker's Compensation Plan as it relates to HFD that leads to creation of two categories: contested and uncontested.
- Initiate recommendations from the joint management/labor safety/wellness committee that will reduce the number of vehicle collisions in the HFD.
- Initiate construction of the multi-year renovations and improvements CIP project to create a fire tactical village at the Bowman Ave. training center.
- Seek equal and fair funding for all City of Hagerstown fire-rescue facilities redirected to the municipal budget from Washington County government.
- Seek to change the governance model of the WCVFRA and Emergency Services Advisory Commission (ESAC) that provides representation for the HFD.

HUMAN RESOURCES

Negotiation of Collective Bargaining Agreements. As the financial resources allow, Human Resources will continue to engage in wage reopeners with all four of the City's Collective Bargaining Units in FY2021. All union contracts have an end date in 2022. There will be renewed focus on full contract negotiations beginning early in calendar year 2021.

Wellness Program. The Wellness Program has had a positive impact and will continue to offer comprehensive wellness initiatives with programs focused on nutrition, exercise, financial planning and stress reduction. The program will continue to work in partnership with internal departments and other like-minded organizations to encourage employees and their families to participate in community wellness programs. The

Wellness Committee will continue to explore new and improved wellness programs that add to the opportunities for City employees.

Healthcare Initiatives. The Healthcare Committee will continue to evaluate plan performance with a focus on increasing savings and reduction in costs for plan members and the City. Human Resources will work with the Healthcare Committee to look for new ways to integrate wellness initiatives that promote healthier lifestyles (smoking cessation, participating in quarterly programs, etc.) in order to reduce premiums for medical coverage. Human Resources will host an annual Benefits Fair for employees, retirees and their dependents to provide additional resources and education about the various benefits plans available. We will continue to focus on our online open enrollment scheduled for May following last year's success with the process. We will continue to implement the new ACA reporting process in Munis as a way of reducing the contract services costs needed to create that report.

Technology. Staff will continue to automate and streamline routine tasks in order to shift time and staff resources from transactional administrative work to a more strategic focus. Munis applicant tracking and new hire processes will be added or expanded to streamline our hiring and on-boarding processes. Employee Self Service (ESS) within MUNIS that was re-introduced last year will continue to expand and allow further streamlining of HR services/communications and enrollment/changes of benefits. The Munis ESS app is an additional resource for employees to access personal, pay, tax, time off and benefits information. HR will be working on the development and implementation of an individualized Total Compensation report that will be available to each employee through Munis Employee Self Service (ESS).

Training. Human Resources utilizes on-line training solutions for a variety of offerings for the professional development of City employees. These offerings allow new and current employees to expand their professional knowledge base and provides newly promoted supervisors access to training from the AMA (American Management Association). We will continue to make customer service training a priority. We will continue providing tools to staff to develop their supervisory and coaching skills, specifically in areas related to performance management and succession planning as well as city-wide refresher training on anti-harassment and cultural sensitivity in the workplace. We will undertake a full review and update of employment policies in FY21.

Compensation. Human Resources will continue to update job descriptions and assure that positions are graded appropriately and where appropriate have a clear career path.

Performance Management. Staff will be utilizing Munis to develop and introduce a new performance review process.

Employee Recognition. Staff will be working to develop updated employee recognition programs this calendar year including the HIP Award Program.

Deferred Compensation. Empower will continue to offer employees investment training classes quarterly and will incorporate monthly financial planning meetings for employees/spouses. With the Empower website and the Empower App, we will continue to encourage employees to utilize technology to make changes or update their accounts as well as review balances and monitor performance of their contributions.

Risk Management. We will continue to work to minimize losses due to workers' compensation and liability incidents. Staff will work closely with all departments to ensure adequate and appropriate safety training and that goals are met to address risk management concerns based on data analysis. Classroom training conducted by internal and outside instructors is paramount to reducing City losses. We plan to increase the utilization of online training through services provided by our insurers.

INFORMATION TECHNOLOGY

Network Infrastructure Analysis/Upgrade. Staff will undergo an analysis of networking efficiency in how our data travels through the City computing infrastructure. Groundwork has begun for network device replacement (as most of our network switches are at end of life) and upgrading total throughput from 1G to 10G across the enterprise.

Cashiering System/Credit Card Processing Upgrade. Staff, as a result of PCI Compliance auditing of our cash collection system, will be implementing chip-based credit card machines that will integrate with our MUNIS Cashiering System. Physical pin-pad changes have been completed and software changes are forthcoming, which will allow for deployment in the 2nd half of this fiscal year.

Remote Kiosk Citizen Services Implementation. Remote kiosk implementation continues to be explored. Factors to consider include kiosk pricing, durability, functionality, and usage. Vendors are being engaged for initial consideration, with emphasis on cost effectiveness and supportability of units in the field.

Wireless Park Implementation. Citizens and visitors will have access to wireless Internet access in various City park facilities through 2019 and beyond as staff deploy wireless hotspots in City Park and Fairgrounds Park.

Business Process/Technology Updating. The City made a major infrastructure upgrade, moving from individually racked servers and systems to a single, virtualized environment (VX-Rail). This allows us to run multiple systems, configurations, and applications on a single platform, eliminating the need to constantly purchase and upgrade hardware. Systems can now be built or adjusted in minutes, and resources can quickly be sized and adjusted to fit power and processing needs. The City also purchased a comprehensive training package from our MUNIS Financial System vendor (Tyler Technologies) called PACE-10, which grants the city ten (10) training days from the vendor on MUNIS-related topics. MUNIS subject matter experts are now being employed for comprehensive, day-long dives into the various MUNIS application modules used by the city, providing a deeper understanding of the system functionality as well as improved task throughput. Plans are also being laid to upgrade our MUNIS Financial system to the latest version, taking advantage of the newest features and functionality.

Anti-Phishing/Security Awareness Education. Municipalities and other government-related entities have come under increasing cyber-attacks through their email systems. The City has successfully implemented anti-phishing/Security Awareness Software (Infosec) into our environment, which allows us to simulate phishing/email attacks on our user base. This increases overall employee awareness, provides training and corrective education to staff, and also enables regularly scheduled awareness training, new hire education, and annual revalidation education on important security related topics.

Remote Data Backup Strategy Implementation. IT has successfully moved our main remote backup system out of City Hall and into a secondary location (Light Department). Data is being backed up across the network to this location, and this provides better protection and recovery of data in the event of a catastrophic event at the City Hall data site.

Paper Reduction/Digitization Project. Staff will have meetings with various departments throughout the City needing to have decades of paper files digitized and arranging for the scanning of these documents onto disk.

Strategic Planning Update. As technology changes, it is important that the City adapts and adjusts in the most productive, yet cost effective way possible. A review of our technology gains over the past years, and a roadmap for the future will be provided.

Video Surveillance Wireless Network Expansion. Add equipment to allow for 360 degree coverage for wireless camera connections.

COMMUNICATIONS

City Imaging/Branding Campaign. Creating and perpetuating a brand directly contributes to increased effectiveness and efficiency in how cities compete and present themselves to their citizens and the outside world. It enables the City to focus on its differentiating strengths and leverage the combined power of stakeholder resources to establish its competitive identity. Staff will work, in partnership with a qualified third-party marketing/public relations group, to develop a consistent and powerful place branding strategy that fulfills these goals.

Video Programming for Social/Cable Media Channels. Staff will be developing and making available new Hub City NOW! content for both Cable Channel 25 and social media outlets (YouTube and Facebook). These include post-Council meeting interviews on hot topics—with a lean toward informing the City resident/taxpayer about what the agenda item covered in "Council WRap" means for him/her. Additionally, videos and shows spotlighting department features, City business/resident highlights, and public information will be produced. Carrying out the vision of City leadership will once again be the focus of the State of the City video—presented in such a way as to not only inform, but to maintain and spur interest in the City's accomplishments, endeavors, and vision going forward. Finally, exploring innovative ways (such as using the drone or a different camera or lens) to give upcoming video projects interesting and distinctive looks will be a priority.

Website and Other Social Media Platforms. Staff will continue to maintain, update, and upgrade these portals to ensure transparency, while promoting to and educating the public about, what it needs to know in order to keep citizens engaged, informed, and safe with the click of their mouse or the touch of their finger.

PARKS & ENGINEERING DEPARTMENT

PARKS & RECREATION DIVISION

New Park Development.

- Antietam Creek Waterway Trail. Construct portage trail and small parking lot at Mt. Aetna Road utilizing Program Open Space (POS) funds.
- Woodland Way Park. Consider offer from County to accept this park.
- Hagerstown Cultural Trail. As part of the Urban Improvement Project, complete land acquisition and design of the 550 feet long Phase II construction from Antietam Street to Washington Street. Beginning at Antietam Street (where Phase I ended), the Trail will head north through the Plaza, and then through the space where the building at 43/53 W. Washington Street was removed, and the Trail extended to Washington Street. At Washington Street, the Trail aligns perfectly with an existing mid-block pedestrian crosswalk that existing trail that goes into University Plaza and points to the north like the City Farmers Market.
- Complete the demolition of 319 Summit Ave (former Park Circle Service Center) and restore site.

Potterfield Pool. Renewed contract with *Community Pools Services, Inc.* to manage the pool and provide lifeguards. Develop new Aqua Fitness Classes to be held on weekday evenings and weekend mornings. Continue pre-season 'Community Pool Party' as an annual event. Replace the pool house roof in the spring 2020. Continue to promote and develop swim lessons and the swim team and continue private party rentals.

Train Hub (formerly known as 202 Train Museum). Implement Strategic Plan and celebrate grand reopening in May of a more family-friendly facility. Enhance the visitor experience by improving the Museum displays and layout and creating new exhibit signage inside and outside. Continue efforts to restore the locomotive and replace the shelter over it. Increase usage and visitation of the facility by booking private party rentals. Hold Touch-A-Truck event in June to highlight our fleet and municipal work. Begin construction of new restrooms utilizing POS funds.

Hager House. Implement Strategic Plan that will improve the exhibits in the Museum. Increase usage and visitation to the Hager House by programming monthly themed exhibits and special themed tours. Utilize a Maryland Heritage Area grant to develop movies and outdoor interpretive signs for the facility. Replace front porch floor decking and upgrade HVAC system.

Greens at Hamilton Run. Recreation staff will continue to develop partnerships to increase revenue and play at the course through league development, targeted advertising, monthly specials and promotions. The course has been rated by the Maryland State Golf Association and we will continue to survey our customers to learn more about how to improve their experience on our course.

Stadium. Support Maryland Stadium Authority preliminary design efforts for a downtown multipurpose stadium facility.

Recreation Initiatives

- Strategic Planning. Implement Strategic Plan including:
  - Marketing Plan. Look at our programs, events and facilities and determine how best to spend our marketing resources -- What are the target audiences? Where should we advertise?
  - New Events/Programs. Monitor national trends in Recreation that we need to embrace.
  - Fiscal Responsibility. Develop cost recovery policy, seek grants, and consider "Friends" group.

- Expand Active Lifestyle Recreation Programs. Continue our biannual *Recreation "Fit For You" Program Guides*, develop partnerships with new instructors, and create new recreation programs throughout the year. Consistent with City Council's goal, provide a full calendar of seasonal programs offered indoors and outdoors.

Miscellaneous Parks Projects

- Pangborn Park Lake. Complete reconstruction of perimeter walls, dredging of lake, and restoration of the adjacent Hamilton Run stream.

- Play Equipment. Install additional play systems utilizing Community Parks and Playgrounds funds. Upgrade basketball courts in Hellane Park.

- Wheaton Park House. Renovate or remove residential rental structure.

- City Park Heyser Parking Lot. Utilizing CDBG funds, construct new parking facility where the current gravel lot exists on top of the hill near the Mansion House.

- City Park. Use POS funds to install new perimeter fence along Virginia Avenue to replace hedges and fence. Repeat biennial treatment of ash trees to be saved. Continue to remove other ash trees killed by the emerald borer and plant new trees. Landscape along sunken spring. Implement next phase of

efforts to expand and modernize our holiday light display including moving the silhouettes throughout the park and up lights in trees around the lake.

- Grandstand in Fairgrounds Park. Split and remodel the existing bathrooms. One end will be for BMX and the other end for FIT Room users.

- BMX Track. Major improvements to track in anticipation of a national event in 2021.

- Fairgrounds Park Entrance Building. Continue efforts to keep gatekeepers house stable utilizing a MHT grant and re-roof a portion of the stables.

- Playground Inspection. Continue extensive inspections and install ADA-compliant paths where needed.

- Kiwanis Park. Continue to work on the required reforestation and support the Historical Society on their renovation of the Saylor House including new path and porch restoration with POS funds.

- Ice Rink. Continue assisting the HIAAA Board with potential rink expansion and maintenance of existing facility.

ENGINEERING DIVISION

Transportation Projects.

- Professional Boulevard. Work with the County to finalize design of the extension of Professional Court to Meritus Medical Center and Hagerstown Community College. Bridge construction will continue into 2021.

- Wesel Boulevard Reconstruction. A partnership with NorthPoint development and the County, reconstruct Wesel Boulevard to accommodate increased truck and car traffic generated by development.

- Mitchell Avenue Railroad Overpass. Install traffic signal to eliminate horn blowing requirement to establish right of way.

- West Memorial Boulevard. Construct left turn lane to Reynolds Avenue.

- Pavement Preservation. Using the data from recent street Pavement Condition Survey, make future pavement maintenance decisions utilizing Highway User Revenue. Continue pavement marking upgrades and installation of handicap-accessible ramps.

- Alleys. Replace alley pavement adjacent to Jameson Door and obtain pricing for the wall and fence that are their responsibility. Replace alley pavement south of the library and also near Pine Street.

Pedestrian and Bike Projects

- Safe Routes to School (SRTS) Signal Project. We have four of these grants now totaling $860,000. On Haven Road, complete the construction of 1200 feet of sidewalks. Bid and construct signal replacement at Potomac/Howard and the “miscellaneous safety improvements” that will include radar signs on Maryland Ave and Summit Ave, and crosswalk beacons on Northern Avenue at Fountaindale School. We are also in the preliminary design stages of a signal replacement at Eastern Boulevard and Frederick Street.

- Curbs and Sidewalks. With the advent of the Stormwater program, the City will assume replacement responsibility of the curbs and sidewalks. Issue contracts for the work and begin replacements on planned "overlay" streets.

- Marsh Run Trail. Use the $250,000 grant funds from MDOT for the final design of the 2,000-foot missing link of trail adjacent to the Marsh Run aqueduct. 60% "TS&L" plans are now complete. Acquired the preliminary approval of CSX to install a tunnel under the rail spur across from the Public Works building.

Surveying/GIS.

- Surveying. Complete survey and/or construction stakeout for projects and continue to update GIS system layers including geo-referencing City drawings and plats**.** Continue to update many maps and databases as needed. Update is continual on consolidating GPS surveys that include curb locations and have calculated centerlines from these and then offset for ROW.

- Preservation of Archived Data. Update is continual on digitizing and integrating archival data into usable data/GIS layers including SHA plats and RR plats. We now have a procedure and schedule for collecting City transaction data and assimilating into our GIS. Work has begun on a "Projects Location" layer for GIS. This will eventually take all projects worked on by Engineering and produce Geo Referenced polygons and place them into a GIS layer accessible to all in this department. The photo archiving project is underway and will continue. We'll also begin to make photos available from all departments.

- Annexations. We have worked with Planning on several large annexations in this last year and will continue in the year to come. We're working to complete the I-81 Corridor annexation as well as the Cross Point annexation. We've also been asked to begin work on the Wal-Mart area annexation south of the City.

- Street Trees. We will work with Public Works on the maintenance of our new GIS Street Tree layer. The data has been assimilated and normalized and we now have a source for all street tree locations and maintenance. This will be a continual process. Public Works will update us on any maintenance or replacement of trees and we will maintain the data in GIS.

SUSTAINABILITY & CULTURAL PROJECTS

- Stormwater Protection Program. The Maryland Department of the Environment (MDE) requires Hagerstown to take new actions to clean stormwater runoff leaving our community. Hagerstown's Stormwater Protection Program will repair and/or replace failing storm drains and culverts; reduce the flow of pollutants to local waterways; add green infrastructure including more trees, stormwater-cleaning practices and street sweeping; and comply with the City's water quality permit from MDE. The City will enact a Stormwater user fee to go into effect July 1, 2020. Starting in October, Water and Wastewater utility bills will include this new monthly charge which will be solely dedicated to fund the Stormwater services listed above.

- Medal of Honor Triangle. Renovate and improve the Triangle to better reflect the accomplishments of Mr. Wilson. Project will include new landscaping, seating, signs, and interpretive markers.

- Street Trees. Anticipating a significant donation (likely over $300,000) in Forest Conservation funds from the Northpoint development as well as funding from the new Stormwater utility. Plant trees along streets, parks, and basically everywhere we can.

- Public Art. Install "*Mollers Sustained Wind*" sculpture along Cultural Trail in the spring. Anticipate planning and implementation of additional art at former Park Circle Service Center location and replacing the deteriorating "colorblind" mural under the rail road overpass on West Washington Street.

- Tourist Area and Corridor Signing Program. Work with the Hagerstown-Washington County Convention and Visitors Bureau to take advantage of State Highway program to more effectively direct traffic to selected destinations. Three cultural resources in Hagerstown were deemed "eligible" by SHA in May 2016 (City Park, Municipal Stadium, and Fairgrounds Park). Current wayfinding signs are in very poor condition and we are pressing SHA to install them in 2020.

- Historic Markers. Seek grant funds to update and replace historic markers throughout the City.

- Energy Improvements. Seek MEA grant to continue program to upgrade lights in various parks to more energy-efficient LED lighting.

RECYCLING & TRASH COLLECTION DIVISION

- Collection Contract. Continue management of the contract with Waste Management and renew for additional three years. Continue one-day recycling event in October for electronics, paint, and some paper shredding.

PLANNING & CODE ADMINISTRATION

Updates and Amendments of Codes, Plans, Reports, and Guidelines

- Update Building and Trades Codes in Chapter 64. Update brochures to reflect changes to the adopted building/trade codes. Develop proposed revisions to the Property Maintenance Code to make the code less interpretive and more business friendly.

- Land Management Code Amendments. Complete review of 2019 package of amendments with the Mayor and City Council. Work with Planning Commission any desired amendments for 2020.

- Comprehensive Plan Amendments. Once the City and County staff work group concludes work on recommended revisions to the Medium Range Growth Area (MRGA) boundary to incorporate updated County growth goals, begin review with elected bodies and then proceed with draft amendment to the City Comp Plan. Work with the Planning Commission on appropriate recommended updates needed to the Housing and Neighborhoods element of the Comp Plan to comply with new State regulation for incorporation of goals for affordable housing.

- Washington County Health Department Initiative. Continue work with Interagency Workgroup to discuss environmental and public health issues and public utility constraints, and evaluate potential solutions and fiscal impacts to issues raised.

- Update of Shopping Center Occupancy Analysis. Former annual analysis will be picked back up and will include assessment of how the centers are adjusting to retail challenges in the 21st century.

Rezonings, Annexation and Economic Development

- Rezonings. Complete review of 2019 Comprehensive Rezoning with the Mayor and City Council.

- Annexation. Continue implementation of strategic plan to proactively annex tracts of land with pre-annexation agreements and other lands which would benefit the tax base of the city.

- Development Review. Facilitate speedy processing of site plans, subdivisions, and building plan proposals for the city and pre-annexation agreements for outside city development.

- Medium Range Growth Area Discussions. Wrap up City and County staff work group on assessment of water and wastewater capacity constraints and new economic development priorities for MRGA boundary adjustments. Gain input on proposed MRGA boundary adjustments from City and County

elected officials. Incorporate agreed upon adjustments into an amendment to the City Comprehensive Plan.

- Civil War Battlefield Park. Staff to continue exploration of potential partnerships and funding sources to implement the heritage park aspect of *Catalyst Project #4 in the Community's City Center Plan* - utilizing outside funding sources to the greatest extent practicable.

Protection of Neighborhoods from Nuisances – *Catalyst Project #8 in Community's City Center Plan*

- Strategic Demolition Plan. Evaluate blighted vacant structures to determine which are not salvageable and prioritize for demolition proceedings. Adopt a standardized residential demolition contract to fast track demolitions and secure contractor through an RFP process. Ratify contract with a structural engineer to formalize this type of service for structural integrity analyses.

- No Bid/Tax Properties. Prioritize properties on the "no bid/tax sale" list for opportunities to remove blight through tax sale acquisition either for demolition or transfer to new tax paying investors. Select suitable property from the "no bid/tax sale" list for a pilot acquisition project.

- Rental Licensing and Vacant Structures Programs. Continue to work through the inventory of "never inspected" rental units to bring them into compliance with the code. Utilize *Tolemi-Building Blocks* software to identify unlicensed rental and vacant properties and pursue compliance as appropriate.

Continue Efforts to Facilitate and Enhance Development Review

- Process Enhancements and Customer Service Enhancements. Continue to make process enhancements where appropriate to be business friendly and provide fast, yet excellent service. A process for online plan submissions will be created for site plans and building and trades permits. Informational flyers and web features will be created on new sign regulations and on how to correct property maintenance code violations. Educate contractors, architects and engineers on newly adopted building and trade codes and on commonly missed items on plan submissions.

- Customer Input. Continue to review customer service surveys sent to all permit applicants after an application is submitted, after a site plan is completed, and after an inspection is conducted. Surveys are reviewed every quarter looking for items that have been well received and areas of improvement. Staff will participate in County public meetings seeking input from contractors on improvements they would like to see in the development review process.

- Customer Service Training. Staff to maintain customer service interaction skills by participating in training programs, particularly those geared towards regulatory agencies. Cross train staff for better customer service on permit applications and inspections.

Promotion Plan to Improve Public Perception of Interaction with Our Department

- Social Media Committee. The PCAD Committee will continue providing behind the scenes look at projects and thank those investing in our community via Facebook, Instagram, and LinkedIn accounts. Content is designed to create interactions between citizens, investors, and staff.

- Podcast Committee. The PCAD Committee will continue Hub-Bub podcasts to educate people about PCAD activities. This platform is allowing listeners to learn more about processes, codes, and the history of planning and code in Hagerstown and America.

2020 CENSUS Prep

- Complete Count Committee. Continue work with County planning staff and the Complete Count Committee on promotion of the 2020 Census and development of solutions to facilitate participation.

POLICE DEPARTMENT

Engaging the Community. Community engagement for the Police Department relies on information and the receiving of feedback through a variety of sources. The Department will continue to follow the tenants of 21st Century Policing. Street officer participation in community events and meetings to listen and share information will continue. Information will also be shared through the increased use of social media and our website to provide timely and relevant information. Feedback through our website, community meetings, and involvement with the faith-based, minority and ethnic community groups will be used to shape our responses, service needs and recruiting concepts.

Recruitment & Retention. Like all other law enforcement agencies, we are faced with challenges in hiring and retention. HPD must continually scan our market and workforce for trends that affect our workforce. We will also focus on identifying non-salary based factors that make our department an attractive place to work. The department and City Administration will focus on working with the union (3373) to identify salary enhancements to bring department personnel compensation more in line with other agencies in the tristate area.

Quality of Work Life. Employee safety and career development will continue to take shape this year. The employee driven safety committee will meet to discuss issues and specialized training programs focusing on officer safety will be sought after. Career development will take shape by utilizing individual surveys and interviews of staff to develop training and education to further the employee's career. Specific training areas in such fields as Advanced Emergency Medical Training, Accident Reconstruction, and Drug and Gang Interdiction and leadership/supervision training will promote career development.

Diversion Programs. The Department will implement two diversion programs, one for youths, and another for adults that target minor quality of life crimes. The primary goal of the program is to reduce the occurrence of crime by diverting offenders from the traditional justice system and providing an alternative to formal processing. The benefits of diversion programs are many, and include: reducing both adult and youth recidivism; providing treatment or other services needed by offenders and their families; improving outcomes for offenders; assuring offenders are held accountable for their actions; protecting the community; addressing the victim's needs.

City Ordinance and Legislative Improvements. The Department will work throughout the year to improve upon local city ordinances using innovative and evidence-based programs to enhance public safety. Automated Speed Enforcement and Red light cameras will continue to utilized, monitored, and expanded. The department will continue to work with the State on the original intersections on state roads in our city for installation in 2020/21.

Crime Camera Replacement. Significant investments were made in 2015 to replace the aging crime cameras throughout the City. Infrastructure and camera replacements have been completed in the Jonathan Street area and the Cultural Trail area. This replacement continues to provide additional security measures to assist in the reduction of crime in this area. Goal for the downtown loop continues as funding becomes available through the budget or future Economic Development monies. Equipment has been purchased and the infrastructure component is still moving forward in 2020/21.

PUBLIC WORKS

BUILDING MAINTENANCE

City Hall Remodel Billing and Customer Service. Remodel the Billing and Customer Service areas of City Hall. The department has reorganized under the Finance Department and the customer lobby requires some

reconfiguration. The lobby was last remodeled in calendar year 2000. The intent is to provide better customer flow and work efficiencies with staff.

Central Equipment Building Improvements. Improvements to the Central Equipment Building will include an automated gate to the storage yard. This is part of a continuing effort to secure City facilities for the safety of the staff. Another project will be the replacement of the roof of a multi space garage that houses City trucks and equipment. The shingled roof has come to the end of its useful life.

STREETS

Stormwater Management. Continue moving forward on the new National Pollutant Discharge Elimination System (NPDES) permit with guidance from the Engineering Department staff. This includes the collection and removal of street debris via the two street sweepers, implementation of Standard Operating Procedures (SOP) on "good housekeeping" procedures, and maintenance/cleaning of the Stormwater inlets. Related to this will be the repair and reconstruction of many of the more than 4,000 storm drains.

Stormwater Collection at Transfer Site. Staff will construct a containment system for the water runoff that is part of the street sweeper cleaning and dumping process. Debris from the sweepers is collected and stored separately from other collected trash and debris as part of the NPDES permit. The gray water from cleaning the sweepers will be contained and sent into the sewer system. The Wastewater Division will construct the underground piping and manhole collection system

Festival and Event Support. Public Works will continue support services such as setup, clean up and traffic control for the numerous events held in the streets and downtown. These include the Augustoberfest, Mummers Parade, Donut Drop, Imagine Hagerstown, multiple 5K races and bike races to name a few. These events are sponsored by local businesses and vendors in support of the downtown.

Private Property Abatements. Public Works continues to work closely with the Code Department to address private property issues of weeds, trash and debris that are not managed by the property owners. Approximately 400 properties are abated annually.

TRAFFIC CONTROL

Signalized Intersections. Staff maintains 136 signalized intersections of which 35 are owned by the State of Maryland. Optimization of the signal timing is crucial to efficient traffic flows across the city. The goal will continue to be a strong focus on maintenance, repair and timing adjustments as needed to ensure the equipment operates correctly and continuously. Upgrades to signal detection from traffic loops to camera detection will continue as part of the street overlay program in coordination with the Engineering Department.

CENTRAL MAINTENANCE GARAGE (CMG)

Improved Customer Service. The Central Maintenance Garage (CMG) services every department within the city completing repairs on cars, trucks and equipment. CMG is a fully equipped facility so the emphasis will be on customer service and efficiencies to get vehicles and equipment back into operation.

PARKING SYSTEM

Third Parking Deck. Continue working towards the construction of a third parking deck in the Urban Improvement Project area. This includes the purchase of property first followed by the design of the deck. Land acquisition is scheduled for FY21. The FY19 Budget Book, CIP 56-C0713, indicates a 359 space parking deck. A final design with the total number of spaces will be determined at a later date.

Pay By Phone Service At Metered Parking. Competitive bids were sought and received in FY20 for a Pay By Phone service that allows customers to pay for metered parking using a credit card. This will be implemented by the end of FY20 but will be relatively new in FY21. The first year will be implementation and promotion of the service.

New Camera System in the Parking Decks. The camera system in the both parking decks will be completely replaced. The age and technology of the current system is beyond any upgrades. The work will include cameras, wiring, hardware and software. The cameras will no longer be viewable outside of the parking decks effectively making it an inclusive system for parking operations.

UTILITIES DEPARTMENT

ELECTRIC

Rate Structure & Revenue. The financial operations of the Electric Division is managed to minimize any variations to the existing rate structure. The rates defined in the wholesale power supply contract provides us with stable purchase power projections through May 31, 2024, where weather trends reduce our ability to project revenue through sales. A combination of revenue losses and projected increases in wages and benefits will force the Division to continue to extend the life of our existing assets as required.

MELP. All site reclamation work is complete. Staff continues to work with legal counsel to finalize the Environmental Covenant and close the project from an administrative perspective.

Substation Reliability. Upgrades to the Wesel Blvd. substation bus, "Bus B", will be completed in order to energize a third transformer at the station, providing for additional capacity to the distribution system. A 5th and 6th circuit from the Wesel substation will be constructed to relieve loading on feeders from Wesel and Mitchell providing for additional redundancy to the system during times of high use. This will allow staff to transfer load and restore services quickly in an emergency situation. Reconductor feeder tie points that have been identified as undersized to provide for additional redundancy during times of high use and/or replace aging underground conductor that has been identified to reach the end of useful expectancy. Work will also provide services to new customers in the service territory, such as Northpoint Development, Kilpatrick Woods, and Burhans Village.

Distribution System Improvements. Recognizing and planning improvements to the distribution system proactively improves reliability by reducing outage duration and frequency. Underground primary cable and equipment labeling continues throughout residential developments to more accurately map and identify cable routes.

WATER

Water Five Year Rate Model. Staff will continue to manage the financial operations of the Water Division to ensure that the recently updated five year rate model is properly implemented. Utilities Department staff will continue to update the financial model annually with our rate consultants, Municipal & Financial Services Group.

Water System. The Water and Sewer Master Study will be updated and will identify areas of concern and develop a prioritized plan for future improvements, The Plan will also generate cost estimates for the identified improvements.

Edgemont Water Facilities. Finalize the study and design for improvements to the spillway, to include the Probable Maximum Precipitation event (PMP), and intake structure of the Raven Rock tributary. Work will continue to involve collaboration with the MDE Dam Safety Division, DNR and the MDE Water Appropriations Division. CIP C0168 contains approximately $12M budgeted over the next three fiscal years to complete the Edgemont Improvements. Upgrades to the Breichner Plant will include chloramine conversion, electrical and SCADA upgrades, filtration enhancements and improvements needed to comply with the LT2ESWTR.

Engineering and construction upgrades are expected to cost approximately $5.2M, which is funded through CIP C0405 beginning FY22.

Distribution and Metering Upgrades. The Water Division will continue with system rehabilitation and main replacement projects through the leak detection program, hydrant and valve program, and through coordinated efforts with the City/County/State roadway rehabilitation projects (CIP C0709). This CIP assists greatly in reducing system operational issues related to water main and equipment failures. The planning and development of the transmission main replacement project will focus on valve replacement in FY21 (CIP C0167). The metering program (CIP C0653) will continue in FY21 to test, replace, and/or rebuild meters to ensure meter reading and billing accuracy. The meter program also includes funds to purchase meters for new services.

Public and Employee Safety. Through the 2018 EPA regulation on Risk and Resiliency, an assessment will be completed for the security of the water system, areas of concern will be identified and an Emergency Response Plan will be developed. Areas covered under this requirement include the physical security of tanks, pump stations, plants and also include cyber-security.

WASTEWATER

Wastewater Five Year Rate Model. Staff will continue to manage the financial operations of the Wastewater Division to ensure that the recently updated five year rate model is properly implemented. The current approved Rate Model provides rates through FY24.

Synagro Operations. Scheduled for completion in calendar year 2019 under CIP C0712, the Synagro Wastewater Treatment Plant Sludge Storage, Sludge Thickening and Pelletizing Equipment Replacement Project was funded in the amount of $10.5 Million for the design, permitting, procurement, installation, and commissioning work to complete modifications to the existing solids processing facilities. The project provides redundant storage of thickened sludge, replacement of the Dissolved Air Flotation (DAF) unit and complete replacement or rehabilitation of all equipment in the Pelletizing Building. Staff, Synagro, GHD Engineering, and Johnston Construction have been working together in a Design Build effort since 2014 to renew all solids handling and processing equipment which has been in service at the Plant for over 30 years.

Wastewater Collection System. Continue work on the I & I project. Carry through on addressing the most active known sources of Infiltration as identified in the SSES document completed by Black and Veatch in 2005. A noticeable reduction in flow has been recognized thus far with the project, especially at Pump Station 9 and the WWTP. Average daily flows have dropped below 8 MGD on a daily basis at the WWTP. Reductions in flow at Pump Station 9 will reduce, if not eliminate, the amount of overtime and equipment rentals needed to prevent overflow conditions. Grant applications have been submitted to the ARC this year for $200,000 in matching funds for this project as well as a grant application to MDE for BRF funds to be awarded in FY22. Staff will continue to budget at least $400,000 in the CIP each year for this work.

Wastewater Treatment Plant. Upgrading and replacement of the existing controls and SCADA system throughout the plant. The majority of our PLC's in the plant are a particular model of Modicon which has been phased out by the manufacturer and therefore are no longer supported. Staff is working with our integrator to upgrade and or replace these controls with the most recent hardware that is supported by the manufacturer. These improvements are vital to the successful operation of our WWTP to meet the daily permit limits of our discharge as well as our annual TMDL for Nitrogen and Phosphorus to our receiving stream. Staff will continue to budget at $100,000 each year to complete this work.

Completion of the Capacity Study initiated with Black and Veatch to determine what, if any, improvements to the WWTP are warranted in support of re-rating the plant's capacity back to 10.5 MGD. The WWTP ENR

upgrade was completed in 2010 at which time the NPDES permit from MDE stated that the permitted average daily flow for the facility would increase from 8 MGD to 10.5 MGD. Discharge limits for 10.5 were established in the permit and the City consistently met these requirements with no violations. MDE changed our permit limit back to 8 MGD despite our efforts to convince them otherwise, most notably, because we had successfully been meeting the discharge limits for 10.5 MGD for the last 4 years. The 2018 renewal was finally issued on December 1, 2019 for an average daily flow of 8 MGD and again includes discharge parameters for 10.5 MGD in the event the City requests the facility be re-rated to 10.5. The efforts to complete this work will be funded from the operations budget.

ADMINISTRATIVE

Regulatory Requirements. The Utilities Department Administrative, Regulatory, and Engineering staff will work to meet all regulatory reporting parameters including but not limited to the MD Public Service Commission, Federal Energy Regulatory Commission, the Maryland Department of the Environment, the US Environmental Protection Agency, and all local agencies reporting for FY21.

City Enhancements. The Utilities Department Administrative, Regulatory, and Engineering staff continues to assist the Department of Community and Economic Development in projects related to economic development that assists in the operation and revitalization of the City.

The City is the county seat of Washington County, Maryland. It is located approximately 70 miles northwest of Washington, D. C. and Baltimore, Maryland. Founded in 1762 and incorporated in 1813, the City's area is 12.29 square miles; its population is 40,205 according to the most recent 2019 census estimate.

The City adopted its present charter in 1983. The legislative functions of the City are vested in the five Council members. The Mayor serves as President of the Council, participates in all Council discussions, and has veto power on all ordinances passed by the Council. The Mayor is also the ceremonial head of the City government. The Mayor and all Council members are elected on an at-large basis for four year terms.

The City Administrator serves as the chief administrative officer of the City and is responsible to the Council for the administration of all City affairs. The Director of Finance is the chief financial officer of the City and has been delegated the task of supervising and directing the proper accounting of all revenues and expenditures, and the preparation of the annual operating budget. The books and accounts of the City are audited annually by an independent public accountant selected by the Council.

The City provides the full range of municipal services that is contemplated by statute or charter. This includes public safety (police and fire), highways and streets, sanitation, electric, water and wastewater service, parks and recreation, public improvements, economic development, planning and zoning, property management, and general administrative services.

FUND ACCOUNTING

As shown on the fund structure organizational charts preceding each major section of the budget, the City's accounts are organized into funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures or expenses, as appropriate.

GOVERNMENTAL FUNDS:

General Fund - The General Fund is the general operating fund of the City. It is used to account for all functional resources not required to be accounted for in another fund.

Special Revenue Funds – These funds, such as the Community Development Block Grant Fund, Flexible Spending Fund, Economic Redevelopment Fund, Business Revolving Loan Fund, Excise Tax Fund, and Special Revenue Grant Fund are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes.

Capital Improvement Projects Fund - This fund is used to account for the acquisition of major capital facilities within the Governmental Funds. Revenue sources include, but are not limited to, grants from other governmental agencies, appropriations from other City funds, outside financing, and prior year's appropriated fund balances.

PROPRIETARY FUNDS:

Enterprise Funds - Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that costs of providing goods or services are to be recovered primarily through user charges. The Electric Fund, Water Fund, Wastewater Fund, Parking Fund, Golf Course Fund, and Property Management Fund all operate as Enterprise Funds.

FIDUCIARY FUNDS:

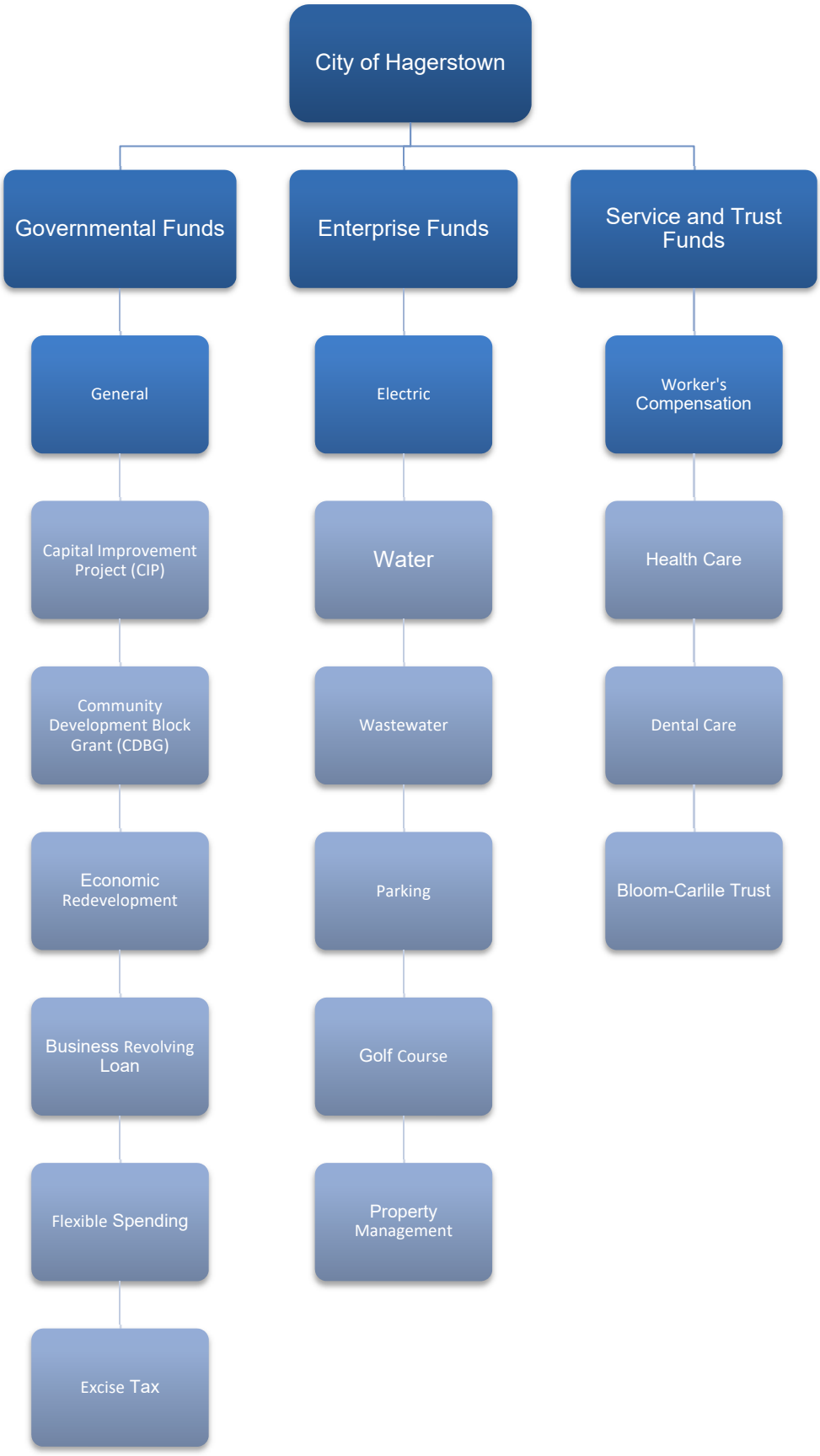
Trust Funds - These funds are used to account for assets held by the City in a trustee capacity. The Bloom-Carlile Trust Fund operates as a Trust Fund.

INTERNAL SERVICE FUNDS:

Internal Service Funds - Internal Service Funds are used to account for the financing of goods or services provided by one department or agency of a government to other departments or agencies on a cost-reimbursement basis. The Worker's Compensation Fund, Health Care Fund, and Dental Care Fund are used to provide for potential uninsured liability claims and worker's compensation, health, and dental care claims below the City's insurance policy deductibles.

BASIS OF ACCOUNTING AND BUDGETING

Basis of accounting and budgeting refers to the recognition and timing of when revenues and expenditures are recorded in the accounts and reported in the financial statements. All governmental and expendable trust funds use the modified accrual basis of accounting and budgeting. Certain revenues, primarily property taxes, are accrued when they are both measurable and available. In addition, certain grant revenues are accrued when the funds are earned. Expenditures are generally recognized when the related fund liability is incurred. Exceptions to this general rule include principal and interest on general long-term debt which is recognized when due. All proprietary and non-expendable trust funds use the accrual basis of accounting and budgeting; which means that expenses are recorded when the liabilities are incurred and revenues are recorded when earned.


City of Hagerstown
Governmental Funds
Enterprise Funds
Service and Trust Funds
General
Capital Improvement Project (CIP)
Community Development Block Grant (CDBG)
Economic Redevelopment
Business Revolving Loan
Flexible Spending
Excise Tax
Electric
Water
Wastewater
Parking
Golf Course
Property Management
Worker's Compensation
Health Care
Dental Care
Bloom-Carlile Trust

Explanation of Funds:

General Fund - This fund is the general operating fund for the City. It is used to account for all resources except those required to be accounted for in another fund. The principal activities accounted for in the General Fund are general government, public safety, public works, and recreation. These activities are funded primarily by property taxes, shared state taxes, and intergovernmental revenue from other governmental units.

Capital Improvement Project Fund (CIP) - Used to account for the purchase or construction of major capital facilities which are not financed by the Enterprise funds. The source of the funds are grants from other governmental agencies, appropriations from other City funds (primarily the General Fund), and bond proceeds.

Community Development Block Grant (CDBG.) Fund - This fund is used to account for activities which promote the rehabilitation and development of residential and commercial neighborhoods by providing loans, grants and public facilities and services.

Flexible Spending Fund - This fund was established to account for the City Employee Flexible Spending Account (FSA) Program. Funds are designated on a pre-tax basis to this fund by employees participating in the FSA Program for unreimbursed medical and dependent care costs and reimbursements are made to employees for these costs up to the annual amounts each employee chose to designate. Employer FICA savings are contributed to this fund and are used to pay for administrative costs.

Economic Redevelopment Fund - This fund is used to account for activities related to purchase and redevelopment of targeted properties in the City's downtown central business district. These activities are primarily funded by federal and state grants.

Business Revolving Loan Fund - This fund is designed to assist in the recruitment, retention and expansion of businesses within the City of Hagerstown, Maryland.

Excise Tax Fund – This fund was created to account for funds received from the excise tax. Revenues from the excise tax imposed through Washington County may only be used for specific purposes and this fund will be used to account for those funds.

Electric Fund - This fund is used to account for the activities of the City's electric distribution operations.

Water Fund - This fund is used to account for the activities of the City's water treatment and distribution operations.

Wastewater Fund - This fund is used to account for the activities of the City's sewage collection and treatment operations.

Parking Fund - This fund is used to account for the activities of the City's parking lots and decks.

Golf Course Fund - This fund is used to account for all activities relating to the City's public golf course.

Property Management Fund - This fund is used to account for all activities related to rental properties owned and managed by the City.

Bloom-Carlile Fund - The Bloom-Carlile Trust Fund was established to segregate funds received from the estates of S. Martin Bloom, Annie Gill Carlile, and others from the general accounts of the City. The donors' intent was to establish a permanent endowment fund. The income earned on investment of the fund is used to provide assistance to the poor and needy of Hagerstown.

Explanation of Funds (continued):

Health Care Fund - The City manages a self-insurance program for health care for its active and retired employees and their dependents in this Internal Service fund. Under this self-funded plan the City pays a standard monthly administrative fee for each covered member and accepts claim risks up to a specific stop loss for each individual covered. In addition, a second level of insurance called the aggregate stop loss assures that the City does not pay more than a maximum of projected expenses. All funds to which employees are assigned participate in the Health Care Fund. It allocates to costs by billing a pre-established internal insurance rate for each fund's employees, retirees and dependents. This charge represents the funding sources for the Health Care Fund from which all health care related administrative and medical reimbursements costs are paid.

Workers Compensation Fund - The City manages its uncovered workers' compensation risks and sets aside assets for claim settlement in this Internal Service Fund. Workers Compensation Fund services claims for risk of loss to which the City was exposed for workers' compensation injuries. All funds to which employees are assigned participate in the Workers Compensation Fund. It allocates the cost of providing claims servicing and claims payments by charging a premium to each fund based on its exposure. This charge considers recent trends in actual claims experience of the City as a whole and makes provision for catastrophic losses.

Dental Care Fund – Similar to the Health Care Fund this Fund manages the Dental Insurance. It allocates the costs by billing a pre-established internal “insurance” rate for each fund’s employees, retirees, and dependents. This charge represents funding sources from which the dental care related administrative and reimbursement costs are paid.


Governmental Funds
General Funds
Special Revenue Funds
Capital Improvemment Projects Fund
General Government
Public Safety
Highway & Streets
Waste Collection & Disposal
Culture & Recreation
Community & Economic Development
Unallocated General Expense
Debt Service
Transfer To Other Funds
Community Development Block Grant (CDBG) Fund
Economic Redevelopment Fund
Business Revolving Loan Fund
Forest Conservation Fund
Upper Floors Fund
Flexible Spending Fund
Excise Tax Fund
Grant Fund

Hagerstown Cultural Trail









GENERAL FUND
SECTION 2

	Page
Statement of Revenues, Expenditures and Changes in Fund Balance	1
General Fund Charts	
Revenues and Expenditures	3
Category of Expenditures	4
Revenue Summary	5
Property Tax Assessable Base Table	6
Proposed Revenues	
Property Taxes	7
Income and Other Taxes	8
Licenses & Permits	9
Intergovernmental Revenues	10
Charges for Current Services	11
Fines & Forfeitures	12
Unallocated General Revenues	13
Transfers from Other Funds & Other Financing Sources	14
Proposed Expenditures by Department	
Administration	
Mayor	15
City Council	17
Registration and Elections	19
City Administrator	20
City Clerk	22
Legal	24
Finance and Support Services	
Finance	26
Support Services	28
Information Technology	30
Human Resources	32
Communications	34
Planning and Code	36
Community and Economic Development	39
Engineering and Parks	43
Police Consolidated	47
Fire	51
Public Works	53
Unallocated Expenses	
Program Summary	56
Debt Service	57
Retiree Health Costs	57
Inventory Adjustment	57
CIP Appropriations	57
Operating Transfers to Other Funds	57
Contingency Reserves	57
Contributions to Other Agencies	57
Schedule of Public Functions	58
Capital Expense Schedule	59

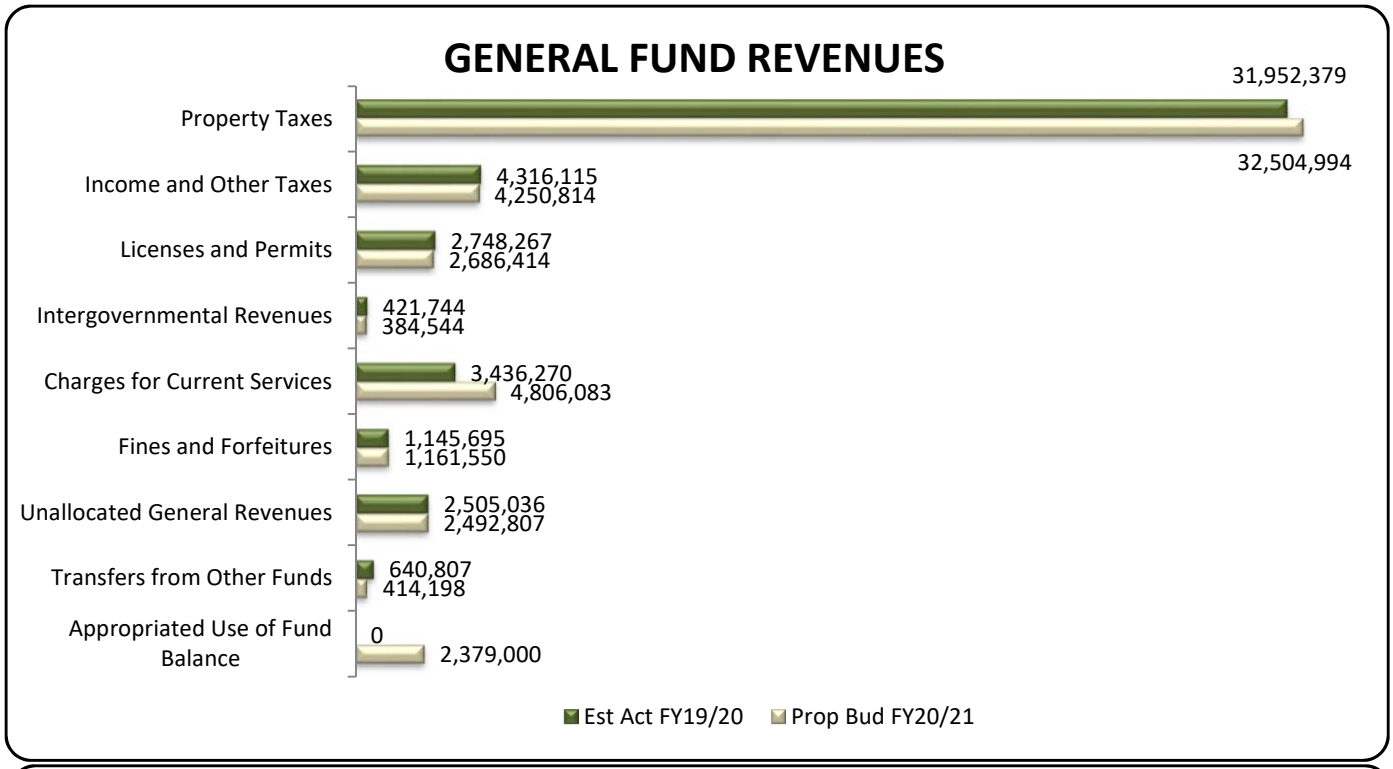
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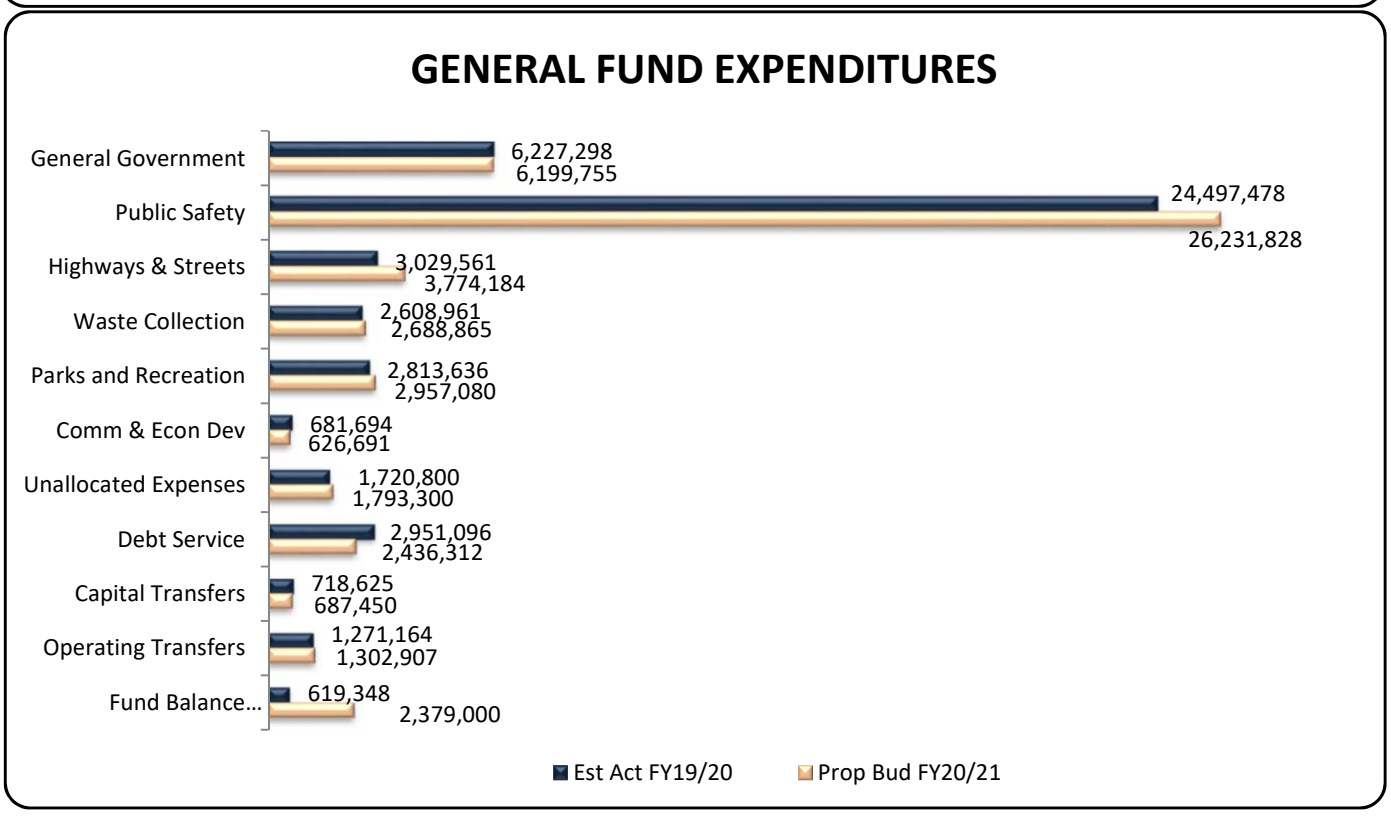
STATEMENT OF REVENUE,EXPENDITURES AND CHANGES IN FUND BALANCE
FISCAL YEAR 2020/2021

ACCOUNT DESCRIPTION	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
REVENUES BY TYPE					
Property Taxes	$32,047,754	$ 31,868,319	$31,952,379	$ 32,504,994	2.0%
Income and Other Taxes	4,187,104	4,225,029	4,316,115	4,250,814	0.6%
Licenses and Permits	2,144,825	2,113,850	2,748,267	2,686,414	27.1%
Intergovernmental Revenues	525,856	423,864	421,744	384,544	-9.3%
Charges for Current Services	3,594,796	3,496,312	3,436,270	4,806,083	37.5%
Fines and Forfeitures	949,407	1,291,500	1,145,695	1,161,550	-10.1%
Unallocated General Revenues	2,645,573	2,391,340	2,505,036	2,492,807	4.2%
Transfers from Other Funds	564,827	637,060	640,807	414,198	-35.0%
Bond Proceeds	-	-	-	-	0.0%
Appropriated Use of Fund Balance	-	946,348	-	2,379,000	151.4%
Total Current Revenues	**$46,660,142**	**$ 47,393,622**	**$47,166,313**	**$ 51,080,404**	**7.8%**
EXPENDITURES BY DEPARTMENT					
0101001-Council	$ 137,063	$ 143,646	$ 142,821	$ 153,602	6.9%
0101002-Mayor	62,589	65,312	65,240	66,984	2.6%
0103001-City Administrator	306,109	264,400	216,188	226,579	-14.3%
0103002-City Clerk	161,346	163,974	163,697	166,437	1.5%
0103004-Legal Counsel	181,681	268,000	268,000	268,000	0.0%
0103005-Public Functions	405,648	417,576	406,465	410,900	-1.6%
0103006-Communications	249,183	293,325	292,410	273,897	-6.6%
0107001-Finance & Accounting	760,370	776,280	768,554	839,898	8.2%
0107200-Information Technology	887,810	896,458	916,591	984,893	9.9%
0107206/201-Support Services	507,646	495,421	487,974	325,020	-34.4%
0109001-Planning	425,429	445,714	450,914	447,216	0.3%
0109002-Annexation	3,435	8,800	8,302	8,800	0.0%
0109003-City Hall	233,250	259,090	273,981	278,472	7.5%
0109004-Engineering & Construction	1,052,459	1,112,604	1,096,858	1,072,965	-3.6%
0109005-Human Resources	610,602	661,682	669,303	676,092	2.2%
Total General Government	5,984,620	6,272,282	6,227,298	6,199,755	-1.2%
0110XXX-Police Department	13,339,036	14,330,117	14,290,159	15,171,771	5.9%
0112001-Fire Department	7,841,000	8,218,032	8,049,189	8,737,235	6.3%
0114001-Code Administration	1,478,837	1,633,562	1,587,187	1,685,316	3.2%
0116XXX-Signal Department	510,717	576,084	570,943	637,506	10.7%
Total Public Safety	23,169,590	24,757,795	24,497,478	26,231,828	6.0%
0121001-Snow Removal	411,389	263,265	313,265	339,600	29.0%
0123XXX-Gas Station & Maint Garage	489,062	552,738	519,015	527,113	-4.6%
0124001-PW & Street Operations	1,340,400	1,199,272	1,295,677	1,478,203	23.3%
0124008-Central Equipment Building	93,434	98,914	102,340	102,550	3.7%
0124009-Stormwater Management	723,547	781,950	799,264	1,326,718	69.7%
Total Highways & Streets	3,057,832	2,896,139	3,029,561	3,774,184	30.3%
0130001-Waste Collection & Disposal	2,562,818	2,598,814	2,608,961	2,688,865	3.5%
0140001-Department of Recreation	493,329	562,791	562,530	567,589	0.9%
0140202-Swimming Pools	203,903	175,375	182,865	171,214	-2.4%
0140204-Farmers Market	68,215	76,672	76,245	78,858	2.9%
0140401-Municipal Stadium	64,553	38,087	29,950	23,902	-37.2%
0140402-Hager House	62,438	44,461	49,516	39,561	-11.0%
0140403-Train Museum	67,016	28,061	47,040	28,272	0.8%
0145XXX-City Parks	1,650,564	1,848,096	1,865,490	2,047,684	10.8%
Total Culture & Recreation	2,610,018	2,773,543	2,813,636	2,957,080	6.6%

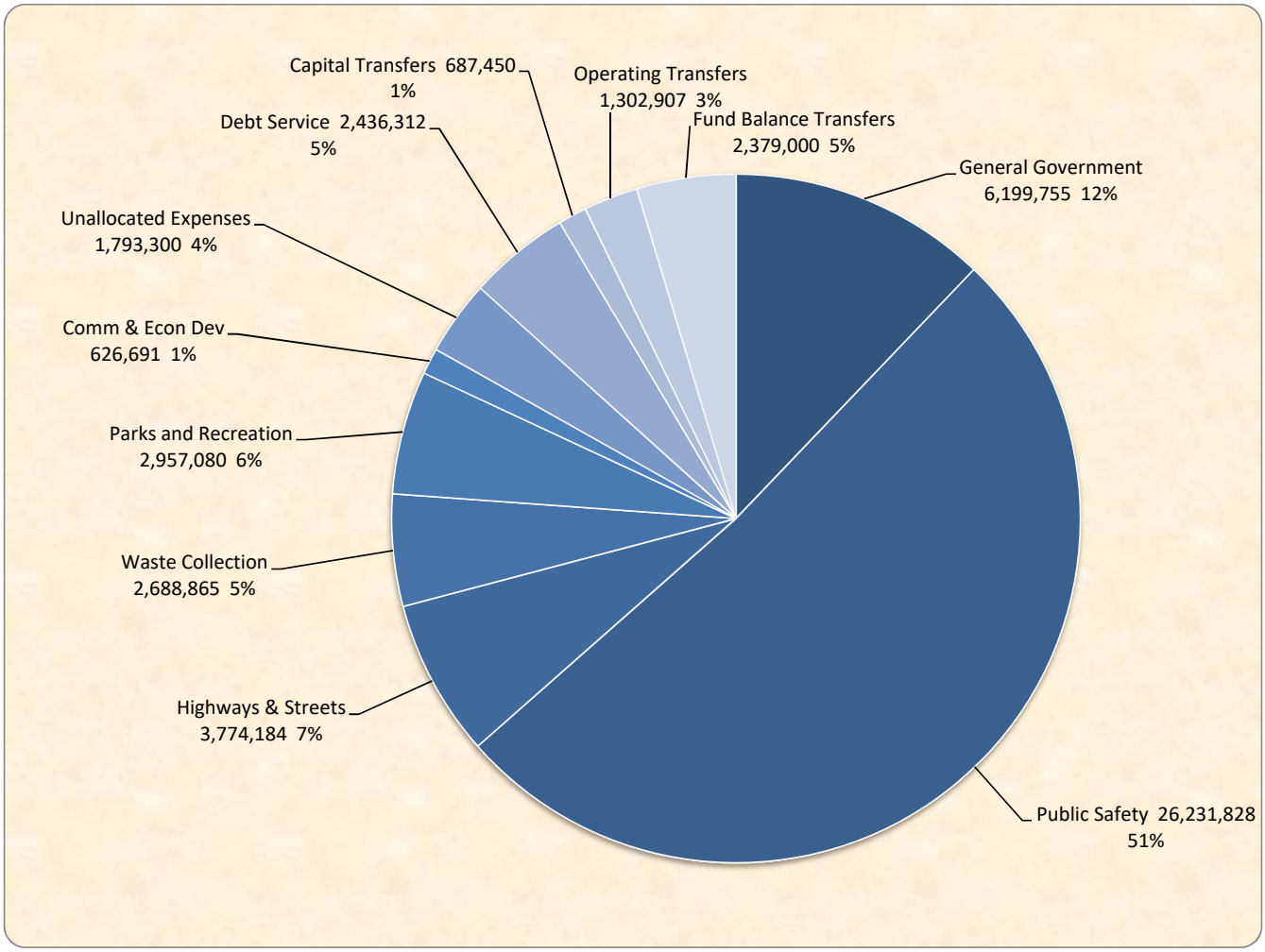
STATEMENT OF REVENUE,EXPENDITURES AND CHANGES IN FUND BALANCE
FISCAL YEAR 2020/2021

ACCOUNT DESCRIPTION	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
150001-Community & Economic Development	$ 792,815	$ 697,691	$ 681,694	$ 626,691	-10.2%
0160001-Retiree Benefits	1,460,418	1,486,600	1,468,700	1,468,700	-1.2%
0166001-Contributions-Other Agencies	449,600	242,100	242,100	284,600	17.6%
0162001-Inventory Adjustments	4,314	10,000	10,000	10,000	0.0%
0168001-Contingency	-	(105,000)	-	30,000	-128.6%
Total Unallocated General Expenses	1,914,332	1,633,700	1,720,800	1,793,300	9.8%
0190001-Debt Service-Prin	1,863,362	2,163,338	2,243,851	1,674,052	-22.6%
0191001-Debt Service- Interest & Issuance Costs	669,422	708,399	707,245	762,260	7.6%
Total Debt Service	2,532,784	2,871,737	2,951,096	2,436,312	-15.2%
0195001-Operating Transfers to Other Funds	972,933	1,247,555	1,271,164	1,302,907	4.4%
0195002-Capital Transfers to CIP & Other Funds	1,105,492	696,575	718,625	687,450	-1.3%
0195002-Fund Balance Transfer for CIP Projects	205,419	946,348	619,348	2,379,000	151.4%
0195002-Fund Balance Transfer for Invest Hag	1,672	-	-	-	0.0%
Total Transfers to All Other Funds	2,285,516	2,890,478	2,609,137	4,369,357	51.2%
Total Expenditures & Transfers	**$44,910,325**	**$ 47,392,179**	**$47,139,661**	**$ 51,077,372**	**7.8%**
Excess (Deficiency) of Revenues over Expenditures	**$ 1,749,817**	**$ 1,443**	**$ 26,652**	**$ 3,032**	
Beginning Fund Balance	**$11,623,790**	**$ 13,373,607**	**$13,373,607**	**$ 13,400,259**	
Less Budgeted Use of Fund Balance	-	(946,348)	-	(2,379,000)	
Ending Fund Balance	**$13,373,607**	**$ 12,428,702**	**$13,400,259**	**$ 11,024,291**	
Detail of Ending Fund Balance					
Nonspendable	$ 278,377	$ 400,000	$ 400,000	$ 400,000	
Restricted	-	-	-	-	
Committed	251,426	250,000	250,000	250,000	
Assigned	465,429	1,250,000	1,250,000	1,250,000	
Unassigned	12,378,375	10,528,702	11,500,259	9,124,291	
Ending Fund Balance	$13,373,607	$ 12,428,702	$13,400,259	$ 11,024,291	
Unassigned Fund Balances as: % of Operating Budget Less Transfers to All Other Funds	29.0%	23.7%	25.8%	19.5%	
Number of Months Expenditures	3.5	2.8	3.1	2.3	


GENERAL FUND REVENUES
Property Taxes
31,952,379
32,504,994
Income and Other Taxes
4,316,115
4,250,814
Licenses and Permits
2,748,267
2,686,414
Intergovernmental Revenues
421,744
384,544
Charges for Current Services
3,436,270
4,806,083
Fines and Forfeitures
1,145,695
1,161,550
Unallocated General Revenues
2,505,036
2,492,807
Transfers from Other Funds
640,807
414,198
Appropriated Use of Fund Balance
0
2,379,000
Est Act FY19/20
Prop Bud FY20/21


GENERAL FUND EXPENDITURES
General Government
6,227,298
6,199,755
Public Safety
24,497,478
26,231,828
Highways & Streets
3,029,561
3,774,184
Waste Collection
2,608,961
2,688,865
Parks and Recreation
2,813,636
2,957,080
Comm & Econ Dev
681,694
626,691
Unallocated Expenses
1,720,800
1,793,300
Debt Service
2,951,096
2,436,312
Capital Transfers
718,625
687,450
Operating Transfers
1,271,164
1,302,907
Fund Balance...
619,348
2,379,000
Est Act FY19/20
Prop Bud FY20/21

TOTAL PROPOSED FY21 BUDGET EXPENDITURES $51,077,372



REVENUE SUMMARY

	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
CURRENT REVENUES					
Property Taxes	$ 32,047,754	$ 31,868,319	$ 31,952,379	$ 32,504,994	2.0%
Income and Other Taxes	4,187,104	4,225,029	4,316,115	4,250,814	0.6%
Licenses and Permits	2,144,825	2,113,850	2,748,267	2,686,414	27.1%
Intergovernmental Revenues	525,856	423,864	421,744	384,544	-9.3%
Charges for Current Services	3,594,796	3,496,312	3,436,270	4,806,083	37.5%
Fines and Forfeitures	949,407	1,291,500	1,145,695	1,161,550	-10.1%
Unallocated General Revenues	2,645,573	2,391,340	2,505,036	2,492,807	4.2%
Total Current Revenues	**$ 46,095,315**	**$ 45,810,214**	**$ 46,525,506**	**$ 48,287,206**	**5.4%**
OTHER FINANCING SOURCES					
Transfers from Other Funds	$ 564,827	$ 637,060	$ 640,807	$ 414,198	-35.0%
Appropriated Fund Balance to CIP Fund:Capital Expenditures	-	946,348	-	2,379,000	151.4%
Total Other Financing Sources	**$ 564,827**	**$ 1,583,408**	**$ 640,807**	**$ 2,793,198**	**76.4%**
Total Ending Revenues and Other Financing Sources	**$ 46,660,142**	**$ 47,393,622**	**$ 47,166,313**	**$ 51,080,404**	**7.8%**

CITY ASSESSABLE TAX BASE AND PROPERTY TAX REVENUE TRENDS AFTER ADJUSTING FOR CURRENT YEAR TAX CREDITS, ABATEMENTS, AND REFUNDS (TWENTY-FIVE YEAR HISTORY)

	Total Assessable Base* (in millions)	Assessable Base - % Chg from Prior Yr	City Portion Only Real Estate Tax Rate	Real Estate & Prop Tax Revenues (in thousands)	Property Taxes - % Chg from Prior Yr	Direct and Overlapping Tax Rates			
						City	County	State	Combined
Actual 1994/1995	1,122	5.6%	0.684	8,810	4.9%	0.684	0.884	0.084	1.652
Actual 1995/1996	1,195	6.5%	0.680	9,156	3.9%	0.680	0.884	0.084	1.648
Actual 1996/1997	1,237	3.6%	0.680	9,742	6.4%	0.680	0.884	0.084	1.648
Actual 1997/1998	1,264	2.2%	0.680	9,821	0.8%	0.680	0.924	0.084	1.688
Actual 1998/1999	1,278	1.1%	0.696	10,210	4.0%	0.696	0.924	0.084	1.704
Actual 1999/2000	1,326	3.8%	0.692	10,388	1.7%	0.692	0.924	0.084	1.700
Actual 2000/2001	1,380	4.0%	0.692	10,756	3.5%	0.692	0.948	0.084	1.724
Actual 2001/2002	1,471	6.6%	0.732	11,708	8.9%	0.732	0.948	0.084	1.764
Actual 2002/2003	1,491	1.4%	0.768	12,873	10.0%	0.768	0.948	0.084	1.800
Actual 2003/2004	1,550	3.9%	0.783	13,555	5.3%	0.783	0.948	0.132	1.863
Actual 2004/2005	1,640	5.8%	0.798	14,597	7.7%	0.798	0.948	0.132	1.878
Actual 2005/2006	1,843	12.4%	0.798	16,123	10.5%	0.798	0.948	0.112	1.858
Actual 2006/2007	2,103	14.1%	0.798	18,200	12.9%	0.798	0.948	0.112	1.858
Actual 2007/2008	2,297	9.2%	0.798	19,742	8.5%	0.798	0.948	0.112	1.858
Actual 2008/2009	2,552	11.1%	0.788	21,676	9.8%	0.788	0.948	0.112	1.848
Actual 2009/2010	2,830	10.9%	0.788	23,959	10.5%	0.788	0.948	0.112	1.848
Actual 2010/2011	2,881	1.8%	0.788	24,132	0.7%	0.788	0.823	0.112	1.723
Actual 2011/2012	2,559	-11.2%	0.788	21,386	-11.4%	0.788	0.823	0.112	1.723
Actual 2012/2013	2,634	2.9%	0.788	22,216	3.9%	0.788	0.823	0.112	1.723
Actual 2013/2014	2,665	1.2%	0.788	22,398	0.8%	0.788	0.823	0.112	1.723
Actual 2014/2015	2,542	-4.6%	0.898	24,325	8.6%	0.898	0.823	0.112	1.833
Actual 2015/2016	2,618	3.0%	0.913	25,586	5.2%	0.913	0.823	0.112	1.848
Actual 2016/2017	2,660	1.6%	0.913	25,991	1.6%	0.913	0.823	0.112	1.848
Actual 2017/2018	2,660	0.0%	0.941	26,857	3.3%	0.941	0.823	0.112	1.876
Actual 2018/2019: All	2,714	2.0%	1.002	29,197	8.7%	1.002	0.823	0.112	1.937
Actual 2018/2019: Apts	*237*	*N/A* ***	*1.032*	*2,451*	*N/A*	*1.032*	*0.823*	*0.112*	*1.967*
Estimated 2019/2020: All	*2,727*	0.5%	*1.002*	*29,153*	*-0.2%*	*1.002*	*0.823*	*0.112*	*1.937*
Estimated 2019/2020: Apts	*236*	-0.6% ***	*1.032*	*2,437*	*-0.6%*	*1.032*	*0.823*	*0.112*	*1.967*
Proposed 2020/2021: All	*2,776*	*1.8%* **	*1.002*	*29,716* **	*1.9%*	*1.002*	*0.823*	*0.112*	*1.937*
Estimated 2020/2021: Apts	*240*	*1.8%* ***	*1.032*	*2,481*	*1.8%*	*1.032*	*0.823*	*0.112*	*1.967*

*The City chart above includes a calculated assessable base value for both real property and personal property and these values are reflected separately on the following page. The State Department of Assessment and Taxation provides annual Constant Yield notice information that inlcudes real property assessed value expected on July 1 only.

**The assessable base value per the February 2020 Constant Yield Notice memo reflects an expected real property assessed value of 2,615 which is a decrease of <0.27%> compared to current levels. The City chart above assumes a slightly higher average assessable base value which includes personal property values. In addition, the chart above reflects the average value for all of FY21 and not just the value estimated to be on July 1.

***In addition, the city implemented a different tier tax rate for all Apartment classifications in FY19. The numbers and data for "All" include the Apartment classifications and are representative of total dollars and value to the city.

Each penny on the real estate tax rate generates additional revenue of **$ 268,000**

Each penny on the personal property tax rate generates additional revenue of **$ 13,000**

PROPERTY TAXES - PROPOSED REVENUES
FISCAL YEAR 2020/2021

DESCRIPTION	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
Current Year Levy	$29,197,499	$29,068,219	$29,154,007	$ 29,716,754	2.2%
Interest on Delinquent Taxes	235,740	160,000	175,000	175,000	9.4%
Prior Years' Levy-Net	(127,361)	(101,000)	(127,000)	(127,000)	25.7%
Payment in Lieu of Taxes	2,778,006	2,775,100	2,784,464	2,775,600	0.0%
Tax Discounts & Credits Allowed	(36,130)	(34,000)	(34,092)	(35,360)	4.0%
Total Property Taxes	**$32,047,754**	**$31,868,319**	**$31,952,379**	**$ 32,504,994**	**2.0%**

Revenues from property taxes are based on assessments established by the State Department of Assessment and Taxation. The real estate tax rate for FY20 was $1.002 per $100 of assessed value on all but apartments; and $1.032 per $100 for apartments. The business personal property rate was $2.505 per $100 of assessed value in FY20.

FY21 is the first year of the City's trienniel reassessment period. The February 2020 Constant Yield Tax Rate Certification memo reflects a combined decrease in real estate assessed values of <0.27%> which repesents a <$70.0K> decrease in real estate revenue for FY21 if changes are made to the tax rate. The real estate property constant yield rate certified by the State for FY21 that would generate the same dollar amount of gross real tax revenues, (before local property tax credits) is $1.0051 per $100 of assessed value which is $0.031 less than the City's current FY20 tax rate. The proposed budget for FY21 includes the following: an estimated growth of 2.0% increase in the assessable base from historical trends and no increase in tax rate.

A twenty-five year history of the change in the City's assessable tax base and property tax revenues is available on Page 6. Several years ago, the Mayor and City Council took action with Washington County to limit the maximum annual growth in assessments on owner occupied residential real estate to 5.0%. The cap had been 10.0%, which is still the maximum cap for State tax purposes.

BUDGET HIGHLIGHTS AND SIGNIFICANT CHANGES

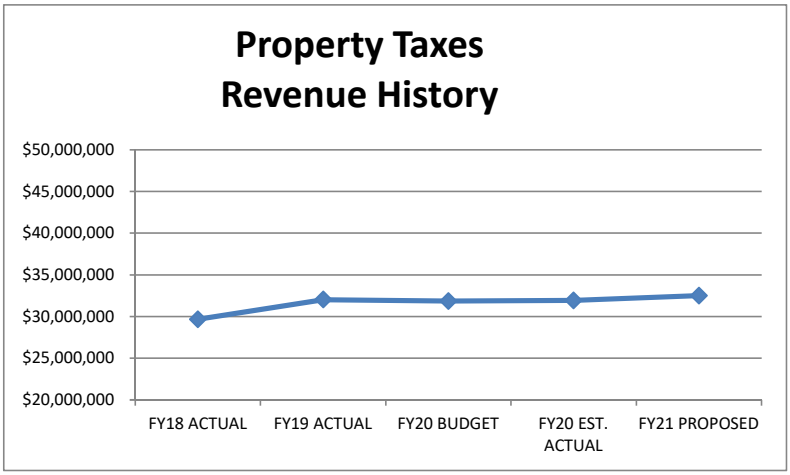
Adopted FY20 to Estimated Actual FY20

The estimated actual for FY20 when compared with the FY20 budget is expected be about 0.3% or $84.1K higher than originally budgeted. Interest on Deliquent Taxes and Payment in Lieu of Taxes are expected to reflect slight increases in FY20.

Adopted FY20 to Proposed FY21

Overall, the proposed property tax revenue for FY21 is expected to increase by 2.0% or $636.7K when compared to the FY20 budget. The FY21 proposed budget does include all the following: estimated growth of 2.0% in overall assessable base values based on historical trends and continuation of real estate tiered tax rate for Apartments. Total property tax revenue continues to be the primary source of current year revenue in the General Fund or approximately 67.3% in FY21 proposed budget.

This primary revenue sources helps to fund various expenditures including: existing services provided to the community, economic incentives to businesses, annual debt service requirements, and employees' salaries and benefits. This funding source is vital to the City's future sustainability and growth. FY21 is the first year of City's trienniel reassessment cycle.



INCOME AND OTHER TAXES - PROPOSED REVENUES
FISCAL YEAR 2020/2021

DESCRIPTION	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
Income Tax	$ 2,746,653	$ 2,550,000	$ 2,800,000	$ 2,925,000	14.7%
Admissions & Amusement Tax	360,785	350,000	200,000	200,000	-42.9%
Financial Corporations	34,214	34,214	34,214	34,214	0.0%
Enterprise Zone Tax Credits	11,054	10,815	11,551	11,600	7.3%
Room Tax - Tourism Promotions	219,975	205,000	218,000	220,000	7.3%
Police Protection	736,490	730,000	707,350	710,000	-2.7%
State Aid For Fire Service	77,933	70,000	70,000	70,000	0.0%
Highway User Revenues	-	275,000	275,000	80,000	-70.9%
Total Income and Other Taxes	**$ 4,187,104**	**$ 4,225,029**	**$ 4,316,115**	**$ 4,250,814**	**0.6%**

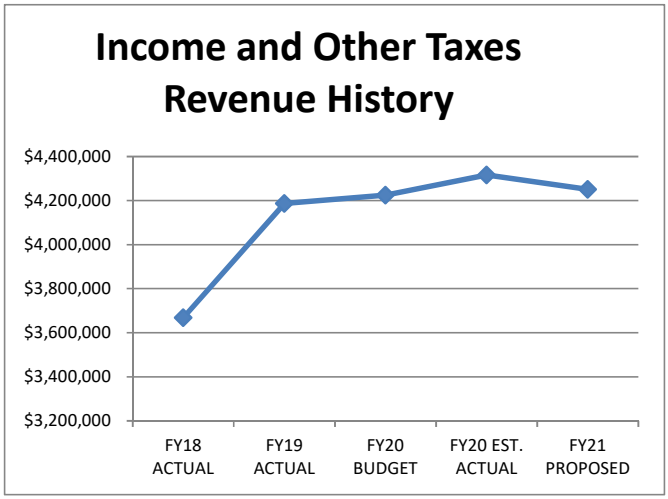
BUDGET HIGHLIGHTS AND SIGNIFICANT CHANGES

Adopted FY20 to Estimated Actual FY20

When compared to the FY20 adopted budget, FY20 estimated actual is anticipated to be 2.2% or $91.1K higher. Increases in Income Taxes and Room Taxes are offset by decreases in Admissions & Amusement Taxes and State Aid for Police Protection. Income Taxes are established by County government and reflect a January 2020 mid-year change from 2.8% to 3.2%.

Adopted FY20 to Proposed FY21

Overall, the proposed budget for FY21 Income & Other Taxes Revenue is expected to increase by 0.6% or $25.8K over the FY20 budget. Primarily, this increase is driven by an increase of $375.0K in Income Taxes and $15.0K in Room Taxes with offsetting decreases of $195.0K in Highway User Revenue and $20.0K in State Aid for Police Protection. The growth of Income Tax revenue reflects a full-year at a new allocation of 3.2% versus the prior 2.8% rate. Despite the lower amount of Highway User Revenue reflected in the General Fund, the total Highway User Revenue to the City is flat at $1.7M. The City will be utilizing more Highway User Revenue in new capital projects spending and less on annual debt service.



In FY10, the City experienced significant reductions in this total revenue source due to the elimination of the County Tax Differential revenue sharing, and a decrease of approximately $1.8 million in Highway User Revenue from the State. Even with more recent growth in other areas, the total funding available to the City from this revenue source remains lower than historical levels.

As the current graph indicates, revenues are expected to decrease slightly from FY20 estimated actuals to FY21 proposed budget.

LICENSES & PERMITS - PROPOSED REVENUES
FISCAL YEAR 2020/2021

DESCRIPTION	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
Traders Licenses	$ 106,084	$ 100,000	$ 100,000	$ 100,000	0.0%
Utility License Fee	500	-	-	-	0.0%
Vendor Permits from City Clerk	3,375	3,000	3,000	3,000	0.0%
Cable TV Franchise Fee	330,862	180,000	334,000	334,000	85.6%
General Construction Permits	35,935	1,000	40,000	25,000	2400.0%
Street Digging Permits	126,533	60,000	40,000	30,000	-50.0%
Curbs, Sidewalks, & Driveways	2,161	3,000	2,500	500	-83.3%
Stormwater Management Permits	6,987	5,000	80,000	80,000	1500.0%
Grading Permits	48,003	25,000	70,000	70,000	180.0%
Right of Way Permits	3,034	4,000	4,000	4,000	0.0%
Building Permits (Fire)	97,280	65,000	120,000	112,000	72.3%
Fireworks Permits	1,750	500	1,750	1,750	250.0%
Blasting Permits	750	350	200	250	-28.6%
Plumbing Dept-Licenses	13,145	6,000	6,000	12,000	100.0%
Contractor's Licenses	3,570	15,000	15,000	5,000	-66.7%
Electrical Licenses	28,705	6,000	6,000	28,000	366.7%
Residential Rental Licenses	698,293	710,000	720,000	720,000	1.4%
Uncollected- Residential Licenses	(38,359)	40,000	(40,000)	(40,000)	-200.0%
Building Permits	322,444	275,000	686,801	585,414	112.9%
Plumbing Permits	68,127	75,000	67,000	75,000	0.0%
Electrical Permits	109,201	120,000	116,000	120,000	0.0%
Mechanical Permits	45,260	52,000	63,216	52,000	0.0%
Re-Inspection Fee	650	1,000	1,000	1,000	0.0%
Property Abatement Billings -Engineering	-	5,000	1,000	5,000	0.0%
Property Abatement Billings -Code	64,850	215,000	215,000	215,000	0.0%
Use & Occupancy Inspections	-	-	-	500	100.0%
Vacant Residential Structure Fee	16,121	95,000	50,000	95,000	0.0%
Vacant Commercial Structure Fee	(2,500)	10,000	3,000	10,000	0.0%
Admin Fee for Excise Tax	4,372	3,000	5,000	3,000	0.0%
Secure Vacant Structure Fee	1,425	3,000	1,800	3,000	0.0%
Technology Fee	46,067	35,000	35,000	35,000	0.0%
Unattended Donation Bin Fee	200	1,000	1,000	1,000	0.0%
Total Licenses and Permits	**$ 2,144,825**	**$ 2,113,850**	**$ 2,748,267**	**$ 2,686,414**	**27.1%**

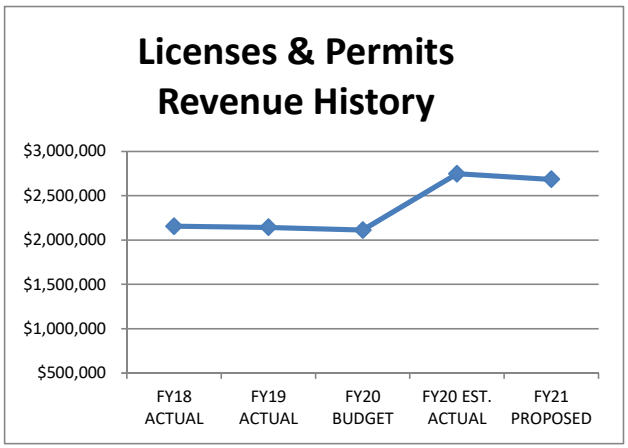
BUDGET HIGHLIGHTS AND SIGNIFICANT CHANGES

Adopted FY20 to Estimated Actual FY20

FY20 licenses and permit revenues are projected to be over budget by 30.0% or $634.4K. It is anticipated that Cable TV Franchise Fees, General Construction Permits, Stormwater Management Permits, Grading Permits, and Building Permits will see significant increases due to future planned construction.

Adoopted FY20 to Proposed FY21

Overall, the proposed FY21 budget is expected to be 27.1% or $572.6K more than FY20 budget. It is anticipated that Cable TV Franchise Fees, General Construction Permits, Stormwater Management Permits, Grading Permits, and Building Permits will see significant increases. These increases are the result of future planned construction.



INTERGOVERNMENTAL REVENUES - PROPOSED REVENUES
FISCAL YEAR 2020/2021

DESCRIPTION	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
County Grant: School Resource Officers	$ 338,544	$ 338,544	$ 338,544	$ 338,544	0.0%
State Grant: Imagine Hagerstown	23,002	13,000	10,555	8,000	-38.5%
State Grant: A&E District Events	-	15,000	15,000	-	-100.0%
Federal Grants: Emerald Ash Borer Control	3,500	-	-	-	0.0%
DEA/NTF Reimbursed OT Grants	52,410	37,870	37,195	38,000	0.3%
Federal Grants: Various COPS Hiring Grants	108,400	19,450	20,450	-	-100.0%
Total Intergovernmental	**$ 525,856**	**$ 423,864**	**$ 421,744**	**$ 384,544**	**-9.3%**

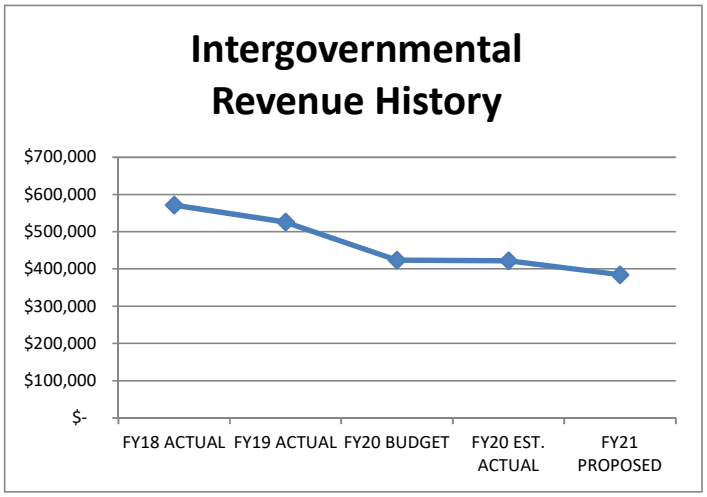
BUDGET HIGHLIGHTS AND SIGNIFICANT CHANGES

Adopted FY20 to Estimated Actual FY20

The estimated actual for FY20 is expected to be 0.5% or $2.1K lower than originally budgeted in FY20 as a result of a decrease in the amount grant funding for Imagine Hagerstown.

Adopted FY20 to Proposed FY21

Overall, the proposed budget for FY21 is expected to be 9.3% or $39.3K less than FY20 budget. The Police Department currently has approval for three separate COPS Hiring grants. The federal reimbursement for these grants are over a three year period and have declining reimbursement percentage each year. The most recent 2015 grant will be reimbursed in FY20 and is reflected with a 100.0% or $19.5K reduction over FY20 budget levels.



The graph to the left depicts the Intergovernmental revenue history. The graph reflects the cyclical nature of federal grant reimbursement for the Police Department COPS Hiring grants which are based on a declining reimbursement percentage each year. As mentioned above, the Police Department had three grants of this nature. Reimbursement is over a three year period as each position is staffed and is not necessarily a calendar three year period. The final reimbursement for these federal COPS Hiring Grants will occurred in FY20.

CHARGES FOR CURRENT SERVICES - PROPOSED REVENUES
FISCAL YEAR 2020/2021

DESCRIPTION	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
Refuse Collection Fees	$ 2,772,304	$ 2,774,075	$ 2,781,000	$ 2,787,500	0.5%
Potterfield Swimming Pool	62,812	67,000	72,500	72,200	7.8%
Public Function Event Revenues	1,962	9,400	3,210	5,575	-40.7%
Stormwater Management Fees	-	-	-	*1,326,718*	*100.0%*
Other Service Charges	757,718	645,837	579,560	614,090	-4.9%
Total Charges for Current Services	**$ 3,594,796**	**$ 3,496,312**	**$ 3,436,270**	**$ 4,806,083**	**37.5%**

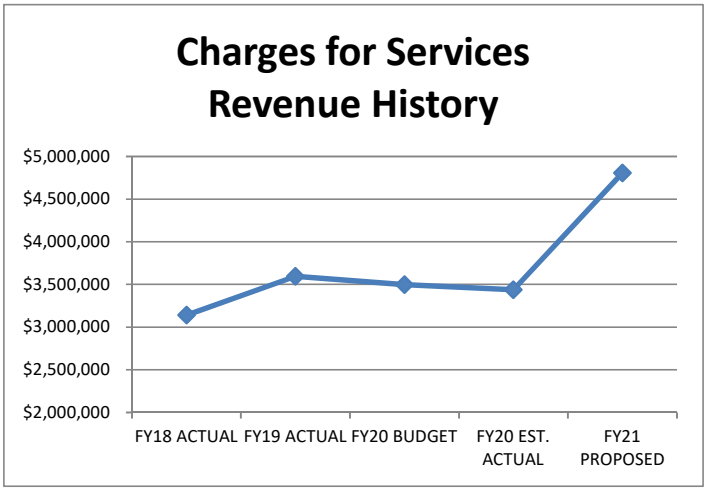
BUDGET HIGHLIGHTS AND SIGNIFICANT CHANGES

Adopted FY20 to Estimated Actual FY20

Overall, estimated actual revenue for FY20 is anticipated to be under budget by 1.7% or $60.0K when compared with the FY20 budget. FY20 estimated projections for Other Service Charges is anticipated to be 10.3% or $66.3K lower than FY20 budget. This is a mostly result of lower than anticipated reimbursements for use of the Western Maryland Regional Crime Laboratory from Washington County Government. The anticipated increase in revenues related to the Potterfield Swimming Pool are a reflection of a slight increase in use the City experienced in July-Sept 2019. Last, Imagine Hagerstown will produce less revenue than originally included for the 2-day event in the FY20 budget.

Adopted FY20 to Proposed FY21

In total, Charges for Current Services in the FY21 budget are expected to be 37.5% or $1.3M higher than FY20 budget. This increase is primarily a result of the implementation of a Stormwater Management Fee in FY21. It is estimated that Refuse Collection Fees will slightly increase 0.5% or $13.4K in FY21.The Potterfield Swimming Poll is expected to have increases in revenue of 7.8% or $5.2K. Decreases will occur in Public Functions due to the change in format of the Imagine Hagerstown event.



FINES & FORFEITURES - PROPOSED REVENUES
FISCAL YEAR 2020/2021

DESCRIPTION	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
Abatement Administrative Fees - Code Admin	$ 48,577	$ 40,000	$ 53,000	$ 50,000	25.0%
Confiscated Revenue	16,634	8,000	15,000	15,000	87.5%
Excessive Use Fees	6,350	24,300	8,500	13,500	-44.4%
Fire Code Violations	2,000	2,000	2,000	2,000	0.0%
Municipal Infractions - Code Admin	(34,973)	110,000	60,000	80,000	-27.3%
Municipal Infractions - Police Dept	-	100	-	-	-100.0%
Municipal Infractions - Planning	-	300	290	250	-16.7%
Parking Tickets and Late Fees	6,086	6,600	3,400	5,600	-15.2%
Parking Tickets - Estimate for Uncollectible	(6,540)	-	(1,795)	-	0.0%
Red Light Violation Fine	181,575	200,000	200,000	200,000	0.0%
Red Light Violation Fine - Est Uncollect	(37,580)	-	-	-	0.0%
Safe Speed for Students Program	788,138	950,000	825,000	825,000	-13.2%
Safe Speed for Students Program - Est Uncollect	(20,960)	(50,000)	(20,000)	(30,000)	-40.0%
Tech Appeals Board Filing Fees	100	200	300	200	0.0%
Total Fines and Forfeitures	**$ 949,407**	**$ 1,291,500**	**$ 1,145,695**	**$ 1,161,550**	**-10.1%**

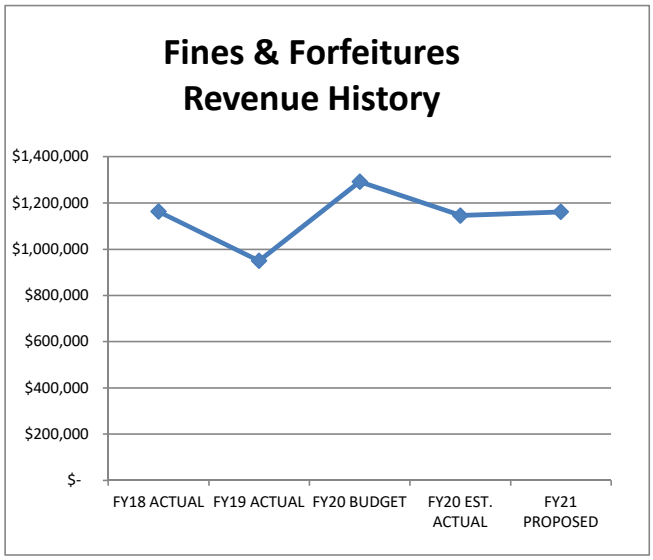
BUDGET HIGHLIGHTS AND SIGNIFICANT CHANGES

Adopted FY20 to Estimated Actual FY20

Estimated actual revenue for FY20 is expected to be under budget by 11.3% or $145.8K. There are two primary reasons for the decline: Code Administation Municipal Infractions and the Safe Speed for Students Program. The Municipal Infractions reflects current year activity and charges and offsetting prior years' final reconciliations and adjustments. The Safe Speed for Students Program is recognizing a decrease in revenue due to a change in driver habits.

Adopted FY20 to Proposed FY21

The FY21 budget for total Fines and Forfeitures revenue sources are 10.1% or $130.0K less than FY20 budget. The anticipated decrease in the Safe Speed for Students Program of 13.2% or $125.0K is a primary reason. While it is estimated that all twelve (12) cameras will continue to be operational in FY21, it is anticipated that revenue will remain flat or decrease in future years as the purpose of the speed cameras, to slow the speed of drivers in school zones, is fulfilled. Additionally, Excessive Use fees and Code Administration Municipal Infractions are expected to decline.



DESCRIPTION	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
Administrative Allocation Revenues	$ 1,997,500	$ 1,997,500	$ 1,997,500	$ 1,997,500	0.0%
Interest on Investments	264,024	100,000	200,000	200,000	100.0%
Rental Income	192,048	198,290	174,623	180,867	-8.8%
Sale of Land & Other Assets	44,524	4,500	29,631	4,500	0.0%
Contributions & Donations	36,255	30,300	28,937	49,750	64.2%
Other General Revenue	111,222	60,750	74,345	60,190	-0.9%
Total Unallocated General Revenues	**$ 2,645,573**	**$ 2,391,340**	**$ 2,505,036**	**$ 2,492,807**	**4.2%**

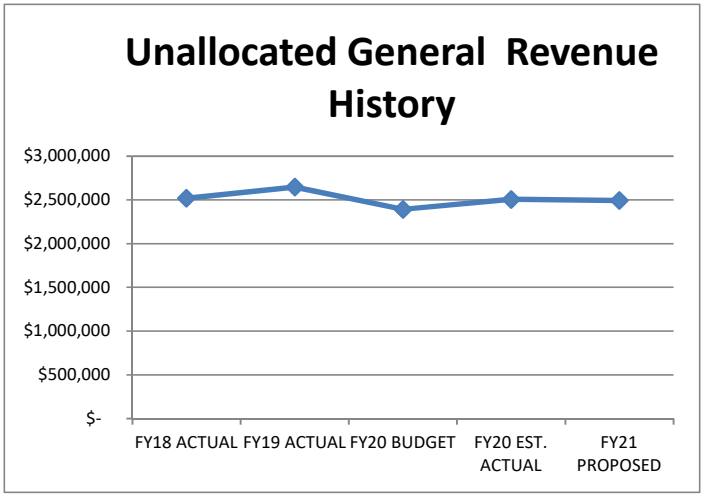
BUDGET HIGHLIGHTS AND SIGNIFICANT CHANGES

Adopted FY20 to Estimated Actual FY20

The FY20 estimated actual amounts are projected to be 4.8% or $113.7K higher than FY20 budget. The primary increases are Interest on Investments, Sale of Land & Other Assets, and Other General Revenue categories.

Adopted FY20 to Proposed FY21

The proposed FY21 budget is anticipated to increase over the FY20 budget by 4.2% or $101.5K in total. It is anticipated that growth over the FY20 budget will be in Interest on Investments as trends continue as experiencing in FY20 and Contributions & Donations for the Imagine Hagestown event. Likewise, there is an offsetting decrease in Rental Income which reflects waiving of all vendor fees in the Farmer's Market and the loss of Valley Co-op as a tenant.



DESCRIPTION	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
Transfer from Health Insurance Fund	$ 536,815	$ 580,000	$ 580,000	$ 380,039	-34.5%
Transfer from CIP Fund	12,364	32,100	32,100	4,159	-87.0%
Transfer from CDBG Fund	15,648	24,960	28,707	30,000	20.2%
Total Transfers from Other Funds & Other Financing Sources	**$ 564,827**	**$ 637,060**	**$ 640,807**	**$ 414,198**	**-35.0%**

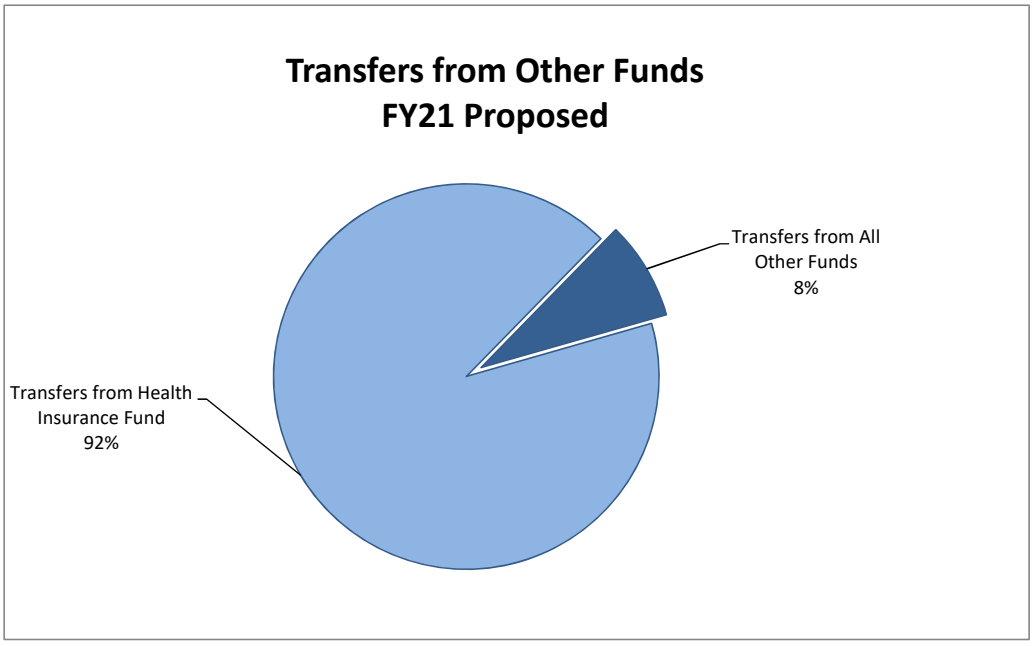
BUDGET HIGHLIGHTS AND SIGNIFICANT CHANGES

Adopted FY20 to Estimated Actual FY20

Overall, estimated actual revenue for FY20 is expected to be slightly higher than FY20 budget. The FY20 estimated actuals includes updated trends of annual spending for a part-time CDBG funded inspector.

Adopted FY20 to Proposed FY21

FY21 proposed budget is estimated to decrease 35.0% or $222.9K from FY20 budget due to a reduction in non-recurring transfers from the Health Insurance Fund. The Health Insurance Fund is a separate City Fund that accumulates and pays for all costs associated with active and retiree health insurance. Throughout the year, all other City Funds provide funding to the Health Insurance Fund based on an equivalent insurance premium determined annually by CBIZ. The Health Insurance Fund has had lower costs than anticipated and has accumulated a fund balance. For all of the reasons stated, staff is recommending a one-time transfer of the FY19 actual total surplus of $484.0K to be allocated to the General Fund (78.6%); Electric Fund (5.7%); Water Fund (8.3%); and Wastewater Fund (7.4%). Further, it is important to note that staff would not recommend this transfer if all three conditions were not met. After this transfer, the Health Insurance Fund Balance Reserve will still be in compliance with the City's revised Fund Balance/Retained Earnings Policy included in Section 9 of the budget book.



DEPARTMENT / PROGRAM OVERVIEW

The Mayor is elected for a four year term to represent the City in all official capacities and provide leadership to the City Council and community at large. The Municipal Charter of Hagerstown states the Mayor shall be the chief elected executive officer of the City and shall see that the Ordinances of the City, provisions of the Charter, and City Council policies and resolutions are faithfully executed, preside over the Legislative branch, and report to the City Council on the condition of City affairs. The annual salary for the Mayor is established by Ordinance at $28,000.

DEPARTMENT / PROGRAM OBJECTIVES

• Establish City priorities, goals, objectives and work plans for the next fiscal year with the City Council and City Administrator.

• Provide leadership and participate with the Maryland Municipal League, Tri-County Council, and other County, State, and Federal officials to develop and implement goals.

• Serve as spokesperson for City programs, services, and new initiatives.

• Represent the City at public events and functions.

• The Mayor and City Council typically hold 38 Work Session meetings along with 12 Regular Session meetings a year.

• A State of the City Address is delivered annually in March by the Mayor.

• The Mayor and City Council attend a number of meetings with civic associations. Some examples include the Hagerstown-Washington County Economic Development Commission, Chamber of Commerce, Greater Hagerstown Committee, and Hagerstown/Eastern Panhandle Metropolitan Planning Organization (HEPMPO).

• The Mayor and City Council hold public hearings throughout the year to provide the public with appropriate information as well as to receive the community's feedback and input.

PERFORMANCE INDICATORS

	2018/19	2019/20	2020/21
Number of Mayor and Council meetings	**50**	**50**	**50**
Average number of meetings representing City (e.g. board/commission)	**35**	**35**	**35**
Average number of community functions	**25**	**25**	**25**

EXPENDITURE AND REVENUE SUMMARY

	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
EXPENDITURES BY TYPE					
Salary and Wages	$ 48,191	$ 48,169	$ 48,169	$ 48,201	0.1%
Benefits	12,479	13,238	13,198	13,041	-1.5%
Personnel Subtotal	**60,670**	**61,407**	**61,367**	**61,242**	**-0.3%**
Operating Expenditures	1,919	3,905	3,873	5,742	47.0%
Operating Subtotal	**1,919**	**3,905**	**3,873**	**5,742**	**47.0%**
Total Expenditures	**$ 62,589**	**$ 65,312**	**$ 65,240**	**$ 66,984**	**2.6%**
REVENUES BY TYPE					
Departmental Revenue	$ -	$ -	$ -	$ -	0.0%
Total Revenues	**$ -**	**$ -**	**$ -**	**$ -**	**0.0%**
Expenditures, net of Revenues	**$ 62,589**	**$ 65,312**	**$ 65,240**	**$ 66,984**	**2.6%**

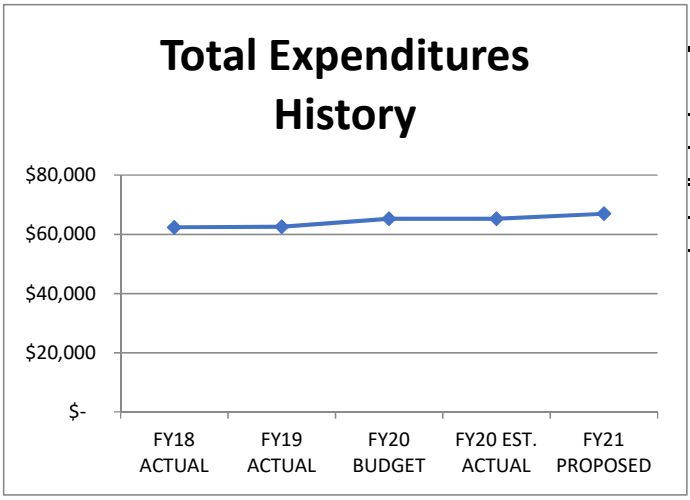
BUDGET HIGHLIGHTS AND SIGNIFICANT CHANGES

Adopted FY20 to Estimated Actual FY20

FY20 estimated actuals are expected to be 0.1% or $72 below FY20 budget due to a decrease in benefits and operating expenditures.

Adopted FY20 to Proposed FY21

There is an increase of 2.6% or $1.7K from FY20 budget to proposed FY21 budget for expenses related to the election of a new mayor.



STAFFING SUMMARY

	FY19	FY20 Bud	FY20 Est Act	FY21
Full time	0.33	0.33	0.33	0.33
Staffing Total	0.33	0.33	0.33	0.33
Unfunded positions	0.00	0.00	0.00	0.00

The Mayor's position is a part-time position. A full-time Executive Assistant position is shared among three departments including the Mayor, Administration, and the City Clerk.

DEPARTMENT / PROGRAM OVERVIEW

The Mayor and Council serve as the legislative and policy making body of the Municipal Government, having responsibilities for enacting city ordinances, appropriating funds to conduct city business, and providing policy direction to the administrative staff.

The City Charter of Hagerstown states that the legislative powers of the City shall be vested in a Council consisting of five members elected for a four-year term. The annual salary for each Councilmember is established by ordinance at $8,000.

DEPARTMENT / PROGRAM OBJECTIVES

• Establish City priorities, goals, objectives and work plans for the next fiscal year with the City Council and City Administrator.

• Provide leadership and participate with the Maryland Municipal League, Tri-County Council, and other County, State, and Federal officials to develop and implement goals.

• Serve as spokesperson for City programs, services, and new initiatives.

• Represent the City at public events and functions.

• The Mayor and City Council typically hold 38 Work Session meetings along with 12 Regular Session meetings a year.

• A State of the City Address is delivered annually in March by the Mayor.

• The Mayor and City Council attend a number of meetings with civic associations. Some examples include the Hagerstown-Washington County Economic Development Commission, Chamber of Commerce, Greater Hagerstown Committee, and Hagerstown/Eastern Panhandle Metropolitan Planning Organization (HEPMPO).

• The Mayor and City Council hold public hearings throughout the year to provide the public with appropriate information as well as to receive the community's feedback and input.

• For the purpose of carrying out the powers granted in the City Charter, the council may pass all necessary ordinances. All the powers of the City shall be exercised in the manner prescribed by the Charter, or if the manner is not prescribed, then in such manner as may be prescribed by ordinance or in accordance with the manner that may be prescribed under the public general laws of Maryland, if applicable.

PERFORMANCE INDICATORS

	2018/19	2019/20	2020/21
Number of Mayor and Council meetings	**50**	**50**	**50**
Average number of meetings representing City (e.g. board/commission)	**30**	**30**	**30**
Average number of community functions attended representing the City	**25**	**25**	**25**

EXPENDITURE AND REVENUE SUMMARY

	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
EXPENDITURES BY TYPE					
Salary and Wages	$ 40,001	$ 40,000	$ 40,000	$ 40,000	0.0%
Benefits	56,587	57,237	56,679	63,702	11.3%
Personnel Subtotal	**96,588**	**97,237**	**96,679**	**103,702**	**6.6%**
Operating Expenditures	40,475	46,009	46,141	49,499	7.6%
Capital Outlay	-	400	-	400	0.0%
Operating Subtotal	**40,475**	**46,409**	**46,141**	**49,899**	**7.5%**
Total Expenditures	**$ 137,063**	**$ 143,646**	**$ 142,821**	**$ 153,602**	**6.9%**
REVENUES BY TYPE					
Departmental Revenue	$ -	$ -	$ -	$ -	0.0%
Total Revenues	**$ -**	**$ -**	**$ -**	**$ -**	**0.0%**
Expenditures, net of Revenues	**$ 137,063**	**$ 143,646**	**$ 142,821**	**$ 153,602**	**6.9%**

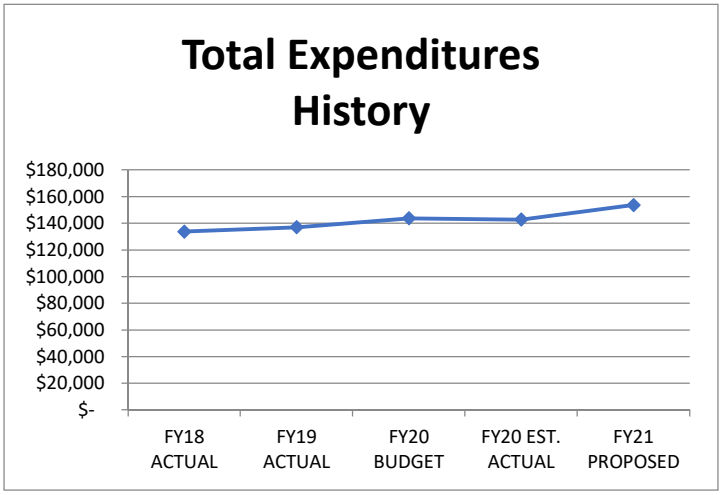
BUDGET HIGHLIGHTS AND SIGNIFICANT CHANGES

Adopted FY20 to Estimated Actual FY20

FY20 estimated actuals are anticipated to be 0.6% or $0.8K lower than FY20 budget due to a decrease in benefits and capital outlay.

Adopted FY20 to Proposed FY21

The proposed FY21 budget is anticipated to increase by 6.9% or $10.0K in comparison to FY20 budget levels due to increases in benefits and advertising and printing expenses.



STAFFING SUMMARY

	FY19	FY20 Bud	FY20 Est Act	FY21
Full time	5.00	5.00	5.00	5.00
Staffing Total	5.00	5.00	5.00	5.00
Unfunded positions	0.00	0.00	0.00	0.00

Elected officials are counted separate from staffing levels for city departments and operations. There are a total of five (5) Councilmembers.

DEPARTMENT / PROGRAM OVERVIEW

The City Charter requires a primary and general election every four years for the Mayor and five City Councilmembers. The election schedule coincides with the Presidential Election. The Washington County Board of Elections conduct the election, in accordance with provisions of the State of Maryland. The Primary Election was held on April 26, 2016 and the General Election was held on November 8, 2016. Five of the newly elected Mayor and Councilmembers took office on November 28, 2016. A recount was conducted for the fifth Council seat and that Councilmember took office on December 2, 2016. Subsequent to election results of November 2016, two of the five have left the Council positions and two new Councilmembers were appointed.
Hagerstown voter turnout in the General Election was 64%. Voter turnout in the previous General Election (2012) was 67%. In 2009, before the election schedule was changed, voter turnout was at 15%.

The next General Election will be held on November 3, 2020. Newly elected Mayor and Council members will take office on November 23, 2020.

PERFORMANCE INDICATORS

	2009	2012	2016
Number of Candidates Filing	**25**	**15**	**15**
Number of Registered Voters at General Election	**20,969**	**20,898**	**23,251**
Number of Registered Voters at Primary Election	**16,814**	**15,504**	**22,560**
Number Voting in General Election	**3,173**	**14,095**	**14,797**
Number Voting in Primary Election	**1,988**	**4,062**	**7,404**

DEPARTMENT / PROGRAM OVERVIEW

The City Administrator serves as appointed Chief Administrative Officer for the City of Hagerstown. The City Administrator guides the Department Heads with the preparation of staff information, recommendations, and presentations to the Mayor and Council and ensures that acts of City Council are faithfully executed. Primary responsibilities include the submission of the City's annual operational and capital proposed budget, day-to-day management of City operations, and providing leadership and support for City departments to achieve goals consistent with the Mayor and Council's priorities while meeting the requirements of the City Code and Charter. The City Administrator in coordination with senior leadership and staff formulates programs and recommendations designed to address community needs and interacts with citizens, community organizations, and other governmental representatives on issues of interest to the community. The City Administrator reports to the Mayor and Council providing assistance and support. The City Administrator is responsible for promoting excellence and effectiveness in City operations, progressive programs and actions, and strong professionalism and ethical behavior within the organization.

DEPARTMENT / PROGRAM OBJECTIVES

• To guide and encourage Department Heads in support of the completion of the vision, goals, and priorities adopted by the Mayor and City Council.

• To develop recommendations that enable the Mayor and Council to make informed legislative decisions related to the Community and City government.

• To create financial strategies and plans along with adjustments to operations in response to economic fluctuations as they relate to City finances.

• To develop programs and recommendations that address community needs related to public safety, neighborhood vitality, public infrastructure, downtown revitalization, and economic development.

• To provide staff support in accordance with the Mayor & City Council's goals that incorporate new technologies and service delivery approaches into City operations.

• To promote professional and ethical operations combined with a strong organizational commitment to providing excellent community based services.

• To build strong community partnerships with unified strategies for the betterment of the City/Community based on citizen involvement, interaction with local institutions, business leaders, and other levels of government.

PERFORMANCE INDICATORS

The City Administrator prepares and presents:

- Annual reports to Mayor and Council on prior calendar year accomplishments and current year departmental goals by April 1st.
- The proposed budget by March 31st.
- Approximately 50 agenda and information packets for Mayor and City Council meetings throughout the year.
- A Weekly Status and Information Report on City operations to Mayor and City Council.

The City Administrator also supports:

- The completion of goals and objectives identified as Mayor and Council priorities.
- The reporting of the condition of City finances to the Mayor and City Council.

EXPENDITURE AND REVENUE SUMMARY

	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
EXPENDITURES BY TYPE					
Salary and Wages	$ 185,592	$ 194,969	$ 159,969	$ 165,474	-15.1%
Benefits	112,622	59,417	46,552	50,058	-15.8%
Overtime	234	50	-	50	0.0%
Personnel Subtotal	**298,447**	**254,436**	**206,521**	**215,582**	**-15.3%**
Operating Expenditures	7,662	8,964	8,906	10,997	22.7%
Capital Outlay	-	1,000	761	-	-100.0%
Operating Subtotal	**7,662**	**9,964**	**9,667**	**10,997**	**10.4%**
Total Expenditures	**$ 306,109**	**$ 264,400**	**$ 216,188**	**$ 226,579**	**-14.3%**
REVENUES BY TYPE					
Departmental Revenue	$ -	$ -	$ -	$ -	0.0%
Total Revenues	**$ -**	**$ -**	**$ -**	**$ -**	**0.0%**
Expenditures, net of Revenues	**$ 306,109**	**$ 264,400**	**$ 216,188**	**$ 226,579**	**-14.3%**

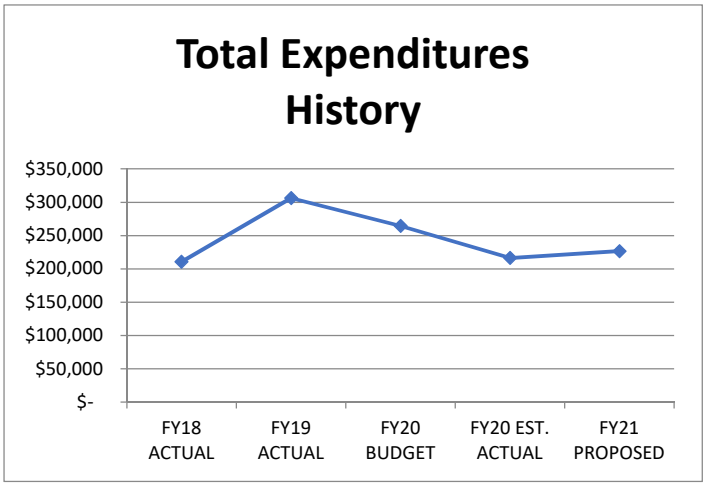
BUDGET HIGHLIGHTS AND SIGNIFICANT CHANGES

Adopted FY20 to Estimated Actual FY20

FY20 estimated actuals are expected to be to be 18.2% or $48.2K lower than the adopted budget due to decreases in salaries and benefits.

Adopted FY20 to Proposed FY21

The proposed FY21 budget is expected to decrease 14.3% or $37.8K over the FY20 adopted budget due to salary and benefit decreases.



STAFFING SUMMARY

	FY19	FY20 Bud	FY20 Est Act	FY21
Full time	1.33	1.33	1.33	1.33
Staffing Total	1.33	1.33	1.33	1.33
Unfunded positions	0.00	0.00	0.00	0.00

The City Administrator position is a full-time position. A full-time Executive Assistant position is shared among three departments including the Mayor, Administration, and the City Clerk.

DEPARTMENT / PROGRAM OVERVIEW

The City Clerk's office is the central location/repository for official City of Hagerstown government documents. The City Clerk serves both as a resource and support for members of the Mayor and Council. The office is a frequent first contact for citizens and provides a strong support role for City staff and operations.

The City Clerk is the organizer of Mayor and Council meetings, which includes preparing minutes, creating weekly agendas, and weekly agenda packets.

The City Clerk's office issues a variety of permits, including Auctioneer Licenses, Peddler's Permits, Bottle Club Licenses and Parade Permits.

The City Clerk works closely with every department and is responsible for ensuring the City Code is up to date with current legislation.

DEPARTMENT / PROGRAM OBJECTIVES

• To continue to increase public access to the weekly Mayor and Council meetings by maintaining an online meeting management system which provides media, staff members, and Mayor and Council the ability to view, download and/or print the agenda and all supporting documents.

• The City Clerk is the staff liaison for the City Ethics Commission. The Commission is responsible for ensuring the appropriate officials are following the guidelines of the City's Ethics Code. The Commission met twice in 2018 and provided the required certification to the State Ethics Commission by the October deadline.

• Begin the process of reviewing the City Code to identify outdated and irrelevant language within the Code, specific to the City Clerk, and to recommend amendments to reflect current practices.

• Develop a viable plan for updating the City's Record Retention Schedule for submittal to the Maryland State Archives.

PERFORMANCE INDICATORS

	2018/19	2019/20	2020/21
Number of Ordinances Processed	**21**	**30**	**22**
Number of Resolutions Processed	**61**	**65**	**70**
Number of Licenses and Permits Issued	**52**	**50**	**65**
Number of Mayor and Council meetings processed	**50**	**50**	**50**

EXPENDITURE AND REVENUE SUMMARY

	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
EXPENDITURES BY TYPE					
Salary and Wages	$ 110,368	$ 110,515	$ 110,514	$ 110,679	0.1%
Benefits	31,329	33,219	32,903	34,479	3.8%
Personnel Subtotal	**141,697**	**143,734**	**143,417**	**145,158**	**1.0%**
Contractual Services	4,169	3,450	3,450	3,450	0.0%
Operating Expenditures	15,481	16,791	16,792	16,829	0.2%
Capital Outlay	-	-	38	1,000	100.0%
Operating Subtotal	**19,649**	**20,241**	**20,280**	**21,279**	**5.1%**
Total Expenditures	**$ 161,346**	**$ 163,974**	**$ 163,697**	**$ 166,437**	**1.5%**
REVENUES BY TYPE					
Departmental Revenue	$ 109,959	$ 103,000	$ 103,000	$ 103,000	0.0%
Total Revenues	**$ 109,959**	**$ 103,000**	**$ 103,000**	**$ 103,000**	**0.0%**
Expenditures, net of Revenues	**$ 51,388**	**$ 60,974**	**$ 60,697**	**$ 63,437**	**4.0%**

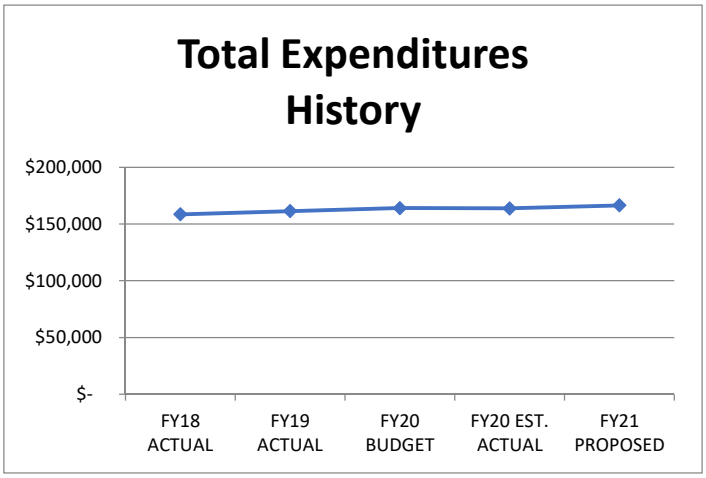
BUDGET HIGHLIGHTS AND SIGNIFICANT CHANGES

Adopted FY20 to Estimated Actual FY20

In total, expenditures and revenues are expected to be at budgeted levels.

Adopted FY20 to Proposed FY21

FY21 proposed expenses are estimated to be 4.0% or $2.5K higher than FY20 budget levels due to increases in benefits and anticipated computer equipment purchases.



STAFFING SUMMARY

	FY19	FY20 Bud	FY20 Est Act	FY21
Full time	1.34	1.34	1.34	1.34
Part time	0.50	0.50	0.50	0.50
Staffing Total	1.84	1.84	1.84	1.84
Unfunded positions	0.00	0.00	0.00	0.00

The City Clerk shares one part-time Communications Staff Assistant position with the Communications Department.

DEPARTMENT / PROGRAM OVERVIEW

The City attorney assists Mayor and Council with the interpretation of City, State, and Federal laws as they pertain to Hagerstown's services, draft contracts, deeds, leases, ordinances and resolutions. Additionally, the attorney is responsible for defending the City in litigation matters.

DEPARTMENT / PROGRAM OBJECTIVES

- Prepare legislation in the form of ordinances and resolutions for Mayor and Council's consideration and adoption.

- Provide advice on law enforcement issues to the Police Department, and provide representation at internal hearings and other litigation.

- Support the City's Ethics Commission in ensuring compliance with the City's Ethics Code.

- Assist in the development, review, and implementation of contracts, leases and other legal documents related to City Operations.

PERFORMANCE INDICATORS

	2018/19	2019/20	2020/21
Number of Ordinances Processed	**21**	**30**	**22**
Number of Resolutions Processed	**61**	**65**	**70**
Number of Approved Contracts and Agreements	**70**	**70**	**70**

EXPENDITURE AND REVENUE SUMMARY

	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
EXPENDITURES BY TYPE					
Salary and Wages	$ -	$ -	$ -	$ -	0.0%
Personnel Subtotal	**-**	**-**	**-**	**-**	**0.0%**
Contractual Services	171,267	260,000	260,000	259,000	-0.4%
Operating Expenditures	10,414	8,000	8,000	9,000	12.5%
Operating Subtotal	**181,681**	**268,000**	**268,000**	**268,000**	**0.0%**
Total Expenditures	**$ 181,681**	**$ 268,000**	**$ 268,000**	**$ 268,000**	**0.0%**
REVENUES BY TYPE					
Departmental Revenue	$ -	$ -	$ -	$ -	0.0%
Total Revenues	**$ -**	**$ -**	**$ -**	**$ -**	**0.0%**
Expenditures, net of Revenues	**$ 181,681**	**$ 268,000**	**$ 268,000**	**$ 268,000**	**0.0%**

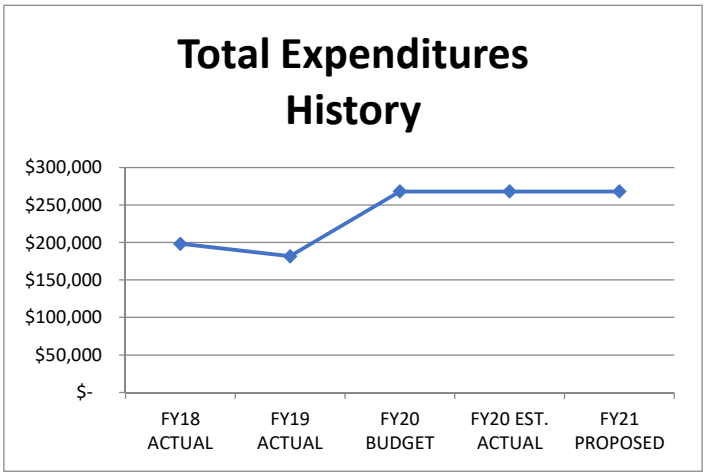
BUDGET HIGHLIGHTS AND SIGNIFICANT CHANGES

Adopted FY20 to Estimated Actual FY20

FY20 estimated actuals are expected to be on target with the FY20 budget.

Adopted FY20 to Proposed FY21

Proposed FY21 budget is expected to remain flat with adopted FY20 budget.



STAFFING SUMMARY

	FY19	FY20 Bud	FY20 Est Act	FY21
Full time	0.00	0.00	0.00	0.00
Staffing Total	0.00	0.00	0.00	0.00
Unfunded positions	0.00	0.00	0.00	0.00

The City does not maintain any full time staff in the Legal Department. Legal services are contracted out to various law firms who are able to offer the City specialized services in relation to specific department needs.

DEPARTMENT / PROGRAM OVERVIEW

Through the disbursement of funds, financial reporting, and asset and debt management, the Finance Department provides professional customer service for citizens, investors, Mayor & Council, City departments, employees and vendors by maintaining a high standard of integrity and dedication.

Accounting Function

The accounting function maintains the Finance Department's high standard of integrity by ensuring that accounts payable, accounts receivable, payroll, procurement and asset management are processed timely and accurately for Hagerstown's citizens, other City departments, employees and vendors.

Budget Function

The budget function maintains the Finance Department's high standard of excellence by working closely with the City Administrator, the Mayor and Council and other City departments to prepare the annual operating and capital budgets, internal control and oversight by monitoring and evaluating the condition of City budgets for Hagerstown's citizens, the Mayor and Council, other City departments, and employees.

DEPARTMENT / PROGRAM OBJECTIVES

• **Financial Reporting**: Finance will continue quarterly review meetings with department managers to ensure adequate monitoring of the City's finances. Finance will also meet the October 31 deadline for completion of the audit and Comprehensive Annual Financial Report (CAFR) and will also strive to produce a Popular Annual Financial Report (PAFR) to present financial data in an easy-to-use format.

• **Customer Service**: The Finance department will continue to provide enhanced customer service to both our internal and external customers through the promotion of awareness and understanding of the City's finances through accessible and easy to use data presentations. The procurement process and policy will be reviewed for efficiency. The Finance Department will analyze and organize the contracts the City currently has with vendors.

• **Policy Updates**: Staff will continue to review and recommend updates for fiscal policies to present to Mayor and Council for approval.

• **Bonds & Other Debt**: Finance will continue to monitor the capital projects in the CIP fund. Also, Finance will continue to work with our financial advisor and bond counsel to issue general obligation bonds as needed and as approved for public improvement projects. Last, Finance will continue to monitor unspent bond projects and funding to ensure timely compliance with bond covenants.

• **Software Enhancements**: Finance, in conjunction with IT, will work to test enhancements to MUNIS, such as more user-friendly reporting tools, so that departments may access useful information.

PERFORMANCE INDICATORS

	2018/19	2019/20	2020/21
Performance Measures			
Maintain the City's bond rating:			
Standard and Poor's AA-	AA	AA	AA
Moody's Investors Service A2 or higher	Aa3	Aa3	Aa3
Receive GFOA distinguished Budget Presentation award	Yes/ 14 yrs	Yes/ 15 yrs	Yes/ 16 yrs
Receive GFOA Comprehensive Annual Financial Reporting award	Yes/ 24 yrs	Yes/ 25 yrs	Yes/ 26 yrs
Workload Measures			
Bond sales executed	1	1	1
Number of individual employee payrolls processed	25,828	25,850	25,875
Number of vendor invoices processed	10,538	10,600	10,600
Number of Pcard transactions processed	7,501	7,600	7,600
Number of Purchase Orders issued	1,236	1,350	1,400

EXPENDITURE AND REVENUE SUMMARY

	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
EXPENDITURES BY TYPE					
Salary and Wages	$ 546,016	$ 556,830	$ 547,636	$ 574,698	3.2%
Benefits	147,577	151,100	148,633	173,659	14.9%
Overtime	(14)	150	100	100	-33.3%
Personnel Subtotal	**693,579**	**708,080**	**696,369**	**748,457**	**5.7%**
Contractual Services	35,443	28,717	33,298	33,877	18.0%
Operating Expenditures	28,805	36,983	35,386	54,564	47.5%
Capital Outlay	2,543	2,500	3,500	3,000	20.0%
Operating Subtotal	**66,791**	**68,200**	**72,184**	**91,441**	**34.1%**
Total Expenditures	**$ 760,370**	**$ 776,280**	**$ 768,554**	**$ 839,898**	**8.2%**
REVENUES BY TYPE					
Departmental Revenue	$ 37,993,592	$ 38,351,631	$ 37,794,143	$ 40,655,758	6.0%
Total Revenues	**$ 37,993,592**	**$ 38,351,631**	**$ 37,794,143**	**$ 40,655,758**	**6.0%**
Expenditures, net of Revenues	**$ (37,233,223)**	**$ (37,575,351)**	**$ (37,025,589)**	**$ (39,815,860)**	**6.0%**

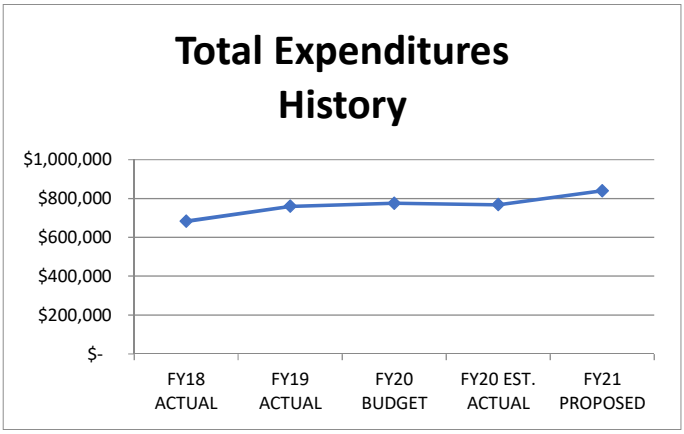
BUDGET HIGHLIGHTS AND SIGNIFICANT CHANGES

Adopted FY20 to Estimated Actual FY20

Total expenditures for the department are projected to be 1.0% or $7.7K lower than FY20 budget. Total personnel costs are expected to be 1.7% or $11.7K under budget. This decrease is a result of a partial year vacancy and lower estimated benefit charges. Contractual services are over budget by 16.0% or $4.6K as a result of extending the audit contract with our existing vendor SB&Company. Additionally, departmental revenue is anticipated to be 1.5% or $557.5K under budget. This decline is a result of anticipated increases in Property Taxes, State and County Shared Taxes, Franchise Fees, and interest revenue offset by $946.3K in fund balance reserves only reflected as a budget revenue source.

Adopted FY20 to Proposed FY21

From the FY20 budget to the FY21 proposed budget, overall total personnel expenditures are anticipated to increase by 5.7% or $40.4K and operating expenditures to increase by 34.1% or $23.2K. The $40.4K increase in salary expenditures is due to fully staffing the department and potential salary enhancements. Contractual services are estimated to be 18.0% or $5.2K higher in proposed FY21 budget compared to FY20 budget levels. This increase is due to a new 2 year contract extension with the auditors, SB&Company. Operating expenditures reflect a 47.5% or $17.6K increase due to new billing/office allocations. Lastly, departmental revenue is anticipated to be 6.0% or $2.3M more than FY20 budget as a result of higher total property tax revenue, higher State and County shared tax, higher Franchise Fees, higher use of fund balance reserves, and higher investment earnings.



STAFFING SUMMARY

	FY19	FY20 Bud	FY20 Est Act	FY21
Full time	8.50	8.40	8.40	8.40
Staffing Total	8.50	8.40	8.40	8.40
Unfunded positions	0.00	0.00	0.00	0.00

In FY21, Finance will share in the allocation of a Storekeeper/Clerk III with the Water Fund.

DEPARTMENT / PROGRAM OVERVIEW

In support of the City's Strategic mission, Support Services strives to consistently provide high quality services in support of the City's cash collection, real estate and property tax process, and customer service program. We are committed to continuous, long-term improvement to meet needs in an exceptional way. Our primary measure of success is customer satisfaction. Our intent is to earn and maintain the respect of our customers, promote trust in the Support Services organization, and establish collaborative working relationships with our internal and external customers.

DEPARTMENT / PROGRAM OBJECTIVES

• **Integration of New Customer Credit Reporting System with MUNIS:** The implementation of utilizing Online Information Exchange to pre-screen electric customers at the time of service has been successful in the application of more accurate security deposits and identifying potential issue accounts. Staff will now work with IT to integrate this third-party service directly with MUNIS Utility Billing to perform all functions on the account application process within the MUNIS UB module.

• **Customer Needs Automated Communication Project:** Staff will begin planning for implementation of an Interactive Voice Response system that will integrate directly with the MUNIS Cashiering system to allow for direct entry of utility payment into the system. This will provide citizens with another option to pay their utility bill, as well as address some of the volume of representative assisted phone and lobby interactions.

• **City Hall Customer Service Lobby Reconfiguration:** As the Support Services department has changed business practices to allow for all representatives to handle all customer needs in the lobby, discussions will begin to look at moving the counters on the old Utility Customer Service side of the lobby back to match the former Cashiering side of the lobby. This would allow for better queuing of customers and recognition by staff members.

• **Welcome Packet For New Accounts:** Staff will create and distribute a welcome packet to all new utility account owners to provide information on the City services available to them.

• **Support Services Strategic Plan:** The changes in our capabilities to provide effective customer service and cash processing require a revisiting of how the department does business both with internal City departments as well as our external customers. Reviews of our utility collection process, cash management operation, tax collection, and reporting processes will all be documented and reviewed by staff, with recommendations on implementation.

PERFORMANCE INDICATORS

	2018/19	2019/20	2020/21
Number of calls offered into Support Services queue	**55,261**	**57,000**	**59,000**
Number of calls serviced in Support Services	**41,256**	**48,400**	**52,100**
Average hold time (in Seconds)	**308**	**250**	**230**
Number of counter transactions handled in City Hall	**81,077**	**83,000**	**86,000**
Total customers served	**122,333**	**131,000**	**138,100**
Dollar amount of transactions processed in City Hall	**$ 53,722,254**	**$ 55,000,000**	**$ 61,200,000**

EXPENDITURE AND REVENUE SUMMARY

	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
EXPENDITURES BY TYPE					
Salary and Wages	$ 348,292	$ 405,597	$ 493,412	$ 603,684	48.8%
Benefits	124,625	140,442	141,579	213,005	51.7%
Overtime	3,125	2,500	3,800	3,300	32.0%
Personnel Subtotal	**476,042**	**548,539**	**638,791**	**819,989**	**49.5%**
Contractual Services	311,453	265,800	305,324	335,650	26.3%
Operating Expenditures	(284,724)	(324,268)	(459,042)	(838,819)	158.7%
Capital Outlay	4,876	5,350	2,900	8,200	53.3%
Operating Subtotal	**31,605**	**(53,118)**	**(150,818)**	**(494,969)**	**831.8%**
Total Expenditures	**$ 507,646**	**$ 495,421**	**$ 487,974**	**$ 325,020**	**-34.4%**
REVENUES BY TYPE					
Departmental Revenue	$ 45,958	$ 45,000	$ 45,000	$ 45,000	0.0%
Total Revenues	**$ 45,958**	**$ 45,000**	**$ 45,000**	**$ 45,000**	**0.0%**
Expenditures, net of Revenues	**$ 461,688**	**$ 450,421**	**$ 442,974**	**$ 280,020**	**-37.8%**

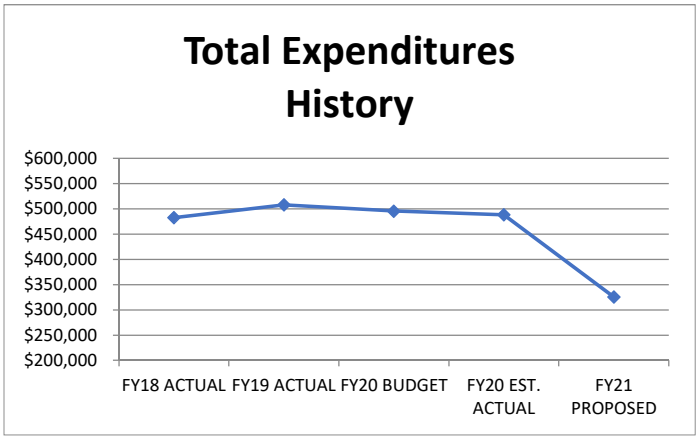
BUDGET HIGHLIGHTS AND SIGNIFICANT CHANGES

Adopted FY20 to Estimated Actual FY20

Total FY20 estimated actual expenditures are projected to be lower than FY20 budget by 1.7% or $7.4K. Personnel expenses are estimated to be over budget by 16.5% or $90.3K due to Utility Billing operations being moved to Support Services from the Water Department. In total, departmental revenue projections are expected to remain flat for FY20.

Adopted FY20 to Proposed FY21

The proposed FY21 budget for personnel expenditures is expected to be 49.5% or $271.5K higher due to Utility Billing operations being moved to Support Services from the Water Department. Department revenue is expected to remain flat from FY20 to FY21.



STAFFING SUMMARY

	FY19	FY20 Bud	FY20 Est Act	FY21
Full time	5.66	5.66	5.66	9.00
Part time	3.00	3.00	3.00	3.00
Staffing Total	8.66	8.66	8.66	12.00
Unfunded positions	0.00	0.00	0.00	0.00

In FY20, 1 Utility Billing position moved to Support Services from the Water Department and 1 Utility Billing position was created. Also in FY20, 1 new Support Services position was created. Support Services and Cashiering utilize 3 part-time positions.

DEPARTMENT / PROGRAM OVERVIEW

Technology has become the backbone of operations for all municipalities throughout the county, and the City of Hagerstown's IT department provides our community with information services to achieve our shared goals and objectives. We support all levels of technology, including internal networks, internet services, landline and cell phone services, application support, programming, and operational services. The department also provides training for software systems, as well as the analysis of business processes to provide opportunities for increased efficiency by utilizing technology.

DEPARTMENT / PROGRAM OBJECTIVES:

- **Network Infrastructure Analysis/Upgrade:** Staff will undergo a thorough review and analysis of our current network infrastructure, providing recommendations for upgrading of equipment to newer/current hardware technologies as well as undertaking a project to increase the operating standard of City network capacity throughput from 1G to 10G.
- **Virtualize Hardware Infrastructure:** Staff will continue to move our hardware infrastructure from individualized servers to a virtualized environment, allowing for greater flexibility and performance of our existing systems while simplifying overall support of the hardware landscape.
- **Increased Integration into Cloud Services:** Staff will continue to evaluate and recommend data storage solutions that are cloud based (instead of on-premises). This enhances data security and backup capability for sensitive information that is integral to our overall IT operations.
- **Security Awareness Education:** As businesses and municipalities continue to come under increased threats of hackers utilizing more sophisticated phishing and virus-laden emails, IT continues to partner with HR to provide training and awareness to our City staff concerning safe and secure technology usage.
- **Standardization of Technology Across City Departments:** Staff will continue to work with the various departments in order to standardize and upgrade all hardware and software so that all users are on common/supportable levels.
- **Upgrade City Financial System:** Staff will work with our software vendor to upgrade the City's financial system (MUNIS) to the latest version, allowing for additional functionality and to increase operational efficiency of services.
- **Video Surveillance Wireless Network Expansion:** Continue to add equipment to allow for enhanced video coverage for wireless camera connections throughout the City.
- **Implement the National Incident-Based Reporting System (NIBRs):** Working with local, state, and federal law enforcement agencies, staff will implement this enhanced law enforcement reporting system that allows for better transparency and reporting of police incidents between various governmental agencies.
- **Overall Business Process/Technology Updates:** Staff will meet with various departments to better understand their business processes and make recommendations for either utilizing technology (to replace manual processes) or streamlining operations, where applicable.

PERFORMANCE INDICATORS

	2018/19	2019/20	2020/21
Number of City-wide personal computers	**271**	**276**	**300**
Number of PC Software programs supported	**31**	**30**	**35**
Number of Help Desk tickets	**2,422**	**2,500**	**2,551**
# of SPAM e-mails blocked daily	**33,252**	**40,000**	**42,507**
Phone calls managed through our central switch	**392,500**	**395,250**	**398,017**

EXPENDITURE AND REVENUE SUMMARY

	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
EXPENDITURES BY TYPE					
Salary and Wages	$ 345,576	$ 341,956	$ 360,000	$ 390,390	14.2%
Benefits	116,627	111,476	113,221	135,771	21.8%
Overtime	798	-	-	-	0.0%
Personnel Subtotal	**463,001**	**453,432**	**473,221**	**526,161**	**16.0%**
Contractual Services	110	2,500	31	2,531	1.2%
Operating Expenditures	421,915	437,376	436,488	452,951	3.6%
Capital Outlay	2,784	3,150	6,850	3,250	3.2%
Operating Subtotal	**424,809**	**443,026**	**443,369**	**458,732**	**3.5%**
Total Expenditures	**$ 887,810**	**$ 896,458**	**$ 916,591**	**$ 984,893**	**9.9%**
REVENUES BY TYPE					
Departmental Revenue	$ 9,595	$ 9,500	$ 10,380	$ 10,380	9.3%
Total Revenues	**$ 9,595**	**$ 9,500**	**$ 10,380**	**$ 10,380**	**9.3%**
Expenditures, net of Revenues	**$ 878,215**	**$ 886,958**	**$ 906,211**	**$ 974,513**	**9.9%**

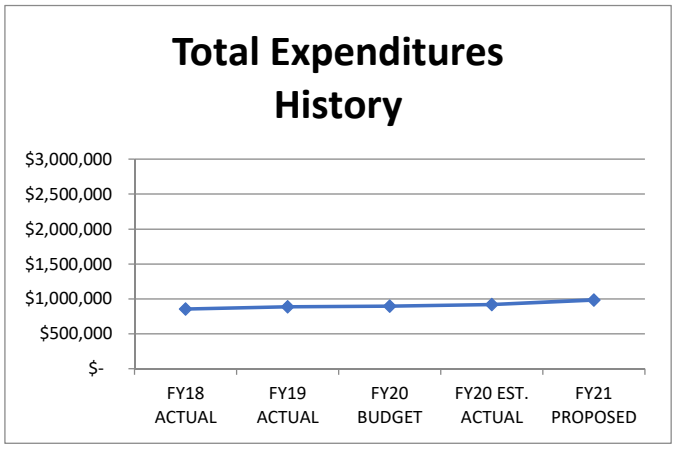
BUDGET HIGHLIGHTS AND SIGNIFICANT CHANGES

Adopted FY20 to Estimated Actual FY20

In total, FY20 actual expenditures are projected to be over FY20 budget by 2.2% or $20.1K. This is mainly due to a 4.4% or $19.8K increase in personnel expenditures. Other expenditures are forecasted to remain level to actual.

Adopted FY20 to Proposed FY21

Increases in FY21 budget are predominantly due to a 16.0% or $72.7K increase in personnel expenditures related to the funding of a previously unfunded position. Operating expenditures are expected to increase 3.6% or $15.6K due to hardware and software maintenance contract renewals.



STAFFING SUMMARY

	FY19	FY20 Bud	FY20 Est Act	FY21
Full time	5.34	5.34	6.00	6.00
Part time	0.00	0.00	0.00	0.00
Staffing Total	5.34	5.34	6.00	6.00
Unfunded positions	1.00	1.00	0.00	0.00

One previously unfunded FT position in IT was funded in FY20.

DEPARTMENT / PROGRAM OVERVIEW

The Human Resources Department serves the City organization, City employees, retirees, and the citizens of the community by providing a full range of Human Resources Services. We are a strategic partner to City departments to support and promote efficient operations. The Human Resources Department oversees the selection, placement, and development of qualified people in positions with the City. We are also responsible for employee and retiree benefits and compensation, employee policies, labor management, FMLA administration, employment law compliance, safety and liability programs, training and career development, risk management, and more. We value the contributions of every employee to the overall well-being and efficient operations of the City of Hagerstown.

DEPARTMENT / PROGRAM OBJECTIVES

• Manage and implement changes to healthcare programs to comply with healthcare reform and keep costs within the City's health care budget.

• Offer comprehensive and targeted training programs to increase skill levels for broader responsibilities and increased employee engagement.

• Create and enhance employee recognition programs that highlight employee creativity, innovation, and commitment to the organization.

• Develop increasingly comprehensive wellness and safety programs in order to enhance employee health and productivity while reducing healthcare and workers' compensation claims expenses.

• Maintain position control systems.

• Administration of the four union contracts and personnel policies.

• Administer self-insured Workers' compensation Program and Liability Insurance Services.

PERFORMANCE INDICATORS

	2018/19	2019/20	2020/21
Bargaining Unit Contracts	**4**	**4**	**4**
Per Employee Health Plan Costs	**$ 12,787**	**$ 14,071**	**$ 15,500**
Per Retiree Health Plan Costs	**$ 7,378**	**$ 8,100**	**$ 9,000**
Number of Employment Applications Received	**1,363**	**1,540**	**1,610**
Number of Regular FT employees hired	**30**	**35**	**40**
Number of non-regular employees hired	**40**	**50**	**50**
Retirements	**10**	**10**	**14**
Voluntary Separations	**68**	**70**	**70**
Involuntary Separations	**4**	**2**	**2**
Number of Injury Reports	**93**	**80**	**78**
Number of Property Claims	**40**	**36**	**38**
Number of General Liability Claims	**15**	**22**	**20**
Number of Police Liability Claims	**5**	**4**	**4**
Number of Auto Claims	**58**	**58**	**60**

EXPENDITURE AND REVENUE SUMMARY

	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
EXPENDITURES BY TYPE					
Salary and Wages	$ 368,217	$ 382,017	$ 382,401	$ 412,651	8.0%
Benefits	143,177	146,921	147,695	140,414	-4.4%
Overtime	687	400	400	400	0.0%
Personnel Subtotal	**512,081**	**529,338**	**530,496**	**553,465**	**4.6%**
Contractual Services	57,653	88,726	87,771	69,590	-21.6%
Operating Expenditures	38,177	41,318	48,736	50,737	22.8%
Capital Outlay	2,692	2,300	2,300	2,300	0.0%
Operating Subtotal	**98,522**	**132,344**	**138,807**	**122,627**	**-7.3%**
Total Expenditures	**$ 610,602**	**$ 661,682**	**$ 669,303**	**$ 676,092**	**2.2%**
REVENUES BY TYPE					
Departmental Revenue	$ -	$ -	$ -	$ -	0.0%
Total Revenues	**$ -**	**$ -**	**$ -**	**$ -**	**0.0%**
Expenditures, net of Revenues	**$ 610,602**	**$ 661,682**	**$ 669,303**	**$ 676,092**	**2.2%**

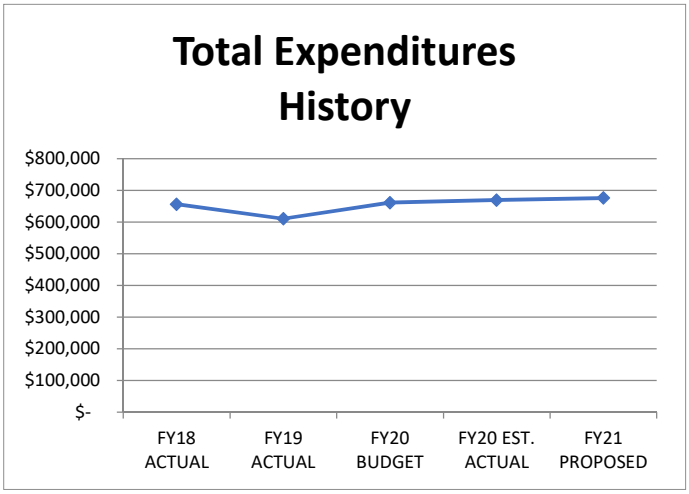
BUDGET HIGHLIGHTS AND SIGNIFICANT CHANGES

Adopted FY20 to Estimated Actual FY20

In total, FY20 estimated actual expenditures are expected to be 1.2% or $7.6K over FY20 budget primarily due to increases in insurance costs.

Adopted FY20 to Proposed FY21

In total, FY21 expenditures are estimated to be 2.2% or $14.4K higher than FY20 budget levels. Total personnel costs are estimated to be 4.6% or $24.1K higher which are offset by a decrease in contractual services.



STAFFING SUMMARY

	FY19	FY20 Bud	FY20 Est Act	FY21
Full time	5.00	5.00	5.00	5.00
Part time	4.00	4.00	4.00	4.00
Seasonal	1.00	1.00	1.00	1.00
Staffing Total	10.00	10.00	10.00	10.00
Unfunded positions	0.00	0.00	0.00	0.00

The Human Resources Department staffs the information/security desk at City Hall with part-time positions plus has a part-time HR Representative. One seasonal employee is staffed to fill in for clerical/administrative positions throughout the City on an as-needed basis.

DEPARTMENT / PROGRAM OVERVIEW

The Communications Department manages all communications generated by City departments and acts as the point of contact for all news/press related activities. The group maintains and provides custom programming for our Public/Educational/Government (PEG) Channel 25, as well as produces the City Mayor and Council broadcasts both on cable and streaming Internet video for our citizens. Communications staff manages and maintains our City website, Facebook channel, YouTube channel, and all other social media activity.

DEPARTMENT / PROGRAM OBJECTIVES

• **City Imaging / Branding Campaign:** Place branding directly contributes to increased effectiveness and efficiency in how cities compete and present themselves to their citizens and the outside world. It enables the City to focus on their differentiating strengths and leverage the combined power of stakeholder resources to establish its competitive identity. Staff will work, in partnership with a qualified third-party marketing / public relations group, to develop a consistent and powerful place branding strategy that fulfills these goals.

• **Consolidated Communications Plan:** Staff will work across departments to coordinate marketing and promotions in an effort to leverage resources and more effectively promote all aspects of city government. This process will facilitate a more efficient workflow by having a determined communications plan each month. Promotions will be delivered across multiple platforms, including print, digital, social media and video advertising in local and regional markets.

• **Enhancing the City Website:** Staff will work with our site vendor, CivicPlus, as well as department representatives, to identify ways of utilizing the website to enhance customer service and information-delivering methods. This includes exploring various modules and revising page layouts to more effectively present information.

• **Additional Video Programming for Social / Cable media channels:** Staff will be developing and running new Hub City NOW! content for both Cable Channel 25 and social media outlets. These include post-Council meeting commentaries on hot topics, department features, City business / resident highlights, and other public information shows.

PERFORMANCE INDICATORS

	2018/19	2019/20	2020/21
YouTube lifetime video views	**189,494**	**200,000**	**211,098**
YouTube subscribers	**635**	**800**	**839**
Website visits	**476,201**	**500,000**	**486,244**
Facebook likes	**12,373**	**14,000**	**13,926**
Twitter followers	**2,041**	**2,500**	**2,164**
Instagram followers	**0**	**0**	**1,639**

EXPENDITURE AND REVENUE SUMMARY

	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
EXPENDITURES BY TYPE					
Salary and Wages	$ 148,759	$ 160,353	$ 160,352	$ 158,083	-1.4%
Benefits	42,663	44,490	43,576	44,172	-0.7%
Personnel Subtotal	**191,423**	**204,843**	**203,928**	**202,255**	**-1.3%**
Contractual Services	201	5,000	5,000	5,000	0.0%
Operating Expenditures	56,190	81,482	81,482	66,642	-18.2%
Capital Outlay	1,369	2,000	2,000	-	-100.0%
Operating Subtotal	**57,760**	**88,482**	**88,482**	**71,642**	**-19.0%**
Total Expenditures	**$ 249,183**	**$ 293,325**	**$ 292,410**	**$ 273,897**	**-6.6%**
REVENUES BY TYPE					
Departmental Revenue	$ 128	$ -	$ 1,204	$ -	0.0%
Total Revenues	**$ 128**	**$ -**	**$ 1,204**	**$ -**	**0.0%**
Expenditures, net of Revenues	**$ 249,054**	**$ 293,325**	**$ 291,206**	**$ 273,897**	**-6.6%**

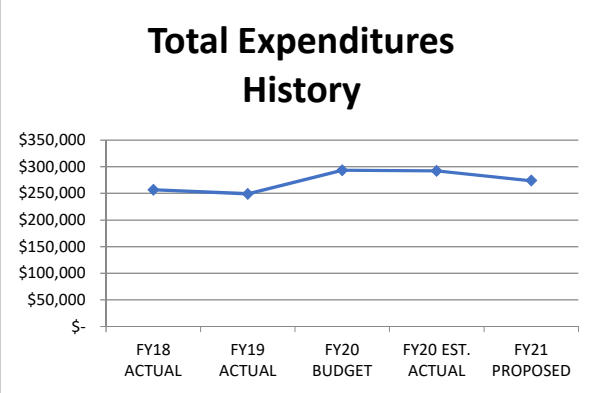
BUDGET HIGHLIGHTS AND SIGNIFICANT CHANGES

Adopted FY20 to Estimated Actual FY20

FY20 estimated projections are under FY20 budget levels by a total of 6.6% or $1.0K. The Communications department includes a part-time position shared with the City Clerk as well as videographers.

Adopted FY20 to Proposed FY21

FY21 budget expenditures are 6.6% or $19.4K lower compared to FY20 budget amounts primarily due to decreases in marketing & promotion and capital outlay.



STAFFING SUMMARY

	FY19	FY20 Bud	FY20 Est Act	FY21
Full time	2.10	2.10	2.10	2.00
Part time	2.50	2.50	2.50	2.50
Seasonal	0.00	0.00	0.00	0.00
Staffing Total	4.60	4.60	4.60	4.50
Unfunded positions	0.00	0.00	0.00	0.00

In FY21, the Communications Department will no longer share a position with Community and Economic Development.

DEPARTMENT / PROGRAM OVERVIEW

The Planning and Code Administration (PCAD) works in collaboration with all City Departments, our residents, businesses, investors (current and prospective), and visitors to ensure Hagerstown is a diverse, business-friendly, and sustainable community with clean, safe, and strong neighborhoods. PCAD provides the development and land use-related services of planning, zoning, historic preservation, permitting, and licensing for construction and consumer protection; and, the proactive application of property maintenance-related ordinances and licensing programs that are designed to protect residents, neighborhoods, and property values. PCAD also provides the comprehensive planning and annexation services for the City. The administration of these development services and protection of neighborhoods encourages investment and a proud and prosperous community.

DEPARTMENT / PROGRAM OBJECTIVES

Recognizing that time is money for the development community, PCAD constantly assesses our processes to ensure we are providing exceptional service in a timely fashion while planning for the future of the City through visionary yet realistic plans, flexible regulations, progressive programs, and customer-friendly processes. We remain focused on development and administration of progressive protective legislation for smart development and redevelopment. Our development review, permitting, and inspections staff strive to ensure speed and accuracy in permit issuance and careful assessment of code compliance in inspections to protect our citizens and properties. We undertake code abatements to protect property values. Customer service and permitting enhancements are ongoing to make Hagerstown a location of choice for investors. In FY21 PCAD will continue to protect the quality of life in our community, enhance property values, and grow the tax base through a strategic demolition plan for nuisance properties, a strategic annexation plan for opportunities to grow the City's tax base, and property abatements and neighborhood improvement plans to remove blight and foster improvements. In addition, PCAD will work with other City departments and stakeholders to implement the recommendations in the Community's City Center Plan and the City's comprehensive plan, *visionHagerstown 2035*. PCAD will continue work on our social media platforms on postive messaging to thank our investors and educate the public on who we are and what we do to protect the public and enhance the City's reputation as an effective and efficient partner to our neighborhoods and the development community.

PERFORMANCE INDICATORS

	2018/19	2019/20	2020/21
Value of Commercial Investment (in thousands)	$ 53,951	$ 64,434	$ 56,564
Value of Residential Investment (in thousands)	$ 8,984	$ 25,000	$ 15,000
Assessed Value of Newly Annexed Land (in thousands)	$ 436	$ -	$ 47,141
Number of New Home Starts	38	239	244
Percent of HDC applicant affirmed cases	100%	99%	99%
Number of Site Plans Reviewed	20	17	17
Volume of Inspections Performed	19,298	21,500	21,500
Number of Inspections Appealed	2	2	0
Number of Zoning Certificates issued for new businesses*	38	45	45
Number of Rental Units Licensed	9,609	9,750	10,000
Number of Vacant Residential Properties Licensed	280	750	950
Number of Vacant Non-Residential Properties Licensed	13	30	40
Value of Abatements performed by the City (in thousands)	$ 139	$ 209	$ 209

EXPENDITURE AND REVENUE SUMMARY

	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
EXPENDITURES BY TYPE					
Salary and Wages	$ 1,188,383	$ 1,265,264	$ 1,225,944	$ 1,294,201	2.3%
Benefits	459,261	484,040	474,945	503,531	4.0%
Overtime	3,304	3,761	2,800	2,800	-25.6%
Personnel Subtotal	**1,650,949**	**1,753,065**	**1,703,689**	**1,800,532**	**2.7%**
Contractual Services	2,538	7,000	7,033	7,066	0.9%
Operating Expenditures	250,180	318,411	319,931	326,434	2.5%
Capital Outlay	4,035	9,600	15,750	7,300	-24.0%
Operating Subtotal	**256,752**	**335,011**	**342,714**	**340,800**	**1.7%**
Total Expenditures	**$ 1,907,701**	**$ 2,088,076**	**$ 2,046,403**	**$ 2,141,332**	**2.6%**
REVENUES BY TYPE					
Departmental Revenue	$ 1,464,641	$ 1,876,315	$ 2,192,503	$ 2,154,104	14.8%
Total Revenues	**$ 1,464,641**	**$ 1,876,315**	**$ 2,192,503**	**$ 2,154,104**	**14.8%**
Expenditures, net of Revenues	**$ 443,059**	**$ 211,761**	**$ (146,100)**	**$ (12,772)**	**-106.0%**

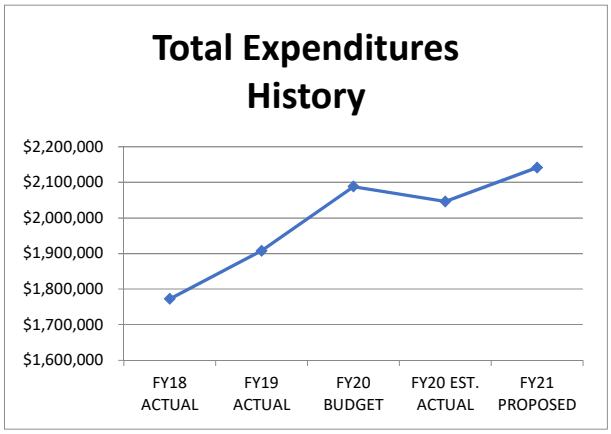
BUDGET HIGHLIGHTS AND SIGNIFICANT CHANGES

Adopted FY20 to Estimated Actual FY20

Overall, personnel costs are expected to be 2.8% less or $49.4Kthan budgeted in FY20 due to vacancy savings. Total operating expenditures are expected to be 2.3% higher than budgeted. Funds budgeted for abatement of nuisance properties will be utilitized to eradicate larger blight issues in our neighborhoods. Overall revenues are expected to be up 16.9% mainly due to increased development activity and growth in licensed rental and vacant properties.

Adopted FY20 to Proposed FY21

Overall, personnel costs are anticipated to increase by 2.7% or $47.5K from FY20 budget to FY21 budget. Total operating expenditures are anticipated increase 1.7% or $5.8K compared to FY20 budget amounts. The budget for contractual services will remain flat. Revenues are anticipated to increase with continued growth in development activity, annexations, and licensed rental and vacant properties. Explorations continue on potential to transfer perpetual tax lien properties to new owners, which would reduce abatement costs and increase property tax revenues. A proactive demolition strategic plan will help reduce on-going abatement costs and increase property values in surrounding properties. Proactive annexation strategies are another means of increasing property tax revenues. PCAD will continue our social media campaign and efforts to grow our followers and raise our image in the community.



STAFFING SUMMARY

	FY19	FY20 Bud	FY20 Est Act	FY21
Full time	20.00	20.00	20.00	20.00
Part time	1.00	1.00	1.00	2.00
Seasonal	3.00	3.00	3.00	0.00
Staffing Total	24.00	24.00	24.00	22.00
Unfunded positions	0.00	0.00	0.00	0.00

In FY19, PCAD neighborhood services staffing went down by one full-time employee to allow an increase of one full-time employee for building inspections to assist with growth in development and meet expectations of our customers. Attempts to fill the part-time, as needed building and trades inspector positions in FY19 were unsuccessful.

PLANNING AND CODE ADMINISTRATION - PROGRAM FINANCIAL SUMMARY
FISCAL YEAR 2020/2021

EXPENDITURES BY PROGRAM

	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
EXPENDITURES					
Planning	$ 425,429	$ 445,714	$ 450,914	$ 447,216	0.3%
Annexation	3,435	8,800	8,302	8,800	0.0%
Code Administration	1,478,837	1,633,562	1,587,187	1,685,316	3.2%
Total Expenditures	**$ 1,907,701**	**$ 2,088,076**	**$ 2,046,403**	**$ 2,141,332**	**2.6%**
REVENUES					
Departmental Revenue	$ 1,464,641	$ 1,876,315	$ 2,192,503	$ 2,154,104	14.8%
Total Revenues	**$ 1,464,641**	**$ 1,876,315**	**$ 2,192,503**	**$ 2,154,104**	**14.8%**
Expenditures, net of Revenues	**$ 443,059**	**$ 211,761**	**$ (146,100)**	**$ (12,772)**	**-106.0%**

DEPARTMENT / PROGRAM OVERVIEW

The Department of Community and Economic Development (DCED) works in collaboration with all City Departments, our residents, businesses, current and prospective investors, and visitors to advance the economy, image, and quality of life in Hagerstown.

The Department has three primary function areas: **Community Development** to grow strong neighborhoods; **Economic Development** to support business growth; and **Special Events and Festivals** to celebrate community pride.

DEPARTMENT / PROGRAM OBJECTIVES

- **Community's City Center Plan**: Implement catalyst projects identified in the 10-year Community's City Center Plan.
  Catalyst Project #1: Office Development and Recruitment
  Catalyst Project #2: Maryland Theatre Expansion of Programming and Facilities
  Catalyst Project #3: USMH Expansion Support
  Catalyst Project #5: Linking City Park/WCMFA and the A&E District with Trail & New Housing
  Catalyst Project #6: Expanded Downtown Arts/Events Programming
  Catalyst Project #8: Expanded and Targeted Home Ownership Support

Monitor opportunities related to select catalyst projects.
  Catalyst Project #4: Hotel/Conference Center and Heritage Center/Commemorative Park
  Catalyst Project #7: Expanded Operations of the City Farmer's Market

- **Urban Improvement Project:** The Urban Improvement Project includes the expansion of the Maryland Theatre, Barbara Ingram School for the Arts (BISFA), and the University System of Maryland at Hagerstown (USMH) as well as the creation of a plaza. Support the Mayor and City Council's work to expand cultural and academic opportunities in City Center.

- **Grants Management:** Administer multiple grants through the State of Maryland Community Legacy Program, Strategic Demolition Fund, and other grant sources to support redevelopment projects and incentive programs.

<u>COMMUNITY DEVELOPMENT</u>

- **Community Development Block Grant & Supported Programs:** Manage the Community Development Block Grant (CDBG) Program, which provides funding to Public Service Programs, Homeowner Rehabilitation Programs, Capital Improvement Projects, and additional programs. (see also Section 4 Special Revenue Funds - Community Development Block Grant)

- **Neighborhoods 1st Program:** Manage the Neighborhoods 1st program creating a venue for neighborhood-based citizen groups to engage and collaborate with local government in community building and placemaking through events and projects.

- **Community Engagement and Growing Volunteerism:** Lead engagement efforts, dialogue and external relations. Explore action items that enhance our efforts to become a more sustainable and viable City. Continue to grow volunteerism to foster civic engagement and understanding of local government operations.

- **Youth Engagement:** Support and grow the initiatives and activities of the Hagerstown Youth Advisory Council. The effort will provide a voice for youth in City government and will foster civic engagement.

- **Strategic Demolition and Repurposing of Abandoned Property:** Work cross department to launch a program to repurpose problem, abandoned properties that fail to transfer ownership through the traditional tax sale process. This includes demolition of dilapidated, abandoned property (when necessary) and transfer of ownership to a qualifying entity or homeowner.

- **Public Art:** Work cross department to identify additional locations for public art in neighborhoods throughout the City.

<u>ECONOMIC DEVELOPMENT</u>

- **Business Retention, Expansion and Attraction:** Work with existing and prospective business owners and investors to retain, expand, and attract investment in Hagerstown. These efforts include the administration of a range of incentives and programs (Partners in Economic Progress (PEP), Invest Hagerstown Grant Programs, and others) as well as services such as grand opening and anniversary events. (see also Section 4 Special Revenue Funds - Economic Redevelopment Fund)

• **Sports Tourism:** Research and monitor economic development opportunities related to sports and sports-tourism industries.

• **Hagerstown Revolving Loan Fund:** Manage a business revolving loan program designed to provide financing for new and expanding businesses for working capital, equipment, property acquisition, and property rehabilitation. (see also Section 4 Special Revenue Funds - Business Revolving Loan Fund).

• **Entrepreneurship and Business Resource Center:** Operate and manage the BuroBox, an entrepreneurship and business resource center at 60 West Washington Street, with the goal of growing and assisting entrepreneurs, start-ups and small businesses in the City Center.

• **Arts & Entertainment District:** Maintain the City's designation as an Arts and Entertainment District and manage supporting programs.

• **Main Street Hagerstown:** Maintain the City's designation as a Main Street Community and manage volunteer engagement and programs using the 5-point Main Street Maryland model: 1. Promotions 2. Design 3. Business Relations 4. Clean, Safe and Green and 5. Organization. Manage key programs such as the "Adopt-A-Block" program, CleanUp & Beautification Days, and annual events. Explore the continued growth, evolution and partnership options for this program.

• **Property Management:** Lease available space in City-owned properties including attracting tenants and manage lease renewals. (see also Section 3 Enterprise Funds - Property Management Fund)

• **Commercial Development and Competitive Negotiated Sale (CNS):** Catalyze commercial development by enhancing City-owned properties and marketing these properties to private investors through the Competitive Negotiated Sale process (CNS) with the goal of returning properties to the private sector for active, contributing uses.

• **Annexation Opportunities:** Explore opportunities to facilitate annexation as a means of enhancing the tax base of the City and facilitating provision of services.

• **Advisory and Ambassador Support:** Explore creation of an advisory and/or ambassadors group for City economic development efforts.

SPECIAL EVENTS AND FESTIVALS

• **City Organized, Partnered and Supported Events:** Plan and implement a range of special events and festivals delivered by the City of Hagerstown and/or in partnership. Provide support through sponsorship of additional events. Events include, but are not limited to: Imagine Hagerstown, AugustoberFest, Thunder in the Square, the Mummer's Parade, the Tour of Washington County Downtown Criterium, the Tree Lighting event, HollyFest, the Donut Drop, and more.

• **Support for Downtown Events:** Encourage and provide support to organizations that select Downtown Hagerstown as the venue for their events. Provide guidance to outside event planners with the goal of increasing the number of events held annually downtown.

• **City Farmers' Market:** Operate and manage the City Farmers' Market and explore related opportunities.

PERFORMANCE INDICATORS

	2018/19	2019/20	2020/21
Number of event attendees*	**154,000**	**155,000**	**155,000**
Number of volunteer hours	**3,500**	**3,500**	**3,500**
Number of business grand openings/anniversary celebrations	**25**	**30**	**30**
Number of new/retained jobs tied to incentive agreements	**90**	**125**	**1,000+**
New investment tied to incentives**	**$ 3,000,000**	**$ 6,000,000**	**$100 mil +**

*Includes 80,000 for the Alsatia Parade

**2020/21 includes a number of large-scale projects

EXPENDITURE AND REVENUE SUMMARY

	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
EXPENDITURES BY TYPE					
Salary and Wages	$ 439,461	$ 466,939	$ 448,869	$ 480,260	2.9%
Benefits	139,245	149,341	143,676	162,573	8.9%
Overtime	(94)	-	23	-	0.0%
Personnel Subtotal	**578,612**	**616,280**	**592,568**	**642,833**	**4.3%**
Contractual Services	65,297	73,820	61,170	69,920	-5.3%
Operating Expenditures	619,124	498,290	507,116	395,945	-20.5%
Capital Outlay	3,645	3,550	3,550	7,750	118.3%
Operating Subtotal	**688,067**	**575,660**	**571,836**	**473,615**	**-17.7%**
Total Expenditures	**$ 1,266,679**	**$ 1,191,940**	**$ 1,164,404**	**$ 1,116,449**	**-6.3%**
REVENUES BY TYPE					
Departmental Revenue	$ 283,669	$ 282,015	$ 268,523	$ 272,311	-3.4%
Total Revenues	**$ 283,669**	**$ 282,015**	**$ 268,523**	**$ 272,311**	**-3.4%**
Expenditures, net of Revenues	**$ 983,010**	**$ 909,925**	**$ 895,881**	**$ 844,138**	**-7.2%**

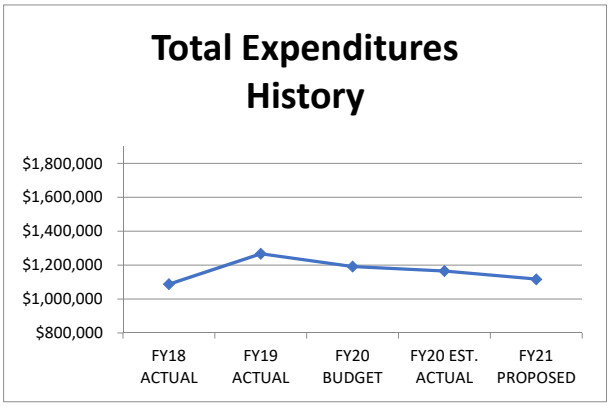
BUDGET HIGHLIGHTS AND SIGNIFICANT CHANGES

Adopted FY20 to Estimated Actual FY20

Total personnel costs are anticipated to be lower than FY20 budget by 3.8% or $23.7K. Additionally, total operating expenditures are 0.7% or $3.8K lower than budget. Departmental revenue amounts are expected to be under budget by 4.8% or $13.5K primarily due to the Farmer's Market now being rent-free for vendors and budget modifications to the new Imagine Hagerstown Festival.

Adopted FY20 to Proposed FY21

In total, personnel costs are projected to be 4.3% or $26.6K higher in proposed FY21 budget compared to current FY20 budget. This represents the potential for salary enhancements and anticipation that all positions will remain filled all year. Proposed FY21 budget for operating expenditures are 17.7% or $102.0K lower than FY20 budget amounts due to moving some economic incentives to the Economic Redevelopment fund. Revenue amounts are projected to be under FY20 budget amounts by 3.4% or $9.7K primarily in part to the Farmer's Market now being rent-free for vendors.



STAFFING SUMMARY

	FY19	FY20 Bud	FY20 Est Act	FY21
Full time	6.75	6.75	6.75	6.85
Part time	2.00	1.30	1.30	1.28
Seasonal	0.00	0.00	0.00	0.00
Staffing Total	8.75	8.05	8.05	8.13
Unfunded positions	0.00	0.00	0.00	0.00

Originally, this department included Planning & Code Administration and Communication employees which are now reflected separately beginning with FY17 data.

EXPENDITURES BY PROGRAM

	2018/19	2019/20		2020/21	2020/21
		BUDGET	EST. ACTUAL	PROPOSED	% CHANGE
EXPENDITURES					
Public Functions	$ 405,648	$ 417,576	$ 406,465	$ 410,900	-1.6%
Farmers Market	68,215	76,672	76,245	78,858	2.9%
Community & Economic Dev	792,815	697,691	681,694	626,691	-10.2%
Total Expenditures	**$ 1,266,679**	**$ 1,191,940**	**$ 1,164,404**	**$ 1,116,449**	**-6.3%**
REVENUES					
Departmental Revenue	$ 283,669	$ 282,015	$ 268,523	$ 272,311	-3.4%
Total Revenues	**$ 283,669**	**$ 282,015**	**$ 268,523**	**$ 272,311**	**-3.4%**
Expenditures, net of Revenues	**$ 983,010**	**$ 909,925**	**$ 895,881**	**$ 844,138**	**-7.2%**

The department consolidated department accounts in FY19 for efficiency. The figures in "Community and Economic Development" include in total Economic Development, Community Development and Neighborhoods First. The figures in "Public Functions" include in total Public Functions and Community Affairs. Figures are relatively the same in support of the same programs, but are displayed differently.

DEPARTMENT / PROGRAM OVERVIEW

The Department of Parks and Engineering has the unique opportunity to improve the livability and recreation opportunities for the citizens of Hagerstown. Through the construction of Capital Improvement Projects, providing excellent parks and recreational activities, the implementation of recycling and trash collection programs, and our various "sustainability" programs, *this Department affects every resident of Hagerstown on a daily basis*. The department takes this responsibility very seriously and uses it as an opportunity to improve life for those who choose to live and do business in the City of Hagerstown.

Engineering Division

The Engineering Division is primarily focused on street improvements, traffic flow, and storm water management (SWM). Engineering is also responsible for preparing construction documents for various capital improvement projects identified in Section 7 of the City budget document. This includes the annual pavement preservation program, construction of parking facilities, upgrades to storm drains and repairs to other public facilities like bridges. Engineering Division staff prepare contract documents, bid projects, administer contracts, and inspect the construction performed. Engineering Division staff are also involved in land development reviews, tri-annual inspections of SWM structures, maintenance and creation of numerous databases, and development of the City's Geographical Information System (GIS) database.

Parks and Recreation Division

The Parks and Recreation Division understands that quality of life is important to the residents of Hagerstown. The numerous parks, facilities, and recreation programs provided contribute directly to the health and well being of the entire Hagerstown community. The primary goal is to provide all Hagerstown citizens high quality recreational and leisure opportunities in safe, modern, and well maintained parks and facilities. Staff are constantly responding to change, developing new programs, adding and upgrading facilities, so that residents, businesses and visitors can have an exceptional leisure experience.

Solid Waste Collection and Disposal

The residential recycling and trash collection program is provided by a private contractor, administrated by the Engineering Division. In addition to collecting residential trash at curbside each week, the City's contractor also collects yard waste and recycling, and collection of trash and recycling at small commercial establishments.

Sustainability Initiatives

Our department takes the lead on these issues including stormwater runoff improvements, tree planting, multi-modal transportation, energy efficiency upgrades, community gardening and public art installations.

DEPARTMENT / PROGRAM OBJECTIVES

In FY19/20, Parks & Engineering staff will complete the following:

Engineering Division

• Staff will continue to implement the MDE requirements for pollution reduction from stormwater runoff and develop a Stormwater Utility.

• Transportation initiatives in FY20/21 include pavement preservation, reconstruction of Wesel Boulevard, railroad crossing improvements at Park Circle, assuming the replacement of curbs and sidewalks city-wide, construction of Professional Blvd. bridge, traffic signal installation at Mitchell Avenue railroad overpass, and alley reconstruction.

• Other miscellaneous projects would be the design of phase II of the Cultural Trail (and Urban Improvement Project plaza), Safe Routes to School projects, design of the Marsh Run Trail, and reconstruction of Pangborn Park lake.

Parks and Recreation Division

• Potential new park at Mt Aetna Road for watercraft access to Antietam Creek.

• Publish biannual Recreation Program Guide and add new recreation programs such as fitness programs, dance classes, cycling, and outdoor recreation. Provide quality events to the public including 100-Miler, Hoedown, City Park Lighting, etc.

• Other goals for FY20/21 include replacing the roof at Potterfield Pool, stabilizing the Fairgrounds Entrance Building, new initiatives at the Train Hub and Hager House, completion of bathroom upgrades at the FIT Room, construction of Heyser Lot in City Park, upgrading our holiday lights in City Park, and improvements at the stadium.

Solid Waste/Sustainability

Continue to monitor the volatile recycling market and make adjustments as needed. Continue electronics recycling/paper shredding event and seek additional public art installations.

PERFORMANCE INDICATORS - ENGINEERING

	2018/19	2019/20	2020/21
Number of Contracts and RFP's	**25**	**32**	**30**
Curb and Sidewalk Permits Issued	**55**	**100**	**25**
Traffic Complaints Resolved	**165**	**160**	**150**
Work Orders issued to Public Works	**112**	**128**	**100**

PERFORMANCE INDICATORS - PARKS

	2018/19	2019/20	2020/21
Number of Public Parks	**21**	**22**	**24**
Acres of Park Land	**303**	**304**	**306**
Number of Pavilion Reservations	**336**	**291**	**300**
City Park Bandshell Reservations	**49**	**44**	**50**
Municipal Stadium: Number of Suns Spectators (in 000s)	**65**	**59**	**58**
Miles of Bike Lanes and Paths	**55**	**57**	**59**
Hager House Visitors	**3,934**	**6,000**	**5,000**
Hager House Promotions/Events	**12**	**13**	**13**
Hagerstown 202 Railroad Museum Promotions/Events	**9**	**8**	**10**
202 Railroad Visitors	**2,554**	**5,000**	**6,000**

PERFORMANCE INDICATORS - GENERAL RECREATION

	2018/19	2019/20	2020/21
Number of Events	**24**	**23**	**24**
Number of Recreation Programs	**80**	**80**	**80**

PERFORMANCE INDICATORS - POTTERFIELD POOL

	2018/19	2019/20	2020/21
Number of Days in Full Operation	**82**	**83**	**85**
Number of Private Rentals	**22**	**37**	**40**
Number of Season Passes (all types)	**56**	**36**	**40**
Daily Paid Attendance (non camp)	**11,169**	**18,803**	**18,000**
Total Attendance	**14,646**	**23,185**	**21,000**

PERFORMANCE INDICATORS - WASTE COLLECTION

	2018/19	2019/20	2020/21
Tons of Garbage Collected Curbside	**11,623**	**11,558**	**11,650**
Tons of Yard Waste Collected	**1,120**	**965**	**1,000**
Tons of Recyclables Collected	**2,334**	**1,934**	**1,900**
Residential Units Served	**14,602**	**14,666**	**14,700**
Commercial Units served	**93**	**98**	**100**

EXPENDITURE AND REVENUE SUMMARY

	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
EXPENDITURES BY TYPE					
Salary and Wages	$ 1,733,114	$ 1,889,160	$ 1,826,648	$ 1,930,068	2.2%
Benefits	646,607	679,391	676,763	774,378	14.0%
Overtime	23,828	9,882	18,574	17,850	80.6%
Personnel Subtotal	**2,403,549**	**2,578,433**	**2,521,986**	**2,722,296**	**5.6%**
Contractual Services	2,934,347	2,943,656	2,991,150	3,063,106	4.1%
Operating Expenditures	813,546	874,549	914,341	850,350	-2.8%
Capital Outlay	5,640	11,650	15,735	4,300	-63.1%
Operating Subtotal	**3,753,532**	**3,829,856**	**3,921,226**	**3,917,756**	**2.3%**
Total Expenditures	**$ 6,157,080**	**$ 6,408,289**	**$ 6,443,211**	**$ 6,640,052**	**3.6%**
REVENUES BY TYPE					
Departmental Revenue	$ 3,361,456	$ 3,251,115	$ 3,412,518	$ 3,375,101	3.8%
Total Revenues	**$ 3,361,456**	**$ 3,251,115**	**$ 3,412,518**	**$ 3,375,101**	**3.8%**
Expenditures, net of Revenues	**$ 2,795,624**	**$ 3,157,174**	**$ 3,030,694**	**$ 3,264,951**	**3.4%**

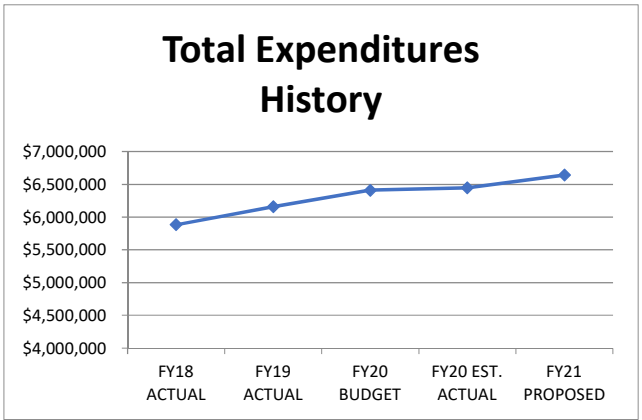
BUDGET HIGHLIGHTS AND SIGNIFICANT CHANGES

Adopted FY20 to Estimated Actual FY20

Total personnel costs are expected to be 2.2% or $56.4K lower than FY20 budget. Offsetting these decreases, total operating expenses are projected to be over budget by 2.4% or $91.4K primarily due to recycling and trash collection, grounds supplies, maintenance and repairs, and capital outlay. Last, total departmental revenue is expected to be 5.0% or $161.4K over the FY20 budget amounts due to an increase in stormwater management permits, grading permits, and general construction permits.

Adopted FY20 to Proposed FY21

In total, personnel costs are projected to be 5.6% or $143.9K higher in proposed FY21 budget compared to FY20 budget amounts. Total operating expenditures are anticipated to be 2.3% or $87.9K higher in FY21 and includes increases for contractual services related to trash/recycling and grounds services. Finally, departmental revenue amounts are projected to be 3.8% or $124.0K higher in FY21 budget associated with higher pool admissions and permits revenue.



STAFFING SUMMARY

	FY19	FY20 Bud	FY20 Est Act	FY21
Full time	27.92	26.41	26.41	26.27
Part time	7.00	7.00	7.00	7.28
Seasonal	24.00	23.00	23.00	23.00
Staffing Total	58.92	56.41	56.41	56.55
Unfunded positions	3.00	4.00	4.00	4.00

Four vacant positions will remain unfunded in FY21. The Department has 23 part-time seasonal employees for grounds maintenance, park attendants, Potterfield Pool cashiers, Hager House guides, the train museum attendants, and sanitation/recycling inspector.

EXPENDITURES BY PROGRAM

	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
EXPENDITURES					
Engineering	$ 1,052,459	$ 1,112,604	$ 1,096,858	$ 1,072,965	-3.6%
Waste Collection and Disposal	2,562,818	2,598,814	2,608,961	2,688,865	3.5%
Recreation	493,329	562,791	562,530	567,589	0.9%
Swimming Pool	203,903	175,375	182,865	171,214	-2.4%
Municipal Stadium	64,553	38,087	29,950	23,902	-37.2%
Hager House	62,439	44,461	49,516	39,561	-11.0%
Train Museum	67,016	28,061	47,040	28,272	0.8%
Parks Division	1,650,565	1,848,096	1,865,490	2,047,684	10.8%
Total Expenditures	**$ 6,157,080**	**$ 6,408,289**	**$ 6,443,211**	**$ 6,640,052**	**3.6%**
REVENUES					
Departmental Revenue	$ 3,361,456	$ 3,251,115	$ 3,412,518	$ 3,375,101	3.8%
Total Revenues	**$ 3,361,456**	**$ 3,251,115**	**$ 3,412,518**	**$ 3,375,101**	**3.8%**
Expenditures, net of Revenues	**$ 2,795,624**	**$ 3,157,174**	**$ 3,030,694**	**$ 3,264,951**	**3.4%**

DEPARTMENT / PROGRAM OVERVIEW

As a nationally accredited law enforcement agency since 1984, the Hagerstown Police Department prides itself on providing full-service public safety services to our community in the following areas: emergency response to crimes in progress, disorder and service requests, crime prevention, post-crime incident investigations, criminal apprehension, crime-lab services, and courtroom testimony.

In 2021, the Hagerstown Police Department will continue to focus resources in the areas of Intelligence-Led Policing and Community Oriented Policing. Through the use of analytical software, the department will continue to refine the use of its Predictive Policing program. A more traditional style of evidence-based policing, known as Problem-Solving Policing, will also continue through the city-wide Neighborhood Policing program. These two initiatives of Intelligence-Led Policing and Community Oriented Policing will serve as the basis for the department's goals and objectives for 2020-2021.

DEPARTMENT / PROGRAM OBJECTIVES

ADMINISTRATION: Directs and manages the overall operation of the department.

PATROL: Maintains pro-active patrol to detect criminal activity and reduce the opportunities for offenders to commit crimes; has primary responsibility for initial response to calls for service; initial investigations; order maintenance; protection of life and property; and traffic enforcement and problem solving. The Safe Speed for Students [Speed Cameras] system, Parking Enforcement, Police Auxiliaries, and the School Resource Officer program are also managed through the patrol division.

CRIMINAL INVESTIGATIONS: Primary responsibilities are to conduct follow-up investigations originating in the Patrol Division, provide the initial response to more complex investigations, and assist the State Attorney's Office with the prosecution of violators. A civilian coordinator along with two detectives are also assigned to oversee the department's Maryland Criminal Intelligence Network initiative which conducts investigations on known repeat criminal offenders. One detective is also dedicated to work on child abuse and domestic violence cases.

PROFESSIONAL STANDARDS: Conducts internal affairs investigation.

VEHICLE MAINTENANCE: Maintains all vehicles and facilities for departmental use, oversees the purchase of and upfitting of new cruisers.

AUXILIARY POLICE: Provides volunteer traffic support during special events and fire incidents; enforces parking violations for handicap spaces, fire zones, and fire hydrants; assists with special patrol checks. They also conduct foot patrols in the Downtown for increased public safety presence.

NARCOTICS TASK FORCE: A joint task force with HPD, Washington County Sheriff's Office, Washington County State's Attorney, and the Drug Enforcement Administration; conducts regional mid-level and in-depth investigations of drug offenses.

WESTERN MARYLAND REGIONAL CRIME LABORATORY: Analyzes and processes crime scene evidence according to international accreditation standards; provides expert testimony in prosecution of cases.

RECORDS: Serves as the department's centralized records repository; provides police records maintenance, control, and retrieval; operates the City's switchboard during business hours; coordinates and manages the department's use of criminal justice information systems.

TRAINING: One supervisor assigned to the training division coordinates in-service training for the department and is a certified police instructor who teaches various courses. This position also carries the responsibility of the department's safety coordinator. A second supervisor assigned to the training division serves as the department's liaison to the Washington County Police Academy and is a certified police instructor who teaches various courses.

ACCREDTIATION AND RECRUITMENT: Conducts on-going recruiting, testing, selection processes for all new police officers for the department. Coordinates the background-check procedures with the assistance of a civilian background investigator along with the polygraph and other medical clearances. Manages the department's participation in and compliance with the national accreditation process.

EVIDENCE CUSTODY AND CONTROL: Responsible for the operation of the department's evidence room, management of the evidence custody and control function, and management of all other property coming into the custody of the Police Department.

SPEED CAMERAS: The department operates 12 speed cameras within school zones throughout the city. The program, entitled Safe Speeds for Students, is managed by a full time administrator and is intended to reduce speeding at or near schools.

WARRANT TASK FORCE: The department contributes two full-time police officers and one part-time clerical position to the Washington County Warrant Task Force. They are responsible for serving criminal summons, warrants and protective orders along with timely entries into the National Databases.

RED LIGHT CAMERAS: The department completed the preliminary steps required for implementation. In 2018, two (2) two red light cameras were installed at intersections where red light violations are prevalent. Red light cameras will continue to be utilized, monitored, and expanded. The department will continue to work with the State on the original intersections on state roads in city limits for installation in 2021.

DEPARTMENT / PROGRAM OBJECTIVES (continued)

PREDICTIVE-POLICING: The Department will continue to refine its use of the latest analytical software programs designed to predict locations where crime is likely to occur. Predictive policing models use crime data to produce real time prediction zones for officers' use during their patrol shifts. These prediction areas are then patrolled by officers during specific times of the day in an effort to stop crime before it occurs. This system will be utilized in future event planning as an additional assessment tool.

NEIGHBOORHOOD POLICING: In 2018 the Department implemented a city-wide community engagement program designed to identify and solve problems that contribute to crime and the fear of crime in our neighborhoods. The Neighborhood Guardianship Program, funded through a grant from the Office of Community Oriented Policing, will have four officers assigned to specific neighborhoods to address systemic issues. These officers will be working in concert with the current neighborhood officers in using the Problem-Solving approach to policing. These officers will then coordinate activities using various police and other city services to improve the quality of life in each neighborhood.

CRISIS INTERVENTION TRAINING: Mental health related calls for service require officers to effectively interact with persons in crisis and often involve life-threatening situations which need to be safely resolved. In response to this issue, the department has implemented a CIT program involving specially trained CIT officers along with department-wide mental health first aid training with the goal of safely resolving mental health related situations. Through partnerships, the department has implemented a Mobile Crisis team approach in collaboration with the Mental Health Authority and Turning Point to reduce the number of repeated calls for service on individuals. This program is designed to not only alleviate calls for service but more effectively administer mental health services to the individuals in need.

JUVENILE OFFICER/COORDINATOR: The Department has established a dedicated police officer position to manage juvenile related offenses. The Juvenile coordinator conducts follow up visits on repeat juvenile offenders and works closely with school resource officers, patrol, investigations, parole and probation, the courts, the department of juvenile services and the police department's Maryland Criminal Intelligence Network coordinator to reduce the overall number of juvenile related crime incidents in the city. This position will be working closely with the department of Juvenile Justice to coordinate our efforts with their new re-entry program.

MANPOWER: The Department will work to fill vacant police officer positions through a combination of entry-level recruits and certified lateral transfers from other agencies. Emphasis will be placed on achieving the department's overall goal of a diverse workforce as detailed in the recruitment plan. The department is working on a comprehensive plan to address shortcomings in our diversity recruiting. Incorporating community input and advice to reach needed goals.

DOWNTOWN PRESENCE: Maintaining a strong police presence in our downtown will continue to be a primary objective. In FY17 the department revised its staffing strategy and began assigning officers from each patrol squad to maintain a proactive downtown police presence. This will continue into 2021, with the goal of maintaining 24/7 coverage.

DIRECTED PATROL UNIT: The department has placed an emphasis on the investigation of Gangs and Guns violence through the creation of this a specialized uniformed patrol unit. The Direct Patrol Unit (DPU) will continue to work to reduce gun violence in the city through the use of proactive patrols and data driven policing. It will also expand its operations to include street level drug interdiction. The DPU also serves as the lead role in the Maryland Criminal Intelligence Network Initiative relating to Repeat Criminal Offenders.

MARYLAND CRIMINAL INTELLIGENCE NETWORK (MCIN): Utilizing grant funding from the Governor's Office of Crime Control and Prevention, the Department will continue our efforts to reduce violent crimes caused by repeat offenders. The MCIN Coordinator and Juvenile Officer/Coordinator will continue to work together to identify and prevent criminal activity among our juvenile population. Both positions will work closely with allied agencies, the courts, the Board of Education, probation and Juvenile Services to achieve this goal.

DIFFERENTIAL POLICING: The department recognizes the need to use alternative reporting methods to improve service to the community and efficiency within the agency. Efforts will continue this year to utilize Auxiliary Police for minor crime reporting and prevention initiatives, along with on-line reporting and telephone reporting as an added convenience to the community. These different response types and options increase the availability of our police officers for regular duties.

INCIDENT COMMAND SYSTEM TRAINING (ICS): Using the National Model of Incident Command, the department will continue to expand its readiness capabilities by incorporating additional training for police officers and supervisors in ICS advanced courses. The department also will seek opportunities for interagency mock drills and assessments to further integrate the ICS model in our daily operations. Standardized search management for missing persons using these models will also be implemented.

BODY WORN CAMERAS: In 2017 the Department completed its trial program, policy was finalized, and body worn cameras were procured for all patrol officers. In 2018, the full usage of body worn cameras was deployed. The budget includes annual license and data storage fees.

CRIME CAMERAS: The Department manages and utilizes City's crime cameras which are located thoughout the City. These have been effective, and in many cases critical, in solving crimes. Upgrades to the system that began in 2015 and will continue in order to replace aging equipment and to keep pace with advances in technology.

PERFORMANCE INDICATORS

	2018/19	2019/20	2020/21
Total calls for service	**55,224**	**52,700**	**54,000**
Criminal arrests	**2,645**	**2,218**	**2,400**
Juvenile arrests	**533**	**310**	**400**
CDS arrests	**300**	**232**	**275**
Domestic Violence Calls for Service	**1,358**	**1,228**	**1,300**
Mental Health Related Emergency Petitions	**674**	**400**	**550**
Accidents with injuries	**237**	**292**	**250**
Total Crime Rate*	**0.043**	**0.041**	**0.042**
Violent Crime Rate*	**0.005**	**0.016**	**0.010**
Property Crime Rate*	**0.039**	**0.025**	**0.032**
Volunteer response hours	**9,324**	**3,928**	**4,500**
Automated Speed Enforcement Citations	**22,493**	**21,200**	**21,500**
Funded Full-time Sworn Personnel	**112**	**112**	**112**
Funded Full-time Civilian Personnel	**15**	**16**	**16**

*= number of crimes per resident

EXPENDITURE AND REVENUE SUMMARY

	2018/19	2019/20		2020/21	2020/21
	ACTUAL	**BUDGET**	**EST. ACTUAL**	**PROPOSED**	**% CHANGE**
EXPENDITURES BY TYPE					
Salary and Wages	$ 6,414,851	$ 7,124,805	$ 6,997,447	$ 7,703,578	8.1%
Benefits	3,149,668	3,415,077	3,314,973	3,716,225	8.8%
Overtime	919,901	739,550	981,215	683,650	-7.6%
Personnel Subtotal	**10,484,419**	**11,279,432**	**11,293,635**	**12,103,453**	**7.3%**
Contractual Services	1,093,365	1,132,717	1,130,531	1,128,831	-0.3%
Operating Expenditures	1,629,390	1,802,168	1,742,691	1,814,986	0.7%
Capital Outlay	131,862	115,800	123,302	124,500	7.5%
Operating Subtotal	**2,854,617**	**3,050,685**	**2,996,524**	**3,068,317**	**0.6%**
Total Expenditures	**$ 13,339,036**	**$ 14,330,117**	**$ 14,290,159**	**$ 15,171,771**	**5.9%**
REVENUES BY TYPE					
Departmental Revenue	$ 2,472,594	$ 2,567,586	$ 2,338,801	$ 2,401,984	-6.4%
Total Revenues	**$ 2,472,594**	**$ 2,567,586**	**$ 2,338,801**	**$ 2,401,984**	**-6.4%**
Expenditures, net of Revenues	**$ 10,866,442**	**$ 11,762,531**	**$ 11,951,358**	**$ 12,769,787**	**8.6%**

BUDGET HIGHLIGHTS AND SIGNIFICANT CHANGES

Adopted FY20 to Estimated Actual FY20

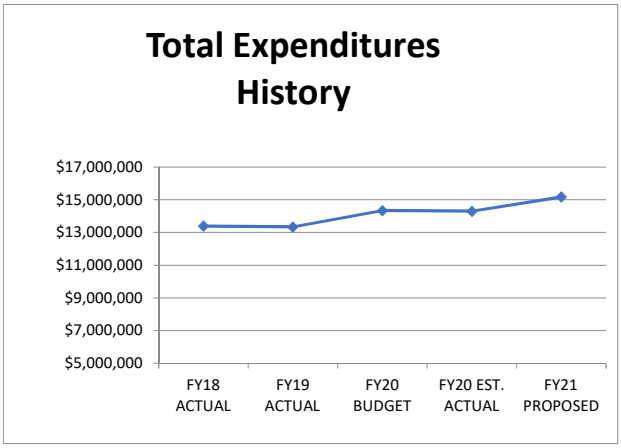
Overall personnel costs are anticipated to be 0.1% or $14.2K higher than budget. Overtime totals are expected to be 32.7% or $241.7K over FY20 budget as a result of vacant positions. Total operating expenditures reflect a total decrease of 1.8% or $54.2K compared to FY20 budget levels. Overall, departmental revenue is estimated to be 8.9% or $228.8K lower than budget primarily as a result of a decrease in speed camera violation fines and limited reimbursement from the Washington County Sheriff's Office for Operational cost of the Western Maryland Regional Crime Lab.

Adopted FY20 to Proposed FY21

In total, personnel costs are projected to be 7.3% or $824.0K more for proposed FY21 budget compared to FY20 budget levels. The increase in wages can be contributed to step increases for years in service. Total benefit costs are 8.8% or $301.1K more than FY20. Workman's compensation is projected to go up 40.3% in FY21, from $459,373 in FY20 to $644,283.Operating expenditures reflect an increase of 0.6% or $17.6K for FY21 budget. Departmental revenue is expected to decrease by 6.4% or $165.6K for FY21. Revenue for the twelve (12) Safe Speed cameras is projected to be $825.0K in FY21. This is a decrease from the FY20 budget projection of $950K. Receipt of revenue from the Washington County Sheriffs Office for WMRCL services is anticipated in FY21.

EXPENDITURES BY PROGRAM

	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
EXPENDITURES					
Police Administration	$ 900,563	$ 911,923	$ 890,536	$ 944,862	3.6%
HPD Information Technology	295,526	345,730	345,230	334,293	-3.3%
Community Programs	39,705	40,321	40,321	40,321	0.0%
Police Records	209,985	239,386	237,183	265,873	11.1%
Communication / Dispatch	460,557	464,009	458,198	466,149	0.5%
Professional Services	407,289	384,165	395,889	611,048	59.1%
HPD Building	166,152	176,762	180,715	184,755	4.5%
Western Maryland Laboratory	384,827	444,062	397,857	400,096	-9.9%
Police K-9	8,892	10,190	11,600	10,300	1.1%
Evidence & Property	104,053	110,626	116,402	106,583	-3.7%
Patrol	6,906,098	7,557,197	7,796,022	8,309,845	10.0%
Criminal Investigation Division	1,413,004	1,438,516	1,364,566	1,338,428	-7.0%
Patrol Vehicles	401,920	406,664	404,652	405,170	-0.4%
Narcotics Task Force	896,358	1,005,890	865,951	958,713	-4.7%
Police Auxiliary	12,671	12,300	12,909	13,200	7.3%
Speed Camera Enforcement	575,366	610,078	610,127	615,136	0.8%
Red Light Camera Program	156,070	172,296	162,000	167,000	-3.1%
Total Expenditures	**$ 13,339,036**	**$ 14,330,117**	**$ 14,290,159**	**$ 15,171,771**	**5.9%**
REVENUES					
Departmental Revenue	$ 2,472,594	$ 2,567,586	$ 2,338,801	$ 2,401,984	-6.4%
Total Revenues	**$ 2,472,594**	**$ 2,567,586**	**$ 2,338,801**	**$ 2,401,984**	**-6.4%**
Expenditures, net of Revenues	**$ 10,866,442**	**$ 11,762,531**	**$ 11,951,358**	**$ 12,769,787**	**8.6%**



STAFFING SUMMARY

	FY19	FY20 Bud	FY20 Est Act	FY21
Full time	126.00	127.00	127.00	128.00
Part time	14.00	13.00	13.00	13.00
Seasonal	0.00	2.00	2.00	0.00
Staffing Total	140.00	142.00	142.00	141.00
Unfunded positions	1.00	0.00	0.00	0.00

As in prior years, HPD carries additional "Police Officer Trainee" positions, temporarily filled by trainees attending a state approved police academy. Those positions are closed after the trainees complete the academy and move into vacant police officer positions.

DEPARTMENT / PROGRAM OVERVIEW

Improve the quality of life for all citizens and visitors by preventing or minimizing 9-1-1 emergencies through a variety of community risk reduction programs including fire prevention, life safety education, fire suppression, neighborhood canvassing campaigns, rescue, and other special services to help protect the people that live, visit, work, and invest in the City of Hagerstown. When we can't prevent the 9-1-1 call, the HFD stives to promptly deliver the right people and resources to resolve our citizen's emergencies.

DEPARTMENT / PROGRAM OBJECTIVES

• All-hazard emergency incident mitigation and fire suppression: Control and bring to a rapid and safe termination all emergency incidents with teams of well trained and equipped personnel by assembling 18 or more on-duty personnel to structure fires. Maintain the apparatus, facilities, equipment, and personnel necessary to provide fire suppression, technical rescue, and emergency medical services to the City and surrounding automatic aide partners. Focus on continuous improvements to achieve an ISO Class-2 PPC rating that will return value to our citizens in the form of reduced insurance premiums.

• Fire Marshall: Provide education, engineering, and enforcement programs necessary to ensure the public welfare. Manage residential fire safety surveys and respond to citizen requests for smoke detector installations the same day. Investigate and determine the origin and cause of all fires in the City. Prosecute arson cases to the fullest extent of the law. Review building plans, conduct inspections, enforce codes, and investigate and resolve reports of fire code violations. Using our explosives K-9, properly investigate and render safe incidents involving explosives and other hazards.

• Training: Operate and maintain the FD Training Center on Bowman Ave. This includes a burn building, training tower, classroom building, test pit, SCBA maze, and pump test pit. Maintain certification levels for all personnel that meet or exceed minimum standards and industry best practices. Ensure that training classes are available for volunteer personnel during non-traditional business hours including nights and weekends. A multi-year CIP plan for improvements that include a 4-story burn building, flashover simulator, and SCBA maze at the training center is planned.

• Goals: Work with Washington County Volunteer Fire & Rescue Association (WCVFRA), Washington County Department of Emergency Services (WCDES), automatic aide partners, and political leaders to change the governance model of the local fire service, establish a sustainable revenue source for fire-rescue services, and fairly fund the HFD by modifying the tax offset formula with the WCBOCC. Begin to implement the recommendations of the HFD 5-year Strategic Plan to guide the future path of the department. Strengthen the Emergency Preparedness Program, participate in the WC Emergency Management EOC, and further collaborate with all partners to increase the efficiency and effectiveness of public safety in Hagerstown.

PERFORMANCE INDICATORS

	Calendar Year		
	2017	**2018**	**2019**
Number of emergency incidents within City limits	**12,178**	**12,723**	**13,095**
Number of EMS incidents within City limits	**10,757**	**11,055**	**11,505**
Total Unit Responses-HFD	**6,211**	**6,339**	**6,299**
Number of Incidents- HFD Total	**3,771**	**3,734**	**3,910**
Number of HFD EMS Incidents	**2,076**	**1,998**	**2,076**
Number of HFD Fire Incidents	**1,695**	**1,736**	**1,834**
Civilian Fire Injuries	**18**	**15**	**19**
Civilian Fire Deaths	**3**	**1**	**0**
# of Incidents with Recorded Fire Loss	**105**	**110**	**95**
Annual $ Fire Loss	**$879,228**	**$1,774,276**	**$767,536**
90% fractile turnout time (alerting to enroute) mins	**2.23**	**1.56**	**1.56**
90% fractile response time (on scene) mins	**6.40**	**6.34**	**7.33**
90% travel time (Response minus turnout) mins	**4.17**	**4.78**	**5.77**
Number of Plans Reviewed	**616**	**521**	**698**
Number of Investigations	**506**	**449**	**433**
Number of Arrests	**18**	**7**	**8**
Fire Marshal's Office FH Events	**3,049**	**3,778**	**3,526**
Number of free smoke detectors installed	**641**	**742**	**779**
Number of educational programs presented	**652**	**689**	**723**
Number of people attending educational programs	**6,429**	**6,848**	**7,190**
Average number of firefighters responding per incident	**5**	**5**	**5**
# of active volunteer firefighters/officers	**45**	**23**	**24**
# of volunteers firefighters that received LOSAP benefits	**N/A**	**N/A**	**N/A**

Sources: WC-9-1-1 CAD database & HFD Firehouse database

EXPENDITURE AND REVENUE SUMMARY

	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
EXPENDITURES BY TYPE					
Salary and Wages	$ 4,774,263	$ 5,000,891	$ 4,893,100	$ 5,236,250	4.7%
Benefits	2,154,227	2,201,020	2,182,079	2,427,926	10.3%
Overtime	295,025	350,000	297,422	350,000	0.0%
Personnel Subtotal	**7,223,515**	**7,551,911**	**7,372,601**	**8,014,176**	**6.1%**
Contractual Services	83,729	49,650	59,714	64,740	30.4%
Operating Expenditures	521,093	604,942	600,874	646,319	6.8%
Capital Outlay	12,663	11,530	16,000	12,000	4.1%
Operating Subtotal	**617,485**	**666,122**	**676,588**	**723,059**	**8.5%**
Total Expenditures	**$ 7,841,000**	**$ 8,218,032**	**$ 8,049,189**	**$ 8,737,235**	**6.3%**
REVENUES BY TYPE					
Departmental Revenue	$ 182,615	$ 143,150	$ 203,125	$ 195,600	36.6%
Total Revenues	**$ 182,615**	**$ 143,150**	**$ 203,125**	**$ 195,600**	**36.6%**
Expenditures, Net of Revenues	**$ 7,658,385**	**$ 8,074,882**	**$ 7,846,064**	**$ 8,541,635**	**5.8%**

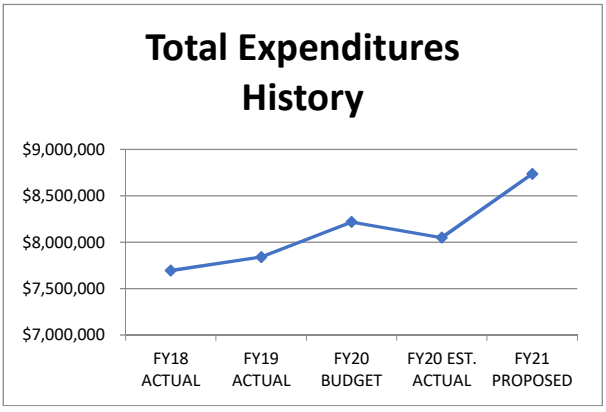
BUDGET HIGHLIGHTS AND SIGNIFICANT CHANGES

Adopted FY20 to Estimated Actual FY20

Total personnel costs for estimated actual FY20 are expected to be under FY20 budget amounts by 2.4% or $179.3K. Total expenditures are expected to be under FY20 budget by 2.1% or $168.8K.

Adopted FY20 to Proposed FY21

In total, personnel costs for FY21 are projected to be 6.1% or $462.2K over FY20 budget amounts. This increase reflects potential salary enhancement for all HFD personnel, benefit increases, and termination payouts. Total operating expenditures for FY21 budget are expected to be 8.5% or $56.9K over FY20 budget due to cardiac stress tests based upon age, the addition of calcium heart scans required by contract, and other diagnostic tests including Hep-C blood work; clothing, uniforms and safety apparel; professional development; fire volunteer programs; and other general expense items.



STAFFING SUMMARY

	FY19	FY20 Bud	FY20 Est Act	FY21
Full time	77.00	78.00	78.00	78.00
Staffing Total	77.00	78.00	78.00	78.00
Unfunded positions	6.00	6.00	6.00	6.00

The Fire Department has six (6) vacant full time positions, which will remain unfunded during FY21.

DEPARTMENT / PROGRAM OVERVIEW

The Public Works Department provides for the maintenance of streets, traffic control devices, building facilities, and the City's fleet of vehicles and equipment. Street maintenance includes repairs (potholes, storm drains), street cleaning, and snow operations of approximately 155 miles of streets and alleys within the City. Traffic control works closely with the Engineering Department to maintain and coordinate the 136 signaled intersections. Thousands of traffic signs also fall under this division. Facilities maintenance includes multiple buildings including City Hall, Elizabeth Hager Center, 60 W. Washington St., the Central Equipment Building, 36 - 40 North Potomac St., Market House, and the parking decks. Fleet maintenance involves the repairs of vehicles and equipment for every City department including all utilities, parks, public works, fire, and police.

DEPARTMENT / PROGRAM OBJECTIVES

- Continue moving forward on the City's Stormwater Management Program, which is regulated under the National Polluntant Discharge Elimination System (NPDES) permit through the Maryland Department of the Environment, with guidance from the Engineering Department staff. This includes the collection and removal of street debris via the two street sweepers, implementation of Standard Operating Procedures (SOP) on "good housekeeping" procedures, and maintenance/cleaning of the stormwater inlets. Related to this will be the repair and reconstruction of many of the more than 4,000 storm drains.
- Staff will construct a containment system for the water runoff that is part of the street sweeper cleaning and dumping process. Debris from the sweepers is collected and stored separately from other collected trash and debris as part of the NPDES permit. The gray water from cleaning the sweepers will be contained and sent into the sewer system. The Wastewater Division will construct the underground piping and manhole collection system.
- Remodel the Billing and Customer Service areas of City Hall. The department has reorganized under the Finance Department and the customer lobby requires some reconfiguration. The lobby was last remodeled in calendar year 2000. The intent is to provide better customer flow and work efficiencies with staff.
- Work will continue on the removal of asbestos (floor tile and/or pipe insulation) from City Hall that began in fiscal year 2020. This is a multi-year project to eventually have all the asbestos removed from this 80 year old building.
- Improvements to the Central Equipment Building will include an automated gate to the storage yard. This is part of a continuing effort to secure City facilities for the safety of the staff. Another project will be the replacement of the roof of a multi-space garage that houses City trucks and equipment. The shingled roof has come to the end of its useful life.
- The traffic signal department will work closely with the Engineering Department on upgrades to equipment during the street overlay project. This typically involves replacing the existing loop wire system embedded in the street with an overhead camera system.

PERFORMANCE INDICATORS

	2018/19	2019/20	2020/21
Number of lane miles swept	**8,934**	**9,578**	**10,000**
Snow storm costs	**$ 411,389**	**$ 263,265**	**$ 339,600**
Tons of Salt Used	**2,900**	**1,990**	**2,000**
Bulk Trash Collections	**306**	**286**	**300**
Traffic Islands Maintained	**163**	**163**	**163**
Public Trash Cans Maintained	**175**	**172**	**172**
Signaled Intersections	**136**	**136**	**136**
Sign Work Orders	**153**	**130**	**130**
Vehicles & Equipment Maintained	**378**	**389**	**389**
Property Abatements	**459**	**462**	**470**

EXPENDITURE AND REVENUE SUMMARY

	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
EXPENDITURES BY TYPE					
Salary and Wages	$ 1,575,186	$ 1,622,153	$ 1,646,499	$ 1,714,639	5.7%
Benefits	674,874	665,141	663,569	739,322	11.2%
Overtime	73,803	33,000	65,467	65,000	97.0%
Personnel Subtotal	**2,323,864**	**2,320,294**	**2,375,536**	**2,518,961**	**8.6%**
Contractual Services	323,163	336,383	345,520	573,665	70.5%
Operating Expenditures	1,135,749	1,056,410	1,133,116	1,580,795	49.6%
Capital Outlay	19,023	18,227	20,314	16,742	-8.1%
Operating Subtotal	**1,477,935**	**1,411,020**	**1,498,950**	**2,171,202**	**53.9%**
Total Expenditures	**$ 3,801,798**	**$ 3,731,314**	**$ 3,874,486**	**$ 4,690,163**	**25.7%**
REVENUES BY TYPE					
Departmental Revenue	$ 171,107	$ 127,250	$ 156,309	$ 1,452,968	1041.8%
Total Revenues	**$ 171,107**	**$ 127,250**	**$ 156,309**	**$ 1,452,968**	**1041.8%**
Expenditures, net of Revenues	**$ 3,630,691**	**$ 3,604,064**	**$ 3,718,176**	**$ 3,237,195**	**-10.2%**

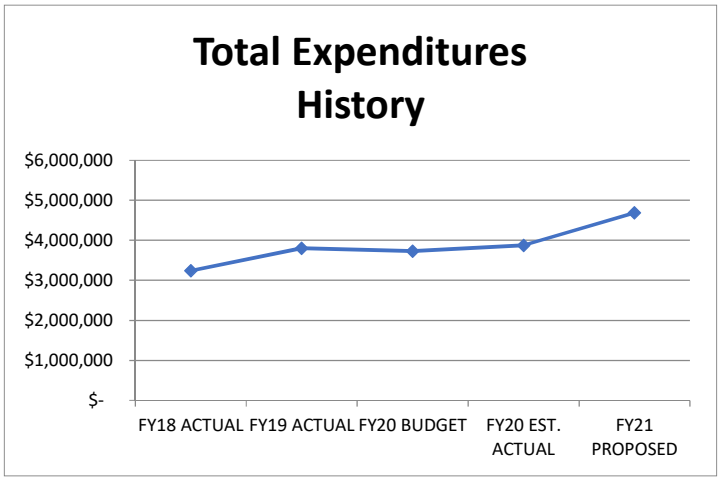
BUDGET HIGHLIGHTS AND SIGNIFICANT CHANGES

Adopted FY20 to Estimated Actual FY20

Total personnel expenditures from the FY20 budget compared to the FY20 estimated actual reflect an increase of 2.4% or $55.2K. In total, operating expenses are anticipated to be 6.2% or $87.9K over budget primarily due to more staff charged within Public Works and less time charged out to other areas. Departmental revenue is expected to be 22.8% or $29.1K higher than budget due to the sale of assets and insurance reimbursements.

Adopted FY20 to Proposed FY21

In total, personnel expenditures are projected to be 8.6% or $198.7K higher in proposed FY21 budget compared to FY20. This increase is a result of salary enhancements per the approved 1540 AFSCME union contract. Overall, operating expenses are projected to increase by 53.9% or $760.2K as a result of the current trends and changes in work allocation assumptions. It is anticipated that more staff time will be spent within Public Works division and less allocated out to other areas. Departmental revenue is expected to increase by 1041.8% or $1.3M due to the implementation of a stormwater utility fee.



STAFFING SUMMARY

	FY19	FY20 Bud	FY20 Est Act	FY21
Full time	28.90	29.41	29.41	28.81
Seasonal	7.00	8.00	8.00	8.00
Staffing Total	35.90	37.41	37.41	36.81
Unfunded positions	4.00	4.00	4.00	4.00

In response to revenue reductions in FY09, the Public Works Department staff was reduced and positions were unfunded. The FY21 budget reflects maintaining the current four (4) full-time position as unfunded.

EXPENDITURES BY PROGRAM

	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
EXPENDITURES					
City Hall	$ 233,250	$ 259,090	$ 273,981	$ 278,472	7.5%
Signal Department	510,716	576,084	570,943	637,506	10.7%
Snow Removal	411,389	263,265	313,265	339,600	29.0%
Gas Station & Maintenance Garage	489,062	552,738	519,015	527,113	-4.6%
Public Works & Streets Operations	1,340,400	1,199,272	1,295,677	1,478,203	23.3%
Central Equipment Building	93,434	98,914	102,340	102,550	3.7%
Stormwater Management	723,547	781,950	799,264	1,326,718	69.7%
Total Expenditures	**$ 3,801,798**	**$ 3,731,314**	**$ 3,874,486**	**$ 4,690,163**	**25.7%**
REVENUES					
Departmental Revenue	$ 171,107	$ 127,250	$ 156,309	$ 1,452,968	1041.8%
Total Revenues	**$ 171,107**	**$ 127,250**	**$ 156,309**	**$ 1,452,968**	**1041.8%**
Expenditures, net of Revenues	**$ 3,630,691**	**$ 3,604,064**	**$ 3,718,176**	**$ 3,237,195**	**-10.2%**

The department consolidated department accounts in FY19 for efficiency and to create a designated Stormwater Management account. The figures in "Public Works & Street Operations" now include Street Lighting. The figures in "Stormwater Management" now include Street Cleaning.

DEBT SERVICE - PRINCIPAL AND INTEREST
Debt Service is used to account for the principal and interest payment expense on the City's loans, bonds and lease financings. Remaining outstanding loans for FY21 proposed budget include the following current issues: 2006, 2009B, 2014, 2015A, 2015B, 2017A, 2017B, 2018A, and 2019A public improvement bond issues. In addition, the following anticipated bond issue is included: 2021A future public improvement bond issue. Finally, the annual debt service requirements for capital improvement program items (listed in detail in Section 7 of the budget book) funded with bond financing are included in this section. Currently, the City has no lease financing.

RETIREE HEALTH COSTS
This budget includes health and dental insurance benefit costs for General Fund qualified retirees and dependents. The cost of providing hospitalization and dental insurance to the City's retirees is financed on a pay-as-you-go basis. The health insurance is a contributory plan, with retirees sharing the cost of dependence coverage and the City paying 80% of the retirees' cost in full. The dental insurance is also a contributory plan with retirees paying the full cost of dependency coverage and the City paying the retiree's cost in full. The City pays 80% of the costs of providing these health and dental insurance benefits to its retirees and their dependents.

In Fiscal Year 2009/10, the City began to record the annual required contributions to record the cost of these benefits as they are earned over the course of their career with the City. The change in accounting procedure increases the cost of retiree benefits over the out-of-pocket method that was utilized previously. This increase in cost for "Other Post Employment Benefits" is reflected in the Health Care Fund, an Internal Service Fund.

INVENTORY ADJUSTMENTS
This budget includes an amount to cover write-off of obsolete inventory carried by the General Fund.

CAPITAL IMPROVEMENTS PROGRAM AND FUND BALANCE APPROPRIATIONS
The current year portion of the general governmental capital improvements from the five-year CIP Program are accounted for in a separate Capital Improvements Program (CIP) Fund. The Capital Improvements Program transfer represents the General Fund's current funding requirements for capital projects anticipated to begin during each year.

OPERATING TRANSFERS TO OTHER FUNDS
Transfers to the Golf Course Fund represent the amount necessary from the General Fund to cover this fund's annual operating and capital expenditure needs in excess of revenues generated by the fund itself. The FY21 budget includes a $1,030,000 operating transfer to the Economic Redevelopment Fund which would be utilized for community-based initiatives that support the vision of the City as well as funding for the Invest Hagerstown incentive program. Transfers to the Special Revenue Grant Fund represent local matches required by various federal, state, and local agencies in accordance with awarded grant terms and conditions. The FY21 budget includes $1,250 in Special Revenue Grant Fund transfers.

CONTINGENCY RESERVES
This account group includes funds that are expected to be required during the coming year for a number of General Fund activities. The funds will not be transferred into the appropriate accounts until they are required. In FY21, there is a reserve of $100,000 for savings associated with the management of future vacancies in various departments and $130,000 in general contingency for miscellaneous items such as salary pay-outs upon employee terminations.

CONTRIBUTIONS TO OTHER AGENCIES POLICY
Contributions to Other Agencies accounts for the contributions the City makes to several organizations. A formal policy was originally adopted on November 25, 2014, with a revision on October 18, 2019, to better define the criteria and the overall funding limits. Several organizations were identified as core agencies and the complete process and details are located in Section 9 Fiscal Policies & Glossary on pages 6-7.

UNALLOCATED EXPENSES - PROPOSED EXPENSES
FISCAL YEAR 2020/2021

ACCOUNT DESCRIPTION	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
DEBT SERVICE-PRINCIPAL AND INTEREST					
2004 General Obligation Bonds	$ 122,979	$ 122,955	$ 122,955	$ -	-100.0%
2005 Public Facilities Bonds	329,650	328,943	328,684	-	-100.0%
2006 Public Facilities Bonds	648,685	650,501	650,501	647,221	-0.5%
2009-A Public Facilities Bonds	412,176	418,939	418,939	-	-100.0%
2009-B Public Facilities Bonds (Build America Bond)	187,713	190,365	233,183	691,801	263.4%
2012 Tote Loan	73,677	73,101	193,283	-	-100.0%
2014 Public Improvements Bond	36,119	36,124	36,118	36,125	0.0%
2015-A Public Facilities Bond	218,075	218,658	218,658	221,351	1.2%
2015-B Public Facilities Bond	46,607	46,080	46,080	45,553	-1.1%
2017-A Public Facilities Bond	273,969	273,309	273,328	278,601	1.9%
2017-B Public Facilities Bond	34,895	34,331	34,339	35,327	2.9%
2018-A Public Facilities Bond	116,175	116,175	116,175	116,175	0.0%
2019-A Public Facilities Bond	32,064	325,811	278,853	276,014	-15.3%
2020-A Public Facilities Bond	-	36,445	-	88,144	141.9%
Total Expenses	$ 2,532,784	$ 2,871,737	$ 2,951,096	$ 2,436,312	-15.2%
RETIREE HEALTH COSTS					
Health Insurance	$ 1,412,503	$ 1,439,000	$ 1,420,000	$ 1,420,000	-1.3%
Dental Insurance	47,915	47,600	48,700	48,700	2.3%
Total Expenses	$ 1,460,418	$ 1,486,600	$ 1,468,700	$ 1,468,700	-1.2%
INVENTORY ADJUSTMENTS					
Physical Inventory Adjustments	$ 511	$ 5,000	$ 5,000	$ 5,000	0.0%
E&O Inventory Write-offs	3,803	5,000	5,000	5,000	0.0%
Total Expenses	$ 4,314	$ 10,000	$ 10,000	$ 10,000	0.0%
CIP, FUND BALANCE APPROPRIATIONS, AND OTHER TRANSFERS					
Capital Transfers to - CIP Fund	$ 1,105,492	$ 696,575	$ 718,625	$ 687,450	-1.3%
GF Fund Balance to - CIP Fund	205,419	946,348	619,348	2,379,000	151.4%
GF Fund Balance to - Economic Redevelopment for Invest Hagerstown Program	1,672	-	-	-	0.0%
Total Expenses	$ 1,312,583	$ 1,642,923	$ 1,337,973	$ 3,066,450	86.6%
OPERATING TRANSFERS TO OTHER FUNDS					
Golf Course Fund	$ 273,477	$ 272,555	$ 296,164	$ 271,657	-0.3%
Economic Redevelopment Fund	674,500	975,000	975,000	1,030,000	5.6%
Grant Fund	24,956	-	-	1,250	0.0%
Total Expenses	$ 972,933	$ 1,247,555	$ 1,271,164	$ 1,302,907	4.4%
CONTINGENCY RESERVES					
Vacancy Savings	$ -	$ (105,000)	$ -	$ (100,000)	-4.8%
General Contingency	-	-	-	130,000	0.0%
Total Expenses	$ -	$ (105,000)	$ -	$ 30,000	-128.6%
CONTRIBUTIONS TO OTHER AGENCIES					
Art Museum	$ 50,500	$ 50,500	$ 50,500	$ 50,500	0.0%
Brooke's House	28,100	-	-	-	100.0%
Community Rescue Service	45,000	25,100	25,100	25,100	0.0%
Discovery Station	2,500	2,500	2,500	2,500	0.0%
Doleman Black Heritage Museum	12,000	-	-	-	100.0%
Hagerstown Municipal Band	18,000	18,000	18,000	18,000	0.0%
Hagerstown Neighborhood Develop Partnership	30,450	32,450	32,450	28,450	-12.3%
Maryland Symphony Orchestra	17,550	16,550	16,550	16,550	0.0%
Maryland Theatre	209,000	59,000	59,000	109,000	84.7%
Washington County Free Library	31,500	30,500	30,500	30,500	0.0%
Washington County Historical Society	5,000	4,000	4,000	4,000	0.0%
Unspecified Agency Contributions	-	3,500	3,500	-	-100.0%
Total Contributions to Other Agencies	$ 449,600	$ 242,100	$ 242,100	$ 284,600	17.6%

SCHEDULE OF PUBLIC FUNCTIONS
FISCAL YEAR 2020/2021

FUNCTION DESCRIPTION	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
Augustoberfest (City Services)	$ 10,742	$ 20,000	$ 20,000	$ 20,000	0.0%
A&E District Event	-	15,000	15,000	-	0.0%
BISFA Gala and Auction	3,000	-	-	-	100.0%
Blues Festival	783	-	-	-	100.0%
Christmas Decorating	17,330	18,000	18,000	18,000	0.0%
Fairgrounds July 4th Fireworks	36,054	-	-	-	100.0%
Film Festival	1,500	-	-	-	100.0%
Ghost Tours	-	750	750	750	0.0%
Hagerstown Official Commemorations	-	5,000	5,000	5,000	0.0%
Hollyfest/Tree Lighting	3,069	3,500	3,500	3,500	0.0%
Imagine Hagerstown (City Services)	8,868	14,000	2,000	9,000	-35.7%
Imagine Hagerstown	84,450	81,900	53,900	78,500	-4.2%
Maryland Theatre Wind Downs	4,000	-	-	-	100.0%
Miscellaneous Downtown Events	34,580	38,450	67,350	40,000	4.0%
Miss Maryland Pageant	9,721	9,000	9,000	9,000	0.0%
Mummers Parade	21,060	22,000	22,000	22,000	0.0%
Taste of the Arts	-	2,500	2,500	2,500	0.0%
Thunder in the Square	-	1,500	1,500	1,500	0.0%
University Plaza Events	-	-	500	500	100.0%
Velo Club Bike Race	2,750	-	-	-	100.0%
Subtotal Public Function Events	**$ 237,906**	**$ 231,600**	**$ 221,000**	**$ 210,250**	**-9.2%**
Christmas In The Park	22,038	15,000	15,000	15,000	0.0%
City Park Festival	3,975	7,000	7,000	7,000	0.0%
Fairgrounds Harvest Hoedown	7,733	8,000	10,000	10,000	25.0%
Fairgrounds July 4th Fireworks	-	37,200	32,000	40,000	7.5%
Fishing Tournament-Pangborn	645	1,000	1,000	1,000	0.0%
Music by the Lake	5,768	7,500	7,500	7,500	0.0%
Subtotal Recreation Events	**40,160**	**75,700**	**72,500**	**80,500**	**6.3%**
Total Recreation Events	**$ 278,066**	**$ 307,300**	**$ 293,500**	**$ 290,750**	**-5.4%**

Beginning in FY20, the Fairgrounds July 4th Fireworks shifted from a Public Function event to a Recreation event.

GENERAL FUND CAPITAL EXPENSES
FISCAL YEAR 2020/2021

ACCOUNT NO./DESCRIPTION	OUTLINE OF USE	JUSTIFICATION	COST
CITY COUNCIL 0101001-5865 Computer Equipment	Replace Computers	Replace As Needed	400
MAYOR 0101002-5861 Desks, Chairs & Tables	Replace Furniture	Replace As Needed	250
CITY CLERK 0103002-5865 Computer Equipment	Replace Computers	Replace As Needed	1,000
FINANCE & ACCOUNTING 0107001-5861 Desks, Chairs & Tables	Replace Furniture	Replace As Needed	500
0107001-5865 Computer Equipment	Upgrade Hardware And Software	Improve Quality Of Service	2,500
TOTAL FINANCE & ACCOUNTING			**3,000**
INFORMATION TECHNOLOGY 0107200-5861 Desks, Chairs & Tables	Replace Furniture	Replace As Needed	750
0107200-5865 Computer Equipment	Replace Computers	Replace As Needed	2,500
TOTAL INFORMATION TECHNOLOGY			**3,250**
SUPPORT SERVICES 0107201-5861 Desks, Chairs & Tables	Replace Furniture	Replace As Needed	3,000
0107201-5865 Computer Equipment	Replace Computers	Replace As Needed	3,000
0107201-5867 Communication Equipment	Phone Parts Not Under Maintenance	Replace As Needed	200
TOTAL SUPPORT SERVICES			**6,200**
BILLING 0107203-5861 Desks, Chairs & Tables	Replace Furniture	Replace As Needed	500
0107203- 5865 Computer Equipment	Replace Computer	Improve Quality Of Service	1,500
TOTAL BILLING			**2,000**

GENERAL FUND CAPITAL EXPENSES
FISCAL YEAR 2020/2021

ACCOUNT NO./DESCRIPTION	OUTLINE OF USE	JUSTIFICATION	COST
PLANNING			
0109001-5865 Computer Equipment	Replace Computer	Replace As Needed	3,150
CITY HALL BUILDING			
0109003-5821 Office Buildings	Replace A/C Units	Replace As Needed	1,800
0109003-5839 Portable Tools/Equipment	Replace Tools	Replace As Needed	600
0109003-5863 Decorative & Lighting	Replace Carpets, Furniture, And Remodel City Administrator's Office	Replace As Needed	5,000
TOTAL CITY HALL BUILDING			**7,400**
CITY ENGINEER			
0109004-5861 Desks, Chairs & Tables	Replace Furniture	Replace As Needed	200
0109004-5865 Computer Equipment	Replace Computers	Replace As Needed	2,000
TOTAL CITY ENGINEER			**2,200**
HUMAN RESOURCES			
0109005-5865 Computer Equipment	Replace Computer	Replace As Needed	2,300
POLICE ADMINISTRATION			
0110001-5855 Portable Equipment	ID Printer And Accessories	Replace As Needed	500
0110001-5861 Desks, Chairs & Tables	Conference Table and Chairs	Replace As Needed	500
TOTAL POLICE ADMINISTRATION			**1,000**
POLICE INFORMATION TECHNOLOGY			
0110003-5865 Computer Equipment	Replace Notebooks, Desktops, Monitors, Servers, Tablets	Replace As Needed	65,500
PROFESSIONAL STANDARDS DIV			
0110203-5834 Firearms, Body Armor	Replace Fire Arms, Body Armor	Replace as Needed	23,600

GENERAL FUND CAPITAL EXPENSES
FISCAL YEAR 2020/2021

ACCOUNT NO./DESCRIPTION	OUTLINE OF USE	JUSTIFICATION	COST
POLICE BUILDING			
0110204-5830 Non-Portable Equipment	Replace Equipment	Replace As Needed	500
0110204-5839 Portable Tools/Equipment	Replace Tools & Equipment	Replace As Needed	700
TOTAL POLICE BUILDING			**1,200**
WESTERN MARYLAND LAB			
0110205-5832 Photography Equipment	Maintenance and Purchase Photographic Equipment	Required For Forensic Documentation	1,000
0110205-5833 Laboratory Equipment	Purchase Lab Equipment	Replace Aging And Outdated	1,500
TOTAL WESTERN MARYLAND LAB			**2,500**
POLICE K9 PROGRAM			
0110206-5839 Portable Tools/Equipment	Purchase Of K-9 Equip (Sleeves, Leashes, Etc.)	Replace Worn Equipment	700
POLICE PATROL			
0110401-5834 Firearms, Body Armor	Police Officer Use / Safety Equipment - Ballistic Vests	Replacement Of Expired Vests & Purchase Of New Vests	9,000
0110401-5839 Portable Tools & Other Equipment -	Purchase Moving Radar Units - LIDAR Speed Measuring Device	New Equipment Needed	10,000
0110401-5848 Bicycles-Repair (& In-Line Skates)	Police Officer Use	Repair And Maintenance	1,000
0110401-5867 Communication Equipment	Portable Radios	Replace As Needed	10,000
TOTAL POLICE PATROL			**30,000**
FIRE DEPARTMENT			
0112001-5861 Desks, Chairs & Tables	Purchase Office Furniture	Replace As Needed	5,000
0112001-5865 Computer Equipment	Purchase Computers	Replace As Needed	7,000
TOTAL FIRE DEPARTMENT			**12,000**

GENERAL FUND CAPITAL EXPENSES
FISCAL YEAR 2020/2021

ACCOUNT NO./DESCRIPTION	OUTLINE OF USE	JUSTIFICATION	COST
CODE ADMINISTRATION			
0114001- 5861 Desks, Chairs & Tables	Filing Cabinets, Desks, Chairs	Replace As Needed	1,000
0114001-5865 Computer Equipment	Purchase Computers	Replace As Needed	3,150
TOTAL CODE ADMINISTRATION			**4,150**
TRAFFIC CONTROL			
0116003-5839 Portable Tools & Other Equipment	Replace Power Tools	Replace As Needed	500
CENTRAL MAINTENANCE GARAGE			
0123003-5839 Portable Tools & Other Equipment	Tools Needed For Garage	Replace As Needed	5,100
0123003- 5861 Desks, Chairs & Tables	Replace Table And Chairs	Replace As Needed	472
TOTAL CENTRAL MAINTENANCE GARAGE			**5,572**
PUBLIC WORKS LABOR FORCE			
0124001-5839 Portable Tools & Other Equipment	Replace Tools & Equipment	Replace As Needed	750
0124001-5856 Mowers	Repair Mowers	Replace As Needed	200
0124001-5865 Computer Equipment	Replace Computers	Replace As Needed	**1,500**
TOTAL PUBLIC WORKS LABOR FORCE			**2,450**
CENTRAL EQUIPMENT BUILDING			
0124008-5839 Portable Tools & Other Equipment	Replace Tools & Equipment	Replace As Needed	500
0124008-5861 Desks, Chairs & Tables	Replacement A/C Units	Replace As Needed	320
TOTAL CENTRAL EQUIPMENT BUILDING			**820**
RECREATION ADMINISTRATION			
0140001-5865 Computer Equipment	Replace Computers	Replace As Needed	1,000
HAGER HOUSE			
0140402-5865 Computer Equipment	Replace Computers	Replace As Needed	100

GENERAL FUND CAPITAL EXPENSES
FISCAL YEAR 2020/2021

ACCOUNT NO./DESCRIPTION	OUTLINE OF USE	JUSTIFICATION	COST
PARKS AND EQUIPMENT DEPARTMENT 0145000-5865 Computer Equipment	Replace Computer	Replace As Needed	1,000
ECONOMIC DEVELOPMENT & ADMIN 0150001-5865 Computer Equipment	Replace Computer	Replace As Needed	7,000
0150001-5867 Communication Equipment	Replace Equipment	Replace As Needed	750
TOTAL ECONOMIC DEVELOPMENT & ADMIN			**7,750**
TOTAL CAPITAL OUTLAY			**$ 190,992**

Public Safety

City of Hagerstown





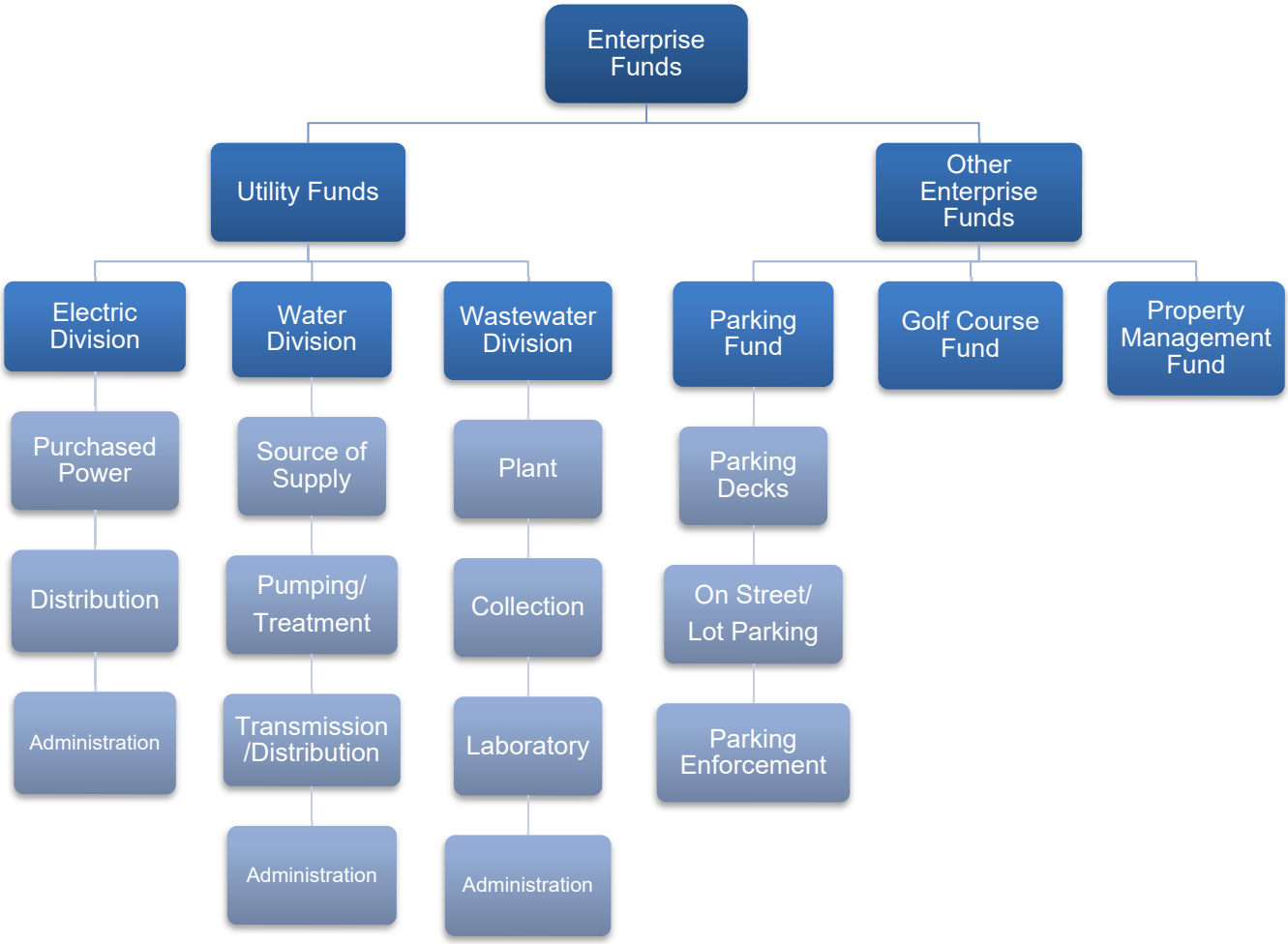




ENTERPRISE FUNDS
SECTION 3

	Page
Organizational Chart	1
Combining Income Statements	2
Electric Fund	
Program Description	3
Comparative Income Statement	5
Charts: Consumption & Rate Comparison	6
Proposed Operating Revenues	7
Capital Expense Schedule	8
Water Fund	
Program Description	11
Comparative Income Statement	13
Charts: Consumption & Rate Comparison	14
Proposed Operating Revenues	15
Capital Expense Schedule	16
Wastewater Fund	
Program Description	20
Comparative Income Statement	22
Charts: Usage & Rate Comparison	23
Proposed Operating Revenues	24
Capital Expense Schedule	25
Parking Fund	
Program Description	28
Comparative Income Statement	30
Proposed Operating Revenues	31
Capital Expense Schedule	32
Golf Fund	
Program Description	33
Comparative Income Statement	35
Proposed Operating Revenues	36
Capital Expense Schedule	37
Property Management Fund	
Program Description	38
Comparative Income Statement	40
Proposed Operating Revenues	41
Capital Expense Schedule	42

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Enterprise Funds
Utility Funds
Other Enterprise Funds
Electric Division
Water Division
Wastewater Division
Parking Fund
Golf Course Fund
Property Management Fund
Purchased Power
Distribution
Administration
Source of Supply
Pumping/ Treatment
Transmission /Distribution
Administration
Plant
Collection
Laboratory
Administration
Parking Decks
On Street/ Lot Parking
Parking Enforcement

ENTERPRISE FUNDS - COMBINING STATEMENT
FISCAL YEAR 2020/2021

ACCOUNT DESCRIPTION	ELECTRIC FUND	WATER FUND	WASTEWATER FUND	PARKING FUND	GOLF COURSE FUND	PROPERTY MANAGEMENT FUND	TOTAL
OPERATING REVENUES							
Service Charges	$24,246,540	$11,358,000	$13,630,000	$ 1,039,251	$ 181,500	$ 319,508	$ 50,774,799
Other Revenues	687,299	871,149	602,376	-	21,700	6,400	2,188,924
Total Operating Revenues	**24,933,839**	**12,229,149**	**14,232,376**	**1,039,251**	**203,200**	**325,908**	**52,963,723**
OPERATING EXPENSES							
Production and Treatment	18,338,943	3,835,942	5,098,122	-	-	-	27,273,007
Transmission, Distribution & Collection	2,543,214	2,395,501	1,804,760	-	-	-	6,743,475
Selling, General & Administrative	3,256,058	2,726,149	3,852,398	615,120	452,689	345,789	11,248,203
Depreciation	1,081,000	3,938,000	3,546,000	273,000	42,268	140,000	9,020,268
Total Operating Expenses	**25,219,215**	**12,895,592**	**14,301,280**	**888,120**	**494,957**	**485,789**	**54,284,953**
Operating Income (Loss)	**(285,376)**	**(666,443)**	**(68,904)**	**151,131**	**(291,757)**	**(159,881)**	**(1,321,230)**
NON-OPERATING REVENUES (EXPENSES)							
Interest Earned	145,281	40,000	40,000	12,000	100	13,000	250,381
Premium on Bonds	-	4,172	4,073	2	-	-	8,247
Interest/Bond Issuance Expense	(10,249)	(447,425)	(437,919)	(37,033)	-	(4,041)	(936,667)
Gain (Loss) on Capital Assets	(10,000)	10,000	1,000	-	-	-	1,000
Total Other Income (Expense)	**125,032**	**(393,253)**	**(392,846)**	**(25,031)**	**100**	**8,959**	**(677,039)**
Net Income before Contributions & Transfers	**(160,344)**	**(1,059,696)**	**(461,750)**	**126,100**	**(291,657)**	**(150,922)**	**(1,998,269)**
OTHER FINANCING SOURCES (USES)							
Benefit Charges	-	752,200	600,000	-	-	-	1,352,200
Grants in Aid of Construction	-	-	700,000	-	-	-	700,000
Developer Contributions	200,000	350,000	250,000	-	-	-	800,000
Operating & Capital Transfers from Other Funds	27,709	40,302	35,950	-	271,657	-	375,618
Operating & Capital Transfers to Other Funds	(16,750)	(29,250)	(16,750)	(3,400)	-	-	(66,150)
Increase (Decrease) in Retained Earnings	**50,615**	**53,556**	**1,107,450**	**122,700**	**(20,000)**	**(150,922)**	**1,163,399**
ADJUST RETAINED EARNINGS TO A UNRESTRICTED CASH FLOW BASIS							
Add Back Depreciation	1,081,000	3,938,000	3,546,000	273,000	42,268	140,000	9,020,268
Capital Outlay/Fixed Assets	(1,492,500)	(4,345,000)	(5,985,000)	(880,000)	(35,000)	(147,000)	(12,884,500)
Repayment of Principal on Debt	(44,894)	(1,788,379)	(1,714,966)	(66,399)	-	(5,511)	(3,620,149)
Non-Cash Developer Contributions	(200,000)	(350,000)	(250,000)	-	-	-	(800,000)
Bond Proceeds	-	1,700,000	8,105,000	1,367,000	-	-	11,172,000
Change in Restricted Cash	-	-	-	-	-	-	-
Net Sources (Uses) of Cash	**$ (605,779)**	**$ (791,823)**	**$ 4,808,484**	**$ 816,301**	**$ (12,732)**	**$ (163,433)**	**$ 4,051,018**
Beginning Fund Balance	**$15,634,646**	**$88,719,521**	**$52,327,296**	**$ 7,341,498**	**$ 555,204**	**$ 3,632,190**	**$ 168,210,355**
Ending Fund Balance	**$15,685,261**	**$88,773,077**	**$53,434,746**	**$ 7,464,198**	**$ 535,204**	**$ 3,481,268**	**$ 169,373,754**

DEPARTMENT / PROGRAM OVERVIEW

The Mission of the Utilities Department is to enhance the quality of life in our community by providing reliable, competitively priced utility services through skilled, safety-oriented, and customer focused employees. The success of our organization depends on teamwork, professionalism, and overall excellence achieved through our commitment to our core values. Customer and employee communication, cooperation, innovation, and integrity in each process we perform are keystones to the success of the department. The Utilities Department is responsible for the management of public utilities (Electric, Wastewater, and Water) collectively serving a population of nearly 88,000 customers.

DEPARTMENT / PROGRAM OBJECTIVES

• Managing the financial operations of the Electric Division to ensure that our existing rate structure remains stable. Our revenue stream is challenging to project as it is primarily driven by heating and cooling seasons versus unpredictable weather trends.

• The Electric Division strives to provide reliable electric service to all customers. The Division also works to ensure we are providing the most cost effective energy source in the immediate region.

• Division crews provide new service connections, routine maintenance, street light service along all City streets, monitor all substations and related equipment, and ensure the functionality of metering to ensure a high quality service.

• The land lease agreements with Innolith are in place with one system operational and two additional locations chosen for future construction. During periods of high energy demand, these systems can be called to temporarily support the transmission and generation system in the PJM region. This technology is primarily used to correct distortions in the 60 Hz frequency sometimes caused by renewable energy systems such as wind and solar.

• Staff continues to trim trees in identified areas to improve system reliability. Contractors are assisting with areas inaccessible to HLD lineworkers. Projected expenditure and other contracted overhead line maintenance in FY21 is $150,000.

• The Hagerstown Light Department is in the third year of a five year wholesale power purchase agreement with First Energy Solutions. HLD customers can expect a steady electric rate through the contract ending on May 31, 2022. A two year extension is in place beginning June 1, 2022 with an expected wholesale rate decrease of 10.37% through May 31, 2024.

PERFORMANCE INDICATORS

	2018/19	2019/20	2020/21
Number of Residential Customers	**14,570**	**14,570**	**14,570**
Number of Commercial Customers	**2,467**	**2,470**	**2,470**
Million Kilowatt-hours Purchased	**326**	**318**	**318**
Million Kilowatt-hours Sold	**318**	**312**	**312**
Customer Average Interruption Duration Index (Hours/customer)	**1**	**1**	**1**
Number of Funded Employees	**31.55**	**31.51**	**29.96**
Number of Customers Served per Employee	**553**	**541**	**569**

EXPENDITURE AND REVENUE SUMMARY

	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
EXPENDITURES BY TYPE					
Salary and Wages	$ 2,035,073	$ 2,116,658	$ 2,032,408	$ 2,075,717	-1.9%
Benefits	1,197,583	1,135,337	1,109,861	1,162,476	2.4%
Overtime	79,770	97,000	102,751	109,000	12.4%
Personnel Subtotal	**3,312,425**	**3,348,995**	**3,245,020**	**3,347,193**	**-0.1%**
Contractual Services	438,052	497,096	533,052	471,593	-5.1%
Operating Expenditures	21,492,562	19,644,273	20,205,814	20,274,328	3.2%
Operating Cap Exp (Cap Outlay)	-	-	100	100	100.0%
Other General Expenses	1,066,539	1,222,389	1,145,888	1,163,000	-4.9%
Operating Subtotal	**22,997,153**	**21,363,758**	**21,884,854**	**21,909,021**	**2.6%**
Total Expenditures	**$ 26,309,578**	**$ 24,712,753**	**$ 25,129,874**	**$ 25,256,214**	**2.2%**
REVENUES BY TYPE					
Departmental Revenue	26,051,009	24,729,203	25,160,261	25,306,829	2.3%
Total Revenues	**$ 26,051,009**	**$ 24,729,203**	**$ 25,160,261**	**$ 25,306,829**	**2.3%**
Revenues, excess of Expenditures	**$ 258,569**	**$ (16,450)**	**$ (30,387)**	**$ (50,615)**	**207.7%**

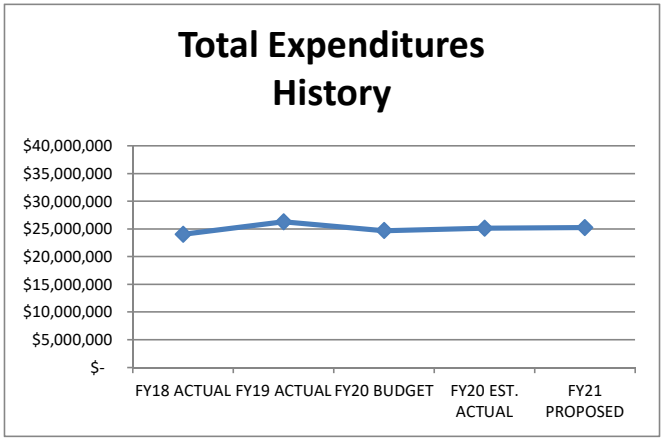
BUDGET HIGHLIGHTS AND SIGNIFICANT CHANGES

Adopted FY20 to Estimated Actual FY20

Overall, personnel expenditures are expected to be under budget by 3.1% or $104.0K in FY20. Operating expenditures are projected to be over budget by 2.4% or $521.1K due to purchased power; legal and consulting services as a result of the extension to the wholesale power supply contract through 2024; and general consulting services to provide for updates to daily operational safety manuals. Distribution transformer expenditures for contracted services has been transferred to the capital budget and contracted services for substation maintenance has increased. These funds were offset by the vacant substation technician position.

Adopted FY20 to Proposed FY21

Personnel expenditures in FY21 are expected to be slightly lower than FY20 budget by 0.1% or $1.8K. Reorganization and reassignment of duties has transferred funding from meter reading operations to customer collection operation accounts in addition to an increase in customer service, billing, and collections. Operating expenditures are expected to increase by 2.6% or $545.3K in FY21 primarily due to purchased power. Planned Capital Improvement Projects will continue to enhance system reliability by adding capacity in areas deprived of adequate transfer capability. Vehicle expenditures will be deferred and an increase of funds will be provided for the developments along Wesel Boulevard and Salem Avenue / Marshall Street / I-81. Substation improvements at Wesel Boulevard will continue to provide for additional feeders to accommodate the load increase for these areas.



STAFFING SUMMARY

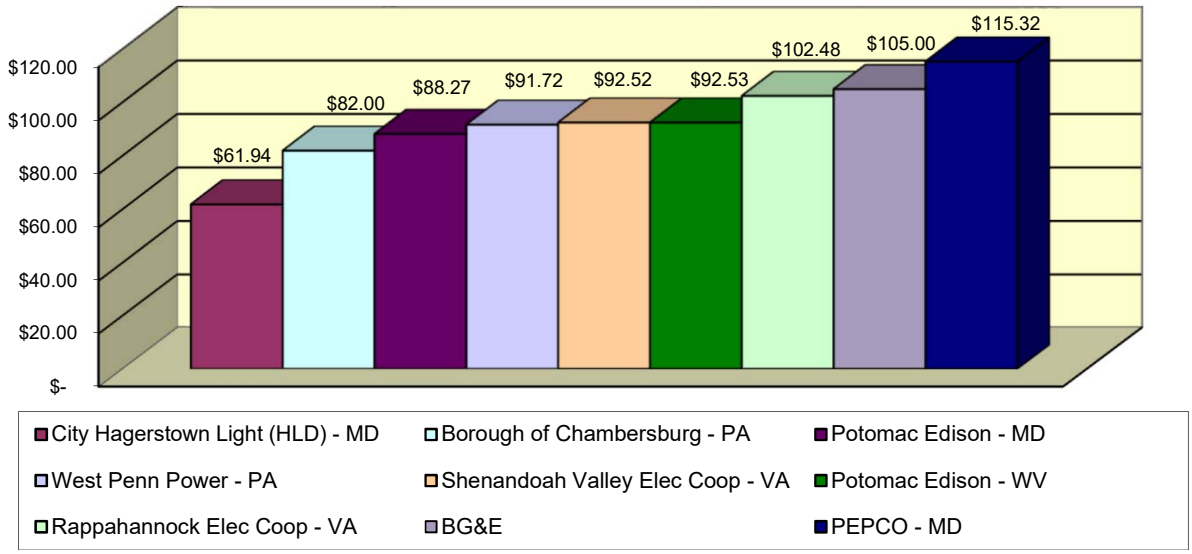
	FY19	FY20 Bud	FY20 Est Act	FY21
Full time	31.55	31.51	31.51	29.96
Staffing Total	31.55	31.51	31.51	29.96
Unfunded positions	4.00	4.00	4.00	5.00

The Division will continue to maintain operational costs within levels at or below revenues generated through FY21.

ELECTRIC FUND - COMPARATIVE INCOME STATEMENT
FISCAL YEAR 2020/2021

ACCOUNT DESCRIPTION	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
OPERATING REVENUES					
Service Charges	$ 25,068,872	$ 23,851,700	$ 24,246,540	$ 24,246,540	1.7%
Other Revenues	623,239	660,013	680,230	687,299	4.1%
Total Operating Revenues	**25,692,111**	**24,511,713**	**24,926,770**	**24,933,839**	**1.7%**
OPERATING EXPENSES					
Purchased Power	19,551,268	17,913,775	18,411,416	18,338,943	2.4%
Distribution Expenses	2,489,188	2,537,606	2,406,928	2,543,214	0.2%
Customer Accounts Expenses	918,297	841,413	921,065	1,061,873	26.2%
Selling, General & Administrative	2,354,435	2,235,071	2,289,577	2,194,185	-1.8%
Depreciation	931,820	1,095,000	1,002,000	1,081,000	-1.3%
Total Operating Expenses	**26,245,008**	**24,622,865**	**25,030,986**	**25,219,215**	**2.4%**
Operating Income (Loss)	**(552,897)**	**(111,152)**	**(104,216)**	**(285,376)**	**156.7%**
NON-OPERATING REVENUES (EXPENSES)					
Interest Earned	159,107	103,928	159,929	145,281	39.8%
Interest/Bond Issuance Expense	(13,197)	(11,763)	(11,763)	(10,249)	-12.9%
Gain (Loss) on Capital Assets	(47,373)	(20,000)	(29,000)	(10,000)	-50.0%
Total Other Income (Expense)	**98,537**	**72,165**	**119,166**	**125,032**	**73.3%**
Net Income before Operating Transfers	**(454,360)**	**(38,987)**	**14,950**	**(160,344)**	**311.3%**
TRANSFERS FROM (TO) OTHER FUNDS					
Transfers to Capital Improvements Fund	(4,000)	(58,125)	(58,125)	(16,750)	-71.2%
Transfers from Health Insurance Fund	58,015	63,562	63,562	27,709	-56.4%
Total Transfers From (To) Funds	**54,015**	**5,437**	**5,437**	**10,959**	**101.6%**
CAPITAL CONTRIBUTIONS					
Developer Contributions	141,776	50,000	10,000	200,000	300.0%
Total Capital Contributions	**141,776**	**50,000**	**10,000**	**200,000**	**300.0%**
Increase (Decrease) in Retained Earnings	**(258,569)**	**16,450**	**30,387**	**50,615**	**207.7%**
Add Back Depreciation	931,820	1,095,000	1,002,000	1,081,000	-1.3%
Capital Outlay/Fixed Assets	(1,030,240)	(1,195,000)	(1,200,833)	(1,492,500)	24.9%
Repayment of Principal	(41,674)	(43,246)	(43,246)	(44,894)	3.8%
Non-Cash Developer Contributions	(141,776)	(50,000)	(10,000)	(200,000)	300.0%
Changes in Working Capital	529,813	-	-	-	0.0%
Net Sources (Uses) of Cash	**$ (10,626)**	**$ (176,796)**	**$ (221,692)**	**$ (605,779)**	**242.6%**
Beginning Fund Balance	**$ 15,862,828**	**$ 15,604,259**	**$ 15,604,259**	**$ 15,634,646**	**0.2%**
Ending Fund Balance	**$ 15,604,259**	**$ 15,620,709**	**$ 15,634,646**	**$ 15,685,261**	**0.4%**

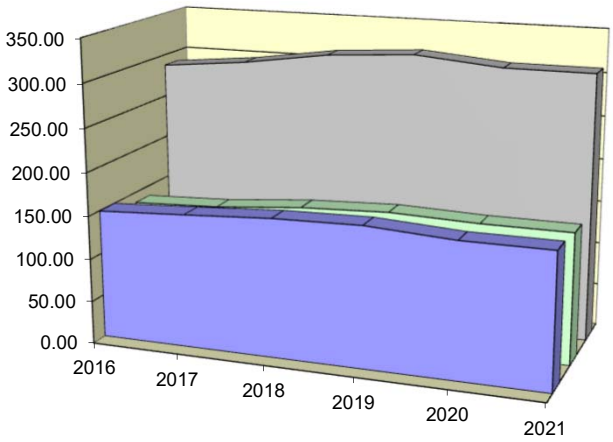
SERVICE CHARGE COMPARISON AS OF FEBRUARY 2020



Shown above are comparative residential rates based on an average usage of 800 kWh per month. The Hagerstown Light Department has an approved wholesale power contract extension with First Energy Solutions at a rate of $52.70 per MWh effective June 1, 2017 through May 31, 2022, followed by a decrease through May 31, 2024.

ELECTRIC CONSUMPTION FROM 2016 - 2021

Per 1,000,000 KWH



Shown above is a trend based on millions of kWh used by HLD customers annually over a five year period. As reflected, City Non-Residential Customers (Commercial Customers), utilize almost same amount as residential customers.

ELECTRIC FUND - PROPOSED OPERATING REVENUES
FISCAL YEAR 2020/2021

ACCOUNT DESCRIPTION	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
ELECTRIC REVENUES					
Sales of Electric-Unbilled Readings	$ 94,065	$ (75,000)	$ -	$ -	-100.0%
Residential Lighting	12,862,264	12,204,000	12,414,640	12,414,640	1.7%
Residential Metering	4,556	2,000	5,000	5,000	150.0%
Commercial Lighting	5,050,419	5,031,000	4,927,440	4,927,440	-2.1%
Commercial Metering	13,361	7,000	13,340	13,340	90.6%
Power Pl(09)	1,952,875	1,958,000	1,896,300	1,896,300	-3.2%
Power Ph(10)	4,218,535	3,832,000	4,136,580	4,136,580	7.9%
High Voltage-Newstech	106,244	118,000	106,000	106,000	-10.2%
Dusk to Dawn	20,940	20,000	21,000	21,000	5.0%
Street Lighting	635,121	633,700	617,240	617,240	-2.6%
Traffic Lighting	22,428	21,000	21,000	21,000	0.0%
Reconnection Charges	88,065	100,000	88,000	88,000	-12.0%
Total Electric Revenues	**25,068,872**	**23,851,700**	**24,246,540**	**24,246,540**	**1.7%**
OTHER REVENUES					
Pole Rental/Attachment Fees	33,287	35,000	34,217	37,639	7.5%
Rents from Electric Properties	12,000	12,000	35,000	25,000	108.3%
Building Rental-CMG	40,200	41,400	41,400	41,400	0.0%
Rent Income - Sub-Station	3,403	3,403	3,403	3,403	0.0%
Late Fees	208,905	200,000	200,000	200,000	0.0%
Miscellaneous Electric Revenue	48,269	40,000	40,000	40,000	0.0%
Customer Reimbursed Overtime	2,241	5,000	6,000	5,000	0.0%
Scrap Sales	10,196	10,000	7,500	7,500	-25.0%
Recovery of Inventory	48,612	40,000	40,000	40,000	0.0%
Interconnection Application Fee	-	500	-	-	-100.0%
Insurance Reimbursements	7,131	50,000	50,000	50,000	0.0%
Recovery of Notes Receivable-F.U.F.	204,982	218,710	218,710	233,357	6.7%
Bad Check Charges	4,013	4,000	4,000	4,000	0.0%
Total Other Revenues	**623,239**	**660,013**	**680,230**	**687,299**	**4.1%**
Total Operating Revenues	**$ 25,692,111**	**$ 24,511,713**	**$ 24,926,770**	**$ 24,933,839**	**1.7%**

ELECTRIC FUND CAPITAL EXPENSES
FISCAL YEAR 2020/2021

ACCOUNT NO./DESCRIPTION	OUTLINE OF USE	JUSTIFICATION	COST
Electric Fund Vehicle Replacement-C0090 Replace fleet vehicles scheduled for replacement under the Vehicle Replacement Program.	Replace Fleet Vehicles	Replace deteriorating mobile equipment to improve safety for workers and to reduce service restoration time.	60,000
Telemetry Equipment-C0111 Construction of communication networks to facilitate transmission of data from installed devices in the Electric System.	Communication Equipment	Improve service, increase system reliability.	15,000
Security Improvements-C0178 Upgrade the aged building and site security systems.	Video Surveillance	Deter theft and/or vandalism of electric utility assets.	50,000
Wesel Boulevard Development-C0220 Provide electric service along Wesel Boulevard for the NorthPoint Development.	Infrastructure	Provide electric service to new customers within the service territory of the HLD.	192,000
System Reconductoring-C0259 Upgrade power in distribution lines.	Poles, Towers & Fixtures, Overhead Devices	Improve service and reliability.	50,000
SCADA System-C0441 Upgrade Current SCADA software and hardware.	Communication Equipment	Improve load monitoring and outage restoration.	5,000
Underground Replacement-C0540 Replace aging underground primary cable in various areas throughout HLD service territory identified by the feeder inspection program.	Replace Underground Cable	Replacing sections of aged primary cable will improve electric reliability in various developments and/or locations.	25,000
Building & Site Improvements-C0542 Improvements to HLD facility on East Baltimore Street.	Replace interior lighting in garage and stock room areas.	Cost avoidance, planned improvement, and improved service.	25,000
Streetlight Replacement-C0546 Replace direct buried streetlight circuit, obsolete fixtures, and non-standard poles.	Street Lighting	Unable to provide for replacement materials for uniformity. Existing cable is in poor condition.	10,000
Kilpatrick Woods-C0550 Provide electric power and service to Kilpatrick Woods, a new development between Marshall Street and Salem Avenue, east of I-81.	Infrastructure	Provide new electric service to lots as they develop.	225,500
A&E District Upgrades-C0591 Provide system upgrades and improvements to the Arts and Entertainment District in conjunction with City projects.	Infrastructure	Aesthetic improvements to the A&E District of Downtown Hagerstown.	3,500
Test Equipment-C0609 Procure/repair test equipment to improve maintenance programs and power quality for customers.	Station Equipment	Improve reliability of service.	25,000
Burhans Village-C0707 Proposed development connecting Burhans Boulevard and Mitchell Avenue requiring underground electric service.	Infrastructure	Provide electric service to new customers.	34,000

ELECTRIC FUND CAPITAL EXPENSES
FISCAL YEAR 2020/2021

ACCOUNT NO./DESCRIPTION	OUTLINE OF USE	JUSTIFICATION	COST
Substation Breaker Replacement-C0776 Replace aging breakers in substation to maintain reliability.	Replace substation breakers on maintenance cycle to reduce equipment failure.	Increase reliability of service.	60,000
Substation Upgrades-C0778 Increase electrical capacity and system improvements within substations.	Station Equipment	Increase reliability of service.	25,000
Spare Regulators-C0797 Purchase and/or refurbish voltage regulators and controllers for substations.	Station Equipment	Replace, refurbish, and repair sub-station voltage regulators as needed to maintain levels within limits mandated by the MD Public Service Commission.	60,000
Wildlife Protection-C0802 Purchase and install wildlife protection on substation equipment.	Station Equipment	Power outages caused by wildlife within the substations will be reduced and reliability will increase. There will also be a decrease in maintenance repair and/or replacement costs of damaged equipment caused by wildlife.	10,000
Feeder Coordination-C0833 Remove, relocate, replace, and/or adjust Circuit Breakers, Reclosers, Fuses, Switches, and Capacitors.	Poles, Towers & Fixtures, O/H Con-ductors & Devices, and Underground Conductors & Devices	Improve system reliability and power quality.	25,000
Circuit Upgrades-C0842 Construct final section of 34.5 kV subtransmission loop between substations.	Poles, Towers, & Fixtures, and O/H Conductors & Devices	Improve ability to switch load between substations improving service outage restoration times.	80,000
SUBTOTAL PROJECT EXPENSES			**$ 980,000**
5074001-5865 Computer Equipment	Computer Equipment	Replace as needed.	100
5085001-581001 General Plant - Structure	Administrative Building	Replace worn office furniture and computer equipment.	5,000
5085001-583002 Dist-Station Equipment	Costs of installation of station equip-ment including transformer banks, which are used for the purpose of changing the characteristics of electricity in connection with its distribution.	To upgrade existing substation facilities and to continue periodic replacement of aged equipment.	50,000
5085001-583004 Dist-Poles, Towers & Fixtures	Costs of installation of poles, towers, and fixtures used for supporting overhead distribution conductors and service wires.	To upgrade service to electrical customers and to continue periodic replacement of aged equipment.	80,000
5085001-583005 Dist-Overhead Conductors and Devices	Costs of installation of overhead conductors & devices for distribution purposes, including the installation of overhead primary cable, insulators, arrestors, switches and other line hardware.	To upgrade existing facilities and to continue periodic replacement of aged equipment.	50,000

ELECTRIC FUND CAPITAL EXPENSES
FISCAL YEAR 2020/2021

ACCOUNT NO./DESCRIPTION	OUTLINE OF USE	JUSTIFICATION	COST
5085001-583006 Dist-Underground Conduit	Costs of installation on underground conduit and tunnels used for housing distribution cables or wires.	To meet the need of electrical customers who are upgrading or installing new services.	10,000
5085001-583007 Dist-Underground Conductors and Devices	Costs of installation of underground conductors and devices used for distribution purposes.	To upgrade existing primary electrical wires and for the installation of new primary underground conductors to maintain the reliability of the distribution systems.	25,000
5085001-583008 Dist-Line Transformers	Costs of installation of overhead & underground distribution line transformers and voltage regulators for use in transforming electricity to the voltage at which it is to be used by the customer.	To meet the needs of electrical customers who are upgrading their services or building new homes and to replace aging units already in service.	125,000
5085001-583009 Dist-Services	Costs of installation of overhead & underground conductors leading from a point where wires leave the last pole of an overhead system, or if an underground system, the distribution box of manholes.	To meet the needs of electrical customers who are upgrading their services and building new homes.	50,000
5085001-583010 Dist-Meters	Costs of installation of meters or devices for use in measuring the electricity delivered to users.	To meet the needs of electrical customers who are upgrading their services and building new homes and to replace obsolete meters currently in the system, as required by the Maryland Public Service Commission.	20,000
5085001-583013 Dist-Street & Signal Lighting	Costs of installation of equipment used wholly for public streets.	To provide adequate street lighting for City residents.	70,000
5085001-583014 Tools, Shop & Garage Equipment	Cost of tools, implements, and equipment used in construction, repair work, general shops and garages.	To maintain and provide miscellaneous improvements to utility construction equipment and facilities.	15,000
5085001-5860 General Plant - Office Furniture, Fixtures, & Equipment	Administrative Building	Replace worn office furniture and computer equipment.	10,000
5085001-5867 Communication Equipment	Costs of installation of telephone and wireless equipment for general use in connection with utility operations.	To maintain Supervisory Control and Data Control (SCADA), radio communication, telephone service, etc.	2,500
TOTAL CAPITAL OUTLAY			**$ 1,492,600**

DEPARTMENT / PROGRAM OVERVIEW

The Mission of the Utilities Department is to enhance the quality of life in our community by providing reliable, competitively priced utility services through skilled, safety-oriented and customer focused employees. The success of our organization depends on teamwork, professionalism, and overall excellence achieved through our commitment to our core values. Customer and employee communication, cooperation, innovation, and integrity in each process we perform are keystones to the success of the Department. The Utilities Department is responsible for the management of public utilities (Electric, Wastewater, and Water) collectively serving a population of nearly 88,000 customers. The Department is responsible for all billing operations, collection of revenue, and the oversight of all operating and capital expenses.

DEPARTMENT / PROGRAM OBJECTIVES

• The Water Division supports the Mayor and Council's Goals and Priorities through the Division's assistance to all City Departments in the realization of all applicable objectives. As part of the Public Facilities and Infrastructure goals to establish and maintain quality services and infrastructure that supports residents and businesses in a cost effective manner, the Water Division continues to work with Hazen and Sawyer to ensure the long-term viability of the Edgemont Reservoir and the W.M. Breichner Plant. Staff supports the Mayor and Council's core values regarding Health, Safety, and Welfare and, as such, continues to make improvements to the Water System that are consistent with both the Water Master Plan and the Capital Improvement Plan to ensure compliance with all Federal and State regulatory programs and requirements identified in the Safe Drinking Water Act and Clean Water Act.

• The Water Division is responsible for the treatment and distribution of 10.0 MGD (2018 average daily demand) of potable water to all City residents and surrounding communities in Washington County. The water system is comprised of approximately 425 miles of water mains, the R.C. Willson and W.M. Breichner treatment plants, four pumping stations, and eight water storage tanks. The Division has undergone many improvements which include the improvements to system potable water storage, electrical and treatment, and piping upgrades at R.C. Willson and numerous water distribution main replacements. These improvements help ensure a reliable cost effective water supply to all customers served by the City of Hagerstown.

• To further assist in our financial commitment to our customers, the Division applied for and has been awarded grants for planned projects to include the replacement of the Traveling Screens at R.C. Willson Water Treatment Plant, storage tank mixing systems, and new pumps at two pump stations. The Water Fund has submitted a request for additional MDE funding for repairs to the Edgemont Reservoir to address ongoing seepage concerns. Funding will be requested for the W.M. Breichner Plant for compliance with the LT2ESWTR and Stage 2 DBPR once work is underway at Edgemont. Water Distribution will continue the Leak Detection Program to meet MDE water loss reduction plan requirements. The Department will continue to test all large commercial/industrial meters annually. The Water Division will continue with system rehabilitation and main replacement projects through the leak detection program, hydrant and valve program, and through coordinated efforts with the City/County/State roadway rehabilitation projects. Capital Project Improvement Planning assists greatly in reducing system operational issues related to water main and equipment failures.

PERFORMANCE INDICATORS

	2018/19	2019/20	2020/21
Number of Inside City Customers	**13,422**	**13,450**	**13,600**
Number of Outside City Customers	**16,329**	**16,500**	**16,750**
Million Gallons Produced	**3,904**	**3,623**	**3,779**
Million Gallons Accounted For	**3,553**	**3,199**	**3,407**
Percentage of Unaccounted for Water	**9.0%**	**11.7%**	**9.8%**
Number of Funded Employees	**50.02**	**50.36**	**48.67**
Number of Customers Served per Employee	**595**	**595**	**624**

EXPENDITURE AND REVENUE SUMMARY

	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
EXPENDITURES BY TYPE					
Salary and Wages	$ 2,789,752	$ 3,017,810	$ 3,012,639	$ 2,964,078	-1.8%
Benefits	1,836,601	1,364,166	1,355,039	1,419,323	4.0%
Overtime	131,888	136,500	153,600	179,200	31.3%
Personnel Subtotal	**4,758,241**	**4,518,476**	**4,521,278**	**4,562,601**	**1.0%**
Contractual Services	511,868	465,797	511,002	866,543	86.0%
Operating Expenditures	3,122,855	3,295,339	3,214,008	3,455,997	4.9%
Operating Cap Exp (Cap Outlay)	38,775	60,750	58,800	72,000	18.5%
Other General Expenses	3,816,779	4,202,159	4,255,633	4,415,125	5.1%
Operating Subtotal	**7,490,277**	**8,024,045**	**8,039,443**	**8,809,665**	**9.8%**
Total Expenditures	**$ 12,248,518**	**$ 12,542,521**	**$ 12,560,720**	**$ 13,372,267**	**6.6%**
REVENUES BY TYPE					
Departmental Revenue	14,189,176	12,601,881	12,909,552	13,425,823	6.5%
Total Revenues	**$ 14,189,176**	**$ 12,601,881**	**$ 12,909,552**	**$ 13,425,823**	**6.5%**
Expenditures, net of Revenues	**$ (1,940,658)**	**$ (59,360)**	**$ (348,832)**	**$ (53,556)**	**-9.8%**

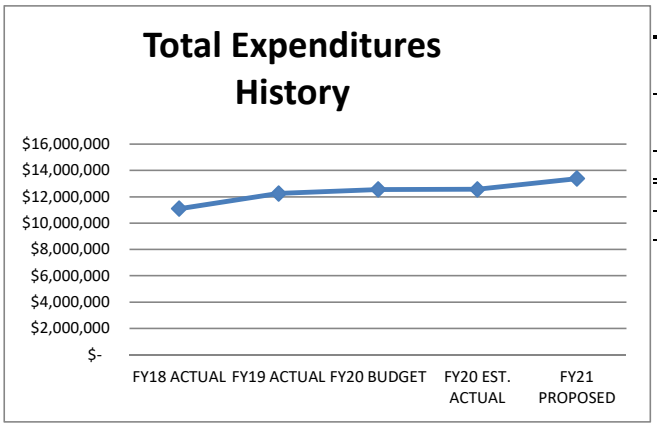
BUDGET HIGHLIGHTS AND SIGNIFICANT CHANGES

Adopted FY20 to Estimated Actual FY20

Overall, total expenditures for FY20 estimated actual are expected to increase by $18.2K or 0.1%. The Water Division has reduced staff and currently has 4 positions unfunded in FY20. Vehicle replacement purchases are limited and based on repair cost versus replacement cost. All external seminars and non-certification training are monitored for consistency with programmatic needs. Total operating revenues for FY20 estimated actual is anticipated to be $307.7K or 2.4% higher than FY20 budget. The Water Division utilizes common sense approaches related to energy consumption, chemical usage, and employee sharing in an effort to realize growth in retained earnings.

Adopted FY20 to Proposed FY21

In total, personnel costs for FY21 budget are expected to be $44.1K or 1.0% higher than FY20 budget as a result of benefit and overtime increases. Total operating expenditures are projected to increase by $15.4K or 9.8%. The Water Division continues to work with MDE to secure low interest State Revolving Loans and Drinking Water Grant Funds in an effort to ensure compliance with mandated regulatory requirements. Staff will continue to work with Municipal Financial Services to maintain the integrity of the Rate Model.



STAFFING SUMMARY

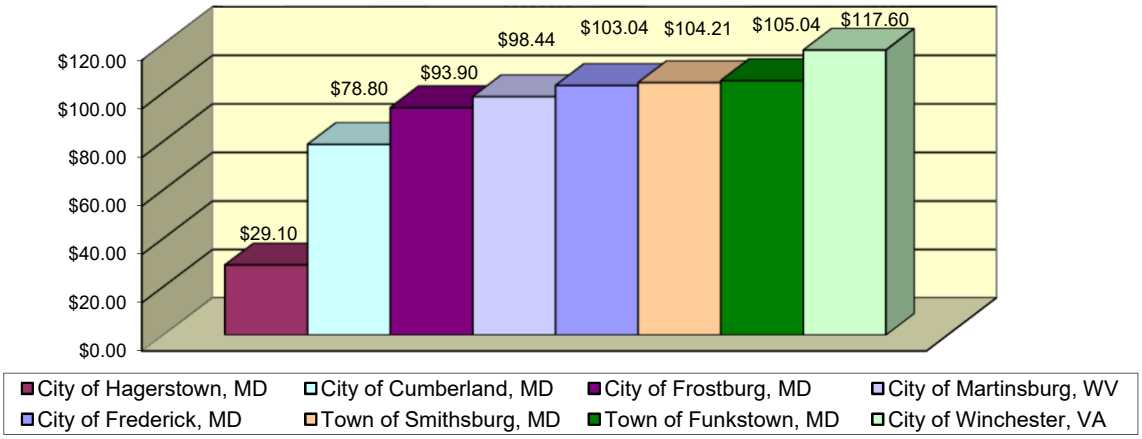
	FY19	FY20 Bud	FY20 Est Act	FY21
Full time	50.02	50.36	50.36	48.67
Seasonal	3.00	4.00	4.00	2.00
Staffing Total	53.02	54.36	54.36	50.67
Unfunded positions	4.00	4.00	4.00	4.00

The Division will continue to monitor operational costs and revenue through FY21 and beyond by the managing of the financial operations and insuring that our recently updated rate model is followed.

WATER FUND - COMPARATIVE INCOME STATEMENT
FISCAL YEAR 2020/2021

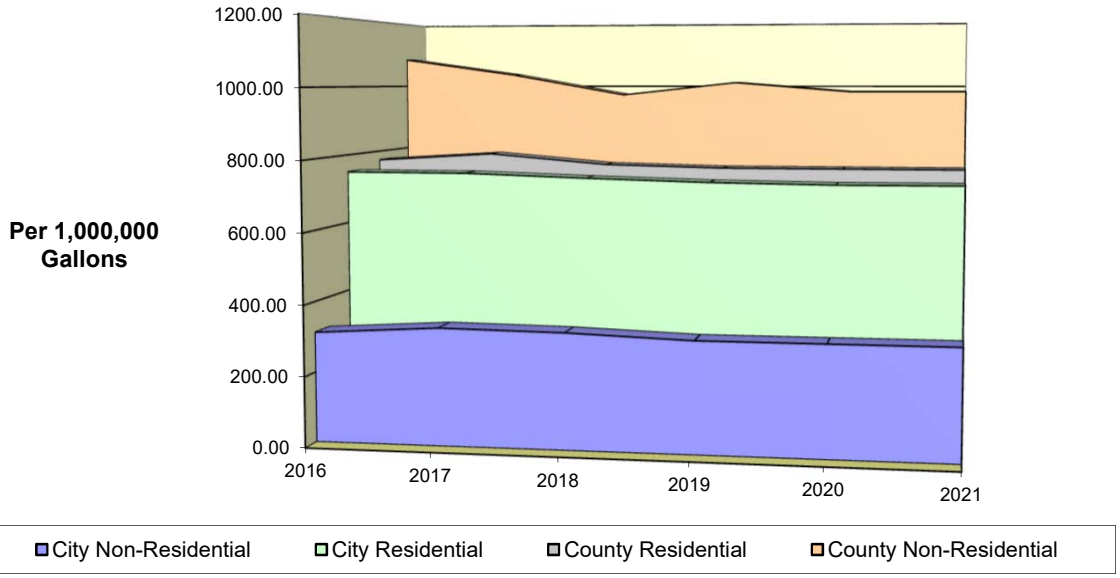
ACCOUNT DESCRIPTION	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 PROPOSED
OPERATING REVENUES					
Service Charges	$ 10,985,985	$ 11,143,680	$ 11,067,000	$ 11,358,000	1.9%
Other Revenues	961,340	816,820	833,699	871,149	6.7%
Total Operating Revenues	**11,947,325**	**11,960,500**	**11,900,699**	**12,229,149**	**2.2%**
OPERATING EXPENSES					
Source of Supply	44,921	35,500	49,200	53,300	50.1%
Pumping & Water Treatment	3,205,032	3,418,027	3,345,212	3,782,642	10.7%
Transmission & Distribution	2,154,104	2,234,579	2,342,101	2,395,501	7.2%
Selling,General & Administrative	3,028,394	2,652,706	2,574,833	2,726,149	2.8%
Depreciation	3,329,350	3,635,000	3,723,000	3,938,000	8.3%
Total Operating Expenses	**11,761,801**	**11,975,812**	**12,034,346**	**12,895,592**	**7.7%**
Operating Income (Loss)	**185,524**	**(15,312)**	**(133,647)**	**(666,443)**	**4252.4%**
NON-OPERATING REVENUES (EXPENSES)					
Interest Earned	98,135	30,300	47,000	40,000	32.0%
Premium on Bonds	10,602	4,440	4,440	4,172	-6.0%
Interest/Bond Issuance Expense	(482,717)	(508,584)	(468,249)	(447,425)	-12.0%
Gain (Loss) on Capital Assets	43,271	10,000	10,700	10,000	0.0%
Total Other Income (Expense)	**(330,709)**	**(463,844)**	**(406,109)**	**(393,253)**	**-15.2%**
Income Before Contribs. & Transfers	**(145,185)**	**(479,156)**	**(539,756)**	**(1,059,696)**	**121.2%**
TRANSFERS FROM (TO) OTHER FUNDS					
Transfers to Capital Improvements Fund	(4,000)	(58,125)	(58,125)	(29,250)	-49.7%
Transfers from Health Insurance Fund	85,553	94,513	94,513	40,302	-57.4%
Total Transfers From (To) Funds	**81,553**	**36,388**	**36,388**	**11,052**	**-69.6%**
CAPITAL CONTRIBUTIONS					
Water Benefit Charges	599,462	502,128	502,200	752,200	49.8%
Grants in Aid of Construction	428,742	-	-	-	0.0%
Developer Contributions	976,086	-	350,000	350,000	100.0%
Total Capital Contributions	**2,004,290**	**502,128**	**852,200**	**1,102,200**	**119.5%**
Increase (Decrease) in Retained Earnings	**1,940,658**	**59,360**	**348,832**	**53,556**	**-9.8%**
Add Back Depreciation	3,329,350	3,635,000	3,723,000	3,938,000	8.3%
Capital Outlay/Fixed Assets	(6,104,305)	(3,495,000)	(3,854,000)	(4,345,000)	24.3%
Repayment of Principal on Debt	(1,773,088)	(1,755,569)	(1,755,569)	(1,788,379)	1.9%
Non-Cash Developer Contributions	(976,086)	-	(350,000)	(350,000)	100.0%
Changes in Working Capital	2,065,333	-	-	-	0.0%
Bond Proceeds	931,066	1,675,000	-	1,700,000	1.5%
Net Sources (Uses) of Cash	**$ (587,072)**	**$ 118,791**	**$ (1,887,737)**	**$ (791,823)**	**-766.6%**
Beginning Fund Balance	**$ 86,430,031**	**$ 88,370,689**	**$ 88,370,689**	**$ 88,719,521**	**0.4%**
Ending Fund Balance	**$ 88,370,689**	**$ 88,430,049**	**$ 88,719,521**	**$ 88,773,077**	**0.4%**

SERVICE CHARGE COMPARISON AS OF FEBRUARY 2020
(Rates presented are strictly City)



The service charge comparison shows that the quarterly charges for a typical water customer is significantly less expensive in Hagerstown than any other comparable utility in the region. A typical water customer is defined as a City resident using 13,000 gallons of water per quarter.

WATER CONSUMPTION FROM 2016 - 2021



The water consumption comparison reflects a similar usage rate among City and County Residential consumers. For Non-Residential consumers, the chart reflects that County Non-Residential customers consume a significant amount more than City Non-Residential consumers.

WATER FUND - PROPOSED OPERATING REVENUES
FISCAL YEAR 2020/2021

ACCOUNT DESCRIPTION	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
WATER SERVICES					
Metered Sales-Unbilled	$ 95,830	$ -	$ -	$ -	0.0%
Water Fixed Charge - City	554,777	558,960	573,000	593,000	6.1%
Water Fixed Charge - County	2,089,301	2,122,620	2,160,000	2,232,000	5.2%
Metered City Water	1,679,822	1,774,000	1,721,000	1,773,000	-0.1%
Metered County Water	6,517,213	6,636,000	6,571,000	6,718,000	1.2%
Reconnection Charges	46,042	50,000	40,000	40,000	-20.0%
Bad Check Charges	3,000	2,100	2,000	2,000	-4.8%
Total Service Charges	**10,985,985**	**11,143,680**	**11,067,000**	**11,358,000**	**1.9%**
OTHER REVENUES					
Contracted Services	17,999	40,000	20,000	20,000	-50.0%
Water Service Application Fee	24,475	20,000	20,000	25,000	25.0%
Water Transfer Fee	55,740	45,000	50,000	50,000	11.1%
W.C.S.D. Consumption Data Service	65,443	60,000	66,000	66,000	10.0%
Review/Inspection Fee	39,495	20,000	20,000	20,000	0.0%
Insurance Reimbursements	2,109	-	2,500	2,500	100.0%
Rent-City Employees	26,400	20,620	26,400	26,400	28.0%
Late Fees	122,588	125,000	120,000	120,000	-4.0%
Miscellaneous Other Revenues	78,789	32,000	28,000	28,000	-12.5%
County Debt Service Surcharge	21,373	21,200	21,300	21,750	2.6%
Cell Tower Rent	11,500	10,000	11,499	11,499	15.0%
Fire Protection	164,565	168,000	168,000	175,000	4.2%
Plumbing	324,885	250,000	275,000	300,000	20.0%
Net Gain/Loss-Scrap Sales	5,979	5,000	5,000	5,000	0.0%
Total Other Revenues	**961,340**	**816,820**	**833,699**	**871,149**	**6.7%**
Total Operating Revenues	**$ 11,947,325**	**$ 11,960,500**	**$ 11,900,699**	**$ 12,229,149**	**2.2%**

WATER FUND CAPITAL EXPENSES
FISCAL YEAR 2020/2021

ACCOUNT NO./DESCRIPTION	OUTLINE OF USE	JUSTIFICATION	COST
Water Fund Vehicles-C0117 Replace 2005 #208 Truck ($85,000), 2009 #211 Dump Truck ($100,000), Pump Station Generator ($75,000)	Vehicle Replacement	Replace units - reduced maintenance costs anticipated.	260,000
RC Willson WTP Improvements-C0166 Various plant improvements each year for equipment replacement to include pumps, motors, communi-cation equipment, etc.	Equipment	Improve service and increase system reliability.	615,000
Willson Transmission Mains-C0167 Emergency valve replacement.	Transmission/ Distribution	Replace deteriorated infrastructure to increase reliability.	220,000
Edgemont Reservoir Improvements-C0168 Continue to monitor reservoir and make required MDE Improvements, complete study and begin design.	Land Improvements	Improve system and increase reliability.	1,650,000
Risk and Resiliency/Security-C0322 Improve the security of the the SCADA systems, communication systems, water plants, and pump stations.	Security	An EPA mandate requires a "Risk and Resiliency Assessment" to determine areas of vulnerability.	50,000
Zone 3 Standpipe-C0323 Hydraulic analysis of Zone 3.	Infrastructure	Planned improvement to enhance reliability.	25,000
Breichner WTP Improvements-C0405 Plant upgrades will be a result of the implementation of existing and proposed Safe Drinking Water Act requirements as well as Clean Water Act require-ments.	Equipment	Replace and/or upgrade aging equipment to achieve compliance and to continue to ensure a back-up water supply.	120,000
Administrative & Eng. Equipment-C0648 Upgrade computer equipment and info-water program.	Computer Equipment & Software	Replace and/or upgrade engineering computer hardware and software.	10,000
Pump Station Improvements-C0651 Various pump station improvements.	Infrastructure	Replace and/or upgrade deteriorating infrastructure to improve reliability.	95,000

WATER FUND CAPITAL EXPENSES
FISCAL YEAR 2020/2021

ACCOUNT NO./DESCRIPTION	OUTLINE OF USE	JUSTIFICATION	COST
Distribution Services-C0653 Continue the fire line metering program which will include the evaluation of unmetered fire lines and installation of a fire meter.	Meter Replacement	Replace aging equipment to ensure water and sewer rates are an accurate reflection of the required revenue.	425,000
Distribution System Rehabilitation-C0709 Continue the leak detection program and replace aging infrastructure throughout the Distribution System.	Infrastructure	Replace deteriorating infra-structure, improve safety for workers, and improve customer service.	650,000
Water SCADA System-C0820 Maintain SCADA to ensure treatment efficiencies.	Equipment	Replace and/or upgrade aging equipment.	225,000
SUBTOTAL PROJECT EXPENSES			**$ 4,345,000**
5270501-5833 Laboratory Equipment-Willson	Laboratory Equipment	Maintain laboratory equipment.	5,000
5270501-5839 Portable Tools/Equipment-Willson	Portable Tools and Equipment	Replace portable tools and equipment as needed.	3,000
5270501-5861 Desks-Chairs-and Tables-Willson	Desks, Chairs, Tables	To replace office furniture as needed.	500
5270501-5865 Computer Equipment-Willson	Computer Equipment	Replace worn equipment as needed.	2,500
5270501-5867 Communication Equipment-Willson	Communication Equipment	To replace communication equipment as needed.	4,000
5270502-5825 Residential Buildings-Pump Stations	Park Ave. Office - Facility Maintenance	Routine facility maintenance required.	1,000
5270502-5833 Laboratory Equipment-Pump Stations	Laboratory Equipment	Replace laboratory equipment.	2,000

WATER FUND CAPITAL EXPENSES
FISCAL YEAR 2020/2021

ACCOUNT NO./DESCRIPTION	OUTLINE OF USE	JUSTIFICATION	COST
5270502-5861 Desks-Chairs-Tables-Pump Stations	Desks, Chairs, Tables	To replace office furniture as needed.	500
5270502-5865 Computer Equipment-Pump Stations	Computer Equipment	Replace worn equipment as needed.	4,000
5270502-5867 Communication Equipment-Pump Stations	Communication Equipment	To replace communication equipment as needed.	3,000
5270503-5861 Desks-Chairs-and Tables-Laboratory	Desks, Chairs, Tables	To replace office furniture as needed.	500
5270503-5865 Computer Equipment-Laboratory	Computer Equipment	Replace worn equipment as needed.	500
5271001-5825 Residential Buildings-Source of Supply	Maintain Residential/ Rental Properties	Rental property maintenance (3 properties).	5,000
5271001-5865 Computer Equipment-Source of Supply	Computer Equipment	Replace worn equipment as needed.	1,500
5272501-5836 Traffic Lights-Signs-Etc.-Distribution	Traffic Control Equipment	Replace traffic control equipment (signs, light bar, etc.).	2,500
5272501-5839 Portable Tools/Equipment-Distribution	Portable Tools and Equipment	Replace portable tools and equipment as needed.	12,000
5272501-5855 Portable Equipment-Distribution	Portable Tools and Equipment	Replace portable tools and equipment as needed.	2,500
5272501-5861 Desks-Chairs-and Tables-Distribution	Desks, Chairs, Tables	To replace office furniture as needed.	2,000

WATER FUND CAPITAL EXPENSES
FISCAL YEAR 2020/2021

ACCOUNT NO./DESCRIPTION	OUTLINE OF USE	JUSTIFICATION	COST
5272501-5865 Computer Equipment-Distribution	Computer Equipment	Replace worn equipment as needed.	4,000
5272501-5867 Communication Equipment-Distribution	Communication Equipment	To replace communication equipment as needed.	1,000
5274001-5861 Desks-Chairs and Tables-Admin & General	Desks, Chairs, Tables	To replace office furniture as needed.	5,000
5274001-5865 Computer Equipment-Admin & General	Computer Equipment	Replace worn equipment as needed.	5,000
5274502-5861 Desks-Chairs and Tables-Customer Accounts	Desks, Chairs, Tables	To replace office furniture as needed.	500
5274502-5865 Computer Equipment-Customer Accounts	Computer Equipment	Replace worn equipment as needed.	3,000
5274502-5867 Communication Equipment-Customer Accounts	Communication Equipment	To replace communication equipment as needed.	1,500
TOTAL CAPITAL OUTLAY			**$ 4,417,000**

DEPARTMENT / PROGRAM OVERVIEW

The Mission of the Utilities Department is to enhance the quality of life in our community by providing reliable, competitively priced utility services through skilled, safety-oriented, and customer focused employees. The success of our organization depends on teamwork, professionalism, and overall excellence achieved through our commitment to our core values. Customer and employee communication, cooperation, innovation, and integrity in each process we perform are keystones to the success of the department. The Utilities Department is responsible for the management of public utilities (Electric, Wastewater, and Water) collectively serving a population of nearly 88,000 customers. The Department is responsible for all billing operations, collection of revenue, and the oversight of all operating and capital expenses.

DEPARTMENT / PROGRAM OBJECTIVES

• The Wastewater Division supports the Mayor and Council's Strategic Plan through the Division's assistance to all City Departments in the realization of all applicable objectives. As part of the City's approved Strategic Plan, Focus Area "A Safe and Healthy Community," Wastewater continues the successful operation of the Enhanced Nutrient Removal components of the wastewater treatment plant in order to achieve the highest quality effluent that available technology can provide.

• The Wastewater Division is responsible to the conveyance and treatment of an average of 7.56 MG per day of wastewater for calendar year 2019. The WWTP is currently permitted to treat an average daily flow of 8.0 MGD. The collection system is comprised of over 157 miles of gravity sewer, 23 wastewater pumping stations, 8.24 miles of forcemain, 330 Grinder Pumps, and approximately 4.68 miles of Low Pressure Sewer. The infrastructure ensures that all customers served by the City of Hagerstown receive consistently reliable service. The Division is currently working with Synagro to upgrade the sludge handling facilities at the Wastewater Treatment Plant. Phase One of that project addressed the need for redundant facilities to store and thicken sludge prior to being transferred to the Pelletizing Facility. Phase Two will address the upgrade and/or replacement of equipment within the Pelletizing Facility. Improvements to the Pelletizing Facility will ensure that the City, in conjunction with its contractor Synagro, will continue to provide a high quality service that is cost effective. Staff continues to refine our processes as they relate to the Enhanced Nutrient Removal (ENR) initiatives at our Wastewater Treatment Plant (WWTP) and we have been awarded $240,000 from our 2019 Operations and Maintenance Grant submission.

• The City is investing approximately $10.5 million to upgrade the sludge thickening, storage, and pelletizing facilities at the Wastewater Treatment Plant. These facilities were originally constructed in the early 1980's and are in need of replacement. The Division entered into a 10 year contract extension with Synagro, who will perform the work of designing, procuring, and constructing needed major capital improvements to the Facility, including immediate capital improvements and subsequent capital improvements throughout the contract term. In FY19 the City completed over $600,000 of improvements to reduce and eliminate Inflow and Infiltration (I&I) from our wastewater collection systems which included $300,000 of matching grant funds from the MDE. Large portions of our wastewater collection systems were constructed in the early 1900's and require major rehabilitation to extend the life of the system for years to come. In order to manage our long-term debt, the division will only accept grant funding for the I&I project.

PERFORMANCE INDICATORS

	2018/19	2019/20	2020/21
Number of Inside City Customers	**13,157**	**13,200**	**13,300**
Number of Outside City Customers	**6,797**	**6,800**	**6,800**
Annual Million Gallons/Day Treated	**6.48**	**9.55**	**7.56**
Inflow/Infiltration Million Gallons/Day Treated	**2.31**	**3.35**	**2.60**
Available Allocation in Thousand Gallons (carryover)	**798**	**798**	**1,130**
Number of Funded Employees	**46.76**	**46.56**	**46.95**
Number of Customers Served per Employee	**425**	**426**	**432**

EXPENDITURE AND REVENUE SUMMARY

	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
EXPENDITURES BY TYPE					
Salary and Wages	$ 2,765,472	$ 2,876,082	$ 2,783,169	$ 2,821,486	-1.9%
Benefits	1,627,713	1,404,840	1,415,532	1,418,937	1.0%
Overtime	103,383	92,500	90,500	87,500	-5.4%
Personnel Subtotal	**4,496,569**	**4,373,422**	**4,289,201**	**4,327,923**	**-1.0%**
Contractual Services	1,700,853	1,698,441	1,703,179	2,013,343	18.5%
Operating Expenditures	4,368,087	4,115,977	4,067,916	4,393,914	6.8%
Operating Cap Exp (Cap Outlay)	16,699	12,300	16,100	20,100	63.4%
Other General Expenses	3,504,511	4,054,575	3,503,851	4,000,669	-1.3%
Operating Subtotal	**9,590,150**	**9,881,293**	**9,291,046**	**10,428,026**	**5.5%**
Total Expenditures	**$ 14,086,718**	**$ 14,254,715**	**$ 13,580,247**	**$ 14,755,949**	**3.5%**
REVENUES BY TYPE					
Departmental Revenue	15,413,931	14,966,581	14,880,962	15,863,399	6.0%
Total Revenues	**$ 15,413,931**	**$ 14,966,581**	**$ 14,880,962**	**$ 15,863,399**	**6.0%**
Expenditures, net of Revenues	**$ (1,327,213)**	**$ (711,866)**	**$ (1,300,715)**	**$ (1,107,450)**	**55.6%**

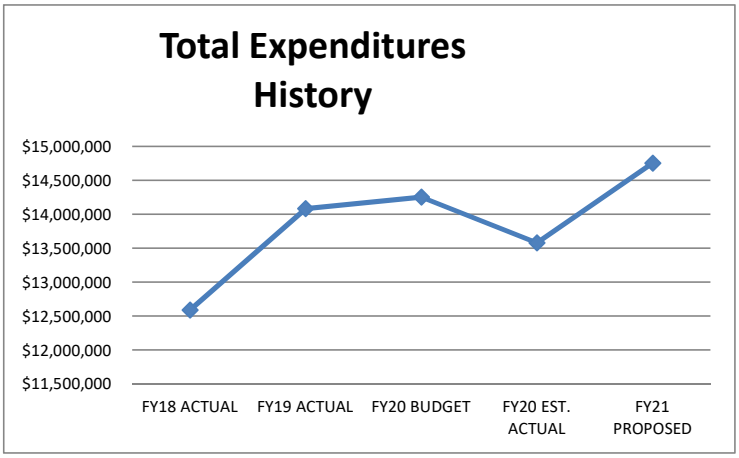
BUDGET HIGHLIGHTS AND SIGNIFICANT CHANGES

Adopted FY20 to Estimated Actual FY20

Total personnel expenditures are expected to be below budget in FY20 by 1.9% or $84.2K. The Wastewater Division continues to carry 2 positions unfunded in the Collection System for FY20. All external seminars and non-certification training continue to be monitored. Capital improvement projects have decreased from $8.6M budgeted in FY20 to $7.8M estimated in FY20. The Wastewater Division utilizes common sense approaches related to energy consumption, chemical usage, employee sharing, vehicle re-utilization, etc.

Adopted FY20 to Proposed FY21

Total personnel expenditures reflect a decrease of approximately 1.0% or $45.5K from FY20 budget to FY21 budget. In total, operating expenses are projected to increase by 5.5% or $546.7K due to an increase in engineering fees, office allocations, and meter reading allocations. Staff submitted our annual funding request to the MDE for the ENR Operation and Maintenance Grant which has been awarded POTW's that have been upgraded to provide Enhanced Nutrient Removal. The CIP for the Wastewater Division began upgrading the Sludge Handling Facilities in 2015 and has budgeted $10.5 Million to complete the upgrade of the Sludge Thickening, Storage and Pelletizing Facilities.



STAFFING SUMMARY

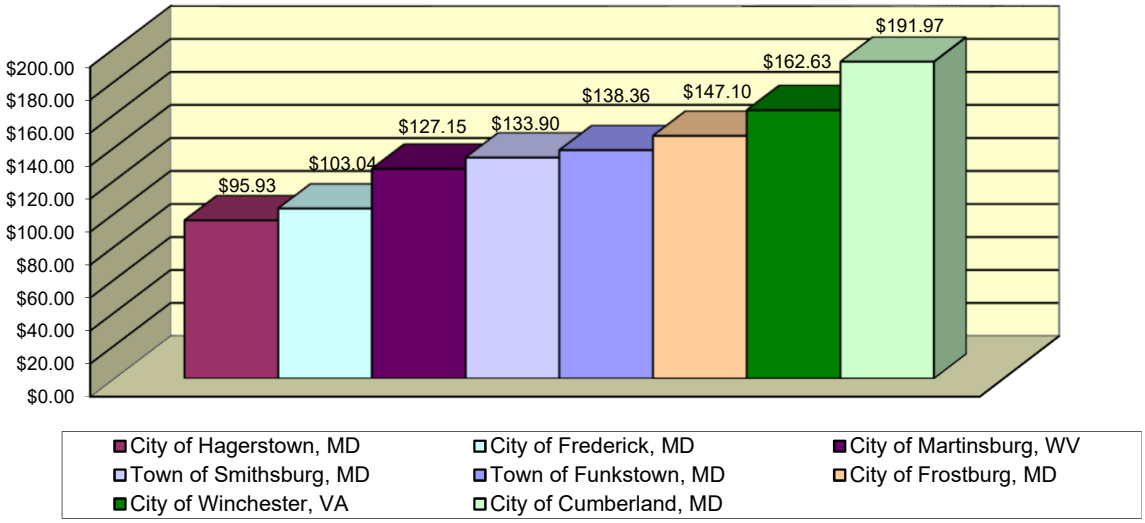
	FY19	FY20 Bud	FY20 Est Act	FY21
Full time	46.76	46.56	46.56	46.95
Staffing Total	46.76	46.56	46.56	46.95
Unfunded positions	2.00	2.00	2.00	2.00

The Division will continue to monitor operational costs and revenue through FY21 and beyond by the managing of financial operations and insuring that our recently updated rate model is followed.

WASTEWATER FUND - COMPARATIVE INCOME STATEMENT
FISCAL YEAR 2020/2021

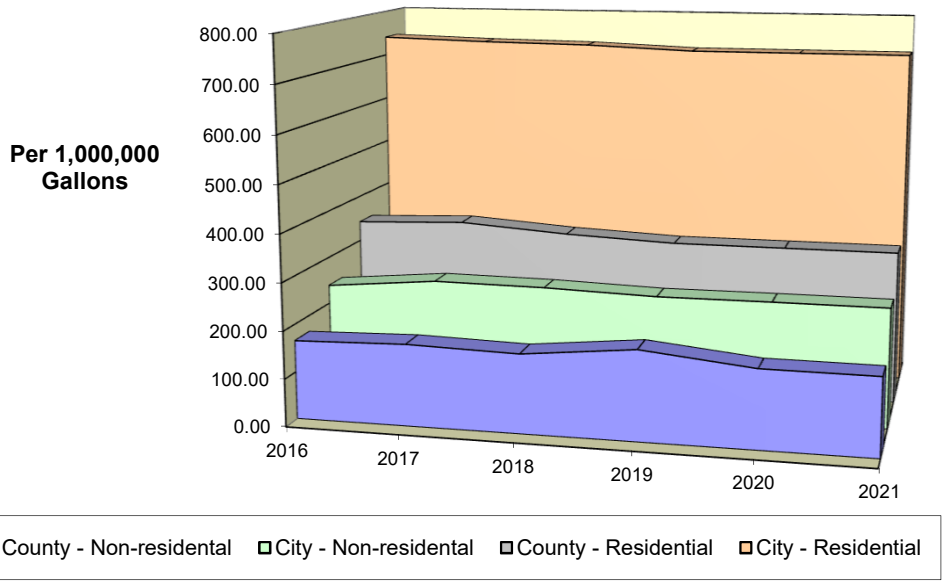
ACCOUNT DESCRIPTION	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
OPERATING REVENUES					
Service Charges	$ 13,233,996	$ 13,320,500	$13,385,000	$ 13,630,000	2.3%
Other Revenues	795,741	330,965	362,371	362,376	9.5%
Operating Revenues	**14,029,737**	**13,651,465**	**13,747,371**	**13,992,376**	**2.5%**
Grant Operating Revenue	**240,000**	**240,000**	**240,000**	**240,000**	**0.0%**
OPERATING EXPENSES					
Plant Expenses	5,229,203	4,990,522	4,883,740	5,098,122	2.2%
Laboratory Expenses	270,147	302,219	286,665	273,525	-9.5%
Collections	1,513,940	1,559,806	1,502,085	1,531,235	-1.8%
Selling, General & Administrative	3,568,917	3,347,593	3,403,906	3,852,398	15.1%
Depreciation	3,152,799	3,550,000	3,107,000	3,546,000	-0.1%
Total Operating Expenses	**13,735,005**	**13,750,140**	**13,183,396**	**14,301,280**	**4.0%**
Operating Income (Loss)	**534,732**	**141,325**	**803,975**	**(68,904)**	**-148.8%**
NON-OPERATING REVENUES (EXPENSES)					
Interest Earned	111,368	40,000	40,000	40,000	0.0%
Premium on Bonds	8,888	4,274	4,274	4,073	-4.7%
Interest/Bond Issuance Expense	(347,712)	(446,450)	(338,726)	(437,919)	-1.9%
Gain (Loss) on Sale of Capital Assets	14,764	1,000	19,475	1,000	0.0%
Total Other Income (Expense)	**(212,693)**	**(401,176)**	**(274,977)**	**(392,846)**	**-2.1%**
Income before Contribs. & Transfers	**322,039**	**(259,851)**	**528,998**	**(461,750)**	**77.7%**
TRANSFERS FROM (TO) OTHER FUNDS					
Transfers to Capital Improvements Fund	(4,000)	(58,125)	(58,125)	(16,750)	-71.2%
Transfers from Health Insurance Fund	76,312	79,842	79,842	35,950	-55.0%
Total Transfers From (To) Funds	**72,312**	**21,717**	**21,717**	**19,200**	**-11.6%**
CAPITAL CONTRIBUTIONS					
Benefit Charges	534,375	450,000	500,000	600,000	33.3%
Grants in Aid of Construction	81,454	-	-	700,000	100.0%
Developers Contributions	317,033	500,000	250,000	250,000	-50.0%
Total Capital Contributions	**932,862**	**950,000**	**750,000**	**1,550,000**	**63.2%**
Increase (Decrease) in Retained Earnings	**1,327,213**	**711,866**	**1,300,715**	**1,107,450**	**55.6%**
Add Back Depreciation	3,152,799	3,550,000	3,107,000	3,546,000	-0.1%
Capital Outlay/Fixed Assets	(6,162,992)	(8,612,000)	(7,815,000)	(5,985,000)	-30.5%
Repayment of Principal on Debt	(1,813,716)	(1,844,892)	(1,844,891)	(1,714,966)	-7.0%
Non-Cash Capital Contributions	(317,033)	(500,000)	(250,000)	(250,000)	-50.0%
Changes in Working Capital	2,919,292	-	-	-	0.0%
Bond Proceeds	-	6,680,000	-	8,105,000	21.3%
Net Sources (Uses) of Cash	**$ (894,437)**	**$ (15,026)**	**$ (5,502,176)**	**$ 4,808,484**	**-32101.1%**
Beginning Fund Balance	**$ 49,699,368**	**$ 51,026,581**	**$51,026,581**	**$ 52,327,296**	**2.5%**
Ending Fund Balance	**$ 51,026,581**	**$ 51,738,447**	**$52,327,296**	**$ 53,434,746**	**3.3%**

SERVICE CHARGE COMPARISON AS OF FEBRUARY 2020
(Rates presented are strictly City)



The service charge comparison shows the quarterly charges for a typical wastewater customer is less expensive in Hagerstown than any other comparable utility in the region. A typical wastewater customer is defined as a City resident with a usage of 13,000 gallons per quarter.

WASTEWATER CONSUMPTION FROM 2016 - 2021



The chart reflects a slight decline in Residential City customers since 2016.

WASTEWATER FUND - PROPOSED OPERATING REVENUES
FISCAL YEAR 2020/2021

ACCOUNT DESCRIPTION	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
WASTEWATER SERVICES					
Fixed Service Charge - City	$ 1,694,245	$ 1,718,000	$ 1,738,000	$ 1,772,000	3.1%
Fixed Service Charge - County	744,676	755,500	762,000	776,000	2.7%
Fixed Service Charge - Joint Service	750,030	761,000	767,000	782,000	2.8%
Service Charges-Unbilled	98,139	-	200,000	200,000	100.0%
Metered City Wastewater	5,364,176	5,542,000	5,469,000	5,576,000	0.6%
Metered County Wastewater	2,788,510	2,667,000	2,638,000	2,692,000	0.9%
Metered Joint Service Wastewater	1,688,368	1,771,000	1,705,000	1,726,000	-2.5%
Low-Pressure System Charge	105,853	106,000	106,000	106,000	0.0%
Total Service Charges	**13,233,996**	**13,320,500**	**13,385,000**	**13,630,000**	**2.3%**
OTHER REVENUES					
Wastewater Application Fees	4,050	2,000	2,500	2,500	25.0%
Wastewater Connection Charges	2,400	2,400	2,400	2,400	0.0%
Review/Inspection Fee	6,328	500	-	-	-100.0%
Industrial Permit Maintenance Fee	7,250	5,500	5,500	5,500	0.0%
Reimbursements	6,853	-	3,400	3,000	100.0%
Industrial Surcharges	157,927	100,000	125,000	125,000	25.0%
Rental Income	13,478	13,865	13,871	14,276	3.0%
Late Fees	205,336	198,000	200,000	200,000	1.0%
Miscellaneous Revenue	390,379	7,000	8,000	8,000	14.3%
Net Gain/Loss-Scrap Sales	1,741	1,700	1,700	1,700	0.0%
Total Other Revenues	**795,741**	**330,965**	**362,371**	**362,376**	**9.5%**
Total Operating Revenues	**$ 14,029,737**	**$ 13,651,465**	**$ 13,747,371**	**$ 13,992,376**	**2.5%**

WASTEWATER FUND CAPITAL EXPENSES
FISCAL YEAR 2020/2021

ACCOUNT NO./DESCRIPTION	OUTLINE OF USE	JUSTIFICATION	COST
Vehicle Replacement Program-C0004 Replace 2001 #518 Ford Truck ($400,000), 2003 #507 Ford Truck with Crane ($125,000)	Vehicle Replacement	Replacement units - reduced maintenance costs anticipated.	525,000
Manhole Raising-C0267 Raise Manholes to meet new street grade, replace 3 inch thick lids with lighter more accessible lids.	Manhole Raising and Manhole Cover Replacement	Part of the City's Annual Pavement Preservation Program.	25,000
Pumping Station Improvements-C0299 Replacement and upgrades to Collection System Pump Stations; these stations convey Wastewater to Wastewater Treatment Plant from low lying areas.	Pump Station Rehabilitation Project	Reduce maintenance and increase safety and security of stations.	75,000
Collection System Rehabilitation-C0327 Collection System personnel to continue point repairs throughout the system, service connection & main rehabilitation, and manhole rehabilitation.	Construction	Reducing the inflow and infiltration will provide future recapturing of allocation for the WWTP.	400,000
East End Pump Station-C0565 Construction of lift station on Hebb Road.	Construction	New station needed to promote growth and development.	1,575,000
WWTP Equipment-C0584 Replaces various aging equipment or adds additional new equipment to maintain efficient operations and permit compliance.	Equipment	Deteriorating equipment that has reached the end of its useful life cycle requires replacement to maintain reliable and continuous operations.	250,000
Buildings and Structures-C0585 Construct 3 sided shed for parking at Administrative Building ($30,000), Expand Pole Barn for equipment storage ($40,000), Modify Garage Building ($30,000).	Construction	Aging structures that require repairs and improvements.	100,000
Oxygen System Improvements-C0657 Begin replacement of acuators and valves on oxygen distribution system at OAB deck.	Equipment	Improve reliability, efficiencies, and maintain MDE compliance.	50,000

WASTEWATER FUND CAPITAL EXPENSES
FISCAL YEAR 2020/2021

ACCOUNT NO./DESCRIPTION	OUTLINE OF USE	JUSTIFICATION	COST
Solids Processing Pelletizer & WWTP Improvements-C0711 Upgrade or replace equipment in the Sludge Pelletizing facility (Synagro).	Equipment	Improve reliability and maintain MDE compliance.	100,000
Collection System Equipment-C0713 Replaces various aging equipment or adds additional new equipment. New 80kVA trailer mounted, portable emergency generator for Pump Stations.	Equipment	Reduce annual maintenance costs, and long-term CIP planning.	80,000
Laboratory Equipment-C0745 Replaces various aging equipment or adds additional new equipment.	Equipment	Improve reliability of existing equipment.	150,000
Grinder Pump Replacement Program-C0767 Replace 20 Grinder Pumps.	Equipment	Replace deteriorating equipment.	100,000
SSES City-Wide-CS Rehab-C0800 Correct infiltration & inflow into the Wastewater Collection System by replacement or re-lining defective piping.	Piping	Reducing the inflow & infiltration will provide future recapturing of allocation for the WWTP.	1,960,000
Eliminate Pump Stations-C0832 Design, permitting, and construction of gravity main and package Pump Station to eliminate Pump Station #6.	Infrastructure	Reduce annual operating costs.	330,000
Truck Lines and Laterals-C0834 Purchase or transfer of Infrastructure.	Infrastructure	Provide efficient use of Wastewater infrastructure throughout system.	265,000
SUBTOTAL PROJECT EXPENSES			**$ 5,985,000**
5471501-5861 Office Furniture and Equipment	Office Furniture and Equipment	Normal replacement of worn materials.	1,000
5471501-5865 Computer Equipment	Computer Equipment	Replace worn equipment.	2,500

WASTEWATER FUND CAPITAL EXPENSES
FISCAL YEAR 2020/2021

ACCOUNT NO./DESCRIPTION	OUTLINE OF USE	JUSTIFICATION	COST
5471501-5867 Communication Equipment	Two-way Radios	Operators safety for 24-7 operations	1,000
5472601-5861 Office Furniture and Equipment	Office Furniture and Equipment	Normal replacement of worn equipment	500
5472601-5865 Computer Equipment	Computer Equipment	Replace worn equipment	3,000
5472601-5867 Communication Equipment	Radios and SCADA System Upgrades	Normal replacement of worn equipment	500
5472701-5833 Lab Equipment	WW Lab Equipment	Replace worn equipment	7,500
5472701-5861 Office Furniture and Equipment	Office Furniture and Equipment	Normal replacement of worn office furniture and equipment	100
5472701-5865 Computer Equipment	Computer Equipment	Replace worn equipment	1,000
5474001-5865 Computer Equipment	Computer Equipment	Replace worn equipment	3,000
TOTAL CAPITAL OUTLAY			**$ 6,005,100**

DEPARTMENT / PROGRAM OVERVIEW

The mission of the Parking System is to provide convenient and safe parking options at affordable rates for the residents, businesses, and visitors to downtown Hagerstown and neighborhoods. This is accomplished with 625 spaces in 2 parking decks, 337 spaces on the streets, and over 700 spaces in 13 parking lots around the city. Seven of the lots are neighborhood lots that provide free parking for residents. A Parking Supervisor oversees full time and part time employees to collect money from the meters, invoice permit customers, and maintain the facilities. Parking enforcement responsibilities also fall under this department.

The number of parking spaces slightly increased in FY20. This was due to the inclusion of a seventh neighborhood parking lot connected to Garlinger Avenue that can accommodate up to 16 vehicles.

DEPARTMENT / PROGRAM OBJECTIVES

• The pay-by-phone method of paying for street and parking lot meters will be implemented in the last months of fiscal year 2020. The objective will be to promote and manage this payment system with the selected vendor of choice. Incorporating the pay-by-phone system may include adjusting some or all of the meter rates and actually removing a small selection of parking meters.

• The camera system in the both parking decks will be completely replaced. The age and technology of the current system is beyond any upgrades. The work will include cameras, wiring, hardware and software. The cameras will no longer be viewable outside of the parking decks effectively making it an inclusive system for parking operations.

• New parking rates will go into effect July 1, 2020 for the parking decks and permitted parking. The rates will adjust once more on July 1, 2021 and then level off. A bulk parking discount that has been in effect since 1996 is slowly being phased out. The bulk discount will be reduced each July 1st, fully disappearing on July 1, 2023.

• A third parking deck is still in the budget as a place holder. This will continue to be a topic of discussion with the recent completion of the Maryland Theatre and the Barbara Ingram School for the Arts in FY20. The possibility exists for the expansion of the Arts & Entertainment District Parking Deck that may or may not be in addition to a third parking deck. Discussions on the addition are underway and may move forward in FY21.

PERFORMANCE INDICATORS

	2018/19	2019/20	2020/21
Parking Decks			
No. of Parking Spaces	**625**	**625**	**625**
No.of Permit Holders (avg. per week)	**566**	**571**	**575**
Revenue			
Meters: Fees & Permits	**$377,712**	**$366,652**	**$372,510**
Decks: Fees & Permits	**$445,290**	**$452,658**	**$480,741**
Parking Enforcement	**$164,966**	**$186,000**	**$186,000**
Number of Parking Lots (Paid and Residential)	**13**	**13**	**13**
Number of Parking Lot Permit Holders (avg per month)	**296**	**275**	**275**
Total Parking Spaces (Lots & Street)	**1,091**	**1,032**	**1,032**

EXPENDITURE AND REVENUE SUMMARY

	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
EXPENDITURES BY TYPE					
Salary and Wages	$ 311,403	$ 305,141	$ 338,958	$ 332,511	9.0%
Benefits	110,366	107,766	119,203	122,733	13.9%
Overtime	3,009	3,400	4,050	4,050	19.1%
Personnel Subtotal	**424,778**	**416,307**	**462,211**	**459,294**	**10.3%**
Contractual Services	19,439	13,396	24,602	13,643	1.8%
Operating Expenditures	97,069	126,199	128,594	139,383	10.4%
Operating Cap Exp (Cap Outlay)	-	2,800	4,310	2,800	0.0%
Other General Expenses	323,311	303,743	291,833	313,433	3.2%
Operating Subtotal	**439,819**	**446,138**	**449,339**	**469,259**	**5.2%**
Total Expenditures	**$ 864,596**	**$ 862,445**	**$ 911,551**	**$ 928,553**	**7.7%**
REVENUES BY TYPE					
Departmental Revenue	1,013,896	1,061,133	1,025,051	1,051,253	-0.9%
Total Revenues	**$ 1,013,896**	**$ 1,061,133**	**$ 1,025,051**	**$ 1,051,253**	**-0.9%**
Expenditures, net of Revenues	**$ (149,300)**	**$ (198,688)**	**$ (113,500)**	**$ (122,700)**	**-38.2%**

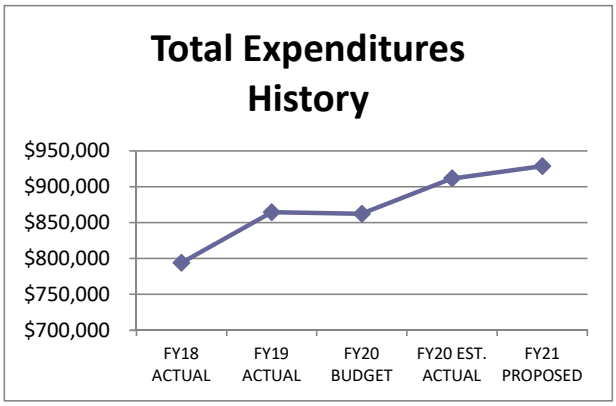
BUDGET HIGHLIGHTS AND SIGNIFICANT CHANGES

Adopted FY20 to Estimated Actual FY20

Total personnel expenditures for FY20 estimated actual are anticipated to be higher than budget by $45.9K. In total, operating expenses are expected to be only slightly over budget by $3.2K. Departmental revenues are expected to be 3.4% or $36.1K lower than budget primarily due to a decrease in parking tickets issued and parking ticket late fees.

Adopted FY20 to Proposed FY21

Total personnel expenditures for FY21 proposed budget are 10.3% or $43.0K higher than FY20 budget. Total operating expenditures are anticipated to increase by $23.1K or 5.2% partly due to a Support Services wage allocation being implemented in FY21. Departmental revenues are expected to decrease by 0.9% or $9.9K as the decrease in parking tickets issued and parking ticket late fees are offset by parking rate increases that will take effect July 1, 2020 and the reduction of bulk discounts.



STAFFING SUMMARY

	FY19	FY20 Bud	FY20 Est Act	FY21
Full time	2.20	2.20	2.80	2.80
Part time	10.00	10.00	9.00	9.00
Seasonal	2.00	2.00	2.00	2.00
Staffing Total	14.20	14.20	13.80	13.80
Unfunded positions	0.00	0.00	0.00	0.00

In FY20, a part-time position was replaced with a full-time position that is shared with Central Maintenance Garage.

PARKING FUND - COMPARATIVE INCOME STATEMENT
FISCAL YEAR 2020/2021

ACCOUNT DESCRIPTION	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
OPERATING REVENUES					
University District Parking Deck	$ 269,122	$ 269,538	$ 288,128	$ 300,741	11.6%
A & E Parking Deck	176,168	154,860	164,500	180,000	16.2%
Parking Lot Fees	377,712	413,464	366,652	372,510	-9.9%
Net Parking Fines	164,966	214,000	186,000	186,000	-13.1%
Other Revenue	-	-	-	-	0.0%
Total Operating Revenues	**987,968**	**1,051,862**	**1,005,280**	**1,039,251**	**-1.2%**
OPERATING EXPENSES					
University District Parking Deck	123,135	138,090	145,804	144,877	4.9%
A & E Parking Deck	165,952	162,408	203,935	198,191	22.0%
Other Parking Facilities	175,561	173,203	185,060	186,961	7.9%
Parking Enforcement Expenses	76,638	85,001	84,919	85,091	0.1%
Depreciation	238,090	270,000	259,000	273,000	1.1%
Total Operating Expenses	**779,376**	**828,702**	**878,718**	**888,120**	**7.2%**
Operating Income (Loss)	**208,592**	**223,160**	**126,562**	**151,131**	**-32.3%**
NON-OPERATING REVENUES (EXPENSES)					
Interest Earned	24,171	9,000	19,500	12,000	33.3%
Premium on Bonds	1,757	271	271	2	-99.3%
Interest/Bond Issuance Expense	(32,447)	(23,365)	(22,455)	(37,033)	58.5%
Gain (Loss) on Capital Assets	(52,773)	-	-	-	0.0%
Total Other Income (Expense)	**(59,292)**	**(14,094)**	**(2,684)**	**(25,031)**	**77.6%**
Income Before Contribs. & Transfers	**149,300**	**209,066**	**123,878**	**126,100**	**-39.7%**
TRANSFERS FROM (TO) OTHER FUNDS					
Transfers to Capital Improvements Fund	-	(10,378)	(10,378)	(3,400)	-67.2%
Total Transfers From (To) Funds	**-**	**(10,378)**	**(10,378)**	**(3,400)**	**-67.2%**
Increase (Decrease) in Retained Earnings	**149,300**	**198,688**	**113,500**	**122,700**	**-38.2%**
Add Back Depreciation	238,090	270,000	259,000	273,000	1.1%
Capital Outlay/Fixed Assets	(76,339)	(130,000)	(130,000)	(880,000)	576.9%
Repayment of Principal on Debt	(203,026)	(215,979)	(215,979)	(66,399)	-69.3%
Changes in Working Capital	84,019	-	-	-	0.0%
Bond Proceeds	-	-	-	1,367,000	100.0%
Net Sources/(Uses)of Cash	**$ 192,044**	**$ 122,709**	**$ 26,521**	**$ 816,301**	**565.2%**
Beginning Fund Balance	**$ 7,078,698**	**$ 7,227,998**	**$ 7,227,998**	**$ 7,341,498**	**1.6%**
Ending Fund Balance	**$ 7,227,998**	**$ 7,426,686**	**$ 7,341,498**	**$ 7,464,198**	**0.5%**

PARKING FUND - PROPOSED OPERATING REVENUES
FISCAL YEAR 2020/2021

ACCOUNT DESCRIPTION	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
UNIVERSITY DISTRICT PARKING DECK					
Parking Deck Permits	$ 214,350	$ 223,438	$ 223,438	$ 230,141	3.0%
Parking Deck Fees	59,403	55,000	65,000	65,000	18.2%
Downtown Promotions	2,951	3,000	1,590	1,600	-46.7%
Validation Fees	30,810	29,000	29,000	29,000	0.0%
Park N Shop	(5,024)	(5,900)	(5,900)	(5,000)	-15.3%
Volume Parking Discount	(33,368)	(35,000)	(25,000)	(20,000)	-42.9%
Total University District Deck Revenues	**269,122**	**269,538**	**288,128**	**300,741**	**11.6%**
A&E PARKING DECK					
Parking Deck Permits	110,449	101,000	101,000	115,000	13.9%
Parking Deck Fees	67,703	55,400	65,000	65,000	17.3%
PEP Discounts	(1,920)	(1,540)	(1,600)	-	-100.0%
Volume Parking Discount	(64)	-	100	-	0.0%
Total A&E Parking Deck Revenues	**176,168**	**154,860**	**164,500**	**180,000**	**16.2%**
PARKING LOT REVENUES					
Street Meters	109,385	119,000	113,000	113,000	-5.0%
Antietam Street Lot Meters	21,714	23,000	23,000	23,000	0.0%
Bryan Center Lot Meters	650	750	550	600	-20.0%
Central Lot Meters	33,061	33,000	33,000	33,000	0.0%
Market House Lot Meters	1,322	1,700	2,500	2,500	47.1%
Rochester Lot Meters	968	1,700	900	900	-47.1%
Central Lot Permits	65,953	64,322	64,322	66,750	3.8%
Church Street Lot Permits	51,670	51,500	51,500	51,500	0.0%
Market House Lot Permits	40,999	44,333	40,300	40,300	-9.1%
Rochester Lot Permits	13,456	32,279	5,700	5,700	-82.3%
Departmental Charges-Parking Permits	41,534	45,000	35,000	38,500	-14.4%
Free Parking - 41 E Franklin Street	(1,200)	(1,248)	(1,248)	(1,296)	3.8%
Free Parking - 39 E Franklin Street	(1,800)	(1,872)	(1,872)	(1,944)	3.8%
Total Parking Lot Revenues	**377,712**	**413,464**	**366,652**	**372,510**	**-9.9%**
PARKING TICKET REVENUES					
Fines-Traffic Violations	3,890	4,000	3,000	3,000	-25.0%
Original Issuance	132,660	137,000	130,000	130,000	-5.1%
Late fees	120,651	133,000	113,000	113,000	-15.0%
Uncollectable Parking Tickets	(92,235)	(60,000)	(60,000)	(60,000)	0.0%
Total Parking Ticket Revenues	**164,966**	**214,000**	**186,000**	**186,000**	**-13.1%**
Total Operating Revenues	**$ 987,968**	**$ 1,051,862**	**$ 1,005,280**	**$ 1,039,251**	**-1.2%**

PARKING FUND CAPITAL EXPENSES
FISCAL YEAR 2020/2021

ACCOUNT NO./DESCRIPTION	OUTLINE OF USE	JUSTIFICATION	COST
Parking Facilities - 3rd Parking Deck-C0173 Provide additional parking to support redevelopment of the City Center area.	Buildings & Structures	Land acquisition for the construction of a 3rd parking deck.	700,000
Upgrades to Parking Decks-C0749 General repairs and improvements to both decks.	General Repairs and Improvements	Replacement of the security system at both the University District Parking Deck and the A&E District Parking Deck. Continued refurbishments to prevent deterioration.	165,000
Parking Lot Improvements-C0857 Improve the overall condition of surface parking lots: Rochester Lot parking lot pavement preservation, sidewalk improvements, and lighting improvements.	Parking Lot Improvements	Preservation of the pavement allows the pavement to last much longer before total replacement is necessary. Sidewalk improvements include handicap accessible ramps to meet ADA requirements. Light improvements by transitioning to LED lights improve security while reducing energy costs.	15,000
SUBTOTAL PROJECT EXPENSES			**$ 880,000**
5674013-5861 Desks-Chairs-Tables	Office Equipment	Replace as needed.	1,000
5674011-5865 Computer Equipment	Computer Equipment	Replace as needed.	1,800
TOTAL CAPITAL OUTLAY			**$ 882,800**

DEPARTMENT / PROGRAM OVERVIEW

Constructed in 1932 by private individuals, the Greens at Hamilton Run has a mature course layout that new courses cannot equal. The City of Hagerstown has operated the golf course since 1947. We pride ourselves on beautiful greens, beautiful views, and well maintained fairways. The course is a 9-hole par 35 course featuring all the amenities of more expensive courses. Our rates are very economical, the location is convenient off of Route 40, and the course provides for a quick round of golf.

Standard green fee rates were last updated in 2012. In the last few years we have replaced all tee markers, installed yardage markers, installed new bridges over Hamilton Run, and made general improvements to the course. All carts are leased in a piggyback on a Washington County contract and are new starting in 2018. The course itself is in very good condition and the clubhouse was completely renovated in 2012 to provide an area for players to relax and enjoy food and beverages before and after their rounds.

DEPARTMENT / PROGRAM OBJECTIVES

- Recreation staff will strive to decrease costs during 2020 by continuing to implement several ideas from last season.

- We will strive to increase revenue by targeting slower times for a special (such as afternoons between noon and 4:00PM), adding a league (JLG), and continuing our Loyalty Card program and lesson program.

- Meritus will continue their partnership with us and offer health talks in the clubhouse.

- In 2020, we plan to add sand traps and will continue to seek grants to relocate the stream on Holes #2 and #6.

PERFORMANCE INDICATORS

	2018/19	2019/20	2020/21
Number of 9-hole Rounds started	**11,113**	**12,784**	**12,500**
Number of Rounds started	**9,355**	**9,600**	**9,300**
Average daily rounds of golf	**42**	**48**	**47**
Number of cart rentals	**6,668**	**9,751**	**9,500**
Number of golf leagues	**1**	**1**	**1**
Number of golf tournaments	**7**	**3**	**3**
Pro Shop Sales (in $)	**$ 20,500**	**$24,150**	**$24,000**

EXPENDITURE AND REVENUE SUMMARY

	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
EXPENDITURES BY TYPE					
Salary and Wages	$ 173,487	$ 169,955	$ 170,675	$ 171,502	0.9%
Benefits	102,069	100,395	106,229	109,395	9.0%
Overtime	9,855	7,000	12,001	12,000	71.4%
Personnel Subtotal	**285,411**	**277,350**	**288,905**	**292,897**	**5.6%**
Contractual Services	14,815	14,747	28,387	20,097	36.3%
Operating Expenditures	115,835	119,308	148,297	139,694	17.1%
Operating Cap Exp (Cap Outlay)	1,721	-	500	-	0.0%
Other General Expenses	35,977	39,525	38,768	42,268	6.9%
Operating Subtotal	**168,348**	**173,580**	**215,952**	**202,059**	**16.4%**
Total Expenditures	**$ 453,759**	**$ 450,930**	**$ 504,857**	**$ 494,957**	**9.8%**
REVENUES BY TYPE					
Departmental Revenue	474,046	450,930	504,857	474,957	5.3%
Total Revenues	**$ 474,046**	**$ 450,930**	**$ 504,857**	**$ 474,957**	**5.3%**
Expenditures, net of Revenues	**$ (20,287)**	**$ -**	**$ -**	**$ 20,000**	**100.0%**

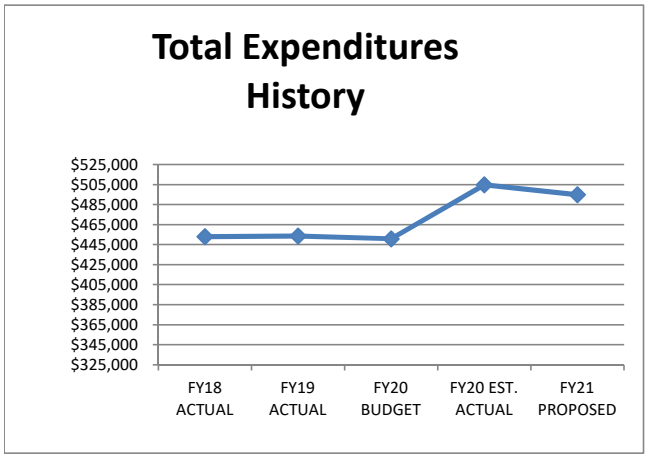
BUDGET HIGHLIGHTS AND SIGNIFICANT CHANGES

Adopted FY20 to Estimated Actual FY20

Total expenditures reflect a 12.0% or a $54.0K increase from the adopted budget to FY20 estimated actual that consists of $11.5K in benefits and overtime, $13.6K in grounds services and other contractual services, and $28.9K in operating expenditures. Estimated actual operating revenue is projected to be $29.9K higher than FY20 adopted budget. Departmental revenue is expected to be $53.9K or 12.0% higher than FY20 budget due to an increase in Greens fees, cart rentals, and the general fund stipend.

Adopted FY20 to Proposed FY21

In total, personnel expenditures are planned to increase by 5.6% or $15.5K. Of this total, overtime expenses include an increase of $5.0K. Contractual services are expected to increase by $5.4K or 36.3%. Total departmental revenue reflects a total increase of 5.3% or $24.0K primarily in Greens fees and cart rentals. The total anticipated stipend needed in FY21 from the general fund is $271.7K.



STAFFING SUMMARY

	FY19	FY20 Bud	FY20 Est Act	FY21
Full time	2.25	2.25	2.25	2.24
Part time	1.00	1.00	1.00	1.72
Seasonal	3.00	3.00	3.00	3.00
Staffing Total	6.25	6.25	6.25	6.96
Unfunded postions	0.00	0.00	0.00	0.00

Overall, staffing for the Golf Course will remain steady with the same number of employees. However, some staff will be allocated for additional time spent in other areas in FY21 which is reflected in the slight change in full-time and part-time staffing.

GOLF COURSE FUND - COMPARATIVE INCOME STATEMENT
FISCAL YEAR 2020/2021

ACCOUNT DESCRIPTION	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
OPERATING REVENUES					
Green Fees	$ 106,948	$ 91,000	$ 106,000	$ 106,000	16.5%
Cart Rentals	65,864	55,000	70,000	70,000	27.3%
Tournaments and Specials	7,266	6,500	5,500	5,500	-15.4%
Other Revenues	19,811	25,775	26,670	21,700	-15.8%
Total Operating Revenues	**199,889**	**178,275**	**208,170**	**203,200**	**14.0%**
OPERATING EXPENSES					
Operating Expenses	417,782	411,405	466,089	452,689	10.0%
Depreciation	35,977	39,525	38,768	42,268	6.9%
Total Operating Expenses	**453,759**	**450,930**	**504,857**	**494,957**	**9.8%**
Operating Income (Loss)	**(253,870)**	**(272,655)**	**(296,687)**	**(291,757)**	**7.0%**
NONOPERATING REVENUES (EXPENSES)					
Interest Earned	680	100	523	100	0.0%
Total Other Income (Expense)	**680**	**100**	**523**	**100**	**0.0%**
TRANSFERS FROM (TO) OTHER FUNDS					
Transfers from General Fund	273,477	272,555	296,164	271,657	-0.3%
Total Transfers From (To) Funds	**273,477**	**272,555**	**296,164**	**271,657**	**-0.3%**
CAPITAL CONTRIBUTIONS					
Capital Contributions	-	-	-	-	0.0%
Total Capital Contributions	**-**	**-**	**-**	**-**	**0.0%**
Increase (Decrease) in Retained Earnings	**20,287**	**-**	**-**	**(20,000)**	**100.0%**
Add Back Depreciation	35,977	39,525	38,768	42,268	6.9%
Capital Outlay/Fixed Assets	(15,995)	(35,000)	(35,000)	(35,000)	0.0%
Changes in Working Capital	1,643	-	-	-	0.0%
Net Sources (Uses) of Cash	**$ 41,912**	**$ 4,525**	**$ 3,768**	**$ (12,732)**	**-381.4%**
Beginning Fund Balance	**$ 534,917**	**$ 555,204**	**$ 555,204**	**$ 555,204**	**0.0%**
Ending Fund Balance	**$ 555,204**	**$ 555,204**	**$ 555,204**	**$ 535,204**	**-3.6%**

GOLF COURSE FUND - PROPOSED OPERATING REVENUES
FISCAL YEAR 2020/2021

ACCOUNT DESCRIPTION	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
GREENS REVENUES					
Greens Fees-Weekday,Regular,9-Hole	98,491	86,000	100,000	100,000	16.3%
Season Pass- Regular Individual	8,457	5,000	6,000	6,000	20.0%
Total Greens Revenues	**106,948**	**91,000**	**106,000**	**106,000**	**16.5%**
GOLF CART REVENUES					
Cart Rentals-Regular, 9-Holes	65,864	55,000	70,000	70,000	27.3%
Total Golf Cart Revenues	**65,864**	**55,000**	**70,000**	**70,000**	**27.3%**
TOURNAMENTS & SPECIALS	**7,266**	**6,500**	**5,500**	**5,500**	**-15.4%**
OTHER REVENUES					
Rental of Golf Clubs	368	400	500	500	25.0%
Contributions/Other Sponsorships	142	100	-	-	-100.0%
Tee Marker/Scorecard Sponsorship	-	4,000	4,000	-	-100.0%
Golf Course Concession Revenues	4,563	4,000	5,000	5,000	25.0%
Golf Course Vending Revenues	7,670	8,000	8,000	8,000	0.0%
Golf Course Alcohol Revenues	7,149	8,500	8,000	8,000	-5.9%
Property Rent-Golf Course	180	1,000	600	600	-40.0%
Recreation Programs	-	-	970	-	0.0%
Discounts/Promotions	(325)	(325)	(500)	(500)	53.8%
Miscellaneous Golf Revenues	64	100	100	100	0.0%
Total Other Revenues	**19,811**	**25,775**	**26,670**	**21,700**	**-15.8%**
Total Operating Revenues	**$ 199,889**	**$ 178,275**	**$ 208,170**	**$ 203,200**	**14.0%**

GOLF COURSE FUND CAPITAL EXPENSES
FISCAL YEAR 2020/2021

ACCOUNT NO./DESCRIPTION	OUTLINE OF USE	JUSTIFICATION	COST
Golf Course-Vehicles/Equipment-C0395 Replace 2004 Cushman Sprayer #389	Vehicle and Equipment Replacement Schedule	Replace deteriorated equipment. Maintain reliable and efficient equipment necessary to operate and maintain golf course.	35,000
TOTAL CAPITAL OUTLAY			**$ 35,000**

DEPARTMENT / PROGRAM OVERVIEW

The Property Management Fund provides professional stewardship over downtown property owned by the City and leased to area businesses or other government agencies. This fund includes the Elizabeth Hager Center, Small Business Incubator, 36 - 40 North Potomac Street (Studios on NoPo) and the Fire Police Headquarters near the Fairgrounds. The fund is a self-supporting Enterprise Fund. The Roslyn Building was sold through the City's Competitive Negotiated Sale program in the spring of 2019.

Expenditures are assigned to specific tenant cost centers where applicable and remaining general costs are allocated based on square footage.

DEPARTMENT / PROGRAM OBJECTIVES

• The City acquired 60 West Washington Street in FY11 and initiated the renovation of the building. The building is now fully renovated. Utilizing funds from a USDA RBEG Grant, furnishing and fit out of the business incubator space has been completed. This space is now used as a business resource center for entrepreneurs and growing businesses. Program planning has been completed and BuroBox operations are now underway. The name "BuroBox" is German which translates to "OfficeBox" and is representative of Hagerstown's German heritage. The front commercial space is occupied by Fresh Academicz. The rear classroom and office space remains occupied by USMH.

• The City acquired 36-40 North Potomac Street in FY12 utilizing CDBG funds. The residential renovations in 2013 created four studio apartment units on the upper floors and all apartments are currently leased. CDBG funds and Community Legacy funds were used to complete the residential portion of the project. The art gallery renovations, funded with Economic Redevelopment and Citi Foundation Grant funds, were completed in 2015 and the gallery is now operational with rotating art exhibits throughout the year. This property is now listed for sale through the City's Competitive Negotiated Sale program.

• Planned repairs for FY21 and future fiscal years include: Replacement of roof at 60 West Washington Street.

PERFORMANCE INDICATORS

	2018/19	2019/20	2020/21
Number of leases:			
Elizabeth-Hager Center	**5**	**3**	**4**
Roslyn Building	**3**	**0**	**0**
Fire Police Headquarters	**1**	**1**	**1**
Small Business Incubator (60 W. Washington St)	**9**	**10**	**10**
36-40 North Potomac Street	**5**	**5**	**5**
Alms House	**0**	**0**	**0**

EXPENDITURE AND REVENUE SUMMARY

	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
EXPENDITURES BY TYPE					
Salary and Wages	$ 74,172	$ 84,070	$ 76,193	$ 88,973	5.8%
Benefits	23,632	25,475	22,191	33,615	32.0%
Overtime	-	-	-	-	0.0%
Personnel Subtotal	**97,804**	**109,545**	**98,384**	**122,588**	**11.9%**
Contractual Services	31,053	23,054	26,657	23,683	2.7%
Operating Expenditures	432,353	183,208	215,471	199,518	8.9%
Operating Cap Exp (Cap Outlay)	-	-	-	-	0.0%
Other General Expenses	745,471	194,272	142,195	144,041	-25.9%
Operating Subtotal	**1,208,878**	**400,534**	**384,323**	**367,242**	**-8.3%**
Total Expenditures	**$ 1,306,682**	**$ 510,079**	**$ 482,707**	**$ 489,830**	**-4.0%**
REVENUES BY TYPE					
Departmental Revenue	545,745	329,804	334,415	338,908	2.8%
Total Revenues	**$ 545,745**	**$ 329,804**	**$ 334,415**	**$ 338,908**	**2.8%**
Expenditures, net of Revenues	**$ 760,937**	**$ 180,275**	**$ 148,292**	**$ 150,922**	**-16.3%**

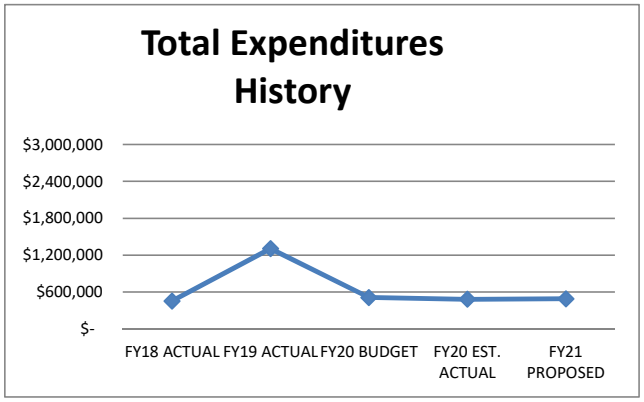
BUDGET HIGHLIGHTS AND SIGNIFICANT CHANGES

Adopted FY20 to Estimated Actual FY20

In total, personnel expenditures are expected to be lower than FY20 budget by $11.2K or 10.2% which is due to vacancies in part-time staffing. Operating expenditures are anticipated to be lower than budget by $16.2K or 4.0%. In total, revenues are projected to be slightly higher than budget by $4.6K or 1.4% due to increased projected rental income.

Adopted FY20 to Proposed FY21

FY21 personnel expenditures are projected to increase $13.0K or 11.9% compared to FY20 budget due to a slight shift in part-time staffing allocations and anticipated salary enhancements with increasing benefit costs. Operating expenditures are planned to decrease by $33.3K, or 8.3% due to depreciation expense. In addition, departmental revenues are expected to increase by $9.1K or 2.8%, largely due to a new tenant in the Elizabeth Hager Center.



STAFFING SUMMARY

	FY19	FY20 Bud	FY20 Est Act	FY21
Full time	0.90	0.90	0.90	0.90
Part time	1.00	0.70	0.70	0.72
Staffing Total	1.90	1.60	1.60	1.62
Unfunded positions	0.00	0.00	0.00	0.00

PROPERTY MANAGEMENT FUND - COMPARATIVE INCOME STATEMENT
FISCAL YEAR 2020/2021

ACCOUNT DESCRIPTION	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
OPERATING REVENUES					
Rent from Tenants	$ 349,974	$ 310,404	$ 315,015	$ 319,508	2.9%
Other Revenues	5,750	6,400	6,400	6,400	0.0%
Total Operating Revenues	**355,724**	**316,804**	**321,415**	**325,908**	**2.9%**
OPERATING EXPENSES					
Selling, General and Administrative Expenses	561,210	315,807	340,512	345,789	9.5%
Depreciation	160,049	190,000	138,000	140,000	-26.3%
Total Operating Expenses	**721,259**	**505,807**	**478,512**	**485,789**	**-4.0%**
Operating Income (Loss)	**(365,535)**	**(189,003)**	**(157,097)**	**(159,881)**	**-15.4%**
NON-OPERATING REVENUES (EXPENSES)					
Interest Earned	15,615	13,000	13,000	13,000	0.0%
Interest/Bond Issuance Expense	(4,348)	(4,272)	(4,195)	(4,041)	-5.4%
Gain (Loss) on Capital Assets	(581,075)	-	-	-	0.0%
Total Other Income (Expense)	**(569,808)**	**8,728**	**8,805**	**8,959**	**2.6%**
Net Income (Loss) Before Transfers	**(935,343)**	**(180,275)**	**(148,292)**	**(150,922)**	**-16.3%**
TRANSFERS FROM (TO) OTHER FUNDS					
Transfers from CDBG Fund	174,406	-	-	-	0.0%
Total Transfers From (To) Funds	**174,406**	**-**	**-**	**-**	**0.0%**
CAPITAL CONTRIBUTIONS					
Grants in Aid of Construction	-	-	-	-	0.0%
Total Capital Contributions	**-**	**-**	**-**	**-**	**0.0%**
Increase (Decrease) in Retained Earnings	**(760,937)**	**(180,275)**	**(148,292)**	**(150,922)**	**-16.3%**
Add Back Depreciation	160,049	190,000	138,000	140,000	-26.3%
Capital Outlay/Fixed Assets	(189,271)	(165,000)	(10,000)	(147,000)	-10.9%
Repayment of Principal on Debt	(5,085)	(5,107)	(5,107)	(5,511)	7.9%
Changes in Working Capital	847,211	-	-	-	0.0%
Bond Proceeds	-	-	-	-	0.0%
Net Sources (Uses) of Cash	**$ 51,967**	**$ (160,382)**	**$ (25,399)**	**$ (163,433)**	**1.9%**
Beginning Fund Balance	**$ 4,541,419**	**$ 3,780,482**	**$ 3,780,482**	**$ 3,632,190**	**-3.9%**
Ending Fund Balance	**$ 3,780,482**	**$ 3,600,207**	**$ 3,632,190**	**$ 3,481,268**	**-3.3%**

PROPERTY MANAGEMENT FUND - PROPOSED OPERATING REVENUES
FISCAL YEAR 2020/2021

ACCOUNT DESCRIPTION	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
Rent - 2-6 N Potomac Street, 1st Floor	$ 161,830	167,100	167,100	167,100	0.0%
Rent - 14 N Potomac Street, Suite 200A/B	48,096	34,706	34,562	27,638	-20.4%
Rent - 6 N Potomac Street	19,306	19,306	19,306	19,598	1.5%
Rent - 14 N Potomac Street, Suite B-3	17,671	-	-	17,700	100.0%
Rent - 17 E Franklin Street	5,666	-	-	-	0.0%
Rent - 25 E Franklin Street	4,933	-	-	-	0.0%
Rent - 14 N Potomac Suite 200B Rm 59	2,334	2,334	2,334	-	-100.0%
Rent - 14 N Potomac Street, Suite 200C	750	-	(150)	-	0.0%
Rent - 60 W Wash Ste 102	5,400	2,400	7,344	2,472	3.0%
Rent - 790-800 Potomac Avenue	15,498	16,000	16,000	16,000	0.0%
Rent - 40 N Potomac Street	15,600	16,068	16,029	16,510	2.8%
Rent - 60 W Washington St Rear	31,590	31,590	31,590	31,590	0.0%
Rent - 38 N Potomac Street	21,300	20,900	20,900	20,900	0.0%
Total Rent from Tenants	**349,974**	**310,404**	**315,015**	**319,508**	**2.9%**
Membership Dues	5,750	6,400	6,400	6,400	0.0%
Total Other Revenues	**5,750**	**6,400**	**6,400**	**6,400**	**0.0%**
Total Operating Revenues	**$ 355,724**	**$ 316,804**	**$ 321,415**	**$ 325,908**	**2.9%**

BUDGET HIGHLIGHTS AND SIGNIFICANT CHANGES

Adopted FY20 to Estimated Actual FY20

Rental income from tenants and other revenues are anticipated to be within budget for FY20.

Adopted FY20 to Proposed FY21

The total rents from tenants for FY21 will increase by 2.9% or $9.1K largely due to a new tenant at 14 N. Potomac St.

PROPERTY MANAGEMENT FUND CAPITAL EXPENSES
FISCAL YEAR 2020/2021

ACCOUNT NO./DESCRIPTION	OUTLINE OF USE	JUSTIFICATION	COST
Elizabeth Hager Center-C0803 Painting, Various Leasehold Improvements ($20,000), Replacement of HVAC Units ($20,000) Replace windows on second floor of DLLR building,	Office Use for City's Tenants	New HVAC should be more efficient, possibly saving on heating and cooling costs. Replace windows in accordance with DLLR lease extension.	40,000
Hagerstown Small Business Center-C0828 Total building roof replacement ($100,000).	Building Renovation	Provide space for new and existing downtown businesses.	100,000
36-40 North Potomac Street-C0836 General repairs and replacements.	Building Renovation	Building located at 36-40 N Potomac was acquired in order to create artist housing in the A&E District.	7,000
TOTAL CAPITAL OUTLAY			**$ 147,000**

Events

City of Hagerstown





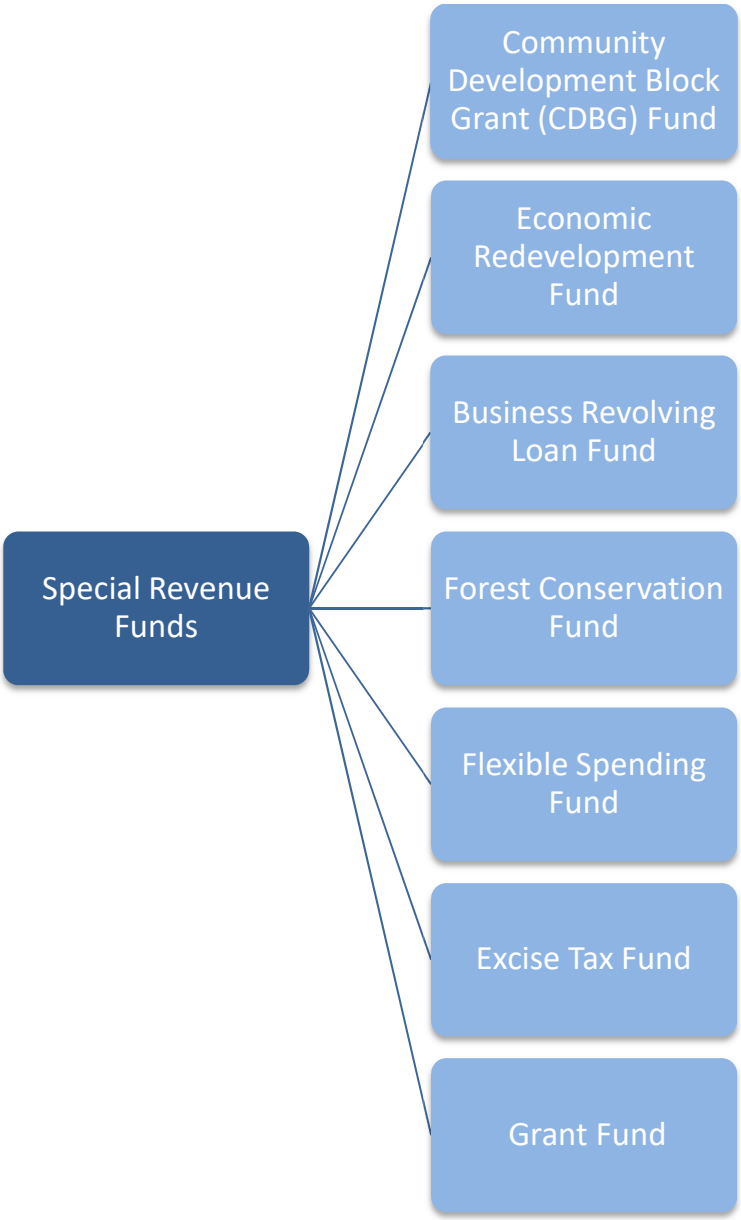




SPECIAL REVENUE FUNDS
SECTION 4

	Page
Organizational Chart	1
Combined Statement of Revenues and Expenditures	2
Community Development Block Grant (CDBG):	
Program Description	3
Comparative Income Statement	5
Operating Revenues	6
Operating Expenses	7
Capital Expenses	8
Other Special Revenue Funds Program Summary	
Other Special Revenue Funds Program Summary	9
Economic Redevelopment Fund - Program Description	10
Other Special Revenue Funds - Proposed Expenses and Revenues:	
Economic Redevelopment Fund	12
Business Revolving Loan Fund	13
Forest Conservation Fund	14
Flexible Spending Fund	15
Excise Tax Fund	16
Grant Fund	17

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Special Revenue Funds
Community Development Block Grant (CDBG) Fund
Economic Redevelopment Fund
Business Revolving Loan Fund
Forest Conservation Fund
Flexible Spending Fund
Excise Tax Fund
Grant Fund

SPECIAL REVENUE FUNDS -COMBINED STATEMENT OF REVENUES AND EXPENDITURES
FISCAL YEAR 2020/2021

ACCOUNT DESCRIPTION	CDBG FUND	ECONOMIC REDEVELOPMENT FUND	BUSINESS REVOLVING LOAN FUND	FOREST CONSERV FUND	FLEXIBLE SPENDING FUND	EXCISE TAX FUND	GRANT FUND	TOTAL
REVENUES								
Grant Revenues	$ 1,172,209	$ 50,000	-	$ -	$ -	$ -	$ 340,160	$ 1,562,369
Program Income	298,606	-	151,163	-	-	-	-	449,769
Reforestation Fees	-	-	-	60,000	-	-	-	60,000
Interest on Investments	-	1,500	2,500	1,500	175	225	500	6,400
Other Revenues	-	16,960	500	-	2,000	-	-	19,460
Total Revenues	**1,470,815**	**68,460**	**154,163**	**61,500**	**2,175**	**225**	**340,660**	**2,097,998**
EXPENDITURES								
New Loan Expenditures	-	-	125,000	-	-	-	-	125,000
Clearance/Demolition	150,000	-	-	-	-	-	-	150,000
Public Facilities and Improvements	750,000	-	-	-	-	-	-	750,000
Public Services	163,500	-	-	-	-	-	-	163,500
Contra Principal Payments	95,000	-	-	-	-	-	-	95,000
Housing Rehab	149,250	-	-	-	-	-	-	149,250
Administration	163,065	26,420	13,916	-	-	-	-	203,401
Public Safety	-	-	-	-	-	-	341,410	341,410
PEP Subsidized Rent Payments	-	131,500	-	-	-	-	-	131,500
Economic Incentives		72,500	-	-	-	-	-	72,500
Economic Incentives: State Grant	-	50,000	-	-	-	-	-	50,000
City Center Redevelopment: Invest Hagerstown	-	500,000	-	-	-	-	-	500,000
City-Wide Redevelopment: Invest Hagerstown	-	114,000	-	-	-	-	-	114,000
Homeownership Grant: Invest Hagerstown	-	110,000	-	-	-	-	-	110,000
Rental Property Rehab:Invest Hagerstown	-	55,000	-	-	-	-	-	55,000
Façade:Invest Hagerstown	-	25,000	-	-	-	-	-	25,000
USMH Housing Catalyst #3	-	21,650	-	-	-	-	-	21,650
Total Expenditures	**1,470,815**	**1,106,070**	**138,916**	**-**	**-**	**-**	**341,410**	**3,057,211**
Excess of Revenues Over (under) Expenditures	**-**	**(1,037,610)**	**15,247**	**61,500**	**2,175**	**225**	**(750)**	**(959,213)**
OTHER FINANCING USES								
Operating Transfers From Other Funds	-	1,030,000	-	-	-	-	1,250	1,031,250
Operating Transfers (to) Other Funds	-	-	-	(95,000)	-	-	-	(95,000)
Total Other Financing Uses	**-**	**1,030,000**	**-**	**(95,000)**	**-**	**-**	**1,250**	**936,250**
Net Change in Fund Balance	**-**	**(7,610)**	**15,247**	**(33,500)**	**2,175**	**225**	**500**	**(22,963)**
Beginning Fund Balance	**2,306,960**	**1,278,836**	**1,140,481**	**253,865**	**16,780**	**2,978**	**177,090**	**5,176,990**
Ending Fund Balance	**$ 2,306,960**	**$ 1,271,226**	**$ 1,155,728**	**$ 220,365**	**$ 18,955**	**$ 3,203**	**$ 177,590**	**$ 5,154,027**
DETAIL OF ENDING FUND BALANCE								
Restricted	$ 2,306,960	$ -	$ -	$ 220,365	$ -	$ -	$ 177,590	2,704,915
Committed	-	946,000	-	-	-	-	-	946,000
Assigned	-	325,226	1,155,728	-	18,955	3,203	0	1,503,112
Ending Fund Balance	**$ 2,306,960**	**$ 1,271,226**	**$ 1,155,728**	**$ 220,365**	**$ 18,955**	**$ 3,203**	**$ 177,590**	**$ 5,154,027**

DEPARTMENT / PROGRAM OVERVIEW

The Department of Community and Economic Development (DCED) administers the City's Community Development Block Grant Program (CDBG). The primary goal of the federally funded CDBG Program is the development of a viable urban community.

Hagerstown is an entitlement grantee under the CDBG Entitlement Program. Entitlement grantees receive an annual allocation of Federal CDBG funds directly from the U.S. Department of Housing and Urban Development (HUD). These funds must be used for community based programs and activities that meet one of the three CDBG National Objectives.

The three National Objectives are:

- Benefit to low and moderate income persons (Primary Objective);
- Aid in the prevention or elimination of slums or blight;
- Meeting a need having a particular urgency

From 1989 through 2011, the average CDBG entitlement amount received by the City was $1,034,875. From 2012 through 2018, federal budget cuts significantly reduced the City's CDBG funding resulting in an average entitlement amount of $682,565 over this seven year period. After seven years of the significantly reduced entitlement amounts, the City's FY19 and FY20 entitlement amounts were increased to $757,083 and $771,030 respectively. The City's FY21 CDBG entitlement amount is estimated to be $788,803. At this time, an exact entitlement amount for FY21 has not been provided by HUD due to the ongoing federal budget process.

DEPARTMENT / PROGRAM OBJECTIVES

- Consistent with the National Objectives and Hagerstown's five year CDBG consolidated plan, the FY21 CDBG budget concentrates funds on neighborhood based projects that improve the housing stock and enhance the quality of life for Hagerstown residents. Current and future Community Development projects are being implemented to enhance the City's urban core and strengthen neighborhoods throughout the City. Housing programs include funding for both private/public partnership projects and City sponsored projects.

- The DCED works in cooperation with other City Departments to carry out neighborhood based projects. Proposed Public Facility projects to be carried out in cooperation with the Department of Parks & Engineering for FY21 include Hellane Park Improvements, Mitchell Avenue Traffic Signal and Overpass and Memorial Boulevard/Reynolds Avenue Intersection Improvements, Cultural Trail splash pad park construction, and sidewalk accesibility ramp construction. In cooperation with the Hagerstown Police Department, public safety capital improvements are also includued in the FY21 CDBG budget.

- The FY21 CDBG budget also proposes support for local public service providers. Public service providers must carry out eligible activities that meet critical, identifiable, and unmet community needs for low and moderate income City residents.

PERFORMANCE INDICATORS

	2018/19	2019/20	2020/21
Number of Active Loans Outstanding	**33**	**35**	**39**
Value of Active Loans Portfolio ($000)	**$ 1,388**	**$ 1,350**	**$ 1,367**
Down Payment Assistance Cases	**6**	**13**	**13**
CDBG Single Family Rehabilitation Projects	**18**	**20**	**20**
Citizens Assisted Through Public Services	**990**	**630**	**1,050**
Overall Low/Moderate Benefit Ratio (%)	**90%**	**95%**	**95%**
Total Administrative Costs as Percent of Total Expenditures	**15%**	**19%**	**19%**

ENTITLEMENT SPENDING

	Award	Amount Used thru FY20	FY21 Budget	Remaining
B14 HUD Entitlement Grant	646,183	602,487	43,696	-
B15 HUD Entitlement Grant	641,604	641,604	-	-
B16 HUD Entitlement Grant	654,941	639,941	15,000	-
B17 HUD Entitlement Grant	667,757	642,757	25,000	-
B18 HUD Entitlement Grant	757,083	737,083	20,000	-
B19 HUD Entitlement Grant	771,221	491,511	279,710	-
B20 HUD Entitlement Grant	788,803	-	788,803	-

EXPENDITURE SUMMARY

	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
Commercial/Industrial Improvements	$ 174,404	$ -	$ -	$ -	0.0%
Clearance and Demolition	-	176,366	-	150,000	-14.9%
Public Facilities and Improvements	719,463	822,535	761,839	750,000	-8.8%
Public Services	149,558	148,500	142,500	163,500	10.1%
Contra Principal Payments	100,387	97,287	85,000	95,000	-2.4%
Cost of Properties Held for Resale	353,676	-	316,225	-	0.0%
Housing Rehab	109,086	177,565	134,457	149,250	-15.9%
Administration	(57,613)	216,487	214,938	163,065	-24.7%
Total Expenditures	**$ 1,548,961**	**$ 1,638,740**	**$ 1,654,959**	**$ 1,470,815**	**-10.2%**

BUDGET HIGHLIGHTS AND SIGNIFICANT CHANGES

Adopted FY20 to Estimated Actual FY20

Total estimated actual FY20 CDBG expenditures are currently projected to be in line with the FY20 adopted budget. This can vary or change depending on numerous capital projects that span multiple fiscal years.

In FY20, CDBG funding was provided for a part-time code inspector position focused on improving the quality of life in City neighborhoods. Funding for this position is also included in the FY21 budget. Administrative and personnel costs associated with various activities will remain in compliance with the regulatory cap of 20%.

A cooperative effort with the Parks & Engineering Department lead to the following neighborhood based projects in FY20:
- Accessibility Ramp Improvements
- Wheaton Park Improvements
- Medal of Honor Triangle Improvements
- New Sidewalk Construction on Carr Street and First Street

Mid-year CDBG budget amendments resulted in additional neighborhood based projects being undertaken in FY20 and FY21:
- City Park Upper Lot Reconstruction
- Mitchell Avenue Traffic Signal and Underpass Improvements

Adopted FY20 to Proposed FY21

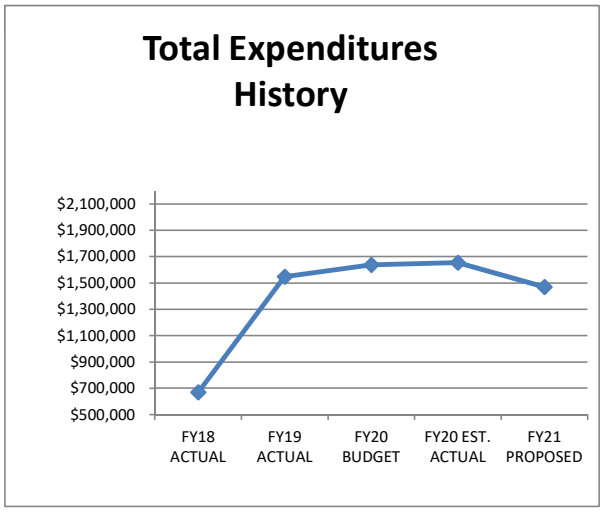
Due to the ongoing federal budget process, the City's FY21 entitlement amount has not been determined. Even if CDBG grant amounts are similar from year to year, projects that span multiple fiscal years, carry over funding from projects competed under budget, and fluctuations in program income can result in significant budget variation when comparing fiscal year expenditures. Based on the estimated entitlement amount for FY21 and potential carry over funds from previous years, the proposed FY21 budget has been set where expenditures equal the estimated entitlements and program income.

The FY21 budget includes funds for moving forward with several initiatives in the Strategic Plan and the Community's City Center Plan including neighborhood sidewalk improvements, public park improvements, homeownership support, and various neighborhood based projects.

In cooperation with multiple City departments, community partners, and Neighborhood 1st groups, efforts will be made to carry out neighborhood based projects throughout the City. This includes projects being carried out with or without CDBG funding.

COMMUNITY DEVELOPMENT BLOCK GRANT - COMPARATIVE INCOME STATEMENT
FISCAL YEAR 2020/2021

ACCOUNT DESCRIPTION	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
REVENUES					
CDBG Grant Entitlements	$ 1,230,193	$ 1,071,221	$ 1,086,361	$ 1,172,209	9.4%
State Community Legacy Grant	150,000	-	-	-	0.0%
Program Income- Principal Repayments	100,387	97,287	85,000	95,000	-2.4%
Program Income- All Else	276,458	176,440	167,345	203,606	15.4%
Interest on Investments	426	-	28	-	0.0%
Other Revenues	128	-	-	-	0.0%
Total Operating Revenues	**1,757,592**	**1,344,948**	**1,338,734**	**1,470,815**	**9.4%**
EXPENDITURES					
Commercial/Industrial Improvements	$ 174,404	$ -	$ -	$ -	0.0%
Clearance and Demolition	-	176,366	-	150,000	-14.9%
Public Facilities and Improvements	719,463	822,535	761,839	750,000	-8.8%
Public Services	149,558	148,500	142,500	163,500	10.1%
Contra Principal Payments	100,387	97,287	85,000	95,000	-2.4%
Cost of Properties Held for Resale	353,676	-	316,225	-	0.0%
Housing Rehab	109,086	177,565	134,457	149,250	-15.9%
Administration	(57,613)	216,487	214,938	163,065	-24.7%
Total Operating Expenditures	**1,548,961**	**1,638,740**	**1,654,959**	**1,470,815**	**-10.2%**
EXCESS (DEFICIENCY) OF REVENUES AND OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER USES	**$ 208,631**	**$ (293,792)**	**$ (316,225)**	**$ -**	**-100.0%**
Beginning Fund Balance	**2,414,554**	**2,623,185**	**2,623,185**	**2,306,960**	**-12.1%**
Ending Fund Balance	**$ 2,623,185**	**$ 2,329,393**	**$ 2,306,960**	**$ 2,306,960**	**-1.0%**



STAFFING SUMMARY

	FY19	FY20 Bud	FY20 Est Act	FY21
Full time	2.00	2.00	2.00	2.00
Staffing Total	2.00	2.00	2.00	2.00
Unfunded positions	0.00	0.00	0.00	0.00

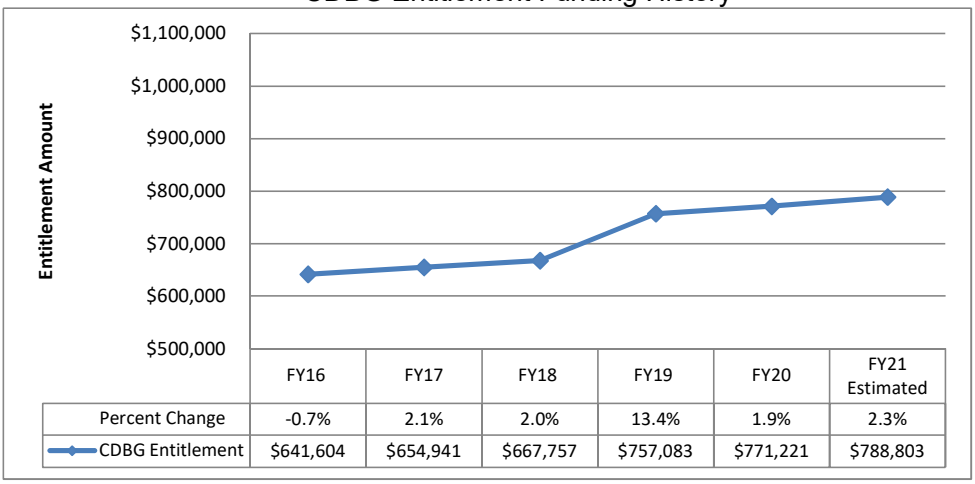
COMMUNITY DEVELOPMENT BLOCK GRANT - PROPOSED OPERATING REVENUES
FISCAL YEAR 2020/2021

ACCOUNT DESCRIPTION	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
GRANTS					
CDBG Grant Entitlements (HUD)					
B14 Entitlement	150,000	-	38,460	43,696	100.0%
B15 Entitlement	130,133	-	44,452	-	0.0%
B16 Entitlement	63,716	-	227,290	15,000	100.0%
B17 Entitlement	309,207	100,000	123,220	25,000	-75.0%
B18 Entitlement	577,137	200,000	159,945	20,000	-90.0%
B19 Entitlement	-	771,221	492,994	279,710	-63.7%
B20 Entitlement	-	-	-	788,803	100.0%
State Community Legacy Grant	150,000	-	-	-	0.0%
Total Grants	1,380,193	1,071,221	1,086,361	1,172,209	9.4%
PROGRAM INCOME					
Sale of Properties	237,730	130,000	130,811	165,000	26.9%
Principal Repayments on Loans	100,387	97,287	85,000	95,000	-2.4%
Interest Income on Loans	38,728	46,440	36,534	38,606	-16.9%
Total Program Income	376,845	273,727	252,345	298,606	9.1%
INVESTMENT EARNINGS	426	-	28	-	0.0%
OTHER REVENUES					
Miscellaneous Revenues	128	-	-	-	0.0%
Total Other Revenues	128	-	-	-	0.0%
Total Operating Revenues	**$ 1,757,592**	**$ 1,344,948**	**$ 1,338,734**	**$ 1,470,815**	**9.4%**

The CDBG Entitlement Funding History graph and chart below illustrate the CDBG Entitlement current year amounts awarded to the City for FY16–FY20, and the CDBG Entitlement amount estimated to be awarded to the City for FY21. Each year, funding that has not been expended is carried forward as an operating revenue into the next fiscal year. Subsequently, the amounts reported under the heading CDBG Grant Entitlements (HUD) in the above table of Proposed Operating Revenues represent the current year Entitlement funding plus any unspent Entitlement funding from prior years.

From the CDBG Entitlement Funding History graph and chart below, the amount of Federal funding awarded to the City for CDBG Entitlement funds remained relatively steady overall from FY16 through FY18 with reductions in funding in FY16 before 2.1% and 2.0% increases in FY17 and FY18 to bring the entitlement to $21.0K above the FY15 level. The City has continued to see increases annually since FY17. In FY21, the City expects a 2.3% increase in funding.

CDBG Entitlement Funding History



	FY16	FY17	FY18	FY19	FY20	FY21 Estimated
Percent Change	-0.7%	2.1%	2.0%	13.4%	1.9%	2.3%
CDBG Entitlement	$641,604	$654,941	$667,757	$757,083	$771,221	$788,803

COMMUNITY DEVELOPMENT BLOCK GRANT - PROPOSED OPERATING EXPENSES
FISCAL YEAR 2020/2021

ACCOUNT DESCRIPTION	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
COMMERCIAL/INDUSTRIAL IMPROVEMENTS					
Commercial Rehab-City Owned Property	174,404	-	-	-	0.0%
Total Commercial/Industrial Improvements	174,404	-	-	-	0.0%
CLEARANCE & DEMOLITION					
City - Downtown Buildings	-	176,366	-	150,000	-14.9%
Total Clearance & Demolition	-	176,366	-	150,000	-14.9%
CONTRA PRINCIPAL PAYMENTS	100,387	97,287	85,000	95,000	-2.4%
COST OF PROPERTIES HELD FOR RESALE	353,676	-	316,225	-	0.0%
PUBLIC FACILITIES & IMPROVEMENTS					
Handicap Ramps	134,723	80,000	80,000	100,000	25.0%
City Sidewalk Construction	61,423	238,035	228,839	-	-100.0%
Downtown Surveillance Cameras	-	-	-	60,000	100.0%
Traffic Signal Replacement	224,541	-	-	150,000	100.0%
Medal of Honor Triangle	8,226	100,000	90,000	-	-100.0%
Neighborhood Parks	45,946	355,000	313,000	275,000	-22.5%
Potterfield Pool Improvements	162,224	49,500	50,000	-	-100.0%
Loans	-	-	-	95,000	100.0%
Prospect Ave Crosswalk - Traffic Beacon	16,982	-	-	-	0.0%
Crosswalk Construction/Improvements	65,398	-	-	70,000	100.0%
Total Public Facilities & Improvements	719,463	822,535	761,839	750,000	-8.8%
PUBLIC SERVICES *					
REACH Shelter Security	-	20,000	20,000	20,000	0.0%
Community Free Clinic	48,286	48,000	48,000	48,000	0.0%
Girl's Inc Supper Program	10,276	10,000	10,000	10,000	0.0%
Children in Need	6,067	6,000	-	6,000	0.0%
Potential Mid Year Modifications				15,000	100.0%
Senior Living Alternative Meals	52,619	52,000	52,000	52,000	0.0%
CAC Financial Literacy	5,695	5,500	5,500	5,500	0.0%
Together With Families	7,057	7,000	7,000	7,000	0.0%
Crime Camera Equipment	19,558	-	-	-	0.0%
Total Public Services	149,558	148,500	142,500	163,500	10.1%
HOUSING REHAB					
Res Single Fam Emergency Repair	36,130	51,367	35,000	35,000	-31.9%
Homeownership Program	13,517	-	14,000	5,000	100.0%
Habitat Repair Program	24,511	18,000	12,000	18,000	0.0%
Commission on Aging	7,473	18,000	18,000	18,000	0.0%
HNDP Downpayment & Settlement	7,000	18,000	18,000	24,500	36.1%
Single Family Loan Program	43,105	78,488	55,000	50,000	-36.3%
Residential Rental Rehabilitation Loan	160,402	-	-	50,000	100.0%
Contra Expense - Single Family Loan Program	(203,506)	(50,000)	(55,000)	(100,000)	100.0%
CDBG Administration (Residential Rental)	-	-	-	2,000	100.0%
CDBG Administration (Home Ownership)	-	4,000	2,000	2,000	-50.0%
CDBG Administration (Single Family)	-	14,000	6,000	14,000	0.0%
Code Admin PT Inspector	15,648	24,960	28,707	30,000	20.2%
Home Ownership Acq. Resale	261,899	-	75,000	-	0.0%
Contra Expense - Home Ownership Acq. Resale	(261,899)	-	(75,000)	-	0.0%
Residential Rental Rehabilitation	128	-	-	-	0.0%
Residential Single Family Rehabilitation	4,678	750	750	750	0.0%
Total Housing Rehab	109,086	177,565	134,457	149,250	-15.9%

COMMUNITY DEVELOPMENT BLOCK GRANT - PROPOSED OPERATING EXPENSES
FISCAL YEAR 2020/2021

ACCOUNT DESCRIPTION	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
ADMINISTRATION **					
Salary and Wages	104,313	107,244	107,244	110,578	3.1%
Allocated Labor - Salaried	-	(18,000)	(8,000)	(18,000)	0.0%
Retirement Deficit Payment	11,951	12,549	12,549	13,176	5.0%
Retirement Contribution - State	8,844	10,001	9,731	11,292	12.9%
FICA Taxes	7,901	8,097	8,097	8,357	3.2%
Life Insurance	132	179	179	187	4.5%
Workers Compensation	3,675	3,750	3,750	5,260	40.3%
Health Insurance	11,653	11,235	11,235	11,235	0.0%
Health Insurance-Retiree	4,200	8,400	4,200	4,200	-50.0%
Dental Insurance	384	385	385	385	0.0%
Dental Insurance-Retiree	296	296	296	296	0.0%
Employee Discounted Parking	1,800	1,477	1,477	1,476	-0.1%
Office Supplies	30	400	400	350	-12.5%
Computer Software & Supplies	-	275	300	275	0.0%
Dues, Subscriptions & Periodicals	-	350	300	300	-14.3%
Advertising & Printing	1,737	1,850	1,700	1,850	0.0%
Legal Fees	5,257	3,500	2,500	3,000	-14.3%
Auditing Fees	2,074	1,902	2,188	2,231	17.3%
Consolidated Plan	-	50,000	50,000	-	-100.0%
Public Transportation Expenses	-	100	100	100	0.0%
Lodging & Meals	214	1,000	500	100	-90.0%
Conference & Seminar Fees	-	600	300	600	0.0%
Postage Expenses	-	75	35	75	0.0%
Other General Expenses	(226,626)	5,000	-	-	-100.0%
Photocopy Expenses	-	75	25	75	0.0%
Buildings & Contents Insurance	1,763	1,947	1,947	1,967	1.0%
General Liability Insurance	(32)	-	-	-	0.0%
Interest Exp. - Escrowed Taxes	41	200	200	200	0.0%
Communication Expense	2,235	1,850	1,750	1,850	0.0%
Capital Outlay	545	1,750	1,550	1,650	-5.7%
Total Administration	(57,613)	216,487	214,938	163,065	-24.7%
Total Expenditures	**$ 1,548,961**	**$ 1,638,740**	**$ 1,654,959**	**$ 1,470,815**	**-10.2%**

* HUD cap on Public Services costs must be under 15%, Formula: Public Svc Costs/(CY Entitlement + PY Program Income)
** HUD Cap on Administration costs must be under 20%, Formula: Admin Costs/(CY Entitlement + CY Program Income)

COMMUNITY DEVELOPMENT BLOCK GRANT FUND CAPITAL EXPENSES
FISCAL YEAR 2020/2021

ACCOUNT NO./DESCRIPTION	OUTLINE OF USE	JUSTIFICATION	COST
1050001-5861 Desks, Chairs, & Tables	Office furniture, cabinets, and shelves	Replace worn equipment	250
1050001-5865 Computer Equipment	Computer equipment	Replace worn or obsolete equipment	1,400
TOTAL CAPITAL OUTLAY			**$ 1,650**

ECONOMIC REDEVELOPMENT FUND

This fund was established to promote the revitalization of the City's downtown and older neighborhood areas. Currently the fund is being used to promote businesses and home ownership through the Invest Hagerstown Programs. Additionally, this fund is used for the Partners in Economic Progress (PEP) Program, holding real property for resale, and related development activities. Revenues in this fund consist of periodic transfers from other funds, State Grant funds (when available), and a transfer from the General Fund to continue carrying out strategic revitalization efforts through Invest Hagerstown.

BUSINESS REVOLVING LOAN FUND

This fund is designed to assist in the retention, expansion, and attraction of businesses within the City. The Business Revolving Loan Fund was initially funded through a grant from the Maryland Commerce Department and City Community Betterment Funds. This program provides financing for new and expanding businesses for working capital, equipment, and rehabilitation. In order to expand loan opportunities, the City continues to seek additional funding for the Revolving Loan Fund through partnership with the State of Maryland. For FY21, it is anticipated that program income will allow up to $125,000 in new loans to be made.

FOREST CONSERVATION FUND

This fund was created as part of the City’s forest conservation program for development within the City of Hagerstown. In lieu of reforestation activities on a development site, developers have the option to pay into a special City forest conservation fund. In return, this funding is utilized by the City to plant trees.

FLEXIBLE SPENDING FUND

This fund accounts for the City Flexible Spending Account (FSA) Program. Funds are transferred into this fund on a pre-tax basis for employees participating in the FSA Program for reimbursed medical and dependent care costs.

EXCISE TAX FUND

This fund accounts for the City's share of the County excise taxes collected by the City. There is a building excise tax on all building construction in Washington County. Effective March 2014, the City stopped assessing and collecting the City's portion of this fee and instead administers and collects only the County's portion less two percent (2%) for the adminstrative oversight provided.

GRANT FUND

In FY07 the City, created a separate special revenue fund to account for operating grant revenues from various federal, state, and local agencies and related expenditures. This fund allows grant revenues and expenditures to be tracked separately by grant projects. Local matches, if required, are shown as transfers in from other funds. Unspent grant funds are carried over from year-to-year until expended for their intended purpose.

DEPARTMENT / PROGRAM OVERVIEW

The Department of Community and Economic Development administers the Economic Redevelopment Fund which includes multiple economic incentive programs and property resale initiatives. The highlighted initiative is the strategic resale project located at 170 West Washington Street.

170 West Washington Street:

A property located at the western gateway to the City Center underwent enhancements to remedy a blighting influence on the surrounding neighborhood and promote a more positive image of the downtown. The City of Hagerstown purchased the property at 170 West Washington Street from Frederick County Bank in March of 2013. The property had been vacant for a significant amount of time, which was impacting the immediate area, including churches and the St. Mary School. Using Economic Redevelopment funds, the City demolished the rear motel portion of the property, leveling the rear lot to make it ready for either new construction or parking, depending on a subsequent owner's needs. Roof replacement, window replacement, and exterior painting were completed by FY16. These improvements will allow the City to more effectively promote the building for redevelopment. State Community Legacy funding was matched with Economic Redevelopment funds to complete the additional exterior work.

Due to the location and historical value of the structure, this property was selected to be one of the City's strategic acquisition and redevelopment projects. The property is currently being marketed for resale back to the private sector for final redevelopment.

170 West Washington Street Funding Sources and Uses

Expenditures	FY13-15	FY16	FY17	FY18-20	Total
Acquisition	$ 28,140	-	-	-	$ 28,140
Demolition/Construction/Rehabilitation	$ 175,878	$ 160,166	$ 11,517	-	$ 347,561
Total	$ 204,018	$ 160,166	$ 11,517	-	$ 375,701

Funding Sources	FY13-15	FY16	FY17	FY18-20	Total
Economic Redevelopment	$ 130,870	$ 58,315	$ 11,517	-	$ 200,701
Community Legacy	$ 73,148	$ 76,852	-	-	$ 150,000
Proceeds - Sale of 11-16 Public Square	-	$ 25,000	-	-	$ 25,000
Total	$ 204,018	$ 160,166	$ 11,517	-	$ 375,701

Invest Hagerstown Program:

In order to stimulate redevelopment and investment in Hagerstown, the Mayor and City Council created multiple incentive programs under the Invest Hagerstown initiative. Each incentive program offered substantial City incentives for commercial redevelopment, mixed-use redevelopment, and residential investment.

Invest Hagerstown – Initial Program

The initial program was funded in FY14 with $1,500,000 in funding from General Fund Reserves. The Invest Hagerstown Program provided grants up to $250,000 for eligible redevelopment projects in the City Center and up to $50,000 for eligible redevelopment projects City-wide. The City partnered with the private sector to assist in moving development forward. This program resulted in a combined private and public investment City-wide estimated at $4,173,000.

The Invest Hagerstown Program also provided down payment/rehab grants up to $7,500 for homebuyers purchasing a vacant home within the City of Hagerstown. The Invest Hagerstown Program also provided down payment/rehab incentives for homebuyers in City Center and a rental subsidy for renters in City Center with the goal of attracting a more diversified population Downtown. This program assisted 24 homeowners City wide and 7 homeowners in City Center for a total of 31 homeowners. The program also assisted 18 renters in City Center.

By the end of FY22, all of the funding will be expended or committed for this program. A funding chart of the initial Invest Hagerstown program is shown below.

Invest Hagerstown Program Incentives		FY14-18	FY19	FY20	Future
Expenditures	**Designated**	**Actual**	**Actual**	**Est. Actual**	**Commitment**
Community First Third Grant	$ 1,200,000	$ 950,000	-	-	$ 250,000
Downtown Rental Program	$ 50,000	$ 50,000	-	-	-
Downtown Residency Program	$ 70,000	$ 70,000	-	-	-
City-Wide Residency Program	$ 180,000	$ 176,979	$ 1,595	-	$ 1,426
Total Expenditures per Year	**$ 1,500,000**	**$ 1,246,979**	**$ 1,595**	**$ -**	**$ 251,426**

After initial funding for Invest Hagerstown was utilized, DCED offered down payment/rehab incentives funded through a State Community Legacy Grant in FY18 and FY19.

During FY19, $200,000 committed for the Invest Hagerstown program was temporarily reallocated to provide The Maryland Theatre expansion project a grant. As a result of a FY18 actual surplus in the General Fund, the original $200,000 has now been restored back to the intial Invest Hagerstown. At such time in the future that a Class A office building will be built, the City will fund the $250,000 that was included in the original Request for Qualifications bid in December 2014.

Invest Hagerstown – New Program started in FY19
Beginning in FY19, the Invest Hagerstown program was started again with dedicated funding from General Fund real estate tax rate. During FY19 and FY20 funding was provided in the amounts of $549,500 and $800,000 to support various incentives.

Invest Hagerstown-FY21 Proposed Budget
The FY21 Budget includes $804,000 for funding of the Invest Hagerstown Program. The components of the program are expected to model similarly to the FY20 program with some possible variation.

Invest Hagerstown - Program Components
The Invest Hagerstown program has several program components:

1. City Center Redevelopment Grant Program – Grants from a minimum of $150,000 to a maximum of $250,000 and requiring a minimum 2:1 match from the developer. Projects ranging $450,000 to $750,000+

2. City-Wide Redevelopment Grant Program – Grants from a minimum of $5,000 to a maximum of $25,000 and requiring a minimum 2:1 match from the developer. Projects ranging $15,000 to $75,000+

3. Homeownership Grant Program – Additional funding to existing program that provides down payment/rehab grants of $7,500 City Wide. Property must be built prior to 1960 and be vacant for 12 months. Or the property may be a conversion of a rental of 2 or more units to a single unit, owner-occupied home.

4. Rental Property Rehabilitation Grant Program – Grants of $7,500 for rental property rehabilitation to market rate rental and requiring 2:1 match. Projects $22,500+

5. Façade Rehabilitation Grant Program - Grants from a minimum of $2,500 to a maximum of $7,500 requiring a 1:1 match from the developer. Projects ranging from $5,000 to $15,000+ (Added in FY20)

A funding chart for the new Invest Hagerstown program is shown below.

Invest Hagerstown Program Incentives *	**FY19**	**FY20**	**FY20**	**FY21**
Expenditures	**Actual**	**Budget**	**Est Actual**	**Prop Budget**
City Center Redevelopment	$ 350,000	$ 500,000	$ 500,000	$ 500,000
City Wide Redevelopment	$ 154,500	$ 110,000	$ 110,000	$ 114,000
Homeownership	$ 45,000	$ 110,000	$ 110,000	$ 110,000
Rental Property Rehabilitation	$ -	$ 55,000	$ 55,000	$ 55,000
Façade: Invest Hagerstown		$ 25,000	$ 25,000	$ 25,000
Total Expenditures per Year	**$ 549,500**	**$ 800,000**	**$ 800,000**	**$ 804,000**

* A separately approved Economic Incentive for $250K was provided to a developer outside the Invest Hagerstown Program in FY19

ECONOMIC REDEVELOPMENT FUND - PROPOSED EXPENSES AND REVENUES
FISCAL YEAR 2020/2021

ACCOUNT DESCRIPTION	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
REVENUES					
State Community Legacy Grant	$ 215,000	$ 10,000	$ 10,000	$ 50,000	400.0%
State Funding Pass Thrus: Urban Improve Project	600,000	520,000	520,000	-	-100.0%
Program Income	100,000	-	-	-	0.0%
Interest on Investments	3,839	700	1,500	1,500	114.3%
Other Revenues	25,167	23,815	22,641	16,960	-28.8%
Total Revenues	**944,006**	**554,515**	**554,141**	**68,460**	**-87.7%**
EXPENDITURES					
Administrative Expenditures	16,377	19,940	19,154	19,220	-3.6%
Current Property Expenditures	4,386	7,197	7,197	7,200	0.0%
PEP Subsidized Rent Payments	90,402	81,500	98,000	131,500	61.3%
Sign and Facade Grants	15,000	10,000	10,000	-	-100.0%
Economic Incentives	-	50,000	50,000	72,500	45.0%
Economic Incentives: State Grant	-	-	-	50,000	100.0%
Citywide Down Payment: State Grant	10,000	-	-	-	0.0%
City Center Down Payment: State Grant	10,000	-	-	-	0.0%
City-Wide Residency Prog:Invest Hagerstown (Initial)	1,595	-	-	-	0.0%
City Center Redevelopment: Invest Hagerstown	350,000	500,000	500,000	500,000	0.0%
City-Wide Redevelopment: Invest Hagerstown	154,500	110,000	110,000	114,000	3.6%
Homeownership Grant: Invest Hagerstown	45,000	110,000	110,000	110,000	0.0%
Rental Property Rehab:Invest Hagerstown	-	55,000	55,000	55,000	0.0%
Facade:Invest Hagerstown	-	25,000	25,000	25,000	0.0%
USMH Housing Catalyst #3 *	201,288	24,000	23,200	21,650	-9.8%
State Funding Pass Thrus: Urban Improve Project	600,000	520,000	520,000	-	-100.0%
Loss on Sale of Capital Assets	9,724	-	-	-	0.0%
Total Expenditures	**1,508,272**	**1,512,637**	**1,527,551**	**1,106,070**	**-26.9%**
OTHER FINANCING SOURCES (USES)					
Transfers from General Fund	125,000	175,000	175,000	226,000	29.1%
Transfers from General Fund: Invest Hag Incentives	549,500	800,000	800,000	804,000	0.5%
Transfers from GF Fund Bal:Invest Hagerstown	1,672	-	-	-	0.0%
Total Other Financing Sources	676,172	975,000	975,000	1,030,000	5.6%
Net Change in Fund Balance	**111,906**	**16,878**	**1,590**	**(7,610)**	**-145.1%**
Beginning Fund Balance	**1,165,340**	**1,277,246**	**1,277,246**	**1,278,836**	**0.1%**
Ending Fund Balance	**$ 1,277,246**	**$ 1,294,124**	**$ 1,278,836**	**$ 1,271,226**	**-1.8%**

* FY19 Actual includes a $200K Community Legacy grant pass thru.

BUSINESS REVOLVING LOAN FUND - PROPOSED EXPENSES AND REVENUES
FISCAL YEAR 2020/2021

ACCOUNT DESCRIPTION	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
REVENUES & LOAN REPAYMENTS					
Program Income:					
Principal Repayments on Loans	$ -	$ 100,000	$ 125,000	$ 125,000	25.0%
Interest from Loans	21,219	32,662	18,403	26,163	-19.9%
Interest on Investments	4,487	500	3,100	2,500	400.0%
Other Revenues	1,195	500	500	500	0.0%
Total Revenues	**26,901**	**133,662**	**147,003**	**154,163**	**15.3%**
EXPENDITURES, NEW LOANS & OTHER WORKING CAPITAL					
Salary, Wages and Benefits	11,142	11,552	11,529	11,966	3.6%
Contractual Services	3,154	1,750	1,000	1,750	0.0%
Capital Outlay	85	200	-	200	0.0%
New Loan Expenditures	-	100,000	125,000	125,000	25.0%
Allowance for Uncollectible Loans	(37,013)	-	-	-	0.0%
Total Expenditures	**(22,632)**	**113,502**	**137,529**	**138,916**	**22.4%**
Net Change in Fund Balance	**49,533**	**20,160**	**9,474**	**15,247**	**-24.4%**
Beginning Fund Balance	**1,081,474**	**1,131,007**	**1,131,007**	**1,140,481**	**0.8%**
Ending Fund Balance	**$ 1,131,007**	**$ 1,151,167**	**$ 1,140,481**	**$ 1,155,728**	**0.4%**

STAFFING SUMMARY

	FY19	FY20 Bud	FY20 Est Act	FY21
Full Time	0.15	0.15	0.15	0.15
Staffing Total	0.15	0.15	0.15	0.15

FOREST CONSERVATION FUND - PROPOSED EXPENSES AND REVENUES
FISCAL YEAR 2020/2021

ACCOUNT DESCRIPTION	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 BUDGET	2020/21 % CHANGE
REVENUES					
Reforestation Fees	$ 2,891	$ 10,000	$ 251,000	$ 60,000	500.0%
Interest on Investments	551	-	559	1,500	100.0%
Total Revenues	**3,442**	**10,000**	**251,559**	**61,500**	**515.0%**
OTHER FINANCING SOURCES (USES)					
Transfers (from) CIP Fund	605	-	-	-	0.0%
Transfers (to) CIP Fund	-	(40,000)	(40,000)	(95,000)	137.5%
Total Other Financing Sources	**605**	**(40,000)**	**(40,000)**	**(95,000)**	**137.5%**
Net Change in Fund Balance	**4,047**	**(30,000)**	**211,559**	**(33,500)**	**11.7%**
Beginning Fund Balance	**38,259**	**42,306**	**42,306**	**253,865**	**500.1%**
Ending Fund Balance	**$ 42,306**	**$ 12,306**	**$ 253,865**	**$ 220,365**	**1690.7%**

FLEXIBLE SPENDING FUND - PROPOSED EXPENSES AND REVENUES
FISCAL YEAR 2020/2021

ACCOUNT DESCRIPTION	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
REVENUES					
Interest on Investments	$ 164	$ 200	$ 270	$ 175	-12.5%
Employer FICA Savings	-	-	-	-	0.0%
Unreimbursed Employee Deductions	18,617	(200)	2,000	2,000	-1100.0%
Total Revenues	**18,781**	**-**	**2,270**	**2,175**	**100.0%**
EXPENDITURES					
Contractual Services	3,727	-	-	-	0.0%
Total Expenditures	**3,727**	**-**	**-**	**-**	**0.0%**
Net Change in Fund Balance	**15,054**	**-**	**2,270**	**2,175**	**100.0%**
Beginning Fund Balance	**(544)**	**14,510**	**14,510**	**16,780**	**15.6%**
Ending Fund Balance	**$ 14,510**	**$ 14,510**	**$ 16,780**	**$ 18,955**	**30.6%**

EXCISE TAX FUND - PROPOSED EXPENSES AND REVENUES
FISCAL YEAR 2020/2021

ACCOUNT DESCRIPTION	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
REVENUES					
Interest on Investments	$ 299	$ 100	$ 285	$ 225	125.0%
Total Revenues	**299**	**100**	**285**	**225**	**125.0%**
OTHER FINANCING SOURCES (USES)					
Transfers (to) CIP Fund	-	-	-	-	0.0%
Total Other Financing Sources	**-**	**-**	**-**	**-**	**0.0%**
Net Change in Fund Balance	**299**	**100**	**285**	**225**	**125.0%**
Beginning Fund Balance	**2,394**	**2,693**	**2,693**	**2,978**	**10.6%**
Ending Fund Balance	**$ 2,693**	**$ 2,793**	**$ 2,978**	**$ 3,203**	**14.7%**

GRANT FUND - PROPOSED EXPENSES AND REVENUES
FISCAL YEAR 2020/2021

ACCOUNT DESCRIPTION	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
REVENUES:					
Federal Grants	57,750	17,500	54,442	116,427	565.3%
State Grants	244,649	189,281	268,281	223,733	18.2%
Private Grants and Other Contributions	1,704	1,128	2,286	-	-100.0%
Interest on Investments	$ 972	$ 50	$ 800	$ 500	900.0%
Total Revenues	**305,075**	**207,959**	**325,809**	**340,660**	**63.8%**
EXPENDITURES:					
Salary and Wages	84,912	85,183	87,733	107,683	26.4%
Benefits	11,479	5,000	13,082	-	-100.0%
Overtime	107,031	75,500	109,613	127,000	68.2%
Personnel Subtotal	**203,422**	**165,683**	**210,428**	**234,683**	**41.6%**
Contractual Services	26,904	24,300	26,300	25,300	4.1%
Operating Expenditures	45,986	15,772	16,865	12,000	-23.9%
Capital Outlay	52,747	2,154	30,711	63,427	2844.6%
Other General Expenses	-	-	39,000	6,000	100.0%
Operating Subtotal	**125,637**	**42,226**	**112,876**	**106,727**	**152.8%**
TOTAL EXPENDITURES	**329,059**	**207,909**	**323,304**	**341,410**	**64.2%**
OTHER FINANCING SOURCES (USES)					
Transfers from General Fund	24,956	-	-	1,250	100.0%
Total Other Financing Sources	**24,956**	**-**	**-**	**1,250**	**100.0%**
Net Change in Fund Balance	**972**	**50**	**2,505**	**500**	**900.0%**
Beginning Fund Balance	**173,613**	**174,585**	**174,585**	**177,090**	**1.4%**
Ending Fund Balance	**$ 174,585**	**$ 174,635**	**$ 177,090**	**$ 177,590**	**1.7%**

Activity in this fund is dependent on grants that we receive. The following grants have been included for next year:

			2020/21 PROPOSED
Police Department			
	FY 17 JAG Program	4,000	
	FY19 Bulletproof Vest Partnership Program	11,805	
	FY19 Coverdell Forensic Science Improvement Program	46,622	
	FY19 JAG Program	20,000	
	FY20 Domestic Violence Entry Program	10,283	
	FY20 Hagerstown PD MHSO Traffic Safety Program	3,500	
	FY20 Lethality Assessment Coordinator	6,250	
	FY21 Body Armor for Local Law Enforcement	5,000	
	FY21 Community Program Fund	17,300	
	FY21 GVRG Cease Fire	40,000	
	FY21 Hagerstown PD MHSO Traffic Safety Program	10,500	
	FY21 Lethality Assessment Coordinator	15,000	
	FY21 Maryland Criminal Intelligence Network	151,150	
Total Police Department			**341,410**
Total Grant Expenditures			**$ 341,410**

GRANT FUND CAPITAL EXPENSES
FISCAL YEAR 2020/2021

ACCOUNT NO./DESCRIPTION	OUTLINE OF USE	JUSTIFICATION	COST
Future Coverdell Forensic Science Grant			
1610000-5833			
Laboratory Equipment	Police Use	Purchase of laboratory equipment	46,622
Future State Body Armor Grant			
1610000-5834			
Fire Arms, Body Armor	Police Use	Purchase of new body armor and bulletproof vest	5,000
Future Bulletproof Vest Partnership			
1610000-5834			
Fire Arms, Body Armor	Police Use	Purchase of new body armor and bulletproof vest	11,805
TOTAL CAPITAL OUTLAY			**$ 63,427**

Development/Business

City of Hagerstown









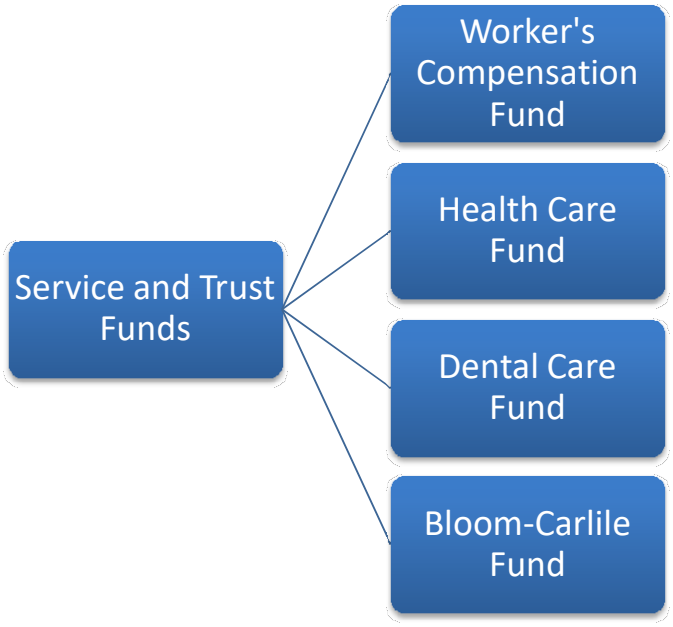
SERVICE AND TRUST FUNDS
SECTION 5

	Page
Combined Statement of Revenue and Expenditures	1
Organizational Chart	2
Program Description	2
Program Financial Summary	
Workers Compensation Fund	3
Health Care Fund	4
Dental Care Fund	5
Bloom-Carlile Fund	6

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SERVICE & TRUST FUND - COMBINING STATEMENT
FISCAL YEAR 2020/2021

ACCOUNT DESCRIPTION	WORKERS COMPENSATION	HEALTH CARE	DENTAL CARE	BLOOM-CARLILE	TOTAL
OPERATING REVENUES					
Premium Revenues	$ 1,645,233	$ 7,918,116	$ 432,867	$ -	$ 9,996,216
Prescription Rebates	-	370,000	-	-	370,000
Total Operating Revenues	**$ 1,645,233**	**8,288,116**	**432,867**	**-**	**10,366,216**
OPERATING EXPENSES					
Medical Loss Reimbursement, Stop Loss Reinsurance, & Excess Insurance	1,492,344	7,309,957	364,739	-	9,167,040
OPEB Trust Contributions	-	700,000	-	-	700,000
Legal Fees, Claims Administrative Expenses & Injury and Damage Awards	148,179	381,348	43,362	-	572,889
Health Savings Acct Contributions	-	49,400	-	-	49,400
Wellness Program		50,000			50,000
Audit Fees	348	348	350	-	1,046
Community Assistance Expenditures	-	-	-	4,600	4,600
Total Operating Expenses	**$ 1,640,871**	**8,491,053**	**408,451**	**4,600**	**10,544,975**
Operating Income (Loss)	**$ 4,362**	**(202,937)**	**24,416**	**(4,600)**	**(178,759)**
NON OPERATING REVENUES (EXPENSES)					
Investment Earnings	18,000	50,000	7,000	200	75,200
Total Other Income (Expense)	**$ 18,000**	**50,000**	**7,000**	**200**	**75,200**
Net Income before Operating Transfers	**$ 22,362**	**(152,937)**	**31,416**	**(4,400)**	**(103,559)**
TRANSFERS FROM (TO) OTHER FUNDS					
Transfers (to) - General Fund	-	(380,039)	-	-	(380,039)
Transfers (to) -Electric Fund	-	(27,709)	-	-	(27,709)
Transfers (to)- Water Fund	-	(40,302)	-	-	(40,302)
Transfers (to) -Wastewater Fund	-	(35,950)	-	-	(35,950)
Total Transfers From (To) Funds	**-**	**(484,000)**	**-**	**-**	**(484,000)**
Increase (Decrease) in Retained Earnings	**$ 22,362**	**$ (636,937)**	**$ 31,416**	**$ (4,400)**	**$ (587,559)**
Beginning Fund Balance	**1,936,822**	**4,577,638**	**581,451**	**89,434**	**7,185,345**
Ending Fund Balance	**$ 1,959,184**	**$ 3,940,701**	**$ 612,867**	**$ 85,034**	**$ 6,597,786**



WORKERS COMPENSATION FUND OVERVIEW
The Worker's Compensation fund was created in 1995. Effective July 1, 2015 the City transitioned from a traditional 100% coverage insurance to a self-insurance program which had been in place since September 1, 1998. The fund will continue to serve as a conduit to collect charges based on historical allocations from each fund and category of workers and will be used to pay actual medical claim costs, processing fees and premium of the insurance carrier.

HEALTH CARE FUND OVERVIEW
The Health Care fund was created in 2000 to manage the City's new self-insurance program for health care. Under this self-funded plan, the City pays a standard monthly administrative fee for each covered member and accepts claims risk up to a specific stop loss for each individual covered. Plan changes may occur during collective bargaining negotiations for future periods. In addition, there is a second level of insurance called the aggregate stop loss which assures that the City does not pay more than the maximum projected expenses. Administratively, all City departments are billed pre-established internal "insurance" rates for their department's employees, retirees and dependents as determined by our actuarial consultants, CBIZ. These billings represent funding sources for the Health Care Fund from which all health care related administrative and medical reimbursement costs are paid.

DENTAL CARE FUND OVERVIEW
The Dental Care fund was created in 2006 to manage the City's new self-insurance program for dental care. Under this self-funded plan, the City pays a standard monthly administrative fee for each covered member and processes claims up to a maximum $2,000 limit per covered individual, dependent upon type of plan chosen. Plan changes may occur during collective bargaining negotiations for future periods. Administratively, all City departments are billed pre-established internal "insurance" rates for their department's employees, retirees and dependents as determined by our actuarial consultants, CBIZ. These billings represent funding sources for the Dental Care fund from which all dental care related administrative and medical reimbursement costs are paid.

BLOOM-CARLILE TRUST FUND OVERVIEW
The Bloom-Carlile Trust fund was established to segregate funds received from the estates of S. Martin Bloom, Annie Fill Carlile and others from the general accounts of the City. The donors' intent was to establish a permanent endowment fund. The income earned on investment of the fund is being used to provide assistance to the poor and needy of Hagerstown.

The Washington County Community Action Council has been administering disbursement of these funds on a no-cost basis for the City since 1983. All funds are disbursed based on an agreed upon operating policy and are reviewed by the Clerk's Office for compliance with the program guidelines.

EXPENDITURE AND REVENUE SUMMARY

	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
REVENUES BY TYPE					
Premium Revenues	$ 1,149,538	$ 1,173,050	$ 1,173,140	$ 1,645,233	40.3%
Interest Income from Investments	17,311	300	24,000	18,000	5900.0%
Total Revenues	**$ 1,166,849**	**$ 1,173,350**	**$ 1,197,140**	**$ 1,663,233**	**41.8%**
EXPENDITURES BY TYPE					
Excess Insurance	162,643	174,681	174,681	179,609	2.8%
Claims Expense	418,121	900,938	900,938	1,312,735	45.7%
Administrative Expenses	39,828	56,039	56,039	60,000	7.1%
Audit Fees	336	308	342	348	13.0%
Legal Fees	15,339	40,503	40,503	40,503	0.0%
Other Professional Services Fees	47,343	45,934	45,934	47,676	3.8%
Total Expenditures & Transfers	**$ 683,610**	**$ 1,218,403**	**$ 1,218,437**	**$ 1,640,871**	**34.7%**
Expenditures, net of Revenues	**$ (483,239)**	**$ 45,053**	**$ 21,297**	**$ (22,362)**	**-149.6%**
Beginning Fund Balance	1,474,880	1,958,119	1,958,119	1,936,822	-1.1%
Ending Fund Balance	**$ 1,958,119**	**$ 1,913,066**	**$ 1,936,822**	**$ 1,959,184**	**2.4%**

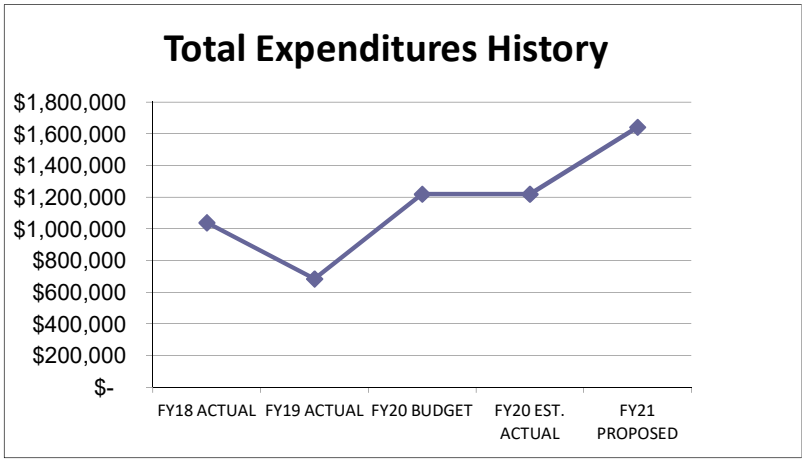
BUDGET HIGHLIGHTS AND SIGNIFICANT CHANGES

Adopted FY20 to Estimated Actual FY20

Total expenditures for FY20 estimated actual are anticipated to be slighty above the FY20 budget due to an increase in audit fees. In addition, the revenue is anticipated to be higher for estimated actual FY20 compared to the adopted budget for FY20 primarily due to interest earnings. The premium revenues reflect amounts charged to all other City funds and were established with slightly higher rates based on anticipated expenses.

Adopted FY20 to Proposed FY21

Total expenditures for FY21 are projected to be 34.7% higher than the FY20 budget, or $422.5K due to higher anticipated claims expense. Since FY21 will be the fifth year since the City transitioned to self-insured, an updated five year projection was completed by CBIZ and an actuarial firm. Based on trends and current estimates for known and unknown claims, total expenses are expected to increase dramatically. To offset increasing expenses, total funding/revenue will increase by 41.7% or $489.9K.



EXPENDITURE AND REVENUE SUMMARY

	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
REVENUES BY TYPE					
Premium Revenues-City	$ 6,611,609	$ 6,601,588	$ 6,582,533	$ 6,630,206	0.4%
Premium Revenues-Employees	827,901	1,104,942	1,078,910	1,078,910	-2.4%
Premium Revenues-Retirees	226,395	241,950	209,000	209,000	-13.6%
Stop Loss Reimbursement	144,282	-	-	-	0.0%
Prescription Rebates	205,920	371,000	208,263	370,000	-0.3%
Miscellaneous Revenue	183,089	-	-	-	0.0%
Interest from Investments	54,489	27,000	50,000	50,000	85.2%
Total Revenues	**$ 8,253,685**	**$ 8,346,480**	**$ 8,128,706**	**$ 8,338,116**	**-0.1%**
EXPENDITURES BY TYPE					
Medical Loss Reimbursements	6,323,290	6,877,173	5,508,934	6,909,622	0.5%
Claims Reserve Expense	100,702	50,000	50,000	50,000	0.0%
Health Savings Acct Contributions	49,125	47,000	50,250	49,400	5.1%
Administrative Expenses	350,744	375,000	408,639	381,348	1.7%
Audit Fees	336	308	342	348	13.0%
Stop Loss Reinsurance Expense	250,306	301,060	270,278	350,335	16.4%
Wellness Program	40,109	52,000	50,000	50,000	-3.8%
OPEB Trust Contributions	650,000	650,000	650,000	700,000	7.7%
Total Expenditures	**$ 7,764,612**	**$ 8,352,541**	**$ 6,988,443**	**$ 8,491,053**	**1.7%**
Transfers to General Fund	536,815	580,000	580,000	380,039	-34.5%
Transfers to Electric Fund	58,015	63,562	63,562	27,709	-56.4%
Transfers to Water Fund	85,553	94,513	94,513	40,302	-57.4%
Transfers to Wastewater Fund	76,312	79,842	79,842	35,950	-55.0%
Total Transfers	**$ 756,695**	**$ 817,917**	**$ 817,917**	**$ 484,000**	**-40.8%**
Total Expenditures & Transfers	**$ 8,521,307**	**$ 9,170,458**	**$ 7,806,360**	**$ 8,975,053**	**-2.1%**
Expenditures, net of Revenues	**$ 267,622**	**$ 823,978**	**$ (322,346)**	**$ 636,937**	**-22.7%**
Beginning Fund Balance	4,522,914	4,255,292	4,255,292	4,577,638	7.6%
Ending Fund Balance	**$ 4,255,292**	**$ 3,431,314**	**$ 4,577,638**	**$ 3,940,701**	**14.8%**

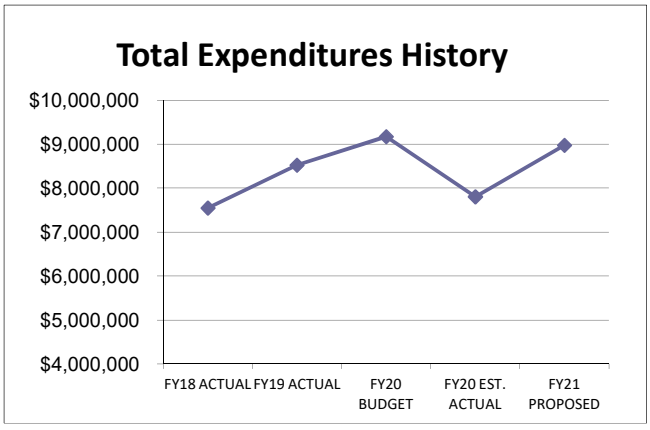
BUDGET HIGHLIGHTS AND SIGNIFICANT CHANGES

Adopted FY20 to Estimated Actual FY20

As a result of a decrease in medical claim costs and stop loss reinsurance expense, total expenditures are projected to be approximately 19.5% or $1.4M less than originally included in the budget. In the current year to date, the City has experienced lower actual paid claims than was anticipated when preparing the FY20 budget. The associated premium revenues charged and paid by the City remain in line with the FY20 budget.

Adopted FY20 to Proposed FY21

As a result of current trends for medical expense claims and administrative expenses, along with the increase in OPEB Trust contributions, the expenditures for proposed FY21 are projected to be 1.7% or $138.5K higher than FY20 budget, excluding transfers to other funds. In spite of the increase in expenses, revenues charged across all City funds in FY21 budget remain flat overall when compared to the FY20 budget. In FY21, the budget includes a transfer from the health insurance fund to other city funds. This transfer represents a FY19 actual surplus which will be returned on a percentage allocation to the city funds that provided the funding originally and is consistent with the city's Fund Balance/Retained Earnings Policy. This transfer is not a normal recurring item.



EXPENDITURE AND REVENUE SUMMARY

	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
REVENUES BY TYPE					
Premium Revenues-City	$ 181,006	$ 196,593	$ 196,977	$ 196,977	0.2%
Premium Revenues-Employees	174,800	158,883	165,340	165,340	4.1%
Premium Revenues-Retirees	67,830	70,000	70,550	70,550	0.8%
Interest from Investments	6,198	3,500	7,000	7,000	100.0%
Total Revenues	**$ 429,834**	**$ 428,976**	**$ 439,867**	**$ 439,867**	**2.5%**
EXPENDITURES BY TYPE					
Medical Claims Expense	297,787	346,959	338,000	359,739	3.7%
Administrative Expenses	40,325	40,005	41,292	43,362	8.4%
Claims Reserve Expense	(4,688)	5,000	5,000	5,000	0.0%
Audit Fees	336	308	343	350	13.6%
Total Expenditures & Transfers	**$ 333,760**	**$ 392,272**	**$ 384,635**	**$ 408,451**	**4.1%**
Expenditures, net of Revenues	**$ (96,074)**	**$ (36,704)**	**$ (55,232)**	**$ (31,416)**	**-14.4%**
Beginning Fund Balance	430,145	526,219	526,219	581,451	10.5%
Ending Fund Balance	**$ 526,219**	**$ 562,923**	**$ 581,451**	**$ 612,867**	**8.9%**

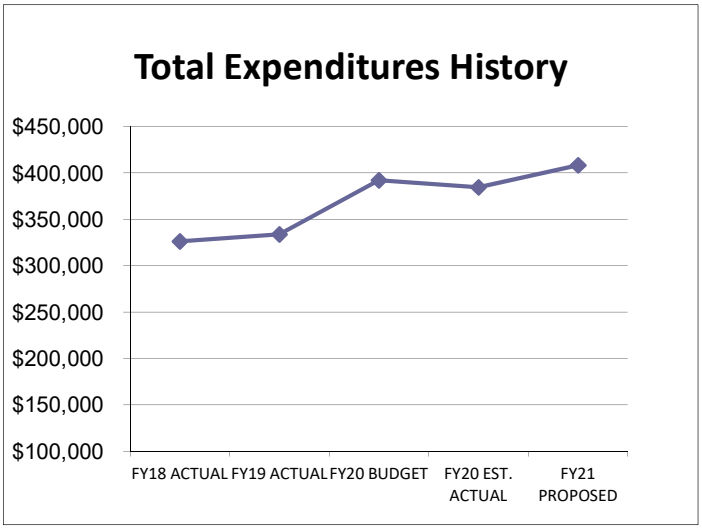
BUDGET HIGHLIGHTS AND SIGNIFICANT CHANGES

Adopted FY20 to Estimated Actual FY20

Total expenditures for FY20 estimated actual compared to FY20 budget are lower by 1.9% or $7.6K as a result of lower actual dental claims paid. Revenues increased over FY20 budget by 2.5% or $10.9K primarily due to higher premium contributions by employees than budgeted.

Adopted FY20 to Proposed FY21

The dental claims expenditures for proposed FY21 budget are expected to increase by 3.7% or $12.8K over FY20 budget. Overall, expenses are expected to increase by $16.1K or 4.1%. Additionally, the revenues and premiums charged are expected to increase by 2.5% or $10.9K as a result of the funding trends for participants currently enrolled in the dental insurance program.



EXPENDITURE AND REVENUE SUMMARY

	2018/19 ACTUAL	2019/20 BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED	2020/21 % CHANGE
REVENUES BY TYPE					
Interest Earned	$ 635	$ 200	$ 500	$ 200	0.0%
Total Revenues	**$ 635**	**$ 200**	**$ 500**	**$ 200**	**0.0%**
EXPENDITURES BY TYPE					
Utilities	5,530	4,600	4,600	4,600	0.0%
Total Expenditures & Transfers	**$ 5,530**	**$ 4,600**	**$ 4,600**	**$ 4,600**	**0.0%**
Expenditures, net of Revenues	**$ 4,895**	**$ 4,400**	**$ 4,100**	**$ 4,400**	**0.0%**
Beginning Fund Balance	98,429	93,534	93,534	89,434	-4.4%
Ending Fund Balance	**$ 93,534**	**$ 89,134**	**$ 89,434**	**$ 85,034**	**-4.6%**

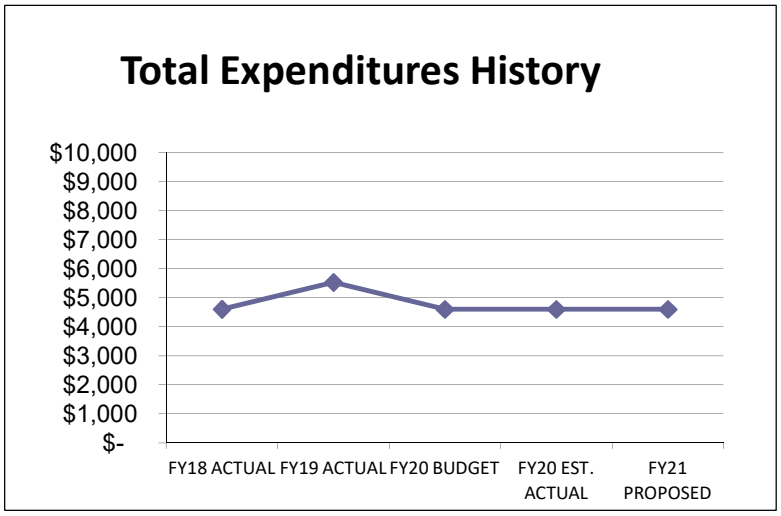
BUDGET HIGHLIGHTS AND SIGNIFICANT CHANGES

Adopted FY20 to Estimated Actual FY20

It is anticipated that we will need to appropriate about $4.1K from accumulated prior years earnings to cover the shortfall between FY20 interest earnings and FY20 expenses. This shortfall is a result of the amount pledged to the Community Action Council with the change made to this program to assist the poor and needy of Hagerstown. Finance will continue to monitor this fund to ensure that a long-term balance is maintained between interest earnings and total expenditures.

Adopted FY20 to Proposed FY21

For many years, the budget limited the pledge to the Community Action Council to the next year's anticipated interest earnings. This limitation withheld assistance to the poor and needy of Hagerstown in economic slumps when the need was the greatest. In addition, interest rates had declined over this same period of time which led to even less interest revenue being generate. Our FY21 budget continues to reflect our modification to treat this fund more as a flow of funds annuity with a steady annual stipend which will be continually replenished from investment earnings over a long-term time frame. Finance will monitor this fund so that a long-term balance between earnings and expenditures is maintained.



Hagerstown Gives Back

City of Hagerstown









FINANCIAL PROJECTIONS
SECTION 6

	Page
All Funds - Introduction	1
General Fund	2
Enterprise Funds	
Introduction: All Enterprise Funds	14
Electric Fund	15
Water Fund	18
Wastewater Fund	22
Parking Fund	26
Golf Course Fund	29
Property Management Fund	31
Internal Service Funds	
Health Care Fund	33
Dental Care Fund	35

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ALL FUNDS PROJECTIONS
FISCAL YEAR 2021/2025
INTRODUCTION

This Section provides revenue, expenditure and capital outlay projections for the General Fund and City Utilities, as well as the City's Parking, Golf Course, Property Management, Health Insurance and Dental Insurance Funds. These projections have been prepared to assist the Mayor and Council, City staff and citizens in:

- Strategically planning for the future by using the FY2020/21 Proposed Budget as a baseline.
- Maintaining a broader view of the impact of the current budget process, fiscal policies, service levels, and Capital Improvement Plans.
- Enabling us to forecast the possible results of our current business plans and decisions to become more proactive in financial management and planning efforts.
- Reviewing and analyzing the impact of expected fiscal and economic trends on the City's financial condition.
- Reviewing the sufficiency of projected revenues in meeting projected expenditures.
- Analyzing the financial impact and affordability of the capital improvement programs.
- Reviewing the timing and amounts of needed debt financing and its fiscal impact.
- Determining the timing and magnitude of required revenue rate adjustments.

The projections are based on information available to staff as of March 1, 2020. Although every effort has been made to be realistic in developing these projections, it is important to note that revenues and expenditures rarely proceed in a totally predictable manner. These projections can, however, provide an important tool for the City's long-term financial planning.

- Percentages of projected changes are indicated in the column after the FY2020/21 Proposed Budget. Items without a percentage have been individually projected by year. An "S" indicates that there is a supporting schedule with more detail.
- The interest income revenue is projected to fluctuate across funds in FY2020/21 and future years as a result of declining interest market rates, interest rates adjustments made by the Federal Reserve System, and available cash balances in individual funds.
- The Wage & Benefits projections contain potential salary enhancements for FY2020/21 for all full-time employee groups. (See Section 1 for specific wage history trends by employee group). The projections include a combination of salary enhancements annually from FY2020/21 through FY2024/25. Additionally, the projections include savings associated with funded vacant positions in the General Fund; and anticipate funded vacancy savings to occur into the future through FY2024/25. The City has four collective bargaining union groups and all four of the groups have approved contracts in place that expire on June 30, 2022. All four of these contracts also have wage re-opener clauses for FY2020/21.
- The overall average projected increase in employee benefits range from 3.5% to 5.9% primarily due to expected increases over the next several years in the City's Health, Workers Compensation, and Retirement Program costs. It is important to note that FY2020/21 includes a one-time potential distribution of the Health Insurance's surplus from FY2018/19.
- Debt service includes current commitments to repay principal and interest on governmental obligations, as well as, projected debt requirements identified in the capital improvement plan. Future debt costs are based on a 2.0% through 5.0% interest rate range over a 20, 25, or 30 year term and includes both City issued bonds and MDE issued bonds/loans.
- In addition to covering 100% of the claims and cost incurred for retired employees, the City makes annual contributions to a separate trust account for Other Post-Employment Benefits (OPEB). The annual amount to be contributed in FY2020/21 and all future projections through FY2024/25 is $700K.

- In general, total revenue growth (excluding the "NEEDED REVENUE SOURCE" amount) is projected to increase from $49.5 million in FY2021/22 to $50.2 million in FY2022/23. Due to several contributing factors, new and / or increased revenue sources are needed beginning in FY2021/22 to help offset estimates for future periods. The primary factors that impact the projections for FY2021/22 include:
    - Funding equipment and Capital Improvement Program with annual operating revenue
    - Minimal growth anticipated in existing City revenue sources
    - Preliminary projection of 6.0% increase for all salary and related benefits costs
    - Increasing annual debt service requirements for infrastructure upgrades and improvements of approximately 26.1%
    - Preliminary overall inflation factors on insurance, supplies, and maintenance contracts

- In FY2018/19, the city implemented a tiered tax rate for real estate. The property tax rate is proposed to remain at the current rates: $1.002 per $100 for real estate on all except Apartments; $1.032 per $100 for real estate on Apartments; and $2.505 per $100 for personal property. The annual Constant Yield certification from the State Department of Assessments & Taxation received in February 2020 reflects slight market decline of <0.3%> during the first year of the City's triennial assessment period. The total estimated property tax revenue represents 66.7% of current revenue sources in FY2020/21 and is important to cover existing city service levels, rising employer payroll costs (including wages and benefits like health insurance, dental insurance, pension contributions), inflation increases on most expense categories, and annual debt service requirements. For future years, the projections include overall growth in property tax revenue in FY2021/22 through FY2024/25 to occur through increased assessed values; anticipated development growth; annexations; or other adjustments as needed to offset any market values decline.

- The County Tax Rebate was terminated by the County after the FY2009/10. It was replaced by a County Tax Rate differential provided directly to City property owners which started in 2010/11. The County rate in the City is currently $0.125 cents per $100 assessed value less than the outside City rate and is estimated to stay the same for 2020/21 and future years.

- From FY2019/20 to FY2020/21 budget, the overall City portion of Income & Other Taxes is expected to increase by 0.6% with growth anticipated in areas. FY2020/21 includes some Highway User Revenue (HUR) directly in the General Fund to cover a portion of the annual debt service requirements for projects that had to be funded with bonds when HUR funding was drastically decreased by the state. The annual debt service requirements for HUR eligible projects is greater than the $80K that will be utilized as all remaining HUR funding is needed within planned capital projects for FY2020/21. The County implemented an increase in local income tax rate from 2.8% to 3.2% effective January 1, 2020 which will increase the amount of total dollars back to the City. The current FY2019/20 trend reflects a significant decrease in Admission Tax which is anticipated to continue. It is projected for overall annual growth to remain minimal with changes ranging from <1.2%> to 1.6% through FY2024/25; except during FY2021/22 projections of slight increase due to increasing utilization of HUR toward its portion of eligible annual debt service requirements. The projections include growth in areas beginning in FY2021/22 for income tax, admission and amusement tax, and hotel/motel room tax based on the economy and other inflationary trends.

- A municipality has the authority to implement a Stormwater management fee. The City completed Phase I of a study which assessed a cost rate model and identified applicable properties. Also, the City has conducted and finished Phase II which further defined a cost rate model. There was a community advisory committee that has met to recommend ways to move forward and suggestions to implement within a Stormwater program. At this time, it is anticipated that a Stormwater management program will be implemented on July 1, 2020 and a separate Stormwater enterprise fund will be established. Since it is too early in this process, the operating expenditures related to this program are reflected within the General Fund and also includes an offsetting Stormwater management fee revenue source. In addition, the CIP budget also includes capital project expenditures over the next five years due to legislative and permit mandates. The funding for these specific projects will be funded with grants, future bond issues, and a potential future Stormwater fee revenue source.

- Most operating grant revenues and related expenditures are separately reflected in the Grants Fund. In FY2019/20 and prior years, there were three federal COPS Hiring Grants (2012, 2013, and 2015) secured by the Hagerstown Police Department reflected in the General Fund. It is anticipated that these grants will be fully satisfied and completed in current FY2019/20 which is reflected in the declining revenue from FY2017/18 to FY2020/21.

- Wage & Benefit projections include four collective bargaining union contracts and non-union employees. All four collective bargaining contracts have a clause for wage re-openers for FY2020/21 and the contracts currently all expire on June 30, 2022. As a result, the projections include a continuation of combined salary enhancements annually through FY2024/25. The projection includes savings associated with vacancies in funded positions that occur throughout the normal course of business. There is a schedule of unfunded positions for reference only; there are no dollars reflected in the FY2020/21 budget for unfunded positions and savings.

- The overall average projected changes in employee benefits range from 3.5% to 5.9% primarily due to expected increases over the next several years in the City's Pension Contributions, and Health and Dental Program costs.

- Annual debt service expenditures represent 4.8% of all general fund expenditures in FY2020/21 budget, or $2.5 million. As reflected on the debt service schedule on page 12, annual debt service requirements are expected to fluctuate annually from FY2020/21 through FY2024/25 as the city continues to pay-off prior bonds and issue new bonds for infrastructure investments. The changes beginning in FY2021/22 through FY2024/25 are respectively 26.1%, 3.7%, 9.3%, and 6.4%.The detail on each project that will be funded by future debt issues are reflected in Section 7, page 15. It is important to note that if all planned projects move forward as reflected, the City will be over its debt limit capacity in FY2024/25 as reflected in its Debt Management Policy.

- The remaining other expenditure categories are projected to increase based on a combination of historic trends and inflation factors.

GENERAL FUND FINANCIAL PROJECTIONS
FISCAL YEAR 2021/2025
INCOME STATEMENT
(IN THOUSANDS)

	2017/18 ACTUAL	2018/19 ACTUAL	2019/20 REVISED BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED BUDGET	PROJ. CHG%	2021/22 PROJ.	2022/23 PROJ.	2023/24 PROJ.	2024/25 PROJ.
REVENUES										
Property Taxes	$ 26,917	$ 29,270	$ 29,093	$ 29,167	$ 29,729	S	$ 30,597	$ 31,164	$ 32,304	$ 32,905
Payments in Lieu of Taxes	2,756	2,778	2,775	2,786	2,776	S	2,778	2,781	2,783	2,785
Total property taxes	**29,673**	**32,048**	**31,868**	**31,953**	**32,505**		**33,376**	**33,945**	**35,087**	**35,690**
	2.7%	*8.0%*	*-0.6%*	*0.3%*	*2.0%*		*2.7%*	*1.7%*	*3.4%*	*1.7%*
Income Tax	2,178	2,747	2,550	2,800	2,925	2.0%	2,984	3,043	3,104	3,166
Highway User Revenues	-	-	275	275	80		265	143	143	145
Police / Fire Protection	816	814	800	777	780	0.5%	784	788	792	796
Admission Tax	410	361	350	200	200	0.5%	201	202	203	204
Financial Corporations	34	34	34	34	34		34	34	34	34
Room Tax - Tourism Promotion	202	220	205	218	220	2.0%	224	229	233	238
Enterprise Zone Tax Credits	28	11	11	12	12		25	25	25	25
Total Income & Other Taxes	**3,668**	**4,187**	**4,225**	**4,316**	**4,251**		**4,517**	**4,464**	**4,534**	**4,608**
	-11.5%	*14.1%*	*0.9%*	*2.2%*	*0.6%*		*6.3%*	*-1.2%*	*1.6%*	*1.6%*
Total Tax & Shared Revenues	**33,341**	**36,235**	**36,093**	**36,269**	**36,756**		**37,893**	**38,409**	**39,622**	**40,299**
	1.0%	*9.7%*	*-0.4%*	*0.5%*	*1.8%*		*3.1%*	*1.4%*	*3.2%*	*1.7%*
Refuse Service Fees	2,579	2,772	2,774	2,781	2,788	2.5%	2,858	2,929	3,002	3,077
Other Service Charges	561	822	722	654	690	2.0%	838	855	872	890
Residential Rental Licenses & Vacant Structures	749	374	855	733	785	2.0%	801	817	833	850
Cable TV Franchise	383	331	180	334	334	2.0%	341	347	354	362
Other Licenses & Permits	1,025	1,440	1,079	1,681	1,567	1.0%	1,280	1,292	1,305	1,318
Safe Speed for Students Program	1,035	767	900	805	795		825	825	825	825
Red Light Camera Program	69	144	200	200	200		225	225	275	275
Other Fines & Forfeitures	63	38	192	141	166	3.0%	171	176	181	187
*Stormwater Management Fees**	-	-	-	-	*1,327*	*2.0%*	*1,353*	*1,380*	*1,408*	*1,436*
Admin Allocation	1,998	1,998	1,998	1,998	1,998	0.0%	1,998	1,998	1,998	1,998
Interest	82	264	100	200	200	3.0%	206	212	219	225
Rental Income	191	192	198	175	181		181	185	190	200
Grants	572	526	424	422	385	S	379	379	379	379
Other Revenues	815	757	733	774	529	S	161	161	161	161
NEEDED REVENUE SOURCE	-	-	-	-	-		***3,634***	***3,227***	***3,296***	***4,189***
Total Other Revenues	**10,122**	**10,425**	**10,355**	**10,898**	**11,945**		**15,250**	**15,010**	**15,299**	**16,372**
Total Revenues	**43,463**	**46,660**	**46,448**	**47,167**	**48,701**		**53,143**	**53,419**	**54,921**	**56,671**
% Revenue Growth	*3.6%*	*11.2%*	*-0.5%*	*1.5%*	*4.9%*		*9.1%*	*0.5%*	*2.8%*	*3.2%*
Appropriated Fund Balance to CIP Fund:Capital Expenditures	-	-	946	-	2,379		-	-	-	-
Total Other Funding Sources	**-**	**-**	**946**	**-**	**2,379**		**-**	**-**	**-**	**-**
Total Funding Sources	**$ 43,463**	**$ 46,660**	**$ 47,394**	**$ 47,167**	**$ 51,080**		**$ 53,143**	**$ 53,419**	**$ 54,921**	**$ 56,671**

During FY19 City Staff and an Advisory Committee began working with an independent consultant on a Stormwater Management Study. At this time, it is anticipated that a Stormwater Fund and program will be implemented for this service. Once approved all related revenue and expenditures will be allocated to a new Enterprise Fund.

****FY22 projections currently estimate additional $3.6M in changes needed. This $3.6M reflects funding equipment and CIP transfers with annual operations, combined 1.7% growth in current revenue sources, an overall preliminary estimate of 6.0% increase for all payroll related costs, growing annual debt service to fund priority projects, infrastructure and capital needs, and cover overall inflation factors on items such as insurance, supplies, and maintenance contracts.***

GENERAL FUND FINANCIAL PROJECTIONS
FISCAL YEAR 2021/2025
INCOME STATEMENT
(IN THOUSANDS)

	2017/18 ACTUAL	2018/19 ACTUAL	2019/20 REVISED BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED BUDGET	PROJ. CHG%	2021/22 PROJ.	2022/23 PROJ.	2023/24 PROJ.	2024/28 PROJ.
EXPENDITURES										
Salaries and Wages	$ 19,362	$ 19,587	$ 20,643	$ 20,711	$ 21,886	S	$ 23,193	$ 23,862	$ 24,550	$ 25,259
Fringe Benefits -										
Active Employees	8,029	8,011	8,351	8,200	9,192	S	9,751	10,084	10,415	10,780
Retirees	1,449	1,461	1,487	1,469	1,469	S	1,540	1,616	1,694	1,777
Total Wages & Benefits	**28,840**	**29,059**	**30,481**	**30,380**	**32,547**		**34,485**	**35,561**	**36,659**	**37,816**
	2.3%	*0.8%*	*4.9%*	*-0.3%*	*6.8%*		*6.0%*	*3.1%*	*3.1%*	*3.2%*
Contracted Services	4,603	5,083	5,197	5,290	5,616	S	5,728	5,856	5,987	6,120
Advertising & Printing	211	202	215	213	247	2.0%	252	257	262	267
Rentals	110	107	112	108	115		115	115	115	115
Maintenance & Repairs	995	1,033	1,152	1,210	1,235		1,100	1,130	1,130	1,180
Vehicle Expenses	774	830	780	781	795	2.0%	811	827	844	861
Materials, Supplies & Utilities	1,867	2,031	2,001	2,006	2,062	3.0%	2,124	2,188	2,253	2,321
Professional Development	110	116	168	198	209		170	175	180	185
Communication	370	340	382	344	364		365	367	369	371
Wage & Overhead Allocation	(1,000)	(817)	(840)	(935)	(1,195)		(1,266)	(1,306)	(1,346)	(1,388)
Other General Expenditures	569	865	834	848	1,089		1,094	1,099	1,104	1,109
Insurance	215	202	294	287	307	5.0%	322	338	355	373
Unallocated Gen'l Expenditures	618	850	667	637	690		640	640	642	644
Capital Outlay - Non-CIP	131	191	187	213	191		193	213	218	228
Debt Service	2,395	2,533	2,871	2,951	2,436	S	3,073	3,186	3,482	3,706
Operating Transfers to Other Funds	518	973	1,248	1,271	1,303	S	1,393	1,380	1,441	1,457
Capital Transfers to CIP Fund	308	1,105	697	719	687		2,544	1,392	1,225	1,306
Fund Balance Transfers to CIP Fund	632	205	946	619	2,379		-	-	-	-
Fund Balance Trans for Invest Hag	4	2	-	-	-		-	-	-	-
Total Expenditures	**42,270**	**44,910**	**47,392**	**47,140**	**51,077**		**53,143**	**53,419**	**54,921**	**56,671**
% Expenditures Growth	*0.5%*	*6.2%*	*5.5%*	*-0.5%*	*7.8%*		*4.0%*	*0.5%*	*2.8%*	*3.2%*
Surplus / (Deficit)	**$ 1,193**	**$ 1,750**	**$ 2**	**$ 27**	**$ 3**		**$ 0**	**$ (0)**	**$ 0**	**$ (0)**
Real Estate Tax Rates: Excl Apts	**$ 0.941**	**$ 1.002**	**$ 1.002**	**$ 1.002**	**$ 1.002**		**$ 1.002**	**$ 1.002**	**$ 1.002**	**$ 1.002**
Change in Tax Rates	**$ 0.028**	**$ 0.061**	**$ -**	**$ -**	**$ -**		**$ -**	**$ -**	**$ -**	**$ -**
Each penny on the real estate tax rate generates additional revenue of	**$ 256**	**$ 262**	**$ 263**	**$ 264**	**$ 268**		**$ 276**	**$ 281**	**$ 293**	**$ 299**
Personal Property Tax Rates	**$ 2.353**	**$ 2.505**	**$ 2.505**	**$ 2.505**	**$ 2.505**		**$ 2.505**	**$ 2.505**	**$ 2.505**	**$ 2.505**
Change in Tax Rates	**$ 0.070**	**$ 0.153**	**$ -**	**$ -**	**$ -**		**$ -**	**$ -**	**$ -**	**$ -**
Each penny on the personal property tax rate generates additional revenue of	**$ 13**	**$ 13**	**$ 12**	**$ 12**	**$ 13**		**$ 13**	**$ 13**	**$ 13**	**$ 13**

GENERAL FUND FINANCIAL PROJECTIONS
FISCAL YEAR 2021/2025
PROPERTY TAXES
(IN THOUSANDS)

	2017/18 ACTUAL	2018/19 ACTUAL	2019/20 REVISED BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED BUDGET	PROJ. CHG% *	2021/22 PROJ.	2022/23 PROJ.	2023/24 PROJ.	2024/25 PROJ.
Real Estate - Full Year Levy	**$ 24,335**	**$ 26,281**	**$ 26,421**	**$ 26,500**	**$ 27,030**		**$ 27,859**	**$ 28,350**	**$ 29,434**	**$ 30,010**
% Increase	***4.0%***	***8.0%***	***0.5%***	***0.3%***	***2.3%***		***3.1%***	***1.8%***	***3.8%***	***2.0%***
Personal Property - UnInc	66	61	56	50	55	0.5%	55	56	56	56
Personal Property - Corp	2,980	3,283	3,000	3,000	3,105	0.5%	3,171	3,186	3,202	3,218
Homestead Tax Credit	(91)	(116)	(110)	(82)	(150)		(150)	(125)	(110)	(105)
Enterprise Zone Tax Credit Progra	(53)	(22)	(24)	(23)	(24)		(75)	(75)	(75)	(75)
Tax Exemption - Real Estate	(380)	(290)	(275)	(292)	(300)		(280)	(248)	(228)	(228)
Total Current Year's Levy	**26,857**	**29,197**	**29,068**	**29,153**	**29,716**		**30,580**	**31,144**	**32,279**	**32,877**
Reserve for Uncollect Taxes	(101)	(127)	(101)	(127)	(127)		(127)	(127)	(127)	(127)
Total Adj - Prior Yrs Levies	**(101)**	**(127)**	**(101)**	**(127)**	**(127)**		**(127)**	**(127)**	**(127)**	**(127)**
Current Years Levy	192	236	160	175	175		180	184	191	194
Total Interest on Delinq Tax	**192**	**236**	**160**	**175**	**175**		**180**	**184**	**191**	**194**
Tax Discounts/Allows - C/Yr	(31)	(36)	(34)	(34)	(35)		(36)	(37)	(38)	(39)
Total Tax Discounts/Allows	**(31)**	**(36)**	**(34)**	**(34)**	**(35)**		**(36)**	**(37)**	**(38)**	**(39)**
Total Property Taxes	**26,917**	**29,270**	**29,093**	**29,167**	**29,729**		**30,597**	**31,164**	**32,304**	**32,905**
% Increase	*3.4%*	*8.7%*	*-0.6%*	*0.3%*	*2.2%*		*2.9%*	*1.9%*	*3.7%*	*1.9%*
Hag Housing Authority	110	105	105	105	105	0.8%	106	107	108	108
Bethel Gardens	-	9	12	16	12	0.8%	12	12	12	12
Liberty Property	147	165	160	166	160	0.8%	161	163	164	165
CW Brooks Mid-Rise	9	9	8	9	9	0.8%	9	9	9	9
Electric Fund	532	532	532	532	532	0.0%	532	532	532	532
Water Fund	660	660	660	660	660	0.0%	660	660	660	660
Wastewater Fund	1,298	1,298	1,298	1,298	1,298	0.0%	1,298	1,298	1,298	1,298
Property Management Fund	-	-	-	-	-	0.0%	-	-	-	-
Total Pymts in Lieu of Taxes	**2,756**	**2,778**	**2,775**	**2,786**	**2,776**		**2,778**	**2,781**	**2,783**	**2,785**
% Increase	*-3.0%*	*0.8%*	*-0.1%*	*0.4%*	*0.0%*		*0.1%*	*0.1%*	*0.1%*	*0.1%*
Total Property Taxes	**$ 29,673**	**$ 32,048**	**$ 31,868**	**$ 31,953**	**$ 32,505**		**$ 33,376**	**$ 33,945**	**$ 35,087**	**$ 35,690**
% Increase	*2.7%*	*8.0%*	*-0.6%*	*0.3%*	*2.0%*		*2.7%*	*1.7%*	*3.4%*	*1.7%*

GENERAL FUND FINANCIAL PROJECTIONS
FISCAL YEAR 2021/2025
ASESSABLE BASE TABLE

	Total Assessable Base Values* (in millions)	Assessable Base - % Change from Prior Year	Real Estate Tax Rate	Real Estate Tax Rate -% Change from Prior Year	Real Estate and Property Tax Revenue (in thousands)	Property Taxes - % Change from Prior Year
Actual 1987/1988	669	8.7%	0.656	0.0%	5,567	7.7%
Actual 1988/1989	716	7.0%	0.672	2.4%	5,914	6.2%
Actual 1989/1990	782	9.2%	0.684	1.8%	6,478	9.5%
Actual 1990/1991	862	10.3%	0.684	0.0%	6,982	7.8%
Actual 1991/1992	959	11.2%	0.684	0.0%	7,672	9.9%
Actual 1992/1993	1,028	7.3%	0.684	0.0%	8,194	6.8%
Actual 1993/1994	1,063	3.3%	0.684	0.0%	8,397	2.5%
Actual 1994/1995	1,122	5.6%	0.684	0.0%	8,810	4.9%
Actual 1995/1996	1,195	6.5%	0.680	-0.6%	9,156	3.9%
Actual 1996/1997	1,237	3.6%	0.680	0.0%	9,742	6.4%
Actual 1997/1998	1,264	2.2%	0.680	0.0%	9,821	0.8%
Actual 1998/1999	1,278	1.1%	0.696	2.4%	10,210	4.0%
Actual 1999/2000	1,326	3.8%	0.692	-0.6%	10,388	1.7%
Actual 2000/2001	1,380	4.0%	0.692	0.0%	10,756	3.5%
Actual 2001/2002	1,471	6.6%	0.732	5.8%	11,708	8.9%
Actual 2002/2003	1,491	1.4%	0.768	4.9%	12,873	10.0%
Actual 2003/2004	1,550	3.9%	0.783	2.0%	13,555	5.3%
Actual 2004/2005	1,640	5.8%	0.798	1.9%	14,597	7.7%
Actual 2005/2006	1,843	12.4%	0.798	0.0%	16,123	10.5%
Actual 2006/2007	2,103	14.1%	0.798	0.0%	18,200	12.9%
Actual 2007/2008	2,297	9.2%	0.798	0.0%	19,742	8.5%
Actual 2008/2009	2,552	11.1%	0.788	-1.3%	21,676	9.8%
Actual 2009/2010	2,830	10.9%	0.788	0.0%	23,959	10.5%
Actual 2010/2011	2,881	1.8%	0.788	0.0%	24,132	0.7%
Actual 2011/2012	2,559	-11.2%	0.788	0.0%	21,386	-11.4%
Actual 2012/2013	2,634	2.9%	0.788	0.0%	22,216	3.9%
Actual 2013/2014	2,665	1.2%	0.788	0.0%	22,398	0.8%
Actual 2014/2015	2,542	-4.6%	0.898	14.0%	24,325	8.6%
Actual 2015/2016	2,618	3.0%	0.913	1.7%	25,586	5.2%
Actual 2016/2017	2,660	1.6%	0.913	0.0%	25,991	1.6%
Actual 2017/2018	2,660	0.0%	0.941	3.1%	26,857	3.3%
Actual 2018/2019: All	2,714	2.0%	1.002	6.5%	29,197	8.7%
Actual 2018/2019: Apts	*237*	*N/A* ***	*1.032*	*N/A*	*2,451*	*N/A*
Estimated 2019/2020: All	**2,727**	**0.5%**	**1.002**	**0.0%**	**29,153**	**-0.2%**
Estimated 2019/2020: Apts	*236*	*-0.6%* ***	*1.032*	*0.0%*	*2,437*	*-0.6%*
Proposed 2020/2021: All	**2,776**	**1.8%** **	**1.002**	**0.0%**	**29,716** **	**1.9%**
Proposed 2020/2021: Apts	*240*	*1.8%* ***	*1.032*	*0.0%*	*2,481*	*1.8%*
Projected 2021/2022: All	2,859	3.0%	1.002	0.0%	30,580	2.9%
Projected 2022/2023: All	2,914	1.9%	1.002	0.0%	31,144	1.8%
Projected 2023/2024: All	3,026	3.9%	1.002	0.0%	32,279	3.6%
Projected 2024/2025: All	3,085	1.9%	1.002	0.0%	32,877	1.9%

*The City chart above includes a calculated assessable base value for both real property and personal property and these values are reflected separately on the following page. The State Department of Assessment and Taxation provides annual Constant Yield notice information that inlcudes real property assessed value expected on July 1 only.

**The assessable base value per the February 2020 Constant Yield Notice memo reflects an expected real property assessed value of 2,615 which is a decrease of <0.27%> over current levels. The City chart above assumes a slightly higher average assessable base value which includes personal property values. In addition, the chart above reflects the average value for all of FY21 and not just the value estimated to be on July 1.

***In addition, the city implemented a different tier tax rate for all Apartment classifications in FY19. The numbers and data for "All" include the Apartment

FISCAL YEAR 2021/2025
ASESSABLE BASE TABLE
(IN THOUSANDS)

	ACTUAL 2017/18	ACTUAL 2018/19	EST. ACTUAL 2019/20	PROPOSED BUDGET 2020/21	PROJECTED 2021/22
For Full Year Levy	$ 24,335	$ 26,281	$ 26,500	$ 27,030	$ 27,859
Enterprise Zone Tax Credit Program	(53)	(22)	(23)	(24)	(75)
Tax Exemption - Real Estate	(380)	(290)	(292)	(300)	(280)
Homestead Tax Credit Cap	(91)	(116)	(82)	(150)	(150)
Net Real Estate Taxes	**23,811**	**25,853**	**26,103**	**26,556**	**27,354**
	2.9%	8.6%	1.0%	1.7%	3.0%
Unincorporated Personal Property	66	61	50	55	55
Corporate Personal Property	2,980	3,283	3,000	3,105	3,171
Total Personal Property	**3,046**	**3,344**	**3,050**	**3,160**	**3,226**
	7.0%	9.8%	-8.8%	3.6%	2.1%
Current Year's Levy	**$ 26,857**	**$ 29,197**	**$ 29,153**	**$ 29,716**	**$ 30,580**
	3.3%	8.7%	-0.2%	1.9%	2.9%
Real EstateTax Rate	**$ 0.941**	**$ 1.002**	**$ 1.002**	**$ 1.002**	**$ 1.002**
Real EstateTax Rate - Apartments Only	*$ 0.941*	*$ 1.032*	*$ 1.032*	*$ 1.032*	*$ 1.032*
Business Property Tax Rate	**$ 2.353**	**$ 2.505**	**$ 2.505**	**$ 2.505**	**$ 2.505**
Assessable Base					
Real Property	$ 2,530,393	$ 2,580,140	$ 2,605,090	$ 2,650,299	$ 2,729,967
	-0.2%	2.0%	1.0%	1.7%	3.0%
[(Net Real Estate Taxes / Tax Rate)/10)]					
Business Personal Property	129,479	133,493	121,756	126,148	128,782
	3.8%	3.1%	-8.8%	3.6%	2.1%
[Total Personal Property / Tax Rate]					
Total Assessable Base	**$ 2,659,872**	**$ 2,713,633**	**$ 2,726,846**	**$ 2,776,447**	**$ 2,858,750**
	0.0%	2.0%	0.5%	1.8%	3.0%

GENERAL FUND FINANCIAL PROJECTIONS
FISCAL YEAR 2021/2025
GRANT AND OTHER REVENUES
(IN THOUSANDS)

GRANT REVENUES

	2017/18 ACTUAL	2018/19 ACTUAL	2019/20 REVISED BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED BUDGET	PROJ. CHG%	2021/22 PROJ.	2022/23 PROJ.	2023/24 PROJ.	2024/25 PROJ.
Planning Department: Grants										
Heritage Area Planning Grant	$ -	$ -	$ -	$ -	$ -		$ -	$ -	$ -	$ -
Various Departments: Grants										
FEMA Grants	-	-	-	-	-		-	-	-	-
Event Grants	18	23	13	11	8		-	-	-	-
Arts & Entertainment Grants	-	-	15	15	-		-	-	-	-
All Other Departmental Grants	-	3	-	-	-		-	-	-	-
Police Department: Grants										
DEA Reimbursed Overtime	67	32	20	30	30		30	30	30	30
HIDTA NTF Reimbursed Overtime	-	21	18	7	8		10	10	10	10
COPS Hiring Grants - 2012, 2014, and 2016	173	108	19	20	-		-	-	-	-
School Resource Officers Grant	314	339	339	339	339		339	339	339	339
Total Grant Revenues	**$ 572**	**$ 526**	**$ 424**	**$ 422**	**$ 385**		**$ 379**	**$ 379**	**$ 379**	**$ 379**

OTHER REVENUES

	2017/18 ACTUAL	2018/19 ACTUAL	2019/20 REVISED BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED BUDGET	PROJ. CHG%	2021/22 PROJ.	2022/23 PROJ.	2023/24 PROJ.	2024/25 PROJ.
Sale of Land & Other Property										
Fire & Police Dept Equipment	5	2	4	8	4		4	4	4	4
Other	35	43	1	22	1		7	7	7	7
Total Land Sale/Other	**40**	**45**	**5**	**30**	**5**		**11**	**11**	**11**	**11**
Contributions & Donations	100	36	30	29	50		40	40	40	40
Miscellaneous Revenues	109	111	61	74	60		80	80	80	80
Other Revenues	**209**	**147**	**91**	**103**	**110**		**120**	**120**	**120**	**120**
Transfers from Economic Redevelopment Fund	-	-	-	-	-		-	-	-	-
Transfers from CDBG Fund	23	16	25	29	30		30	30	30	30
Transfers from Health Ins Fund	543	537	580	580	380		-	-	-	-
Transfers from Capital Improvements Fund	-	12	32	32	4		-	-	-	-
Total Transfers from Other Funds	**566**	**565**	**637**	**641**	**414**		**30**	**30**	**30**	**30**
Total Other Revenues	**$ 815**	**$ 757**	**$ 733**	**$ 774**	**$ 529**		**$ 161**	**$ 161**	**$ 161**	**$ 161**

GENERAL FUND FINANCIAL PROJECTIONS
FISCAL YEAR 2021/2025
SALARIES AND FRINGE BENEFITS
(IN THOUSANDS)

SALARIES AND WAGES

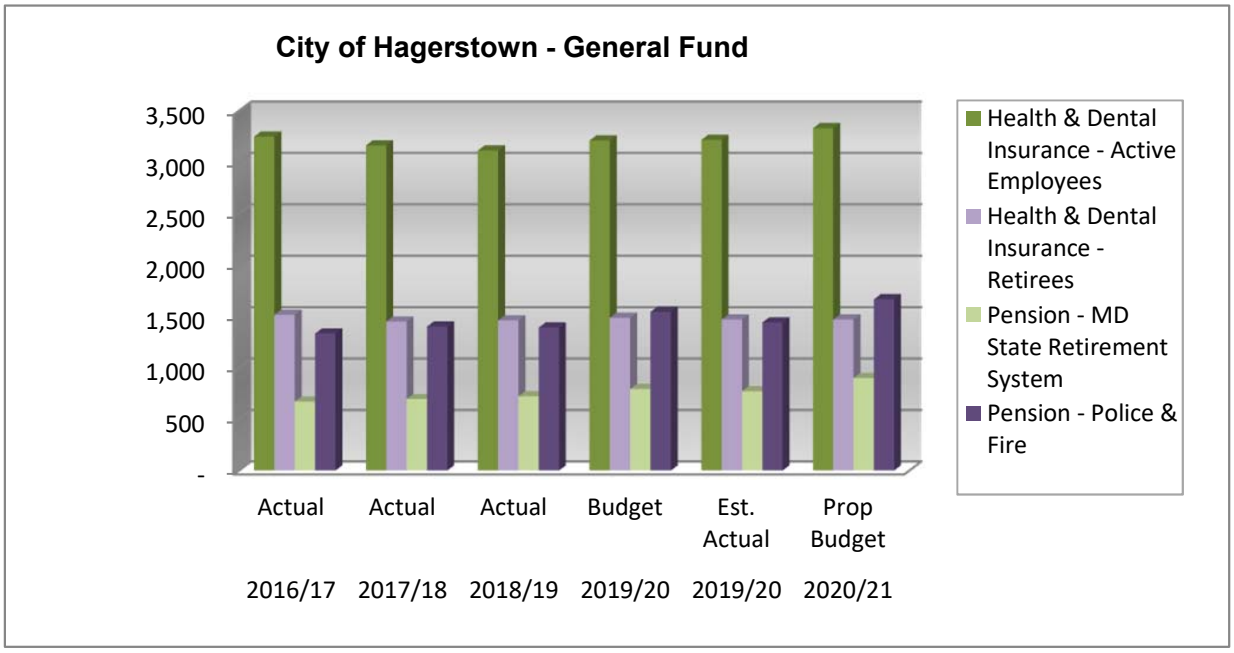
	2017/18 ACTUAL	2018/19 ACTUAL	2019/20 REVISED BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED BUDGET	PROJ. CHG%	2021/22 PROJ. *6.000%*	2022/23 PROJ. *3.000%*	2023/24 PROJ. *3.000%*	2024/25 PROJ. *3.000%*
BASE WAGES										
Regular Wages-Salaried	$ 5,663	$ 4,505	$ 5,450	$ 5,465	$ 5,727		$ 6,071	$ 6,253	$ 6,440	$ 6,634
Regular Wages-Hourly	8,813	10,066	13,563	13,093	14,412		15,277	15,735	16,207	16,693
Sick Leave Pay	454	548	-	-	-		-	-	-	-
Holiday Pay	821	861	-	-	-		-	-	-	-
Vacation Pay	1,244	1,210	-	-	-		-	-	-	-
Compensatory Time Used	158	147	-	-	-		-	-	-	-
Personal Leave	242	189	-	-	-		-	-	-	-
Temporary & Seasonal	617	606	771	750	886	0.50%	890	895	899	904
Sick Pay - PT and Seasonal	5	14	-	2	1		5	6	7	8
Vacation Pay on Terminatior	166	120	145	31	165		80	80	80	80
Unfunded Positions Savings	-	-	-	-	-		-	-	-	-
Additional Vacancy Savings	-	-	(425)	-	(428)		(275)	(275)	(275)	(275)
Total Base Wages	**18,183**	**18,266**	**19,504**	**19,341**	**20,763**		**22,048**	**22,694**	**23,359**	**24,044**
% Increase	*2.9%*	*0.5%*	*6.8%*	*-0.8%*	*6.5%*		*6.2%*	*2.9%*	*2.9%*	*2.9%*
ADDITIONAL WAGES										
Overtime Pay	1,219	1,351	1,139	1,363	1,123	2.00%	1,145	1,168	1,192	1,216
Comp Time Earned	(40)	(30)	-	7	-		-	-	-	-
Total Additional Wages	**1,179**	**1,321**	**1,139**	**1,370**	**1,123**		**1,145**	**1,168**	**1,192**	**1,216**
% Increase	*4.5%*	*12.0%*	*-13.8%*	*20.3%*	*-1.4%*		*2.0%*	*2.0%*	*2.0%*	*2.0%*
Total Wages	**$ 19,362**	**$ 19,587**	**$ 20,643**	**$ 20,711**	**$ 21,886**		**$ 23,193**	**$ 23,862**	**$ 24,550**	**$ 25,259**
% Increase	*3.0%*	*1.2%*	*5.4%*	*0.3%*	*6.0%*		*6.0%*	*2.9%*	*2.9%*	*2.9%*

FRINGE BENEFITS

	2017/18 ACTUAL	2018/19 ACTUAL	2019/20 REVISED BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED BUDGET	PROJ. CHG%	2021/22 PROJ.	2022/23 PROJ.	2023/24 PROJ.	2024/25 PROJ.
Active Employees										
Holiday/Vacation Buy Back	$ 8	$ -	$ -	$ -	$ -		$ -	$ -	$ -	$ -
Severance Incentive Pay	-	56	-	-	-		-	-	-	-
Sick Pay on Termination	132	91	131	36	182		130	130	130	130
Pension - Police & Fire	1,400	1,391	1,544	1,440	1,665		1,768	1,820	1,873	1,928
Pension - MD State	695	722	794	772	900		975	1,003	1,033	1,063
MD State Deficit Payment	185	194	204	204	214		225	236	248	260
Pension - 401(a) Plan	2	2	2	2	2		2	2	2	2
F.I.C.A. Taxes (7.65%)	1,440	1,455	1,440	1,500	1,527		1,774	1,825	1,878	1,932
Health Insurance	3,079	3,027	3,121	3,132	3,238	5.0%	3,400	3,570	3,748	3,936
Dental Insurance	84	86	89	85	92	1.0%	93	94	95	96
Life Insurance	29	29	32	32	34		36	37	38	39
Long-Term Disability	-	5	5	5	5		6	6	6	6
Workmans Compensation	781	796	812	812	1,139		1,149	1,162	1,164	1,188
Emply Discounted Parking	58	58	66	63	72		71	73	78	83
Unemployment Taxes	105	69	82	83	84		85	85	80	75
Employee Assistance Prog	7	10	10	11	13		13	13	14	14
HPD Housing Allowance	18	14	12	17	19		19	21	22	23
Employee Longevity	6	6	6	6	6		6	6	6	6
Total	**8,029**	**8,011**	**8,351**	**8,200**	**9,192**		**9,751**	**10,084**	**10,415**	**10,780**
% Increase	*1.9%*	*-0.2%*	*4.2%*	*-1.8%*	*10.1%*		*6.1%*	*3.4%*	*3.3%*	*3.5%*
Retirees										
Health Insurance	1,402	1,413	1,439	1,420	1,420	5.0%	1,491	1,566	1,644	1,726
Dental Insurance	47	48	48	49	49	1.0%	49	50	50	51
Total	**1,449**	**1,461**	**1,487**	**1,469**	**1,469**		**1,540**	**1,616**	**1,694**	**1,777**
% Increase	*-4.4%*	*0.8%*	*1.8%*	*-1.2%*	*-1.2%*		*4.9%*	*4.9%*	*4.9%*	*4.9%*
Total Fringe Benefits	**$ 9,478**	**$ 9,472**	**$ 9,838**	**$ 9,669**	**$ 10,661**		**$ 11,292**	**$ 11,699**	**$ 12,109**	**$ 12,557**
% Increase	*0.9%*	*-0.1%*	*3.9%*	*-1.7%*	*8.4%*		*5.9%*	*3.6%*	*3.5%*	*3.7%*

GENERAL FUND HISTORICAL TRENDS
FISCAL YEAR 2021/2025
EMPLOYER SHARE OF INSURANCE AND PENSION COSTS
(IN THOUSANDS)

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2019/20 Est. Actual	2020/21 Prop Budget
Health & Dental Insurance - Active Employees	3,248	3,163	3,113	3,210	3,217	3,330
Health & Dental Insurance - Retirees	1,515	1,449	1,461	1,487	1,469	1,469
Pension - MD State Retirement System	670	695	722	794	772	900
Pension - Police & Fire	1,333	1,400	1,391	1,544	1,440	1,665
	6,766	6,707	6,687	7,035	6,898	7,364
	2%	-1%	0%	5%	-2%	5%



GENERAL FUND HISTORICAL TRENDS
FISCAL YEAR 2017 THROUGH FISCAL YEAR 2021
PENSIONS COSTS AS PERCENT OF SALARY

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Budget	2019/20 Est. Actual	2020/21 Prop Budget
Retirement - State of MD Fund Employer	8.53%	8.56%	9.00%	9.38%	9.38%	10.24%
Retirement - State of MD Fund Employee	7.00%	7.00%	7.00%	N/A	7.00%	N/A
Retirement - Police/Fire Employer	14.00%	14.00%	14.00%	14.00%	14.00%	14.00%
Retirement - Police/Fire Employee	7.00%	7.00%	8.00%	N/A	8.00%	N/A

GENERAL FUND FINANCIAL PROJECTIONS
FISCAL YEAR 2021/2025
CONTRACTED SERVICES AND OPERATING TRANSFERS
(IN THOUSANDS)

CONTRACTED SERVICEES

	2017/18 ACTUAL	2018/19 ACTUAL	2019/20 REVISED BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED BUDGET	PROJ. CHG%	2021/22 PROJ.	2022/23 PROJ.	2023/24 PROJ.	2024/25 PROJ.
Medical Services	$ 33	$ 80	$ 42	$ 63	$ 58	2.0%	$ 59	$ 60	$ 61	$ 62
Grounds Services	181	226	229	239	252	2.0%	257	262	267	272
Miss Utility	4	4	5	5	5	0.0%	5	5	5	5
Contracted Staffing	4	13	10	34	117	2.0%	119	121	123	125
Other Contracted Services	1,632	1,727	1,819	1,804	1,954		1,981	2,021	2,061	2,102
Trash Collection	2,256	2,520	2,552	2,578	2,652	2.5%	2,718	2,786	2,856	2,927
Legal Fees	250	226	317	316	322	2.0%	328	335	342	349
Auditing	24	32	24	29	29	2.0%	30	31	32	33
Consulting	-	11	32	39	45	2.0%	46	47	48	49
Engineering	18	33	35	35	35	2.0%	36	37	38	39
Building Services	14	15	16	17	22	2.0%	22	22	22	22
Wellness Program	52	-	-	-	-		-	-	-	-
Safety Program	3	6	3	4	4	2.0%	4	4	4	4
Other Professional Services	132	190	113	127	121	2.0%	123	125	128	131
Total Contracted Services	**$ 4,603**	**$ 5,083**	**$ 5,197**	**$ 5,290**	**$ 5,616**		**$ 5,728**	**$ 5,856**	**$ 5,987**	**$ 6,120**
% Increase	*4.2%*	*15.1%*	*2.2%*	*1.8%*	*8.1%*		*2.0%*	*2.2%*	*2.2%*	*2.2%*

OPERATING TRANSFERS TO OTHER CITY FUNDS

	2017/18 ACTUAL	2018/19 ACTUAL	2019/20 REVISED BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED BUDGET	PROJ. CHG%	2021/22 PROJ.	2022/23 PROJ.	2023/24 PROJ.	2024/25 PROJ.
Economic Redevelopment Fund	$ 125	$ 675	$ 975	$ 975	$ 1,030		$ 1,050	$ 1,050	$ 1,100	$ 1,100
Golf Course Fund	279	273	273	296	272		318	305	316	332
Grant Fund	114	25	-	-	1		25	25	25	25
Total Operating Transfers	**$ 518**	**$ 973**	**$ 1,248**	**$ 1,271**	**$ 1,303**		**$ 1,393**	**$ 1,380**	**$ 1,441**	**$ 1,457**

GENERAL FUND FINANCIAL PROJECTIONS
FISCAL YEAR 2021/2025
ANNUAL DEBT SERVICE REQUIREMENTS
(IN THOUSANDS)

	2017/18 ACTUAL	2018/19 ACTUAL	2019/20 REVISED BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED BUDGET	2021/22 PROJ.	2022/23 PROJ.	2023/24 PROJ.	2024/25 PROJ.
2003/04 Pub Imprv Bonds									
Interest	$ 12	$ 8	$ 4	$ 3	$ -	$ -	$ -	$ -	$ -
Principal ($1,395,000)	110	115	120	120	-	-	-	-	-
Issuance Costs	-	-	-	-	-	-	-	-	-
2004/2005 Public Fac Bonds									
Interest	31	21	11	10	-	-	-	-	-
Principal ($3,800,000)	299	309	318	318	-	-	-	-	-
2005/06 Pub Facilities Bonds									
Interest	98	77	57	57	35	12	-	-	-
Principal ($7,490,666)	549	571	594	595	613	639	-	-	-
2008/09 Pub Imprv Bonds									
Interest	30	18	6	6	-	-	-	-	-
Principal ($3,407,810)	375	394	412	412	-	-	-	-	-
2008/09 Pub Imprv BAB									
Interest	188	187	190	233	265	247	222	198	171
Principal ($5,074,007)	-	-	-	-	427	443	459	475	490
2012 Tote Loan									
Interest	12	10	6	3	-	-	-	-	-
Principal ($600,000)	61	64	67	190	-	-	-	-	-
2014 Pub Imprv Bonds									
Interest (2.50% over 15 years)	9	9	8	8	7	6	6	5	4
Principal ($428,427)	27	28	28	28	29	30	30	31	32
2015A Pub Imprv Bonds									
Interest (3.06% over 20 years)	91	88	84	84	80	76	71	66	61
Principal ($3,599,066 after reprogram)	123	130	135	135	141	150	157	164	173
Issuance Costs	-	-	-	-	-	-	-	-	-
2015B Pub Imprv Bonds									
Interest (3.89% over 20 years)	20	20	19	19	19	19	18	17	16
Principal ($650,000)	25	26	26	26	26	28	28	30	30
Issuance Costs	4	-	-	-	-	-	-	-	-
2017A Pub Imprv Bonds									
Interest (2.58% over 20 years)	131	127	122	122	116	110	103	94	87
Principal ($4,293,526)	139	147	151	151	162	169	177	185	196
Issuance Costs	1	1	1	1	1	1	1	1	1
2017B Pub Imprv Bonds									
Interest (3.45% over 20 years)	17	16	16	16	15	14	14	13	13
Principal ($500,000)	19	19	19	19	20	20	22	22	22
Issuance Costs	-	-	-	-	-	-	-	-	-
2018B Pub Imprv Bonds									
Interest (4.30% over 15 years)	-	*54*	*52*	*52*	*49*	*46*	*43*	*40*	*37*
Principal ($1,265,000)	-	*62*	*64*	*64*	*67*	*70*	*73*	*76*	*80*
Issuance Costs	24	-	-	-	-	-	-	-	-
2019A Pub Imprv Bonds									
Interest (2.98% over 15 years)	-	-	*96*	*93*	*87*	*81*	*76*	*70*	*64*
Principal ($3,105,000)	-	-	*229*	*186*	*189*	*192*	*195*	*198*	*201*
Issuance Costs	-	32	-	-	-	-	-	-	-
Interest & Issuance Costs	**668**	**668**	**672**	**707**	**674**	**612**	**554**	**504**	**454**
Principal	**1,727**	**1,865**	**2,163**	**2,244**	**1,674**	**1,741**	**1,141**	**1,181**	**1,224**
Subtotal Current Debt Service Issues	**$ 2,395**	**$ 2,533**	**$ 2,835**	**$ 2,951**	**$ 2,348**	**$ 2,353**	**$ 1,695**	**$ 1,685**	**$ 1,678**
2021 Pub Imprv Bonds (Future)									
Interest (4.5% over 20 years)	-	-	*36*	-	*76*	*152*	*152*	*152*	*152*
Principal ($6,335,000)	-	-	-	-	-	*327*	*327*	*327*	*327*
2022 Pub Imprv Bonds (Future)									
Interest (4.75% over 25 years)	-	-	-	-	-	*152*	*305*	*305*	*305*
Principal ($12,082,000)	-	-	-	-	-	-	*498*	*498*	*498*
2023 Pub Imprv Bonds (Future)									
Interest (4.75% over 20 years)	-	-	-	-	-	-	*42*	*85*	*85*
Principal ($3,330,000)	-	-	-	-	-	-	-	*172*	*172*
2024 Pub Imprv Bonds (Future)									
Interest (4.75% over 20 years)	-	-	-	-	-	-	-	*14*	*28*
Principal ($1,100,000)	-	-	-	-	-	-	-	-	*57*
2025 Future Pub Imprv Bonds									
Interest (4.75% over 20 years)	-	-	-	-	-	-	-	-	*82*
Principal ($6,475,000)	-	-	-	-	-	-	-	-	-
Stormwater 2021-2025 Future Bonds									
Interest (4.50%-4.75% over 20 years)	-	-	-	-	*12*	*37*	*63*	*88*	*114*
Principal ($1,000,000 annually)	-	-	-	-	-	*52*	*104*	*156*	*208*
Total All Debt Service Issues									
Interest & Issuance Costs	**668**	**668**	**708**	**707**	**762**	**953**	**1,116**	**1,148**	**1,220**
Principal	**1,727**	**1,865**	**2,163**	**2,244**	**1,674**	**2,120**	**2,070**	**2,334**	**2,486**
Total All Debt Service Issues	**$ 2,395**	**$ 2,533**	**$ 2,871**	**$ 2,951**	**$ 2,436**	**$ 3,073**	**$ 3,186**	**$ 3,482**	**$ 3,706**
	10.9%	*17.3%*	*13.3%*	*2.8%*	*-15.2%*	*26.1%*	*3.7%*	*9.3%*	*6.4%*

Note: It is anticipated that there will be no 2020 bond issues for the General Fund

GENERAL FUND FINANCIAL PROJECTIONS
FISCAL YEAR 2021/2025
DEBT AFFORDABILITY

Fiscal Year	Total Taxable Assessed Value	Population	Governmental Outstanding Debt	Gov't Debt as Percentage of Total Taxable Assessed Value	Gov't Debt Per Capita	General Fund Debt Service as % of General Fund Operating Revenue
2005	1,639,741	38	11,643	0.71%	310	3.70%
2006	1,843,026	38	9,837	0.53%	257	4.77%
2007	2,103,113	39	16,120	0.77%	413	4.73%
2008	2,297,063	40	14,835	0.65%	371	5.42%
2009	2,552,030	40	13,343	0.52%	333	5.16%
2010	2,830,482	40	20,457	0.72%	511	5.25%
2011	2,880,838	40	18,695	0.65%	471	6.41%
2012	2,559,162	40	17,460	0.68%	440	6.80%
2013	2,633,731	40	16,013	0.61%	404	5.31%
2014	2,665,127	40	15,168	0.57%	382	4.80%
2015	2,541,960	40	18,093	0.71%	448	4.44%
2016	2,618,007	40	16,622	0.63%	411	4.85%
2017	2,659,606	40	20,399	0.77%	504	5.15%
2018	2,659,872	40	19,902	0.75%	494	5.51%
2019	2,713,633	40	21,109	0.78%	525	5.43%
Estimated 2019/20	2,726,846	40	18,841	0.69%	469	6.26%
Proposed 2020/21	2,776,447	40	24,477	0.88%	609	5.00%
Projected 2021/22	2,858,750	40	35,415	1.24%	881	5.78%
Projected 2022/23	2,914,079	40	37,651	1.29%	936	5.96%
Projected 2023/24	3,026,339	40	37,393	1.24%	930	6.34%
Projected 2024/25	**3,085,030**	**40**	**42,358**	**1.37%**	***1,054***	**6.54%**
City Debt Policy Guidelines				**10.00%**	**1,000**	**10.00%**

General Fund Financial Projections
Fiscal Year 2021/2025
General Fund Debt Capacity Limit: Debt per Capita

	Fiscal Year	Total Taxable Assessed Value	Governmental Outstanding Debt	Population	Gov't Debt per Capita	Future Governmental Debt Issuances	Future Repayment Schedule
Future Bond Issuances included in Capital Improvement Program							
	2018/19	2,713,633	21,109	40	525	-	-
	Estimated 2019/20	2,726,846	18,841	40	469	-	2,269
	Proposed Bud 2020/21	2,776,447	24,477	40	609	7,335	1,698
	Projected 2021/22	2,858,750	35,415	40	881	13,082	2,144
	Projected 2022/23	2,914,079	37,651	40	936	4,330	2,094
	Projected 2023/24	3,026,339	37,393	40	930	2,100	2,358
	Projected 2024/25	**3,085,030**	**42,358**	**40**	***1,054***	**7,475**	**2,510**
Subtotal Future Issuances						**34,322**	**13,073**
City Debt Policy Limit			**40,205**	**40**	**1,000**		

Additional General Fund Debt Issue Capacity		
	Over FY 2018/19 level	19,096
	Beyond 5 year proposed projections	***(2,153)***

- Percentages of projected changes are indicated in the column following the 2020/21 Proposed Budget column. Items without a percentage have been individually projected by year.

- Operating revenue across the utility funds includes a variety of sources; such as, service charges to customers, rental income from tenants, and green fees to golf. Rate and/or premium increases are included for Water, Wastewater, and Parking Funds. Most of the other revenue increases included in the projections are based on increased utilization or increased customer base.

- Total operating expenses (excluding depreciation) are expected to increase for all the Enterprise Funds - Electric, Water, Wastewater, Parking, Golf and Property Management funds based on actual year to date trends occurring from the FY2019/20 budget to the proposed budget in FY2020/21. The overall operating expense increases range from a low of 2.6% in the Electric Fund to a high of 10.0% in the Parking Fund which is specifically notated within each individual fund's assumption section that follows. The increases in all funds for future periods through FY2024/25, except Property Management, are based on trends specific within each fund. Property Management reflects a decrease in operating expenses from FY2020/21 to FY2021/22 and then increases annually thereafter until FY2024/25 based on specific trends and transactions within that Fund.

- Depreciation expense is based on each fund's financial ability to invest in capital infrastructure and renovation projects. Depreciation expense is directly associated to each fund's capital investments through FY2024/25 and to fixed assets that have reached its useful life period. Specific details on each funds' capital projects are located in the Capital Improvement Program Section 7.

- The interest income rate is projected to continue to decline in FY2020/21 and future periods based on current market interest rates. Specifics on each individual fund are notated in the pages that follow and include a combination of current market conditions and cash balances within each fund.

- The debt service requirements vary by fund and are reflected in Interest Expense and Prinicipal Payments in all applicable funds. The future bond issue interest costs vary as some are City issued bonds and some are financed through Maryland Department of the Environment (MDE). Each issue may have different terms as well. In general, the projections for City issued governmental bonds are based on interest rates of 4.5% through 5.0% primarily for 20 and 25 year terms. Typically, MDE bond issues are low interest rates at 2.0% over primarily 20 year terms.

- Capital expenditures are taken directly from Section 7, Capital Improvement Program. Each department prepares and details a five year projection for all capital improvement projects. Non-CIP capital outlay expenditures have been estimated and added to the capital improvement projection amounts based on prior years' experience.

- The cash and short term investment balances at the beginning and end of each fiscal year are presented for each fund to assist in analyzing the cumulative impact of the annual surplus or deficit amounts on working capital.

ELECTRIC FUND PROJECTIONS
FISCAL YEAR 2021/2025
ASSUMPTIONS

- The HLD approved wholesale power contract extension with First Energy Solutions is in effect through May 31, 2022 at a rate of $52.42/MWh. Additionally, there is a contract extension to cover the period from May 31, 2022 through May 31, 2024 with an anticipated decrease to the rates. The wholesale power rates will be locked through the end of each contract period unless a recalculation is required following changes to the Network Integrated Transmission Service or Renewable Energy Portfolio Standard.

- The increase in service charge revenue from FY2019/20 budget compared to FY2020/21 proposed budget is 1.7% or $395K. The majority of the increase can be associated with additional revenue from Industrial Customers. Service charge revenue in the Industrial category shows a $243K increase in the FY2020/21 proposed budget or a 4.2% increase over the FY2019/20 budget. Going forward, the projections for revenue from FY2021/22 through FY2024/25 will remain flat with no change as a result of the Purchase Power agreement in place and Public Service Commission regulations.

- The purchased power expense for FY2020/21 budget represents approximately 75.6% of total service revenue charges. The projections for the purchase power expense include a slight decrease from FY2019/20 estimated actuals to proposed FY2020/21 budget. Just like the revenue projections for future years, the purchase power expense category remains flat beginning in FY2020/21 through FY2024/25.

- Operating expenses, excluding depreciation, are estimated to increase by 2.6% or $610K from the FY2019/20 budget compared to the proposed budget for FY2020/21. This increase is driven by purchased power costs paid to First Energy Solutions for overall usage. Also, there is a planned increase to overall general & administration costs which is primarily driven by a new allocation for Billing Department staff. Based on historical data trends, the future projections reflect annual increases of 0.5% from FY2021/22 through FY2024/25 in distribution and administrative costs.

- Depreciation expense for proposed FY2020/21 budget is 1.3% lower than current FY2019/20 budget. This decrease is a result of actual trends and investment in new capital projects and assets. Beginning in FY2021/22 through FY2024/25, it is anticipated that more capital equipment and infrastructure investments will be made which causes the following annual increases in the depreciation expenses: 3.4%, 3.0%, 3.2% and 3.6%.

- As a result of current market trends, the investment interest rate is assumed to decrease. In addition, interest is received from a long term agreement with Cascades Tissue Group MD, LLC. According to the agreement, Cascades is required to reimburse cure costs and facilities charges in 240 months ending in 2024. The agreement carries a 6.5% interest rate per annum and is reflected in interest earned. Given the impact of these two factors, it is anticipated that total interest earned will decrease beginning in FY2021/22 through FY2024/25.

- As reflected in our projections, all capital improvement projects and capital outlay expenditures will be covered by fund balance in the Electric Fund with the exception of the Wesel Boulevard Development and Kilpatrick Woods projects, which will be partially funded by contributions from developers. There are no future debt issues in projections through FY2024/25.

- Based on the assumptions outlined above for flat revenue projections and increasing expenses, the net increase (decrease) in retained earnings is estimated to decline from an anticipated gain of $51K in FY2020/21 to a loss of <$418> in FY2021/22.

- The projections show the dividend affordability formula and its effect on the Electric Fund's cash balance. Per the City's Enterprise Fund Dividend Transfer policy, projections will be updated once FY2019/20 is closed and audited to determine if any transfer is possible.

ELECTRIC FUND PROJECTIONS
FISCAL YEAR 2021/25
INCOME STATEMENT
(IN THOUSANDS)

	2017/18 ACTUAL	2018/19 ACTUAL	2019/20 REVISED BUDGET	2019/20 ESTIMATED ACTUAL	2020/21 PROPOSED BUDGET	PROJ. CHG %	2021/22 PROJ.	2022/23 PROJ.	2023/24 PROJ.	2024/25 PROJ.
Operating Revenues										
Service Charges:										
Residential	$ 12,444	$ 12,867	$ 12,206	$ 12,420	$ 12,420	0.0%	$ 12,420	$ 12,420	$ 12,420	$ 12,420
Commercial	5,016	5,064	5,038	4,941	4,941	0.0%	4,941	4,941	4,941	4,941
Industrial	5,637	6,171	5,790	6,033	6,033	0.0%	6,033	6,033	6,033	6,033
*Other Rates	813	967	818	853	853	0.0%	853	853	853	853
Total Service Charges	**23,911**	**25,069**	**23,852**	**24,247**	**24,247**		**24,247**	**24,247**	**24,247**	**24,247**
*Other Operating Revenues	682	623	660	680	687		508	462	550	550
Total Operating Revenue	**24,593**	**25,692**	**24,512**	**24,927**	**24,934**		**24,755**	**24,709**	**24,797**	**24,797**
Operating Expenses										
Purchased Power	18,231	19,551	17,914	18,411	18,339	0.0%	18,339	18,339	18,339	18,339
Distribution	2,219	2,489	2,538	2,407	2,543	0.5%	2,556	2,569	2,582	2,594
General & Administration	2,596	3,273	3,076	3,211	3,256	0.5%	3,272	3,289	3,305	3,322
Depreciation	963	932	1,095	1,002	1,081		1,118	1,152	1,189	1,232
Total Operating Expenses	**24,008**	**26,245**	**24,623**	**25,031**	**25,219**		**25,285**	**25,348**	**25,414**	**25,487**
Operating Income (Loss)	**585**	**(553)**	**(111)**	**(104)**	**(285)**		**(530)**	**(639)**	**(618)**	**(690)**
Non-Operating Revenues (Expenses)										
Interest Earned	127	159	104	160	145		124	107	92	90
Interest/Bond Issuance Expense	(15)	(13)	(12)	(12)	(10)		(9)	(8)	(7)	(7)
Gain (loss) on Sale of Capital Assets	(17)	(47)	(20)	(29)	(10)		(10)	(10)	(10)	(10)
Total Non-Operating Revenue (Expense)	**95**	**99**	**72**	**119**	**125**		**105**	**89**	**75**	**73**
Net Income (Loss) Before Operating Transfers	**680**	**(454)**	**(39)**	**15**	**(160)**		**(425)**	**(550)**	**(543)**	**(617)**
Transfers From (To) Other Funds										
Transfers (to) Capital Improvements Fund	(2)	(4)	(58)	(58)	(17)		(43)	(39)	(32)	(34)
Transfers from Health Insurance Fund	53	58	64	64	28		-	-	-	-
Total Transfers From (To) Funds	51	54	5	5	11		(43)	(39)	(32)	(34)
Capital Contributions										
Non-Cash Developer Contributions	2	142	50	10	200		50	50	50	50
Capital Contributions	**2**	**142**	**50**	**10**	**200**		**50**	**50**	**50**	**50**
Increase (Decrease) in Retained Earnings	**733**	**(259)**	**16**	**30**	**51**		**(418)**	**(539)**	**(525)**	**(601)**
Adjust to a Cash Flow Basis										
Depreciation	963	932	1,095	1,002	1,081		1,118	1,152	1,189	1,232
Current Principal Payments on Debt	(40)	(42)	(43)	(43)	(45)		(47)	(18)	(19)	(20)
Non-Cash Developer Contributions	(2)	(142)	(50)	(10)	(200)		(50)	(50)	(50)	(50)
Changes in Working Capital	(797)	530	-	-	-		-	-	-	-
Total Adjustments to Retained Earnings	**124**	**1,278**	**1,002**	**949**	**836**		**1,020**	**1,084**	**1,120**	**1,162**
Funds Available for Capital Outlay	857	1,020	1,018	979	887		603	545	595	561
Capital Outlay	814	1,030	1,195	1,201	1,493		1,352	1,392	1,837	1,772
Cash After Capital Outlay	**42**	**(10)**	**(177)**	**(222)**	**(606)**		**(749)**	**(847)**	**(1,242)**	**(1,211)**
Additional Funding:										
City Bond Financing	-	-	-	-	-		-	-	-	-
Net Surplus (Deficit)	**$ 42**	**$ (10)**	**$ (177)**	**$ (222)**	**$ (606)**		**$ (749)**	**$ (847)**	**$ (1,242)**	**$ (1,211)**
Beginning Cash Balance	$ 9,858	$ 9,901	$ 9,890	$ 9,890	$ 9,669		$ 9,063	$ 8,313	$ 7,466	$ 6,224
Ending Cash Balance	$ 9,901	$ 9,890	$ 9,714	$ 9,669	$ 9,063		$ 8,313	$ 7,466	$ 6,224	$ 5,013
Unrestricted Cash Balance, Beginning	$ 6,314	$ 6,356	$ 6,323	$ 6,323	$ 6,075		$ 5,442	$ 4,666	$ 3,791	$ 2,521
Unrestricted Cash Balance, Ending	$ 6,356	$ 6,323	$ 6,120	$ 6,075	$ 5,442		$ 4,666	$ 3,791	$ 2,521	$ 1,283
Restricted Cash Balance, Beginning	$ 3,544	$ 3,545	$ 3,567	$ 3,567	$ 3,594		$ 3,621	$ 3,648	$ 3,675	$ 3,703
Restricted Cash Balance, Ending	$ 3,545	$ 3,567	$ 3,594	$ 3,594	$ 3,621		$ 3,648	$ 3,675	$ 3,703	$ 3,731
Dividend Affordability Formula										
Operating & Maintenance Expenses	$ 23,045	$ 25,313	$ 23,528	$ 24,029	$ 24,138		$ 24,167	$ 24,196	$ 24,226	$ 24,255
Reserved Retained Earnings (2 Months)	$ 3,841	$ 4,219	$ 3,921	$ 4,005	$ 4,023		$ 4,028	$ 4,033	$ 4,038	$ 4,043
Cash in Excess of Reserve after Dividend	$ 2,515	$ 2,104	$ 2,198	$ 2,070	$ 1,419		$ 638	$ (242)	$ (1,516)	$ (2,760)

*Reconnection Charges ($88K) in FY17/18 moved from Other Operating Revenues to Other Rates under Service charges in a change from the FY2019/20 Budget book

ELECTRIC FUND PROJECTIONS
FISCAL YEAR 2021/25
INCOME STATEMENT
(IN THOUSANDS)

	2017/18 ACTUAL	2018/19 ACTUAL	2019/20 REVISED BUDGET	2019/20 ESTIMATED ACTUAL	2020/21 PROPOSED BUDGET	PROJ. CHG %	2021/22 PROJ.	2022/23 PROJ.	2023/24 PROJ.	2024/25 PROJ.
Schedule A - Capital Outlay										
Capital Outlay										
Vehicles-C0090	$ 160	$ 291	$ 200	$ 150	$ 60		$ 250	$ 170	$ 215	$ 250
Telemetry Equipment-C0111	14	2	15	5	15		5	5	5	5
Central Substation-C0118	-	-	-	-	-		-	200	500	200
Buildgin Security Improvements - C0178	-	18	25	60	50		50	25	-	-
Wesel Boulevard-C0220	-	-	-	-	192		25	-	-	-
System Reconductoring-C0259	9	-	50	48	50		50	50	50	50
Pedestrian Lights-C0388	-	-	-	-	-		100	100	100	100
SCADA System-C0441	-	7	3	6	5		5	5	5	5
Underground Replacement-C0540	-	33	25	22	25		15	15	15	15
Building & Site Improvements-C0542	81	42	25	20	25		25	25	25	25
Bulldog Substation- C0544	-	-	-	-	-		-	-	-	50
Street Light Replacement-C0546	5	13	10	3	10		10	10	10	10
Kilpatrick Woods - C0550	-	-	-	-	226		25	-	-	-
A&E District Upgrades-C0591	-	102	25	18	4		4	4	4	4
Test Equipment-C0609	15	7	55	46	25		25	25	25	25
Burhans Village - C0707	-	-	-	-	34		5	-	-	-
Substation Breaker Replacement-C0776	48	-	40	90	60		60	60	60	60
Engineering Software - C0777	-	9	-	-	-		-	-	-	-
Substation Upgrades - C0778	-	58	60	150	25		-	-	125	275
Spare Regulators-C0797	9	-	20	60	60		60	60	60	60
Wildlife Protection-C0802	5	-	10	10	10		10	10	10	10
Feeder Coordination-C0833	-	-	25	20	25		20	20	20	20
Circuit Upgrades-C0842	-	-	80	-	80		150	150	150	150
Other - Non-Specific	469	448	528	493	513		459	459	459	459
Total Capital Outlay	**$ 814**	**$ 1,030**	**$ 1,195**	**$ 1,201**	**$ 1,493**		**$ 1,352**	**$ 1,392**	**$ 1,837**	**$ 1,772**

- Total service charge revenue reflects the five-year rate schedule adopted on March 26, 2019. The five-year rate schedule was based on a cost of service study; and, the rate schedule is effective from July 1, 2019 through June 30, 2024.The projections reflect a 3.0% average increase in the FY2020/21 proposed budget. Additionally, the projections from FY2021/22 for all future periods include a 3.0% annual rate increase as approved and estimated for FY2024/25.

- Total operating expenses (excluding depreciation) increased by 7.4% from the FY2019/20 budget compared to the proposed budget for FY2020/21. Primarily this increase is reflected in the pumping and water treatment line and is associated with the additional costs projected to occur in the running of the Willson Plant operations. In addition, there is a planned increase in engineering fees associated with updating the Water and Wastewater Master Plan. Based on historical trends, the projections include increases in future periods with the overall estimated increase for each period from FY2021/22 through FY2024/25 at 1.5% annually.

- Depreciation expense will fluctuate as a result of capital improvement upgrades, infrastructure investments, and assets reaching the end of its useful life. It is estimated that depreciation expense will increase from FY2019/20 budget to FY2020/21 budget by 8.3%. Based on the amount of investments in capital projects, this trend continues to reflect increases in future periods. In the four years from FY2021/22 through FY2024/25 the increase in expense is projected to be 6.7%, 4.8%, 6.8%, and 5.3%.

- Given the recent movement by the Federal Reserve and lower interest rates, it is anticipated that there will be growth in investment earnings in FY2021/22 over proposed FY2020/21 only as a result of cash balances. It is projected to remain flat in future periods as a result of a combination of continuing current market trends and utilizing some existing cash balances.

- The projection incorporates benefit charge funds. Benefit charge funds are intended to be used for growth related capital projects and debt service from prior year growth related projects. From our current FY2019/20 budget to proposed FY2020/21 budget, benefit charges are estimated to increase from $502K to $702K due to new housing and commercial development projects such as McCleary Hill, NorthPoint and Burhans Boulevard. All of the projections from FY2021/22 through FY2024/25 are anticipated to remain at same rate of $500K annually.

- The projections for Maryland Department of the Environment (MDE) Loan Program Bond financing reflected in years FY2020/21 through FY2024/25 include a low interest rate at 2.0% for a twenty year term. In addition, MDE bonds include an administrative fee of 5.0% of debt service issued annually. The bonds marked as City bonds have a range in interest rates from 4.50% to 4.75% over 20 and 25 years. The prior MDE bond financing for the R.C. Willson Plant upgrades includes loan forgiveness of $1.5 million which will occur in FY2022/23.

- Based on the assumptions outlined above for revenue growth, increasing expenses, and additional future grants, the net increase (decrease) in retained earnings is estimated to grow from an anticipated gain of $54K in FY2020/21 to a gain of $989K in FY2021/22.

- Due to current projections for benefit charges, the cost of service rate study recommends that an allocation of cash be reserved as restricted cash for use in future years. This allocation would cover a portion of annual service charges for future system repairs, renewal, and replacement.

- The ending total cash balance projection will decrease from $9.8M in FY2020/21 to $6.4M in FY2024/25 primarily as a result of significant capital projects and annual debt service requirements scheduled in future periods.

WATER FUND PROJECTIONS
FISCAL YEAR 2021/25
INCOME STATEMENT
(IN THOUSANDS)

	2017/18 ACTUAL	2018/19 ACTUAL	2019/20 REVISED BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED BUDGET	PROJ. CHG%	2021/22 PROJ.	2022/23 PROJ.	2023/24 PROJ.	2024/25 PROJ.
Operating Revenues										
*Service Charges										
Metered City Water	$ 2,259	$ 2,284	$ 2,385	$ 2,336	$ 2,408	3.0%	$ 2,480	$ 2,555	$ 2,631	$ 2,710
Metered County Water	8,353	8,702	8,759	8,731	8,950	3.0%	9,219	9,495	9,780	10,073
Total Service Charges	**10,612**	**10,986**	**11,144**	**11,067**	**11,358**		**11,699**	**12,050**	**12,411**	**12,784**
*Other Operating Revenues	1,026	961	817	834	871		900	900	900	900
Total Operating Revenue	**11,638**	**11,947**	**11,961**	**11,901**	**12,229**		**12,599**	**12,950**	**13,311**	**13,684**
Operating Expenses										
Source of Supply	42	45	36	49	53	1.5%	54	55	56	57
Pumping & Water Treatment	3,407	3,205	3,418	3,345	3,783	1.5%	3,839	3,897	3,955	4,015
Transmission & Distribution	2,022	2,154	2,235	2,342	2,396	1.5%	2,431	2,468	2,505	2,542
Selling, General & Administration	1,888	3,028	2,653	2,575	2,726	1.5%	2,767	2,809	2,851	2,893
Total Operating Expenses	**7,358**	**8,432**	**8,341**	**8,311**	**8,958**		**9,092**	**9,228**	**9,367**	**9,507**
Cash Operating Income (Loss)	**4,279**	**3,515**	**3,620**	**3,589**	**3,272**		**3,507**	**3,721**	**3,944**	**4,176**
Depreciation	3,230	3,329	3,635	3,723	3,938		4,200	4,400	4,700	4,950
Operating Income (Loss)	**1,049**	**186**	**(15)**	**(134)**	**(666)**		**(693)**	**(679)**	**(756)**	**(774)**
Non-Operating Revenues (Expenses)										
Interest Earned	51	98	30	47	40		45	45	45	45
Premium on Bonds	11	11	4	4	4		4	4	4	4
Interest/Bond Issuance Expense	(494)	(483)	(509)	(468)	(447)		(484)	(526)	(589)	(642)
Gain (Loss) on Sale of Capital Assets	21	43	10	11	10		10	10	10	10
Total Non-Operating Revenue (Expense)	**(412)**	**(331)**	**(464)**	**(406)**	**(393)**		**(424)**	**(467)**	**(530)**	**(583)**
Net Income (Loss) Before Operating Transfers	**638**	**(145)**	**(479)**	**(540)**	**(1,060)**		**(1,118)**	**(1,146)**	**(1,285)**	**(1,357)**
Transfers From (To) Other Funds										
Transfers (to) Capital Improvements Fund	(2)	(4)	(58)	(58)	(29)		(43)	(39)	(32)	(34)
Transfers from Health Insurance Fund	76	86	95	95	40		-	-	-	-
Total Transfers From (To) Other Funds	**74**	**82**	**36**	**36**	**11**		**(43)**	**(39)**	**(32)**	**(34)**
Capital Contributions										
Benefits Charges	721	599	502	502	752		500	500	500	500
Grants in Aid of Construction	-	429	-	-	-		1,500	-	-	-
MDE Loan Forgiveness	-	-	-	-	-		-	1,500	-	-
Cash Developer Contributions	-	-	-	-	-		-	-	-	-
Non Cash Developer Contributions	15	976	-	350	350		150	650	275	2,400
Capital Contributions	**736**	**2,004**	**502**	**852**	**1,102**		**2,150**	**2,650**	**775**	**2,900**
Increase (Decrease) in Retained Earnings	**1,448**	**1,941**	**59**	**349**	**54**		**989**	**1,465**	**(542)**	**1,509**
Adjust to a Cash Flow Basis										
Add Back Depreciation	3,230	3,329	3,635	3,723	3,938		4,200	4,400	4,700	4,950
Changes in Working Capital	(683)	2,065	-	-	-		-	-	-	-
Principal Payments on Long-term Debt	(1,739)	(1,773)	(1,756)	(1,756)	(1,788)		(1,780)	(2,045)	(2,477)	(2,963)
Non-Cash Developer Contributions	(15)	(976)	-	(350)	(350)		(150)	(650)	(275)	(2,400)
MDE Loan Forgiveness	-	-	-	-	-		-	(1,500)	-	-
Total Adjustments to Retained Earnings	**793**	**2,645**	**1,879**	**1,617**	**1,800**		**2,270**	**205**	**1,948**	**(413)**
Cash Available for Capital Outlay	**2,241**	**4,586**	**1,939**	**1,966**	**1,853**		**3,259**	**1,670**	**1,406**	**1,096**
Capital Outlay										
Non-Growth Related	1,688	4,691	3,369	3,065	3,741		8,257	9,043	9,261	6,323
Growth Related	50	1,413	127	789	604		274	913	1,480	3,568
Total Capital Outlay	**1,737**	**6,104**	**3,495**	**3,854**	**4,345**		**8,530**	**9,955**	**10,740**	**9,890**
Cash After Capital Outlay	**504**	**(1,518)**	**(1,556)**	**(1,888)**	**(2,492)**		**(5,271)**	**(8,285)**	**(9,334)**	**(8,794)**
Additional Funding										
MDE Bond Financing	-	931	1,500	-	1,500		4,900	7,475	8,835	5,750
City Bond Financing	-	-	175	-	200		320	320	325	380
Total Additional Funding	-	**931**	**1,675**	-	**1,700**		**5,220**	**7,795**	**9,160**	**6,130**
Net Surplus (Deficit)	**$ 504**	**$ (587)**	**$ 119**	**$ (1,888)**	**$ (792)**		**$ (51)**	**$ (490)**	**$ (174)**	**$ (2,664)**
Beginning Cash Balance	$ 12,558	$ 13,062	$ 12,475	$ 12,475	$ 10,588		$ 9,796	$ 9,745	$ 9,255	$ 9,081
Ending Cash Balance	$ 13,062	$ 12,475	$ 12,594	$ 10,588	$ 9,796		$ 9,745	$ 9,255	$ 9,081	$ 6,417
Unrestricted Cash Balance - Beginning	$ 8,272	$ 8,308	$ 7,639	$ 7,639	$ 5,777		$ 4,836	$ 4,774	$ 4,456	$ 4,577
Unrestricted Cash Balance - Ending	$ 8,308	$ 7,639	$ 7,617	$ 5,777	$ 4,836		$ 4,774	$ 4,456	$ 4,577	$ 2,444
Restricted Cash Balance - Beginning	$ 4,286	$ 4,754	$ 4,836	$ 4,836	$ 4,810		$ 4,960	$ 4,971	$ 4,799	$ 4,504
Restricted Cash Balance - Ending	$ 4,754	$ 4,836	$ 4,977	$ 4,810	$ 4,960		$ 4,971	$ 4,799	$ 4,504	$ 3,974
Dividend Affordability Formula:										
Operating & Maintenance Expenses	$ 7,358	$ 8,432	$ 8,341	$ 8,311	$ 8,958		$ 9,092	$ 9,228	$ 9,367	$ 9,507
Reserved Retained Earnings (2 Months)	$ 1,226	$ 1,405	$ 1,390	$ 1,385	$ 1,493		$ 1,515	$ 1,538	$ 1,561	$ 1,585
Cash in Excess of Reserve after Dividend	$ 7,082	$ 6,234	$ 6,227	$ 4,392	$ 3,343		$ 3,259	$ 2,918	$ 3,016	$ 859

*Reconnection Charges ($44K) in FY17/18 moved from Other Operating Revenues to Metered City Water under Service charges in a change from the FY2019/20 Budget book

WATER FUND PROJECTIONS
FISCAL YEAR 2021/25
INCOME STATEMENT
(IN THOUSANDS)

	2017/18 ACTUAL	2018/19 ACTUAL	2019/20 REVISED BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED BUDGET	PROJ. CHG%	2021/22 PROJ.	2022/23 PROJ.	2023/24 PROJ.	2024/25 PROJ.
Schedule A - Capital Outlay										
Capital Outlay										
Water Vehicles-C0117	$ 103	$ 634	$ 310	$ 189	$ 260		$ 325	$ 300	$ 235	$ 305
R.C. Willson Plant Improvements-C0166	172	768	290	1,200	615		200	200	200	200
Willson Transmission Main-C0167	-	53	220	500	220		220	700	5,500	5,500
Edgemont Reservoir Improvements-C0168	216	383	1,800	900	1,650		5,650	4,550	1,800	700
Risk and Resiliency/Security-C0322	-	-	-	-	50		300	200	50	25
Zone 3 Standpipe-C0323	-	-	-	-	25		-	-	-	100
Breichner WTP Improvements-C0405	-	-	60	-	120		950	2,400	1,800	50
Administrative/Engineering Equip.-C0648	-	-	10	10	10		10	10	10	10
Pump Station Improvements-C0651	21	795	245	70	95		225	725	350	2,375
DIstribution Services-C0653	588	1,345	320	420	425		325	325	325	325
Distribution System Rehabilitation-C0709	590	406	200	360	650		225	230	245	260
R.C. Willson Plant - Phase IV-C0740	-	-	-	-	-		-	-	-	-
Water System SCADA Improvements-C0820	27	30	40	150	225		100	315	225	40
R.C.Willson Traveling Screen ReplacementC0863	20	1,492	-	55	-		-	-	-	-
Transmission and Distributions	-	199	-	-	-		-	-	-	-
Total Capital Outlay	**1,737**	**6,104**	**3,495**	**3,854**	**4,345**		**8,530**	**9,955**	**10,740**	**9,890**
Schedule B - Capital Outlay Detail										
Capital Outlay										
Non-Growth Related										
Cash Funded										
Water Vehicles-C0117	$ 103	$ 634	$ 310	$ 189	$ 260		$ 325	$ 300	$ 235	$ 305
R.C. Willson Plant Improvements-C0166	129	576	86	150	311		38	38	38	38
Willson Transmission Main-C0167		42	176	400	176		176	200	200	200
Edgemont Reservoir Improvements-C0168	216	383	300	900	150		150	150	150	150
Risk and Resiliency/Security-C0322	-	-	-	-	50		300	200	50	25
Zone 3 Standpipe-C0323	-	-	-	-	25		-	-	-	-
Breichner WTP Improvements-C0405	-	-	60	-	120		50	50	50	50
Administrative/Engineering Equip.-C0648	-	-	8	8	8		8	8	8	8
Pump Station Improvements-C0651	21	376	245	-	86		68	68	68	68
DIstribution Services-C0653	588	568	320	320	325		325	325	325	325
Distribution System Rehabilitation-C0709	590	406	200	110	400		55	60	70	80
Water System SCADA Improvements-C0820	22	24	32	120	180		80	32	32	32
R.C.Willson Traveling Screen Rep -C0863	20	458	-	55	-		-	-	-	-
Total Cash Funding	**1,688**	**3,467**	**1,737**	**2,252**	**2,091**		**1,574**	**1,430**	**1,225**	**1,280**
Grants - State MDE										
R.C. Willson Plant Improvements-C0166	-	-	-	750	-		-	-	-	-
Edgemont Reservoir Improvements-C0168	-		-	-	-		1,500	-	-	-
Pump Station Improvements-C0651	-	89	-	63	-		-	-	-	-
R.C.Willson Traveling Screen Rep -C0863	-	297	-	-	-		-	-	-	-
Total Grants in Aid of Construction	**0**	**386**	**0**	**813**	**0**		**1,500**	**0**	**0**	**0**
MDE Bond Funded										
Willson Transmission Main-C0167	-	-	-	-	-		-	360	4,200	4,200
Edgemont Reservoir Improvements-C0168	-	-	1,500	-	1,500		4,000	4,400	1,650	500
Breichner WTP Improvements-C0405	-	-	-	-	-		900	2,350	1,750	-
Pump Station Improvements-C0651	-	250	-	-	-		-	-	-	-
Water System SCADA Improvements-C0820	-	-	-	-	-		-	220	148	-
R.C.Willson Traveling Screen Rep-C0863	-	588	-	-	-		-	-	-	-
Total MDE Bond Funding	**0**	**838**	**1,500**	**0**	**1,500**		**4,900**	**7,330**	**7,748**	**4,700**
Benefit Charge Advance(MDE Bond Funding)										
Water System SCADA Improvements-C0820	-	-	-	-	-		-	-	-	-
Total Benefit Charge Advance(MDE Funding)	**0**	**0**	**0**	**0**	**0**		**0**	**0**	**0**	**0**
City Bond Funded (Benefit Charge Advance)										
R.C. Willson Plant Improvements-C0166	-		131	-	150		113	113	113	113
Edgemont Reservoir Improvements-C0168	-		-	-	-		-	-	-	50
Distribution System Rehabilitation-C0709	-		-	-	-		170	170	175	180
Total City Bond Funding	**0**	**0**	**131**	**0**	**150**		**283**	**283**	**288**	**343**
Total Non-Growth Related Capital Outlay	**$ 1,688**	**$ 4,691**	**$ 3,369**	**$ 3,065**	**$ 3,741**		**$ 8,257**	**$ 9,043**	**$ 9,261**	**$ 6,323**

WATER FUND PROJECTIONS
FISCAL YEAR 2021/25
INCOME STATEMENT
(IN THOUSANDS)

	2017/18 ACTUAL	2018/19 ACTUAL	2019/20 REVISED BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED BUDGET	PROJ. CHG%	2021/22 PROJ.	2022/23 PROJ.	2023/24 PROJ.	2024/25 PROJ.
Growth Related										
Grants - State MDE										
R.C. Willson Plant Improvements-C0166	-	-	-	250	-		-	-	-	-
Pump Station Improvements-C0651	-	10	-	7	-		-	-	-	-
R.C.Willson Traveling Screen Rep-C0863	-	33	-	-	-		-	-	-	-
Total Grants in Aid of Construction	**0**	**43**	**0**	**257**	**0**		**0**	**0**	**0**	**0**
Contributions by Developers										
DIstribution Services-C0653	-	778	-	100	100		-	-	-	-
Zone 3 Standpipe-C0323	-	-	-	-	-		-	-	-	100
New Pump Stations -C0651	-	-	-	-	-		150	650	275	2,300
Distribution System Rehabilitation-C0709	-	-	-	250	250		-	-	-	-
Transmissions and Distributions	-	199	-	-	-		-	-	-	-
Total Contributions by Developers	**0**	**976**	**0**	**350**	**350**		**150**	**650**	**275**	**2,400**
Benefit Charges/Restricted Cash Funded										
R.C. Willson Plant Improvements-C0166	44	192	29	50	104		13	13	13	13
Willson Transmission Main-C0167		11	44	100	44		44	50	50	50
Administrative/Engineering Equip.-C0648	-	-	2	2	2		2	2	2	2
Pump Station Improvements-C0651	-	42	-	-	10		8	8	8	8
Water System SCADA Improvements-C0820	5	6	8	30	45		20	8	8	8
R.C.Willson Traveling Screen Rep-C0863	-	51	-	-	-		-	-	-	-
Total Benefit Charge Funded	**49**	**301**	**83**	**182**	**204**		**86**	**80**	**80**	**80**
MDE Bond Funded										
Willson Transmission Main-C0167	-	-	-	-	-		-	90	1,050	1,050
Pump Station Improvements-C0651	-	28	-	-	-		-	-	-	-
Water System SCADA Improvements-C0820	-	-	-	-	-		-	55	37	-
R.C.Willson Traveling Screen Rep-C0863	-	65	-	-	-		-	-	-	-
Total MDE Bond Funding	**-**	**93**	**-**	**-**	**-**		**-**	**145**	**1,087**	**1,050**
City Bond Funded (Benefit Charge Advance)										
R.C. Willson Plant Improvements-C0166	-	-	44	-	50		38	38	38	38
Total City Bond Funding	**-**	**-**	**44**	**-**	**50**		**38**	**38**	**38**	**38**
Total Growth Related Capital Outlay	**49**	**1,413**	**127**	**789**	**604**		**274**	**913**	**1,480**	**3,568**
Total Capital Outlay	**$ 1,737**	**$ 6,104**	**$ 3,495**	**$ 3,854**	**$ 4,345**		**$ 8,530**	**$ 9,955**	**$ 10,740**	**$ 9,890**

- Total service charge revenue reflects the five-year rate schedule adopted on March 26, 2019. The five-year rate schedule was based on a cost of service study; and, the rate schedule is effective from July 1, 2019 through June 30, 2024.The projections reflect a 2.0% average increase in the FY2020/21 proposed budget. Additionally, the projections from FY2021/22 for all future periods include a 2.0% annual rate increase as approved and estimated for FY2024/25. Beginning in FY2022/23, the County is taking over treatment of some accounts in the joint service area. As a result, “Metered Joint Sewer” revenues are reduced by 50% and then the 2.0% rate increase is applied.

- Total operating expenses (excluding depreciation) increased by 5.4% from the FY2019/20 budget compared to the proposed budget for FY2020/21. The majority of this increase is reflected in the “Selling, General and Administration” category as a result of adjusted allocation costs from Billing, Support Services and Water departments. In addition, there is a planned increase in engineering fees associated with updating the Water and Wastewater Master Plan. Overall estimated expenses are projected to increase from FY2021/22 to FY2024/25 by 1.5% annually for inflation and anticipated salary enhancements.

- Depreciation expense will fluctuate as a result of capital improvement upgrades, infrastructure investments, and assets reaching the end of its useful life. It is estimated that depreciation expense from the proposed FY2020/21 budget will remain flat over the current FY2019/20 budget. It is anticipated that depreciation expense will increase in future years as the City invests in various capital projects. In the four years from FY2021/22 through FY2024/25 the estimated increases in expense reflect growth of 3.7%, 2.2%, 1.1%, and 0.5%.

- Given the recent movement by the Federal Reserve and lower interest rates, it is anticipated that there will be growth in investment interest earnings in FY2021/22 over proposed FY2020/21 only as a result of cash balances. However, investment earnings are expected to decline in FY2022/23 and flatten out based on future cash balance projections before dropping again in FY2024/25.

- Benefit charges are the primary source of funding for capacity growth needs and related capital projects. Benefit charges are also utilized to pay for debt service related to prior year capacity related capital projects. In the current year, revenues from benefit charges have decreased due to the economy and timing of new development. From our current FY2019/20 budget to the proposed FY2020/21 budget, benefit charges are estimated to increase by $150K to $600K. All of the projections from FY2021/22 through FY2024/25 are anticipated at $500K annually.

- The projections for Maryland Department of the Environment (MDE) Loan Program Bond financing reflected in years FY2020/21 through FY2022/23 include a low interest rate at 2.0% for a twenty year term. In addition, MDE bonds include an administrative fee of 5.0% of debt service issued annually. The bonds marked as City bonds have a range in interest rates from 4.50% to 4.75% over 20 and 25 years.

- Based on the various estimations mentioned above for both revenues and expenses, our net increase (decrease) in retained earnings is estimated to decrease from an anticipated gain of $1.1M in FY2020/21 to a loss of <$1.2M> in FY2024/25.

- Due to current projections for benefit charges, the cost of service rate study recommends that an allocation of cash be reserved as restricted cash for use in future years. This allocation would cover a portion of annual service charges for future system repairs, renewal, and replacement

- The ending total cash balance projections reflect a decline from $7.4M in FY2020/21 to $5.7M in FY2024/25 as a result of lower annual revenue amounts while annual expenses increase for operating, debt service requirements, and capital project costs.

WASTEWATER FUND PROJECTIONS
FISCAL YEAR 2021/25
INCOME STATEMENT
(IN THOUSANDS)

	2017/18 ACTUAL	2018/19 ACTUAL	2019/20 REVISED BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED BUDGET	PROJ. CHG%	2021/22 PROJ.	2022/23 PROJ.	2023/24 PROJ.	2024/25 PROJ.
Operating Revenues										
Service Charges										
Metered City Sewer	$ 6,991	$ 7,157	$ 7,260	$ 7,407	$ 7,548	2.0%	$ 7,699	$ 7,853	$ 8,010	$ 8,170
Metered County Sewer	3,279	3,533	3,423	3,400	3,468	2.0%	3,537	3,608	3,680	3,754
Metered Joint Sewer	2,433	2,438	2,532	2,472	2,508	2.0%	2,558	1,305	1,331	1,357
Low -Pressure System Charge	106	106	106	106	106	0.0%	106	106	106	106
Total Service Charges	**12,809**	**13,234**	**13,321**	**13,385**	**13,630**		**13,900**	**12,872**	**13,127**	**13,387**
Other Operating Revenues	447	796	331	362	362		350	350	350	350
Grants - Operations	240	240	240	240	240		240	240	240	240
Total Operating Revenue	**13,496**	**14,270**	**13,891**	**13,987**	**14,232**		**14,490**	**13,462**	**13,717**	**13,977**
Operating Expenses										
Plant Expenses	4,779	5,229	4,991	4,884	5,098	1.5%	5,175	5,252	5,331	5,411
Laboratory Expenses	287	270	302	287	274	1.5%	278	282	286	290
Collection Systems	1,495	1,514	1,560	1,502	1,531	1.5%	1,554	1,578	1,601	1,625
Selling, General & Administration	2,590	3,569	3,348	3,404	3,852	1.5%	3,910	3,969	4,028	4,089
Total Operating Expenses	**9,152**	**10,582**	**10,200**	**10,076**	**10,755**		**10,917**	**11,080**	**11,247**	**11,415**
Cash Operating Income (Loss)	**4,345**	**3,688**	**3,691**	**3,911**	**3,477**		**3,574**	**2,381**	**2,470**	**2,562**
Depreciation	3,059	3,153	3,550	3,107	3,546		3,678	3,759	3,800	3,820
Operating Income (Loss)	**1,285**	**535**	**141**	**804**	**(69)**		**(104)**	**(1,378)**	**(1,330)**	**(1,258)**
Non-Operating Revenues (Expenses)										
Interest Earned	64	111	40	40	40		50	45	45	40
Premium on Bonds	9	9	4	4	4		4	4	4	4
Interest/Bond Issuance Expense	(376)	(348)	(446)	(339)	(438)		(479)	(486)	(475)	(455)
Gain (Loss) on Sale of Capital Assets	31	15	1	19	1		-	-	-	-
Total Non-Operating Revenues (Expenses)	**(272)**	**(213)**	**(401)**	**(275)**	**(393)**		**(425)**	**(437)**	**(426)**	**(411)**
Net Income (Loss) Before Operating Transfers	**1,013**	**322**	**(260)**	**529**	**(462)**		**(529)**	**(1,815)**	**(1,755)**	**(1,669)**
Transfers From (To) Other Funds										
Transfers (to) Capital Improvements Fund	(2)	(4)	(58)	(58)	(17)		(43)	(39)	(32)	(34)
Transfer from Health Insurance Fund	76	76	80	80	36		-	-	-	-
Total Transfers From (To) Funds	**74**	**72**	**22**	**22**	**19**		**(43)**	**(39)**	**(32)**	**(34)**
Capital Contributions										
Benefits Charges	470	534	450	500	600		500	500	500	500
Grants- Capital	155	81	-	-	700		-	-	-	-
Developers Contributions	-	317	500	250	250		700	-	-	-
Total Capital Contributions	**625**	**933**	**950**	**750**	**1,550**		**1,200**	**500**	**500**	**500**
Increase (Decrease) in Retained Earnings	**1,713**	**1,327**	**712**	**1,301**	**1,107**		**628**	**(1,354)**	**(1,287)**	**(1,203)**
Adjust Retained Earnings to a Cash Flow Basis										
Add Back Depreciation	3,059	3,153	3,550	3,107	3,546		3,678	3,759	3,800	3,820
Changes in Working Capital	(1,057)	2,919	-	-	-		-	-	-	
Principal Payment on Current Long-Term Debt	(1,781)	(1,814)	(1,845)	(1,845)	(1,715)		(1,901)	(1,911)	(1,986)	(1,996)
Non-Cash Developer Contributions	-	(317)	(500)	(250)	(250)		(700)	-	-	-
Total Adjustments to Retained Earnings	**221**	**3,941**	**1,205**	**1,012**	**1,581**		**1,077**	**1,848**	**1,814**	**1,824**
Cash Available for Capital Outlay	**1,934**	**5,268**	**1,917**	**2,313**	**2,688**		**1,705**	**494**	**527**	**621**
Capital Outlay										
Non-Growth Related	1,391	4,144	5,908	5,451	2,901		2,323	1,103	808	766
Growth Related	310	2,019	2,704	2,364	3,084		2,252	802	302	302
Total Capital Outlay	**1,700**	**6,163**	**8,612**	**7,815**	**5,985**		**4,575**	**1,905**	**1,110**	**1,068**
Cash After Capital Outlay	**234**	**(894)**	**(6,695)**	**(5,502)**	**(3,297)**		**(2,870)**	**(1,411)**	**(583)**	**(446)**
MDE Bond Financing			-	-	2,575		1,000	500	-	-
City Bond Financing	-		6,680	-	5,530		1,200	525	200	200
Total Additional Funding	**-**	**-**	**6,680**	**-**	**8,105**		**2,200**	**1,025**	**200**	**200**
Net Surplus (Deficit)	**$ 234**	**$ (894)**	**$ (15)**	**$ (5,502)**	**$ 4,808**		**$ (670)**	**$ (386)**	**$ (383)**	**$ (246)**
Total Cash Balance - Beginning	$ 8,746	$ 8,980	$ 8,086	$ 8,086	$ 2,584		$ 7,392	$ 6,722	$ 6,336	$ 5,953
Total Cash Balance - Ending	$ 8,980	$ 8,086	$ 8,071	$ 2,584	$ 7,392		$ 6,722	$ 6,336	$ 5,953	$ 5,707
Unrestricted Cash Balance - Beginning	$ 8,053	$ 7,918	$ 6,868	$ 6,868	$ 2,359		$ 6,783	$ 5,732	$ 4,967	$ 4,208
Unrestricted Cash Balance - Ending	$ 7,918	$ 6,868	$ 6,618	$ 2,359	$ 6,783		$ 5,732	$ 4,967	$ 4,208	$ 3,585
Restricted Cash Balance &R's - Beginning	$ 693	$ 1,062	$ 1,217	$ 1,062	$ 225		$ 610	$ 990	$ 1,369	$ 1,745
Restricted Cash Balance & 3R's - Ending	$ 1,062	$ 1,217	$ 1,453	$ 225	$ 610		$ 990	$ 1,369	$ 1,745	$ 2,122
Dividend Affordability Formula:										
Operating & Maintenance Expenses	$ 9,152	$ 10,582	$ 10,200	$ 10,076	$ 10,755		$ 10,917	$ 11,080	$ 11,247	$ 11,415
Reserved Retained Earnings (2 Months)	$ 1,525	$ 1,764	$ 1,700	$ 1,679	$ 1,793		$ 1,819	$ 1,847	$ 1,874	$ 1,903
Cash in Excess of Reserve after Dividend	$ 6,393	$ 5,104	$ 4,918	$ 679	$ 4,990		$ 3,913	$ 3,120	$ 2,333	$ 1,682

WASTEWATER FUND PROJECTIONS
FISCAL YEAR 2021/25
INCOME STATEMENT
(IN THOUSANDS)

	2017/18 ACTUAL	2018/19 ACTUAL	2019/20 REVISED BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED BUDGET	PROJ. CHG%	2021/22 PROJ.	2022/23 PROJ.	2023/24 PROJ.	2024/25 PROJ.
Schedule A - Capital Outlay										
Capital Outlay										
Sewer Vehicles-C0004	$ 201	$ 229	$ 295	$ 210	$ 525		$ 845	$ 90	$ 120	$ 78
Manhole Raising-C0267	22	-	25	25	25		25	25	25	25
Pump Station Improvements-C0299	84	68	75	75	75		75	75	75	75
Collection System Rehabilitation-C0327	93	53	400	400	400		1,600	400	400	400
East End Pump Station-C0565	-	-	575	-	1,575		1,000	500	-	-
WWTP Equipment-C0584	420	167	225	225	250		100	100	100	100
Buildings & Structures-C0585	52	134	220	220	100		25	25	25	25
WWTP - Phase III - Disinfection-C0657	-	21	50	50	50		10	10	10	10
WWTP/Phase V/Solids Processing-C0711	-	-	100	100	100		50	50	50	50
Synagro Facility Upgrade Improvements-C0712	605	4,613	6,000	6,000	-		-	-	-	-
Collection System Equipment-C0713	-	-	80	80	80		80	80	80	80
Laboratory Equipment-C0745	-	-	10	10	150		50	10	10	10
Grinder Pump Replacement-C0767	102	25	112	70	100		100	100	100	100
SSES City Wide-C0800	122	536	100	100	1,960		100	100	100	100
Eliminate Pump Station #12-C0832	-	-	330	-	330		500	325	-	-
New Laterals-C0834	-	317	15	250	265		15	15	15	15
Total Capital Outlay	**$ 1,700**	**$ 6,163**	**$ 8,612**	**$ 7,815**	**$ 5,985**		**$ 4,575**	**$ 1,905**	**$ 1,110**	**$ 1,068**
Schedule B - Capital Outlay Detail										
Capital Outlay Non-Growth Related										
Cash Funded										
Sewer Vehicles-C0004	201	229	295	210	525		845	90	120	78
Manhole Raising-C0267	22	-	25	25	25		25	25	25	25
Pump Station Improvements-C0299	63	51	56	56	56		56	56	56	56
Collection System Rehabilitation-C0327	46	26	100	200	100		100	100	100	100
WWTP Equipment-C0584	420	86	225	225	250		100	100	100	100
Buildings & Structures-C0585	52	134	70	220	100		25	25	25	25
WWTP Phase III Disinfection-C0657	-	15	35	35	35		7	7	7	7
WWTP/Phase V/Solids Processing-C0711	-	-	70	70	70		35	35	35	35
Synagro Facility Upgrade Improvements-C0712	424	3,229	-	4,200	-		-	-	-	-
Collection System Equipment-C0713	-	-	80	80	80		80	80	80	80
Laboratory Equipment-C0745	-	-	10	10	150		50	10	10	10
Grinder Pump Replacement-C0767	102	25	112	70	100		100	100	100	100
SSES City Wide-C0800	-	268	50	50	130		50	50	50	50
Total Cash Funding	**1,330**	**4,063**	**1,128**	**5,451**	**1,621**		**1,473**	**678**	**708**	**666**
Grants in Aid of Construction										
WWTP Equipment-C0584	-	81	-	-	-		-	-	-	-
SSES City Wide-C0800	61	-	-	-	350		-	-	-	-
Total Grant in Aid of Construction	**61**	**81**	**-**	**-**	**350**		**-**	**-**	**-**	**-**
Contributions by Developers	-	-	-	-	-		-	-	-	-
Total Developer Contributions	**-**		**-**	**-**	**-**		**-**	**-**	**-**	**-**
MDE Bond Funded										
SSES City Wide-C0800	-	-	-	-	500		-	-	-	-
Total MDE Bond Funding	**-**	**-**	**-**	**-**	**500**		**-**	**-**	**-**	**-**
City Bond Funded										
Collection System Rehabilitation-C0327	-	-	100	-	100		350	100	100	100
Buildings & Structures-C0585	-	-	150	-	-		-	-	-	-
Synagro Facility Upgrade Improvements-C0712	-	-	4,200	-	-		-	-	-	-
Grinder Pump Replacement-C0767	-	-	330	-	330		500	325	-	-
Total City Bond Funding	**-**	**-**	**4,780**	**-**	**430**		**850**	**425**	**100**	**100**
Total Non-Growth Related Capital Outlay	**$ 1,391**	**$ 4,144**	**$ 5,908**	**$ 5,451**	**$ 2,901**		**$ 2,323**	**$ 1,103**	**$ 808**	**$ 766**

WASTEWATER FUND PROJECTIONS
FISCAL YEAR 2021/25
INCOME STATEMENT
(IN THOUSANDS)

	2017/18 ACTUAL	2018/19 ACTUAL	2019/20 REVISED BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED BUDGET	PROJ. CHG%	2021/22 PROJ.	2022/23 PROJ.	2023/24 PROJ.	2024/25 PROJ.
Growth Related										
Grants in Aid of Construction										
SSES City Wide-C0800	61	-	-	-	350		-	-	-	-
Total Grants in Aid of Construction	**61**		**-**	**-**	**350**		**-**	**-**	**-**	**-**
Contributions by Developers										
Collection System Rehabilitation-C0327	-	-	-	-	-		700	-	-	-
East End Pump Station-C0565	-	-	500	-	-		-	-	-	-
Eliminate Pump Station C0832	-	-	-	-	-		-	-	-	-
Trunk Lines and Laterals -C0834		317	-	250	250		-	-	-	-
Total Developer Contributions	**-**	**317**	**500**	**250**	**250**		**700**	**-**	**-**	**-**
Benefit Charges/Restricted Cash Funded										
Pump Station Improvements-C0299	21	17	19	19	19		19	19	19	19
Collection System Rehabilitation-C0327	46	26	100	200	100		100	100	100	100
East End Pump Station-C0565	-	-	75	-	-		-	-	-	-
WWTP - Phase III - Disinfection-C0657	-	6	15	15	15		3	3	3	3
WWTP/Phase V/Solids Processing-C0711	-	-	30	30	30		15	15	15	15
Synagro Facility Upgrade Improvements-C0712	182	1,384	-	1,800	-		-	-	-	-
SSES City Wide-C0800	(0)	268	50	50	130		50	50	50	50
	-	-	15	-	15		15	15	15	15
Total Benefit Charge Funding	**249**	**1,702**	**304**	**2,114**	**309**		**202**	**202**	**202**	**202**
MDE Bond Funded										
East End Pump Station-C0565	-	-	-	-	1,575		1,000	500	-	-
SSES City Wide-C0800	-	-	-	-	500		-	-	-	-
Total MDE Bond Funding	**-**		**-**	**-**	**2,075**		**1,000**	**500**	**-**	**-**
City Bond Funded										
Collection System Rehabilitation-C0327	-	-	100	-	100		350	100	100	100
Synagro Facility Upgrade Improvements-C0712	-	-	1,800	-	-		-	-	-	-
Total City Bond Funding	**-**	**-**	**1,900**	**-**	**100**		**350**	**100**	**100**	**100**
Total Growth Related Capital Outlay	**310**	**2,019**	**2,704**	**2,364**	**3,084**		**2,252**	**802**	**302**	**302**
Total Capital Outlay	**$ 1,700**	**$ 6,163**	**$ 8,612**	**$ 7,815**	**$ 5,985**		**$ 4,575**	**$ 1,905**	**$ 1,110**	**$ 1,068**

PARKING FUND PROJECTIONS
FISCAL YEAR 2021/2025
ASSUMPTIONS

- Parking rates were last increased on July 1, 2019. Rates for the parking decks and parking lots have been approved by Mayor & Council to increase on July 1, 2020 and 2021. Both parking deck and parking lot monthly rates will increase by $2 each year through FY2021/22. Current parking deck rates are $66/month or maximum $8.00/day; after hours is $2 from 4 PM to 6 AM weekdays and Saturdays, Sundays are free. Parking lot rates are $53/month. Future revenues do include an estimate for increased usage and rates combined for overall totals that range from 1.5% to 2.5% annually beginning in FY2021/22 through FY2023/24. Parking deck coupons have been replaced with online validations.

- Based on an economic study by Urban Partners in 2014, a future need for a third parking deck may occur through the development of new retail office space in the downtown (Catalyst Project #1). The projections include the assumption that this third parking deck would be completed and operational for half of FY2022/23. The revenue calculation is based on 50% utilization of 180 available spaces in the new deck for a portion of the year in FY2022/23. Additionally, new parking deck expenses and fees are included in the projections and are based on average expenditure trends reflected in our existing two decks. With the inclusion of a third parking deck, it is anticipated that there will be a deficit in FY2022/23 and will begin to deplete the Parking Fund cash balances starting in FY2021/22.

- Total operating expenses (excluding depreciation) increased by 10.1% from the FY2019/20 budget compared to the budget proposed for FY2010/21. Primarily, this increase is reflected in wages and benefits as a result of converting a part-time position to a full-time position that is shared with the Public Works in the General Fund and planned salary enhancements to minimum wage. The remaining increase of approximately $23K is in total operating expenses as a result of increase costs in electric and supplies. Additionally, FY2020/21 will be the first year that the applicable portion from the Support Services Department is allocated to the Parking Fund. Based on historical trends, the projections will include increases in future periods. The overall increase for all future periods through FY2024/25 is estimated to average 3.1% annually, excluding third parking deck costs. With the inclusion of a third parking deck, the increases in FY2022/23 through FY2023/24 are estimated to be 17.6%, 15.9%, and 3.2% respectively.

- Depreciation expense is expected to increase slightly from FY2019/20 to FY2020/21 budget by 1.1% or $3K as a result of lower than anticipated infrastructure spending from assets in place that have been fully depreciated. Further, we anticipate that depreciation will increase significantly in FY2021/22 (10.0%) and FY2022/23 (74.4%) based upon projected completion of a third parking deck (#56-C0173 in CIP Section 7). Last, depreciation expense is estimated to become relatively flat in FY2023/24 and FY2024/25 with estimated increases of 0.3% in each of those years.

- Despite recent movement by the Federal Reserve to lower interest rates, it is anticipated that there will be growth in investment interest earnings in FY2021/22 as a result of higher average cash balances. However starting in FY2022/23, the investment earnings are expected to decline and flatten out based on future cash balance projections.

- The future bond interest rates for the new parking deck are estimated at a rate of 5.0% over 25 years. Our projections include City issued governmental bonds to fund the construction of the third parking deck. The debt service impact is reflected in our interest expense and principal repayment figures.

- Based on the assumptions outlined above for both revenues and increasing expenses, our net increase (decrease) in retained earnings is estimated to decline from an anticipated gain of $113.5K in FY2019/20 to a loss of <$366.7K> in FY2024/25 due to significant increases in depreciation and debt service expenses for a third parking deck.

PARKING FUND PROJECTIONS
FISCAL YEAR 2021/2025
INCOME STATEMENT
(IN THOUSANDS)

	2017/18 ACTUAL	2018/19 ACTUAL	2019/20 REVISED BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED BUDGET	PROJ. CHG%	2021/22 PROJ.	2022/23 PROJ.	2023/24 PROJ.	2024/25 PROJ.
Operating Revenues										
Parking Deck Revenues										
University District Parking Deck										
Parking Deck Permits	223	214	223	223	230	2.5%	236	242	248	254
Parking Deck Fees	42	59	55	65	65	2.5%	67	68	70	72
Downtown Promotions	2	3	3	2	2	0.0%	2	2	2	2
General Free Parking	(27)	(38)	(41)	(31)	(25)	1.5%	(25)	(26)	(26)	(27)
Validations	9	31	29	29	29	1.5%	29	30	30	31
Arts & Entertainment Parking Deck										
Parking Deck Permits	108	110	101	101	115	2.5%	118	121	124	127
Parking Deck Fees	56	68	55	65	65	2.5%	67	68	70	72
PEP Parking Discount	(2)	(2)	(2)	(2)	-	1.5%	-	-	-	-
Parking Deck III										
Parking Deck Fees	-	-	-	-	-		-	68	135	135
Total Parking Deck Revenue	**411**	**445**	**424**	**453**	**481**		**493**	**572**	**652**	**665**
Parking Meter & Lot Revenues										
Street Meters	108	109	119	113	113	1.5%	115	116	118	120
Free Parking	(3)	(3)	(3)	(3)	(3)	0.0%	(3)	(3)	(3)	(3)
Market House Lot	46	42	46	43	43	1.5%	43	44	45	45
Church Street Lot	42	52	52	52	52	1.5%	52	53	54	55
Rochester Lot	7	14	34	7	7	1.5%	12	12	12	13
Central Lot	96	99	97	97	100	1.5%	101	103	104	106
Antietam St. Lot	22	22	23	23	23	1.5%	23	24	24	24
Bryan Centre Lot	0	1	1	1	1	0.0%	1	1	1	1
Departmental Charges	37	42	45	35	39	1.5%	39	40	40	41
Total Parking Meter & Lot Revenue	**355**	**378**	**413**	**367**	**373**		**383**	**389**	**395**	**401**
Parking Enforcement	**183**	**165**	**214**	**186**	**186**	1.5%	**189**	**192**	**194**	**197**
Other Operating Revenues										
Other Revenues	3	-	-	-	-		-	-	-	-
Total Other Operating Revenue	**3**	**0**	**0**	**0**	**0**		**0**	**0**	**0**	**0**
Total Operating Revenue	**952**	**988**	**1,052**	**1,005**	**1,039**		**1,065**	**1,153**	**1,242**	**1,264**
Operating Expenses										
University District Parking Deck	125	123	138	146	145	3.5%	150	155	161	166
Arts & Entertainment Parking Deck	150	166	162	204	198	3.5%	205	212	220	227
Parking Deck III	-	-	-	-	-	3.5%	-	92	190	197
Parking Lots	185	176	173	185	187	2.5%	192	196	201	206
Parking Enforcement Expenses	56	77	85	85	85	2.5%	87	89	92	94
Total Operating Expense	**517**	**541**	**559**	**620**	**615**		**634**	**745**	**864**	**891**
Cash Operating Income (Loss)	**435**	**447**	**493**	**386**	**424**		**431**	**408**	**379**	**373**
Depreciation	240	238	270	259	273		300	524	525	527
Operating Income (Loss)	**195**	**209**	**223**	**127**	**151**		**131**	**(116)**	**(146)**	**(154)**
Non-Operating Revenue (Expense)										
Interest Earned	10	24	9	20	12		20	15	14	13
Premium on Bonds	2	2	0	0	0		0	0	0	0
Interest/Bond Issuance Expense	(37)	(32)	(23)	(22)	(37)		(53)	(227)	(226)	(225)
Gain (loss) on Sale of Capital Assets	-	(53)	-	-	-		-	-	-	-
Total Non-Operating Revenue (Expense)	**(26)**	**(59)**	**(14)**	**(3)**	**(25)**		**(33)**	**(212)**	**(212)**	**(212)**
Net Income (Loss) Before Operating Transfers	**170**	**149**	**209**	**124**	**126**		**98**	**(328)**	**(358)**	**(365)**
Transfers From (To) Other Funds										
Transfers (to) Capital Improvements Fund	(1)	-	(10)	(10)	(3)		(3)	(2)	(1)	(2)
Total Transfers From (To) Other Funds	**(1)**	**-**	**(10)**	**(10)**	**(3)**		**(3)**	**(2)**	**(1)**	**(2)**
Increase (Decrease) in Retained Earnings	**169**	**149**	**199**	**114**	**123**		**95**	**(329)**	**(360)**	**(367)**

PARKING FUND PROJECTIONS
FISCAL YEAR 2021/2025
INCOME STATEMENT
(IN THOUSANDS)

	2017/18 ACTUAL	2018/19 ACTUAL	2019/20 REVISED BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED BUDGET	PROJ. CHG%	2021/22 PROJ.	2022/23 PROJ.	2023/24 PROJ.	2024/25 PROJ.
Adjust to a Cash Flow Basis										
Add Back Depreciation	$ 240	$ 238	$ 270	$ 259	$ 273		$ 300	$ 524	$ 525	$ 527
Changes in Working Capital	20	84	-	-	-		-	-	-	-
Prin. Pay on Current Long-Term Debt.	(182)	(203)	(216)	(216)	(66)		(125)	(361)	(363)	(364)
Total Adjustments to Retained Earnings	**78**	**119**	**54**	**43**	**207**		**175**	**162**	**162**	**163**
Cash Available for Capital Outlay	**247**	**268**	**253**	**157**	**329**		**270**	**(167)**	**(197)**	**(204)**
Capital Outlay										
Parking Facilities 3rd Parking Deck - C0173	-	-	-	-	700		667	6,634	-	-
Upgrades to Parking Decks - C0749	256	34	30	30	165		30	30	30	30
Vehicles/Equipment - C0829	-	-	-	-	-		30	-	-	-
Parking Lot Improvements - C0857	-	43	100	100	15		15	5	5	5
Total Capital Outlay	**256**	**76**	**130**	**130**	**880**		**742**	**6,669**	**35**	**35**
Cash After Capital Outlay	**(9)**	**192**	**123**	**27**	**(551)**		**(472)**	**(6,836)**	**(232)**	**(239)**
Additional Funding										
Bond Financing	280	-	-	-	1,367		-	6,634	-	-
Total Additional Funding	**280**	**-**	**-**	**-**	**1,367**		**-**	**6,634**	**-**	**-**
Net Surplus (Deficit)	**$ 271**	**$ 192**	**$ 123**	**$ 27**	**$ 816**		**$ (472)**	**$ (202)**	**$ (232)**	**$ (239)**
Beginning Cash Balance	$ 1,109	$ 1,380	$ 1,572	$ 1,572	$ 1,598		$ 2,415	$ 1,943	$ 1,741	$ 1,509
Ending Cash Balance	$ 1,380	$ 1,572	$ 1,695	$ 1,598	$ 2,415		$ 1,943	$ 1,741	$ 1,509	$ 1,270

GOLF COURSE FUND PROJECTIONS
FISCAL YEAR 2021/2025
ASSUMPTIONS

- The last rate increases implemented at the Golf Course were on July 1, 2015. There are no other rate increases included in the projections through FY2024/25. As a result of trends across the nation and experienced locally, current revenue growth is flat even with increased promotions and advertising efforts. In addition, there are other sponsorship revenue sources that are only received bi-annually. After all these factors, the operating revenue proposed in the FY2020/21 budget anticipates a <2.4%> decrease compared to estimated actuals for FY2019/20. Flat to small revenue growth is anticipated annually in FY2021/22 through FY2024/25. The changes to operating revenue for each of the respective periods beginning in FY2021/22 are as follows: 2.8%, 1.8%, 1.8%, and 1.8%.

- Total operating expense (excluding depreciation) increased by 9.7% from current FY2019/20 budget to proposed FY2020/21 budget. Salaries, wages and benefits collectively increased by 12.9% from FY2019/20 budget to proposed FY2020/21 budget as a result of approved collective bargaining unit contracts and utilizing full-time staff strictly at the Golf Course instead of allocating to Parks during the winter months. Beginning in FY2021/22 through FY2024/25, the change in total expenses range annually from <0.2>%, 3.7%, 2.7%, and 3.5% respectively. The increase reflects annual salary enhancements and associated benefits of 3.8% for FY2021/22 and 3.3% thereafter in each consecutive year. In addition, several expense categories (Material, Supplies, & Utilities; Maintenance & Repairs; Vehicle Operating Expenses; and Contracted Services) are anticipated to increase based on historical trends and inflation factors.

- Depreciation expense is a reflection of investment in capital infrastructure and renovation. Therefore, the projections for depreciation reflect an increase of 6.9% or $3K from FY2019/20 to FY2020/21 budget. This increase is due to further purchases of vehicles for the golf course. In FY2021/22, depreciation is anticipated to increase significantly over FY2020/21 levels by 16.2% for planned golf course improvements. The three remaining periods from FY2022/23 through FY2024/25 are anticipated to increase by 4.8%, 3.9%, and 3.3% respectively.

- Despite movement in the Federal Reserve and ever changing interest rates, it is anticipated that annual interest earned will be no more than $1K due to low cash balances within the Golf Course fund through FY2024/25.

- The Golf Course currently has no debt service and is not estimated to incur any through FY2024/25.

- Currently, the Golf Course receives a subsidy from the General Fund. It will be necessary to continue this subsidy through FY2024/25 based on the projections and trends. The proposed budget for FY2020/21 is relatively flat when compared to current FY2019/20 budget. FY2021/22 reflects an increase to the subsidy of $46K as a result of planned improvements. In the remaining future projections from FY2022/23 through FY2024/25, annual stipend requirements from the General Fund are estimated at $305K, $316K, and $332K respectively.

- Based on the assumptions outlined above for revenues, increasing expenses, and the subsidy received by the General Fund, the net increase (decrease) in retained earnings is estimated to remain at zero for most future periods not utilizing current cash balances.

GOLF COURSE FUND PROJECTIONS
FISCAL YEAR 2021/2025
INCOME STATEMENT
(IN THOUSANDS)

	2017/18 ACTUAL	2018/19 ACTUAL	2019/20 REVISED BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED BUDGET	PROJ. CHG%	2021/22 PROJ.	2022/23 PROJ.	2023/24 PROJ.	2024/25 PROJ.
Operating Revenues										
Green Fees	$ 91	$ 107	$ 91	$ 106	$ 106		$ 109	$ 112	$ 116	$ 119
Cart Rentals	54	66	55	70	70		72	72	72	72
Tournaments & Specials	5	7	7	6	6		6	6	6	6
Other Revenues	24	20	26	27	22		22	23	23	23
Total Operating Revenues	**174**	**200**	**179**	**208**	**203**		**209**	**213**	**217**	**220**
Operating Expenses										
Salaries & Wages	172	183	177	183	184		189	194	200	206
Wage & O/H Allocation	(22)	-	(18)	-	-		(15)	(15)	(16)	(16)
Fringe Benefits	100	102	100	106	109		115	120	124	129
Materials, Supplies, & Utilities	73	57	74	75	74	3.0%	77	79	81	84
Maintenance & Repairs	7	1	3	4	2	2.0%	3	3	3	3
Vehicle Operating Expenses	18	17	19	19	19	1.5%	19	20	20	21
Advertising & Printing	13	14	12	12	12		12	13	13	14
Machinery & Equipment Rentals	15	14	17	18	17		17	17	18	18
Contracted Services	26	15	15	28	20	2.5%	21	21	22	23
Other General Expenses	10	9	9	17	11		10	11	11	12
Insurance	2	2	3	3	3		3	3	3	3
Communication Expenses	1	1	1	1	1		1	1	1	1
Operating Capital Expenditures	-	2	-	1	-		-	1	-	-
Depreciation	37	36	40	39	42		49	51	53	55
Total Operating Expenses	**453**	**454**	**451**	**505**	**495**		**500**	**519**	**533**	**552**
Operating Income (Loss)	**(279)**	**(254)**	**(273)**	**(297)**	**(292)**		**(291)**	**(306)**	**(316)**	**(332)**
Non-Operating Revenues (Expense)										
Interest Earned	-	1	-	1	-		1	1	-	-
Gain (Loss) on Capital Assets	-	-	-	-	-		-	-	-	-
Total Non-Operating Revenue (Expense	**-**	**1**	**-**	**1**	**-**		**1**	**1**	**-**	**-**
Transfers From (To) Other Funds										
Transfers from General Fund	279	273	273	296	272		318	305	316	332
Total Transfers From (To) Other Funds	**279**	**273**	**273**	**296**	**272**		**318**	**305**	**316**	**332**
Capital Contributions										
Grants in Aid of Construction	-	-	-	-	-		-	-	-	-
Total Capital Contributions	**-**	**-**	**-**	**-**	**-**		**-**	**-**	**-**	**-**
Increase (Decrease) in Retained Earnings	**-**	**20**	**-**	**-**	**(20)**		**28**	**0**	**(0)**	**(0)**
Adjust to Cash Flow Basis										
Add Back Depreciation	37	36	40	39	42		49	51	53	55
Changes in Working Capital	6	2	-	-	-		-	-	-	-
Total Adjustment to Retained Earnings	**43**	**38**	**40**	**39**	**42**		**49**	**51**	**53**	**55**
Cash Available for Capital Outlay	**43**	**58**	**40**	**39**	**22**		**77**	**51**	**53**	**55**
Capital Outlay										
Vehicle/Equipment Replace - C0395	30	16	35	35	35		37	47	40	35
Golf Course Improvements - C0825	-	-	-	-	-		100	-	-	-
Total Capital Outlay	**30**	**16**	**35**	**35**	**35**		**137**	**47**	**40**	**35**
Net Surplus (Deficit)	**$ 13**	**$ 42**	**$ 5**	**$ 4**	**$ (13)**		**$ (60)**	**$ 4**	**$ 13**	**$ 20**
Beginning Cash	$ 15	$ 27	$ 69	$ 69	$ 73		$ 60	$ 0	$ 4	$ 17
Ending Cash	$ 27	$ 69	$ 74	$ 73	$ 60		$ 0	$ 4	$ 17	$ 37
Self Supporting Level	38.4%	44.1%	39.7%	41.2%	41.0%		41.8%	41.1%	40.7%	39.9%

PROPERTY MANAGEMENT FUND PROJECTIONS
FISCAL YEAR 2021/2025
ASSUMPTIONS

- Overall, rental revenue projections are estimated to increase by 2.9% or $9.1K from FY2019/20 budget to FY2020/21 budget. The FY2020/21 budget includes all current leases. The budget also reflects continued annual occupancy of the four artist loft apartments (38 N. Potomac Street). At this time, there are two areas that remain occupied for just a $1.00 per year or for no cost (Fire Police Headquarters on Valley Road, City of Hagerstown Police Auxiliary). Additionally the following rent contracts have expiration dates over the future projections through FY2024/25 as follows: Dept. Labor, Licensing & Regulation (2-6 N Potomac St. 1st Floor) expires in 2022; Maryland Watch Works (14 N Potomac St., Suite B-3) expires in 2023; and, NIST (14 N. Potomac St.) expires in 2021. Finally due to potential sale of property located at 36-40 North Potomac, there is no future rent included beginning in FY2021/22.

- Total operating expenses (excluding depreciation) are expected to increase by 9.5% from FY2019/20 budget compared to the FY2020/21 budget. Primarily, this increase is a result of shifting part-time staffing allocations, anticipated salary enhancements, and increasing benefit costs. In FY2021/22, it is projected that operating expenses will decrease by 17.1% or $59K due to savings in operating expenses from the potential sale of a current property located at 36-40 North Potomac. The overall estimated increase for each consecutive year from FY2022/23 to FY2024/25 is 2.0%.

- Depreciation expense is expected to decrease by 26.3% from the FY2019/20 budget to the proposed FY2020/21 budget due to sale of the Roslyn Building after the presentation of the FY2019/20 budget. Further, it is estimated that depreciation will decrease by another 16.6% in FY2021/22 following the potential sale of another property. After that, it is expected that depreciation will increase annually by 0.7% from FY2022/23 through FY2024/25.

- The investment interest amount is assumed to remain flat with no overall growth calculated as a result of anticipated cash balances within this fund. Currently, there is a long-term lease in place with Antietam Fire Company which accrues interest and is also reflected in this line item.

- Interest expense for FY2020/21 will stay flat to the FY2019/20 budget at $4K. At this time, there are no additional future bond issues. As a result, interest expense remains flat through FY2024/25.

- Based on the assumptions outlined above for both revenues and expenses, our net increase (decrease) in retained earnings is estimated to decline slightly from an anticipated loss of <$148K> in FY2019/20 estimated actual to a loss of <$151K> in FY2020/21.

- The ending total cash balance is projected to be a negative balance of <$104K> beginning with the FY2020/21 budget. This negative cash balance is a result of multiple factors: higher annual operating expenditures over rental income and capital improvement projects at the Elizabeth Hager Center, and Hagerstown Small Business Center.

PROPERTY MANAGEMENT FUND PROJECTIONS
FISCAL YEAR 2021/2025
INCOME STATEMENT
(IN THOUSANDS)

	2017/18 ACTUAL	2018/19 ACTUAL	2019/20 REVISED BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED BUDGET	PROJ. CHG%	2021/22 PROJ.	2022/23 PROJ.	2023/24 PROJ.	2024/25 PROJ.
Operating Revenues										
Rent - 2-6 N Potomac Street, 1st Floor	$ 175	$ 162	$ 167	$ 167	$ 167		$ 167	$ 14	$ -	$ -
Rent - 14 N Potomac Street, Suite 200A/B	20	48	35	35	28		28	20	20	20
Rent - 6 N Potomac Street	19	19	19	19	20		20	20	20	20
Rent - 14 N Potomac Street, Suite B-3	32	18	-	-	18		20	20	-	-
Rent - 17 E Franklin Street	9	6	-	-	-		-	-	-	-
Rent - 25 E Franklin Street	6	5	-	-	-		-	-	-	-
Rent - 14 N Potomac Street, Suite 200B Room 59	2	2	2	2	-		-	-	-	-
Rent - 14 N Potomac Street, Suite 200B	-	1	-	-	-		-	-	-	-
Rent - 60 W Washington Street, Suite 102	0	5	2	7	2		-	-	-	-
Rent - 790-800 Potomac Avenue	16	15	16	16	16		17	17	18	18
Rent - 40 N Potomac Street	20	16	16	16	17		-	-	-	-
Rent - 60 W Washington Street, Rear	32	32	32	32	32		32	33	33	33
Rent - 38 N Potomac Street	20	21	21	21	21		-	-	-	-
Membership Dues - 60 W Washington Street	4	6	6	6	6		6	6	6	6
Total Operating Revenues	**357**	**356**	**317**	**322**	**326**		**290**	**131**	**98**	**98**
Operating Expenses										
Rental Properties Operational Expense	298	561	316	341	346	2.0%	287	292	298	304
Depreciation	151	160	190	138	140		117	118	118	119
Total Operating Expenses	**450**	**721**	**506**	**479**	**486**		**403**	**410**	**417**	**423**
Operating Income (Loss)	**(93)**	**(366)**	**(189)**	**(157)**	**(160)**		**(113)**	**(278)**	**(319)**	**(325)**
Non-Operating Revenues (Expenses)										
Interest Earned	14	16	13	13	13		14	14	14	14
Interest/Bond Issuance Expense	(4)	(4)	(4)	(4)	(4)		(4)	(4)	(4)	(3)
Loss on Disposal of Capital Assets	-	(581)	-	-	-		(373)	-	-	-
Total Non-Operating Revenues (Expenses)	**10**	**(570)**	**9**	**9**	**9**		**(362)**	**10**	**10**	**11**
Net Income (Loss) Before Operating Transfers	**(83)**	**(935)**	**(180)**	**(148)**	**(151)**		**(476)**	**(268)**	**(308)**	**(314)**
Transfers From (To) Other Funds										
Transfers from CDBG Fund	-	174	-	-	-		-	-	-	-
Total Transfers From (To) Other Funds	**-**	**174**	**-**	**-**	**-**		**-**	**-**	**-**	**-**
Capital Contributions										
Grants in Aid of Construction	6	-	-	-	-		-	-	-	-
Total Capital Contributions	**6**	**-**	**-**	**-**	**-**		**-**	**-**	**-**	**-**
Increase (Decrease) in Retained Earnings	**$ (77)**	**$ (761)**	**$ (180)**	**$ (148)**	**$ (151)**		**$ (476)**	**$ (268)**	**$ (308)**	**$ (314)**
Adjust to a Cash Flow Basis										
Add Back Depreciation	151	160	190	138	140		117	118	118	119
Changes in Working Capital	6	847	-	-	-		-	-	-	-
Principal Payments on Long-term Debt	(5)	(5)	(5)	(5)	(6)		(6)	(6)	(6)	(6)
Total Adjustments to Retained Earnings	**153**	**1,002**	**185**	**133**	**134**		**111**	**112**	**112**	**113**
Cash Available for Capital Outlay	**75**	**241**	**5**	**(15)**	**(16)**		**(365)**	**(156)**	**(196)**	**(201)**
Capital Outlay										
Roslyn Building - C0779	20	174	-	-	-		-	-	-	-
Elizabeth Hager Center - C0803	66	-	55	10	40		20	20	20	20
Hagerstown Small Business Center - C0828	5	-	90	-	100		-	-	-	-
36-40 N Potomac Street - C0836	1	15	20	-	7		7	7	5	5
Total Capital Outlay	**91**	**189**	**165**	**10**	**147**		**27**	**27**	**25**	**25**
Net Surplus (Deficit)	**$ (16)**	**$ 52**	**$ (160)**	**$ (25)**	**$ (163)**		**$ (392)**	**$ (183)**	**$ (221)**	**$ (226)**
Beginning Cash Balance	$ 49	$ 33	$ 85	$ 85	$ 60		$ (104)	$ (495)	$ (679)	$ (900)
Ending Cash Balance	$ 33	$ 85	$ (76)	$ 60	$ (104)		$ (495)	$ (679)	$ (900)	$ (1,126)

During the FY2020/21 budget process, discussions were entered into for a potential sale of a property

Health Care Fund Coverage

Structure: The Health Care Fund was created in 2000 to manage the City's self-insurance program for health care. Under this self-funded plan the City pays a standard monthly administrative fee for each covered member and accepts claim risk up to an aggregate stop loss. Administratively, all City departments are billed pre-established internal "insurance" rates for their department's share of cost of insurance for its employees, retirees and dependents. Similarly, the active employees and retirees pay internal "insurance" rates for their share of dependent coverage. These billings represent funding sources for the Health Care Fund from which all health care related administrative and medical claim costs are paid.

Health Insurance Plan Options

Active employees have the option of choosing between the City's Level Medical Plan (deductible and copays), the Plus Medical Plan (a high-deductible plan) or the select Medical Plan. The City pays a portion of the premium and employees pay a percentage of the premium for their coverage and their dependents coverage. This City's portion of the premium ranges from 74% to 98% depending on the plan and level of coverage.

Eligible retirees and their dependents who are not Medicare eligible can enroll in the City's Under 65 Medical Plan with a similar cost sharing arrangement for retirees and dependents. Retirees who are Medicare eligible may choose from two medical plan options including the "Medicomp" Medicare supplement medical plan or the Health Reimbursement Account (HRA). The HRA provides an annual stipend of up to $4,200 per person to cover eligible medical related costs. For example, the HRA plan permits retirees to purchase their own secondary coverage and receive reimbursement for any eligible premiums, deductibles and co-pays.

Claims ("Run Out") Reserve Policy

The Claims ("Run Out") Reserve is defined as costs incurred at the end of a fiscal year which due to timing will be paid out in the following year. Self funded plans are required to maintain this reserve as a liability that would be paid when the self funded plan is terminated. Every year, the City re-evaluates the amount booked for this liability. This analysis is performed using claim lag reports obtained from the claim administrators of the City's health and dental plans. The claim lag reports identify the timing of claim payments from incurred to process date. The City's benefits consultant assists with this projection and is recorded on an annual basis.

Health Insurance Fund: Estimated Actual Projections

At the end of FY 2019/20, the estimated cash balances of $4.3 million will provide future funding for any required Claims Reserve. Additionally, our fund balance reserve is estimated to increase over FY 2019/20 budget amount and total $4.6 million.

Health Insurance Fund: Proposed FY 2020/21 Budget

The proposed FY 2020/21 reflects a projected deficit. There is a proposed transfer from the Health Insurance Fund to distribute the fund balance surplus by a total of $484K, allocated as follows: General Fund (78.6%), Electric Fund (5.7%), Water Fund (8.3%), and Wastewater Fund (7.4%). This fund balance surplus transfer is in compliance with the Fund Balance/Retained Earnings Policy and is expected to result in a remaining total fund balance of $3.9 million and more than 3.5 months of operating cash on hand. At the end of FY 2020/21, it is estimated that the ending cash balance on hand will be approximately $3.6 million.

Health Insurance Fund: Four Year Forecast Beyond Proposed Fiscal Year 2020/21 Budget

As a result of our recent claims expense trends and the financial impact of current legislative regulations, the future projections include 5.0% annual increases for actual medical expense claims.

Accounting Rules for Other Post Employment Benefits

Like pension benefits, City employees and their dependents receive health and dental benefits after retirement based upon years of employment with the City. Accounting rules (GASB75) changed how the City accounted for the cost of its post employment benefits in FY18. The City annually contracts with an actuarial firm, CBIZ Benefits & Insurance Services, Inc., to perform all necessary calculations. The annual required contribution (ARC) from the City to fund an OPEB trust account is reflected as a separate line item in our financial projections. The City included $650,000 in Fiscal Year 2019/20 estimated actual for this annual required contribution. Based on the current structure and trends of the Health Insurance Fund's plan, the contribution will increase in future periods to $700,000.

HEALTH CARE FUND PROJECTIONS
FISCAL YEAR 2021/2025
PROPOSED EXPENSES & REVENUES
(IN THOUSANDS)

	2017/18 ACTUAL	2018/19 ACTUAL	2019/20 REVISED BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED BUDGET	PROJ. CHG%	2021/22 PROJ.	2022/23 PROJ.	2023/24 PROJ.	2024/25 PROJ.
							5.0%	*5.0%*	*5.0%*	*5.0%*
Premium Revenues										
Premium Revenues - City	$ 6,455	$ 6,612	$ 6,602	$ 6,583	$ 6,630		$ 6,962	$ 7,310	$ 7,675	$ 8,059
Premium Revenues - Employees	1,071	828	1,105	1,079	1,079		1,101	1,156	1,213	1,274
Premium Revenues - Retirees	231	226	242	209	209		219	230	242	254
Total Premium Revenue	**7,757**	**7,666**	**7,949**	**7,871**	**7,918**		**8,282**	**8,696**	**9,130**	**9,587**
Interest From Investments	26	54	27	50	50	1.5%	51	52	52	53
Prescription Rebates	143	206	371	208	370	2.0%	377	385	393	400
Stop Loss Reimbursement	-	144	-	-	-		5	10	15	20
Miscellaneous Revenue	-	183	-	-	-		-	-	-	-
Total Revenue	**7,925**	**8,254**	**8,346**	**8,129**	**8,338**		**8,715**	**9,142**	**9,590**	**10,060**
Administrative & Audit Expenses	355	351	375	409	382	3.0%	393	405	417	430
Stop Loss Reinsurance Expenses	199	250	301	270	350	3.0%	361	371	382	394
Medical Expense Reimbursement	5,735	6,323	6,877	5,509	6,910	5.0%	7,256	7,618	7,999	8,399
Health Savings Account Contributions	49	49	47	50	49		52	54	57	59
Claims Reserve Expense	(189)	101	50	50	50	2.0%	51	52	53	54
Wellness Program **	-	40	52	50	50		53	53	53	53
OPEB Trust Contributions	650	650	650	650	700		700	700	700	700
Total Expenditures	**6,799**	**7,765**	**8,353**	**6,988**	**8,491**		**8,865**	**9,254**	**9,662**	**10,089**
Transfers From (To) Dental Fund	-	-	-	-	-		50	50	50	50
Transfers From (To) General Fund	(543)	(537)	(580)	(580)	(380)		-	-	-	-
Transfers From (To) Electric Fund	(53)	(58)	(64)	(64)	(28)		-	-	-	-
Transfers From (To) Water Fund	(76)	(86)	(95)	(95)	(40)		-	-	-	-
Transfers From (To) Wastewater Fund	(76)	(76)	(80)	(80)	(36)		-	-	-	-
Total Transfers From (To) Other Funds	**(748)**	**(757)**	**(818)**	**(818)**	**(484)**		**50**	**50**	**50**	**50**
Operating Income (Loss)	**377**	**(268)**	**(824)**	**322**	**(637)**		**(100)**	**(62)**	**(21)**	**21**
Increase (Decrease) in Retained Earnings	**$ 377**	**$ (268)**	**$ (824)**	**$ 322**	**$ (637)**		**$ (100)**	**$ (62)**	**$ (21)**	**$ 21**
Beginning Fund Balance	4,146	4,523	4,255	4,255	4,577		3,940	3,840	3,778	3,757
Ending Fund Balance	**$ 4,523**	**$ 4,255**	**$ 3,431**	**$ 4,577**	**$ 3,940**		**$ 3,840**	**$ 3,778**	**$ 3,757**	**$ 3,778**
Total Cash Balance -Beginning	$ 4,901	$ 5,101	$ 4,766	$ 4,766	$ 4,264		$ 3,627	$ 3,527	$ 3,465	$ 3,444
Total Cash Balance-Ending	$ 5,101	$ 4,766	$ 3,942	$ 4,264	$ 3,627		$ 3,527	$ 3,465	$ 3,444	$ 3,465
Unrestricted Cash Balance-Beginning	$ 4,191	$ 4,345	$ 4,002	$ 4,002	$ 3,500		$ 2,863	$ 2,762	$ 2,701	$ 2,679
Unrestricted Cash Balance-Ending	$ 4,345	$ 4,002	$ 3,178	$ 3,500	$ 2,863		$ 2,762	$ 2,701	$ 2,679	$ 2,701
Restricted Cash Balance-Beginning	$ 710	$ 756	$ 764	$ 764	$ 764		$ 764	$ 764	$ 764	$ 764
Restricted Cash Balance-Ending*	$ 756	$ 764	$ 764	$ 764	$ 764		$ 764	$ 764	$ 764	$ 764

*Ending Cash balance at June 30, 2019 includes $159,000 currently on deposit with United Healthcare and $605,347 in Health Reimbursement Accounts.

** The Wellness Program is not new but prior to FY2018/19 the costs were reflected as a portion of the transfer to the General Fund.

DENTAL INSURANCE FUND
FISCAL YEAR 2021/2025
PROPOSED EXPENSES & REVENUES
(IN THOUSANDS)

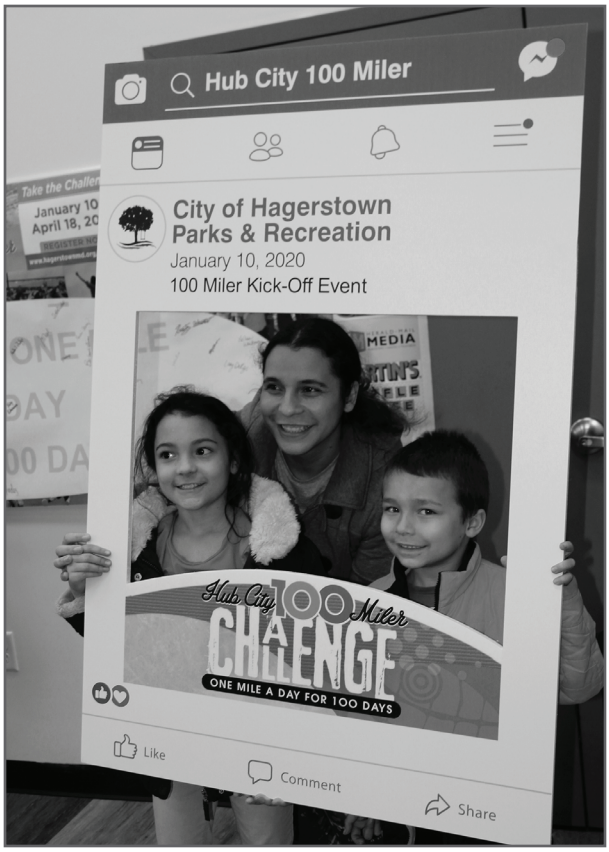
	2017/18 ACTUAL	2018/19 ACTUAL	2019/20 REVISED BUDGET	2019/20 EST. ACTUAL	2020/21 PROPOSED BUDGET	PROJ. CHG%	2021/22 PROJ.	2022/23 PROJ.	2023/24 PROJ.	2024/25 PROJ.
							1.0%	*1.0%*	*1.0%*	*1.0%*
Premium Revenues										
Premium Revenues - City	$ 189	$ 181	$ 197	$ 197	$ 197		$ 199	$ 201	$ 203	$ 205
Premium Revenues - Employees	160	175	159	165	165		167	168	170	172
Premium Revenues - Retirees	65	68	70	71	71		72	72	73	74
Total Premium Revenue	**414**	**424**	**426**	**433**	**433**		**437**	**442**	**446**	**451**
Interest From Investments	2	6	4	7	7		7	6	5	5
Total Revenue	**416**	**430**	**429**	**440**	**440**		**444**	**448**	**451**	**456**
Administrative & Audit Expenses	38	41	40	42	44	3.0%	45	47	48	50
Medical Expense Reimbursement	283	298	347	338	360	1.0%	364	367	371	375
Claims Reserve Expense	5	(5)	5	5	5		5	5	5	5
Total Expenses	**326**	**334**	**392**	**385**	**409**		**414**	**419**	**424**	**429**
Transfers From (To) Other Funds										
Transfers (to) Health Care Fund	-	-	-	-	-		(50)	(50)	(50)	(50)
Total Transfers From (To) Other Funds	**-**	**-**	**-**	**-**	**-**		**(50)**	**(50)**	**(50)**	**(50)**
Increase (Decrease) in Retained Earnings	**$ 90**	**$ 96**	**$ 37**	**$ 55**	**$ 31**		**$ (20)**	**$ (21)**	**$ (23)**	**$ (24)**
Beginning Fund Balance	340	430	526	526	581		612	592	571	548
Ending Fund Balance	**$ 430**	**$ 526**	**$ 563**	**$ 581**	**$ 612**		**$ 592**	**$ 571**	**$ 548**	**$ 525**
Total Cash Balance -Beginning	$ 376	$ 444	$ 538	$ 538	$ 593		$ 624	$ 604	$ 583	$ 560
Total Cash Balance-Ending	$ 444	$ 538	$ 575	$ 593	$ 624		$ 604	$ 583	$ 560	$ 537
Unrestricted Cash Balance-Beginning	$ 345	$ 413	$ 507	$ 507	$ 562		$ 593	$ 573	$ 552	$ 529
Unrestricted Cash Balance-Ending	$ 413	$ 507	$ 544	$ 562	$ 593		$ 573	$ 552	$ 529	$ 506
Restricted Cash Balance-Beginning	$ 31	$ 31	$ 31	$ 31	$ 31		$ 31	$ 31	$ 31	$ 31
Restricted Cash Balance-Ending*	$ 31	$ 31	$ 31	$ 31	$ 31		$ 31	$ 31	$ 31	$ 31

*Ending Cash balance at June 30, 2019 includes $31,300 currently on deposit with United Concordia.

Healthy Living

City of Hagerstown









CAPITAL IMPROVEMENT PROGRAM
SECTION 7

	Page
Program Summary	1
List of Projects Alphabetical by Project Name	6
Vehicle & Equipment Replacement Schedule	9
All Funds - Funding Sources and Expenditures Charts	12
All Funds - Expenditures Summary by Fund	13
Supporting Summary Schedules by Fund:	
General Fund/CIP Fund	
General/CIP Fund - Funding Source Summary	14
General/CIP Fund - Projects by Funding Source	15
General/CIP Fund - Department Summary	21
General/CIP Fund - Category Summary	22
General/CIP Fund - Expenditure Type Summary	23
General/CIP Fund - Projects by Department	24
General/CIP Fund - Projects and Funding Sources by Department	27
Electric Fund	
Electric Fund - Projects by Funding Source	33
Electric Fund - Projects and Funding Sources by Department	34
Water Fund	
Water Fund - Projects by Funding Source	35
Water Fund - Projects and Funding Sources by Department	36
Wastewater Fund	
Wastewater Fund - Projects by Funding Source	37
Wastewater Fund - Projects and Funding Sources by Department	38
Parking Fund	
Parking Fund - Projects by Funding Source	39
Parking Fund - Projects and Funding Sources by Department	40
Golf Fund	
Golf Fund - Projects by Funding Source	41
Golf Fund - Projects and Funding Sources by Department	42
Property Management Fund	
Property Management Fund - Projects by Funding Source	43
Property Management Fund - Projects and Funding Sources by Department	44
Capital Improvement Program - Individual Project Descriptions Numerically Sorted by Fund:	
"45-CXXXX" General / CIP Fund- Individual Project Descriptions	45
"50-CXXXX" Electric Fund- Individual Project Descriptions	128
"52-CXXXX" Water Fund - Individual Project Descriptions	150
"54-CXXXX" Wastewater Fund- Individual Project Descriptions	162
"56-CXXXX" Parking Fund - Individual Project Descriptions	177
"57-CXXXX" Golf Course Fund - Individual Project Descriptions	181
"58-CXXXX" Property Management Fund - Individual Project Descriptions	183

Acknowledgements

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All Departments – Consolidated

PROGRAM OVERVIEW

Hagerstown plans its capital improvement projects over a five-year period. Capital improvements programming and budgeting involves the development of a long-term plan for capital expenditures. Capital expenditures include buildings and facilities, significant ongoing maintenance and improvements to current facilities, land, major equipment, and other commodities which are of significant value and have a useful life of several years. It is both a fiscal and planning document that allows the City to monitor and inventory all capital project costs, funding sources, departmental responsibilities, and project schedules. The program includes a comprehensive review of all capital needs and then providing the information and criteria to assist Mayor and Council as they choose among competing projects.

The proposed Capital Improvements Program (CIP) for FY20 and FY21 is summarized below:

	FY20		FY21
Fund	**Revised Budget**	**Estimated Actual**	**Proposed Budget**
General / CIP Fund	$ 15,418,407	$ 9,779,315	$ 24,090,259
Electric Fund *	667,500	708,333	980,000
Water Fund	3,495,000	3,854,000	4,345,000
Wastewater Fund	8,612,000	7,815,000	5,985,000
Parking Fund	130,000	130,000	880,000
Golf Fund	35,000	35,000	35,000
Property Management Fund	165,000	10,000	147,000
TOTALS	**$ 28,522,907**	**$ 22,331,648**	**$ 36,462,259**

* Excludes capital expenditures not included in specific projects of $527,500, $492,500 and $512,500 respectively.

MAJOR FY21 PROGRAM OBJECTIVES

- Further the City's goals and objectives as outlined in the City's Comprehensive and Strategic Plans, the Community's City Center Plan as summarized on the City's website, and the Mayor & Council Goals & Priorities included in Section 1 of the budget book.
- Maximize opportunities for community development and infrastructure replacement while staying within debt affordability guidelines, available resources and complying with the City's debt management policy.
- Increase opportunities to obtain funding from outside sources such as the Federal, State and County Governments and other private parties.
- Assist in planning, budgeting and coordinating the operational and capital efforts of all City Departments.
- Provide guidance for making decisions about requests for routine or emergency capital expenditures.
- Attract private investment by planning for future amenities and infrastructure improvements to support public capital commitments.
- Maintain or improve the City's bond rating through effective financial planning and management.

THE CITY'S STRATEGIC PLAN

In November 2018, the Mayor and City Council approved their Goals & Priorities for calendar years 2018 through 2020 which build upon the City's Vision and Mission Statements that were revised in November 2018. (Mayor & Council Goals & Priorities – 2018 through 2020 is located in Section 1 Overview). The Mayor & 5 Council members were last elected in November 2016 and subsequently 2 have been replaced which occurred in November 2017 and February 2018. The next election will occur in FY21 in November 2020. By strategically utilizing a combination of financial management policies, land use, and forecasting, the City will ensure stability by maximizing its use of resources. To assist policy makers, the CIP's five year forecast included in this section reflects the financial impact of their decisions. The Strategic Plan outlines the City's desire to be the location of choice for a diverse and dynamic citizenry, and to provide a proud and prosperous community.

Neighborhoods Revitalization & Sustainability
Providing the citizens of Hagerstown the ability to experience a high quality of life in their neighborhood is important to the City of Hagerstown. In addition to the City's operating funding support of neighborhood programs, the capital budget plan includes $258K for public art, downtown beautification programs, tree installation and accessibility ramps.

Public Safety
To ensure that all who live, work and play in the City of Hagerstown are safe, $7.6M has been designated to purchase three fire engines, replace existing Fire Training Tower building, relocate and/or renovate the fire stations, upgrade fire radios and equipment, replace police vehicles and upgrade street crime cameras, police crime data software and lab equipment.

Public Facilities and Infrastructure
In order to establish and maintain quality services and an infrastructure that supports residents and business in a cost effective manner, the budget proposal provides $23.6M for new technologies that provide and promote a more customer-oriented and safe parking experience, new sidewalks, bridge repair, storm water management upgrades, major signal intersection upgrades, alley and street reconstructions, pavement preservation and maintenance, City Hall improvements, Elizabeth Hager Center upgrades, various upgrades and renovations related to the electrical services provided to Hagerstown Light Division customers, water main replacements, improvements to water treatment plants to improve safe drinking water standards, and various Wastewater collection system rehabilitations.

Economic Development
The City of Hagerstown strives to have a diverse, business-friendly economy that supports the community's needs. To achieve this goal, $2.2M has been included in the CIP budget to implement the Community's City Center Plan to promote economic development and strong neighborhoods in the core of the city, to construct a multi-use trail linking the Arts & Entertainment District with City Park and the Washington County Museum of Fine Arts; upgrades to 60 West Washington Street, the Market House, and 36-40 West Potomac Street to emphasize business development in the City Center; and to fund the Urban Improvement Project (Plaza) for a multi-purpose space for informal gatherings, downtown events and staging for buses and theater production vehicles.

Budget Stabilization
In order to establish and maintain fiscally responsible decision making, the City will continue to strive for the most efficient management of departmental resources and expense controls. To achieve this goal, IT CIP funds of $31K will be utilized for the continuation updates to MUNIS, the Municipal Financial System, as well as some additional add on software products to help departments run more smoothly including Incident Manager and Building Blocks.

Parks & Recreation For Active/Healthy Living
In order to support a rich, social and culturally vibrant community, the City of Hagerstown plans to continue to provide parks and public gathering spaces, enhanced amenities provided at City Park, Kiwanis Park, Fairground Park and Pangborn Lake, expand programs in the Parks & Recreation Division to promote healthy eating and active lifestyles, and many other community-health focused programs. Plans are to accomplish this goal through the

combination of $2.0M in CIP funds and the use of existing operating expense budgets.

Innovative/Progressive Government
The City of Hagerstown is committed to employee development, excellence in services and adapting to meet the needs of the community and the organization. To reach this goal, the City has identified funding of $175K to continue to support information technology needs across the City, upgrade the GIS system, and enhance features of the phone system to include a pay by phone automated feature to increase other capabilities for the City's employees and customers.

Community Promotion/Pride
The City will improve its community image by releasing factual, timely and transparent messaging. To help achieve this goal in FY21, funds of $264K will make improvements for TV studio and video production systems. In addition, the City continues to provide operating budget dollars for a variety of special events and to provide sponsorships to other agencies to host events. In future years, there may be further CIPs to promote the image of the City of Hagerstown.

Economic Development Through Sports and Tourism
Providing for the visitors of the City of Hagerstown, several different locations for Sports and Tourism will be the goal for FY21 CIP funds of $283K for upgrades to the Hager House Museum, Municipal Stadium, Steam Engine Museum and the Hagerstown Ice Rink.

Citizen-based Government
The City of Hagerstown believes in an ethical and financially responsible government, while supporting an engaged citizenry to make the community more than the sum of its parts. To accomplish this goal, Mayor and Council plan to integrate technology throughout City operations to enhance the customer experience and increase citizen access to City services and information, promote awareness and understanding of the City's finances through accessible and easy-to-use data presentations, new connectivity of network services to the City's outlying buildings, and hardware upgrades to the IT infrastructure. The majority of these goals will be accomplished using existing general fund operating budgets; however, $65K has been earmarked in the CIP budget for technology improvements to achieve these goals.

OVERVIEW OF THE PROJECTS IN THE CIP

The CIP section presents comprehensive descriptions of major project needs for FY21 through FY25. Pages 14 through 44 provide summary schedules by Fund outlining funding sources and project expenditures and are organized by Fund and department. Pages 45 through 185 contain detailed descriptions pertaining to individual CIP projects and are organized by Fund and project number. These pages describe each project in more detail, and include a justification section. Additionally, these pages include information relating to the potential budget impact that each recurring and non-recurring capital investment may have on current and future operating budgets and services provided by the City.

The City's Capital Improvement Program budget for FY21 at $36.5M is 27.8% higher than the $28.5M in the FY20 revised budget. The FY21 budget encompasses various types of projects as indicated above in the Strategic Plan section. Several of the major projects in our five year Capital Improvement Program plan are summarized below:

- While the FY21 budget includes vehicle and equipment replacements for aging equipment, it is important to note that there are no new additions to its existing vehicle fleet. Overall, the FY21 budget includes $4.0M for vehicle replacements. Of this amount, $880K is funded by Enterprise Funds and includes the replacement for two Electric Division pick-up trucks, Water Department dump truck, Wastewater Department camera rig truck and other miscellaneous vehicles. The balance of $3.1M will come from other sources such as general funds and future bond funds. General funds of $1.1M will be for the replacement of 8 police cruisers ($384K), a replacement of a pumper for the Fire Department ($660K) and other miscellaneous vehicles ($50K). In addition, future bond funds will be needed for the replacement of two pumpers ($1.3M) for the Fire department, 2 dump trucks ($220K) and a trash truck ($110K) for Public Works, and a Backhoe

($125K) for Parks & Recreation department. Last, CIP Fund balance will be used for miscellaneous Public Works and Parks vehicles ($216K).

- Completely relying on State Highway user revenue (HUR), the City included $1.2M in the FY21 budget for its pavement preservations program for city streets. The City utilizes a variety of methods to maintain streets including milling and overlay, crack-sealing, slurry-sealing, and patching. While the FY21 budget includes a total of $1.2M, the City will only spend what is provided by the state for funding.

- To address a Mayor and Council goal, the City has included $1.2M in our FY21 budget for an Urban Development Project which is titled Urban Improvement Plaza (45-C0875). The Plaza will serve as a multi-purpose public space and will be used for informal student gatherings, downtown events and staging for buses and theater production vehicles. Also included in a separate CIP (45-C0140 - $750K) is a final phase of the Cultural Trail that will extend through the Plaza. It is important to note that these projects reflect a portion of the City's contribution to a larger community initiative that included various partners. This larger community project encompassed expansion of the Maryland Theatre and an urban educational complex with Barbara Ingram School of the Arts, BOE and USMH components.

- Consistent with the City's Comprehensive Plan goals, the City has included $6.0M in the FY21 proposed budget for Wesel Boulevard Reconstruction (45-C0873). This project supports the City's growth management goals. In cooperation with NorthPoint Development, the project replaces the paving and improves existing roadway infrastructure. The City is committed to upgrading a portion of Wesel Boulevard to allow additional truck and traffic flow beyond what was anticipated in the original design in the 1980's. This project is a collaborative, public-private partnership and will be funded by the City, Washington County and NorthPoint Development.

- To address fire facility and deployment needs, the Fire Department has included a total $3.1M in the FY21 proposed budget across three different project numbers (45-C0242, 45-C0687 and 45-C0870). These projects will look to explore and provide opportunities to consolidate administrative staff, command staff and training staff for the department. The exact scope and nature of these projects are not definitive and require a strategic discussion on the future composition of the City's Fire Department in order to determine a path forward.

- Several other large projects within the FY21 proposed budget include: potential Storm Water Management projects to meet future state/federal regulations; land acquisition for a 3rd parking deck facility; Fairground Park improvements including entrance building stabilization, stable roof and BMX track upgrades; Pangborn Lake reconstruction including replacing stone walls, dredging lake, constructing fishing pier and improving Hamilton Run; and replacement of portable radios and pagers in the Fire department.

- In the Wastewater fund to promote growth and development, $1.6M is proposed for the construction of a new Pump Station (54-C0565) on Hebb Road, which is located west of the Dual Highway. This new pump station would replace Pump Station #9 (Former Four Points Sheraton site). Last, this new Pump Station would help address current capacity limits.

- To correct infiltration and inflow into the wastewater collection system, $2.0M has been included in the FY21 proposed budget for Wastewater. The scope of this project will include the replacement or re-lining of defective piping. This project is consistent with the City's Comprehensive Plan and addresses long-term wastewater issues with projected capacity deficits.

- To improve system and increase reliability, $1.7M has been included in the FY21 budget to ensure compliance with MDE Dam Safety Division requirements in the Edgemont Reservoir improvement project (52-C0168). The primary funding source is anticipated to be a MDE low-interest bond issue. The planned improvements will include the installation of a grout curtain, replacement and/ or reconstruction of the ogee and emergency spillway, and the installation of additional toe drains.

DEFINITIONS

For the purposes of this program, the definitions for “operating” and “capital” budget costs are as follows:

Operating costs are those recurring personal service or consumable asset expenditures, the costs of which are usually consistent and annual. Those costs are not included in the Capital Improvements Program.

Capital costs for purposes of the Capital Improvement Program are non-recurring, have a useful life of more than four (4) years, and exceed $5,000 ($10,000 for Enterprise Funds). Capital budget costs include both capital “projects” and major capital “outlays”. Project expenditures are for the construction, purchase or major renovation of buildings, utility systems, or other physical structures. Outlay expenditures are for the acquisition of furniture, equipment, or fixed assets; such as trucks, land, or buildings, which otherwise meet the definition of “capital”.

For detailed definitions on other terms, please refer to the Glossary in Section 9.

CAPITAL IMPROVEMENTS PROGRAM - ALL FUNDS
FISCAL YEARS 2021/2025
LIST OF PROJECTS ALPHABETICAL BY PROJECT NAME

PROJECT NAME	PROJECT NUMBER	PROJECT PRIORITY
36-40 North Potomac Street	58-C0836	Planned Improvement
A & E District Upgrades	50-C0591	Planned Improvement
Accessibility Ramps	45-C0217	Probable Grant
Adm. & Engineering Equipment	52-C0648	Planned Improvement
Alley Reconstruction	45-C0324	Planned Improvement
Antietam Creek Greenway Trail	45-C0774	Planned Improvement
Breichner WTP Improvements	52-C0405	Planned Improvement
Bridge Repair Program	45-C0400	Cost Avoidance
Bulldog Substation Upgrade	50-C0544	Planned Improvement
Burhans Village	50-C0707	Planned Improvement
Cable Inet	45-C0568	Contract Obligation
Cable PEG	45-C0569	Contract Obligation
Central Substation	50-C0118	Planned Improvement
Circuit Upgrades	50-C0842	Planned Improvement
City Hall Improvements	45-C0326	Planned Improvement
City Park Improvements	45-C0522	Planned Improvement
City Park Lake Improvements	45-C0047	Planned Improvement
Citywide - CS Rehabilitation	54-C0800	Public Safety
Collection System Equipment	54-C0713	Planned Improvement
Collection System Rehabilitation	54-C0327	Public Safety
Community and Economic Development Vehicles	45-C0249	Cost Avoidance
Computer Equipment and Software	45-C0006	Planned Improvement
Consolidation of Public Safety Assets	45-C0687	Planned Improvement
Curb Replacement Program	45-C0459	Planned Improvement
Distribution Services - Meter Program	52-C0653	Cost Avoidance
Distribution System Rehab - Main Replacement	52-C0709	Planned Improvement
Downtown Beautification Program	45-C0280	Planned Improvement
East End Pump Station	54-C0565	Planned Improvement
Eastern Boulevard North Extension	45-C0606	Planned Improvement
Edgemont Reservoir Improvements	52-C0168	Planned Improvement
Electric Vehicles	50-C0090	Planned Improvement
Eliminate Pump Stations	54-C0832	Planned Improvement
Elizabeth Hager Center	58-C0803	Planned Improvement
Engineering Vehicles	45-C0133	Cost Avoidance
Equipment Refurbishment	50-C0797	Planned Improvement
Fairground Grandstand Improvements	45-C0624	Planned Improvement
Fairgrounds Park Improvements	45-C0626	Planned Improvement
Feeder Coordination	50-C0833	Planned Improvement
Fire Computer Equip/Public Safety Radios	45-C0849	Public Safety
Fire Department Training Center	45-C0241	Planned Improvement
Fire Department Vehicle Replacement	45-C0010	Planned Improvement
Fire Equipment	45-C0871	Planned Improvement
Fire Facilities City Owned Buildings	45-C0870	Planned Improvement
Fire Station Relocation	45-C0730	Planned Improvement
Fuel Station Improvements	45-C0352	Planned Improvement
Geographic Information System	45-C0451	Planned Improvement
Golf Course - Vehicles/Equipment	57-C0395	Cost Avoidance
Golf Course Improvements	57-C0825	Improve Service

CAPITAL IMPROVEMENTS PROGRAM - ALL FUNDS
FISCAL YEARS 2021/2025
LIST OF PROJECTS ALPHABETICAL BY PROJECT NAME

PROJECT NAME	PROJECT NUMBER	PROJECT PRIORITY
Green Streets	45-C0639	Probable Grant
Grinder Pump Replacement Program	54-C0767	Planned Improvement
Hager House Museum Improvements	45-C0061	Grant Commitment
Hagerstown Cultural Trail	45-C0140	Planned Improvement
Hagerstown Ice Rink	45-C0843	Planned Improvement
Hagerstown Small Business Center	58-C0828	Planned Improvement
HLD Distribution and Administrative Office Building	50-C0542	Planned Improvement
Independent Junior Fire Engine Company #3	45-C0242	Planned Improvement
Installation of Street Trees	45-C0594	Planned Improvement
Kilpatrick Woods	50-C0550	Planned Improvement
Kiwanis Park	45-C0773	Planned Improvement
Laboratory Equipment	54-C0745	Planned Improvement
LED Signal Lights	45-C0245	Cost Avoidance
Longmeadow Park Improvements (Stormwater)	45-C0866 SWM	Planned Improvement
Manhole Raising	54-C0267	Public Safety
Market House Improvements	45-C0099	Planned Improvement
Marsh Run Walls Rehabilitation	45-C0853	Cost Avoidance
Memorial Boulevard Reconstruction	45-C0244	Planned Improvement
Mobile License Plate Readers	45-C0860	Public Safety
Multi-Use Trails	45-C0717	Probable Grant
Municipal Financial System	45-C0739	Planned Improvement
Municipal Stadium Improvements	45-C0040	Planned Improvement
Neighborhood Parks	45-C0751	Planned Improvement
New Sidewalks	45-C0595	Public Safety
Northwest Connector	45-C0735	Planned Improvement
Oxygen System Improvements	54-C0657	Public Safety
Pangborn Lake Reconstruction (Parks)	45-C0812	Documented Savings
Pangborn Lake Reconstruction (Stormwater)	45-C0812 SWM	Documented Savings
Pangborn Park Improvements	45-C0335	Planned Improvement
Park Equipment	45-C0237	Planned Improvement
Parking Facilities - 3rd Parking Deck	56-C0173	Planned Improvement
Parking Fund Vehicles	56-C0829	Planned Improvement
Parking Lot Improvements	56-C0857	Planned Improvement
Parks Citywide Upgrades	45-C0665	Documented Savings
Parks Vehicles and Equipment	45-C0570	Planned Improvement
Pavement Markings	45-C0093	Public Safety
Pavement Preservation Program	45-C0025	Planned Improvement
Pedestrian Lighting	50-C0388	Planned Improvement
Planning & Code Admin Vehicles	45-C0678	Cost Avoidance
Police Blue Light Emergency Phones	45-C0134	Public Safety
Police Building Renovation	45-C0308	Planned Improvement
Police Crime Lab Equipment	45-C0182	Planned Improvement
Police Firing Range	45-C0226	Planned Improvement
Police Radios	45-C0128	Public Safety
Police Software	45-C0196	Public Safety
Police Vehicles	45-C0129	Public Safety
Potterfield Pool Improvements	45-C0822	Improve Service
Professional Court Extension	45-C0685	Planned Improvement

CAPITAL IMPROVEMENTS PROGRAM - ALL FUNDS
FISCAL YEARS 2021/2025
LIST OF PROJECTS ALPHABETICAL BY PROJECT NAME

PROJECT NAME	PROJECT NUMBER	PROJECT PRIORITY
Public Art	45-C0868	Planned Improvement
Public Works Equipment	45-C0136	Improve Service
Public Works Operations Center Improvement Program	45-C0250	Planned Improvement
Public Works Storage Yard Expansion	45-C0718	Planned Improvement
Public Works Vehicles	45-C0065	Planned Improvement
Pump Station Improvements	52-C0651	Planned Improvement
Pump Station Improvements	54-C0299	Public Safety
Risk and Resiliency/Security	52-C0322	Public Safety
SCADA System	50-C0441	Planned Improvement
Security Improvements	50-C0178	Planned Improvement
Sidewalk Replacement Program	45-C0458	Planned Improvement
Signal Controller Upgrades	45-C0433	Planned Improvement
Solids Processing-Pelletizer and WWTP Improvements	54-C0711	Contract Obligation
Steam Engine Museum	45-C0439	Planned Improvement
Storm Water Management Implementation	45-C0637	Probable Grant
Storm Water Vehicles	45-C0064	Planned Improvement
Stormdrain System Upgrades	45-C0444	Planned Improvement
Street Crime Cameras/CPTED	45-C0130	Public Safety
Street Trees and Reforestation	45-C0594 SWM	Planned Improvement
Streetlight Replacement	50-C0546	Planned Improvement
Substation Breaker Replacement	50-C0776	Planned Improvement
Substation Upgrades	50-C0778	Planned Improvement
System Reconductoring	50-C0259	Planned Improvement
Telemetry Equipment	50-C0111	Planned Improvement
Test Equipment	50-C0609	Planned Improvement
Time & Attendance Software and Equip	45-C0007	Planned Improvement
Traffic Beacons	45-C0872	Public Safety
Traffic Calming	45-C0560	Planned Improvement
Traffic Signalization Upgrades	45-C0243	Planned Improvement
Trunk Lines and Laterals	54-C0834	Contract Obligation
Underground Replacement	50-C0540	Planned Improvement
Upgrades to Parking Decks	56-C0749	Planned Improvement
Urban Improvement Project (Plaza)	45-C0875	Planned Improvement
Wastewater Vehicle Replacement	54-C0004	Planned Improvement
Water System SCADA Improvements	52-C0820	Planned Improvement
Water Vehicles	52-C0117	Planned Improvement
Wesel Boulevard Development	50-C0220	Planned Improvement
Wesel Boulevard Reconstruction	45-C0873	Planned Improvement
Wheaton Park Renovations	45-C0293	Planned Improvement
Wildlife Protection on Distribution System	50-C0802	Planned Improvement
Willson Transmission Mains	52-C0167	Planned Improvement
Willson Treatment Plant	52-C0166	Planned Improvement
WWT Buildings and Structures	54-C0585	Planned Improvement
WWT Plant Equipment	54-C0584	Public Safety
Zone 3 Standpipe	52-C0323	Planned Improvement

VEHICLE & EQUIPMENT REPLACEMENT SCHEDULE - ALL FUNDS
FIVE YEAR PLAN - FISCAL YEARS 2021/2025

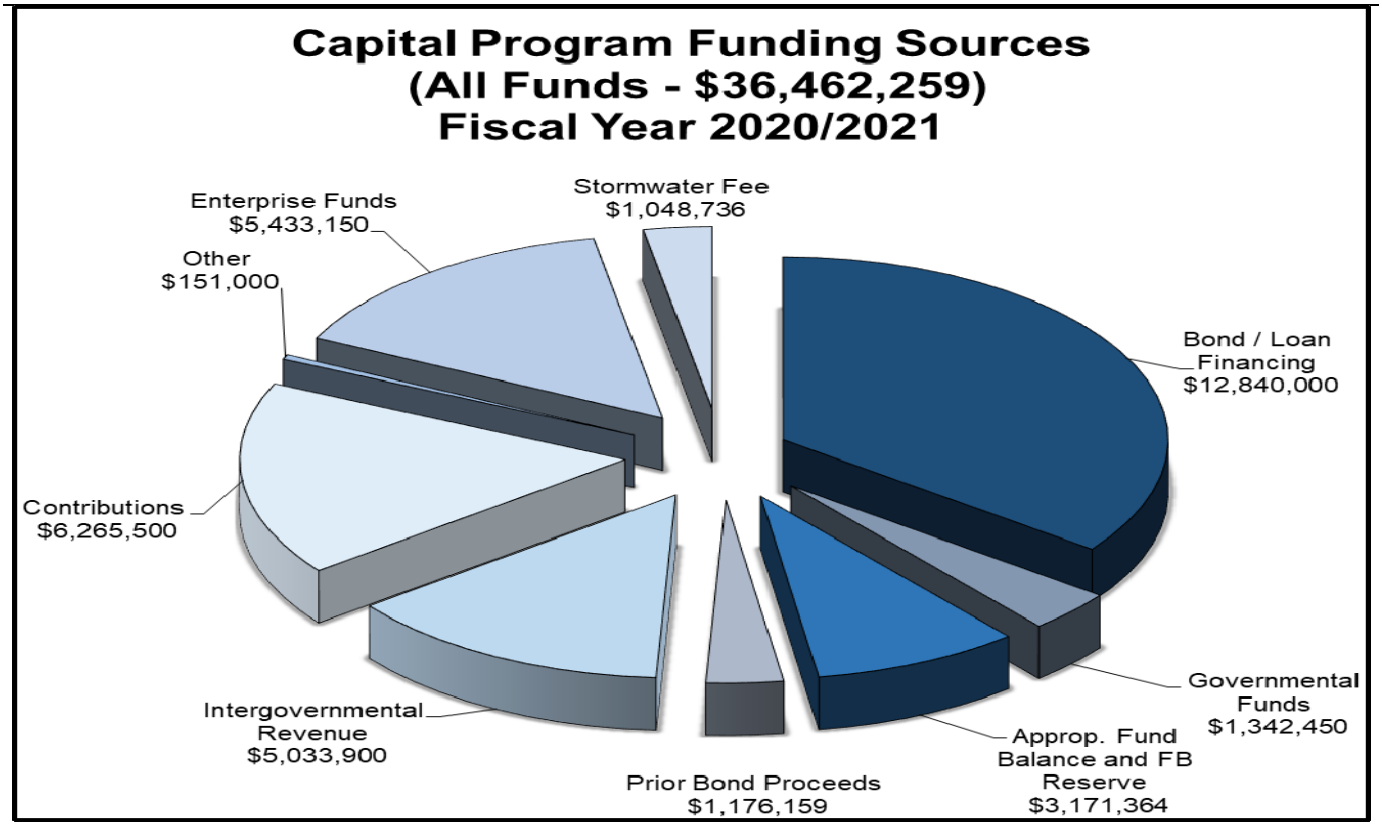
UNIT	VEHICLE	YEAR	DESCRIPTION	FY 21	FY 22	FY 23	FY 24	FY 25	TOTAL
COMMUNITY & ECONOMIC DEVELOPMENT									
801	206077	2014	DODGE JOURNEY	-				25,000	**25,000**
COMMUNITY & ECONOMIC DEVELOPMENT TOTAL				**-**	**-**	**-**	**-**	**25,000**	**25,000**
PLANNING & CODE ADMINISTRATION									
410	206064	2014	FORD F150					25,000	**25,000**
452	5858	2007	FORD RANGER				25,000		**25,000**
458	5815	2006	CHEVY COLORADO		30,000				**30,000**
471	5816	2006	CHEVY COLORADO			25,000			**25,000**
472	5779	2005	JEEP LIBERTY	25,000					**25,000**
474	5786	2005	CHEVY COLORADO		25,000				**25,000**
PLANNING & CODE ADMINISTRATION				**25,000**	**55,000**	**25,000**	**25,000**	**25,000**	**155,000**
ENGINEERING DEPARTMENT									
701	5892	2008	CHEVY COLORADO TRUCK	25,000					**25,000**
703	5893	2008	CHEVY IMPALA SEDAN		25,000				**25,000**
707	5865	2007	FORD FOCUS					25,000	**25,000**
709	5810	2006	JEEP LIBERTY			25,000			**25,000**
710	5542	2013	CHEVY CARGO VAN				25,000		**25,000**
ENGINEERING DEPARTMENT TOTAL				**25,000**	**25,000**	**25,000**	**25,000**	**25,000**	**125,000**
PARKS DEPARTMENT									
NEW			MANLIFT	25,000					**25,000**
NEW			TREE CHIPPER		42,000				**42,000**
302	5934	2009	CHEVY 2500 4X4	40,000		40,000			**80,000**
305	5925	2008	FORD F550 DUMP TRUCK		70,000				**70,000**
312	5756	2004	FORD F150 PICKUP		40,000				**40,000**
317	5744	2004	JD 4X2 GATOR				10,000		**10,000**
318	5031	2012	FORD F550 DUMP TRUCK			80,000			**80,000**
322	5797	2005	GRAVELY PM320 MOWER		12,000				**12,000**
333	5749	2004	JOHN DEERE BACKHOE	125,000					**125,000**
349	5958	2010	JD GATOR		10,000				**10,000**
371	6044	2012	CHEVY 2500 4X4				40,000		**40,000**
PARKS DEPARTMENT TOTAL				**190,000**	**174,000**	**120,000**	**50,000**	**-**	**534,000**
PUBLIC WORKS DEPARTMENT									
002	5946	2010	FORD F150 4X4 TRUCK	36,000					**36,000**
003	5688	2015	CHEVY SILVERADO 4X4					30,000	**30,000**
006	5854	2006	BOBCAT A300			75,000			**75,000**
007	5967	2011	JOHN DEERE 310SJ BACKHOE		140,000				**140,000**
010	5928	2008	FORD F550 DUMP TRUCK	110,000					**110,000**
012	5929	2008	FORD F550 DUMP TRUCK	110,000					**110,000**
014	5915	2008	CHEVY 2500 2x4 TRUCK	45,000					**45,000**
016	5897	2008	FORD REFUSE TRUCK	110,000					**110,000**
019	5498	2015	FORD F550 DUMP TRUCK					125,000	**125,000**
021	206038	2013	FORD F750 DUMP TRUCK			200,000			**200,000**
022	206042	2013	FORD F750 DUMP TRUCK			200,000			**200,000**
030	6036	2012	FORD F350 PICKUP TRUCK		30,000				**30,000**
031	5808	2006	CHEVY CARGO VAN	35,000					**35,000**
045	5537	2015	CHEVY SILVERADO 4X4					35,000	**35,000**
046	5713	2004	CHEVY CREW CAB P/U		30,000				**30,000**
068	5422	1993	FORD 1520 TRACTOR	35,000					**35,000**
076	5831	2006	US CARGO TRAILER				5,000		**5,000**
084	5433	1993	WACKER ROLLER				25,000		**25,000**
088	5767	2005	JOHN DEERE X595 TRACTOR		25,000				**25,000**
094	5578	2015	FORD F350 PICKUP TRUCK					40,000	**40,000**
098	5818	2006	JEEP LIBERTY		25,000				**25,000**
602	5821	2006	E350 BUCKET TRUCK				100,000		**100,000**
611	5932	2008	FORD F550 UTILITY TRUCK		75,000				**75,000**
615	5763	2005	CHEVY CARGO VAN		35,000				**35,000**
616	5949	2008	SOLAR SIGN BOARD			45,000			**45,000**
617	5956	2008	SOLAR SIGN BOARD			45,000			**45,000**
PUBLIC WORKS DEPARTMENT TOTAL				**481,000**	**360,000**	**565,000**	**130,000**	**230,000**	**1,766,000**

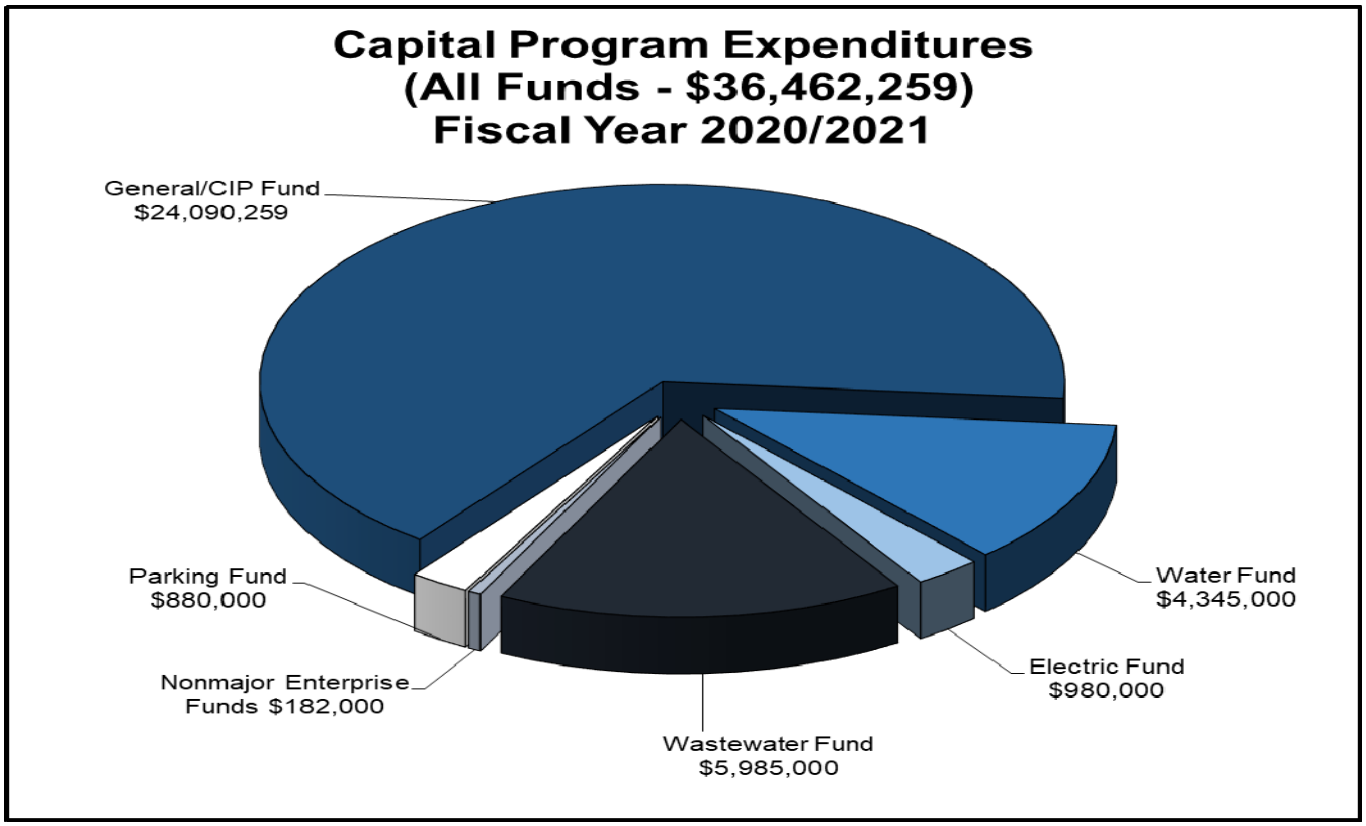
VEHICLE & EQUIPMENT REPLACEMENT SCHEDULE - ALL FUNDS
FIVE YEAR PLAN - FISCAL YEARS 2021/2025

UNIT	VEHICLE	YEAR	DESCRIPTION	FY 21	FY 22	FY 23	FY 24	FY 25	TOTAL
POLICE DEPARTMENT									
902	206116	2014	FORD FUSION					49,500	**49,500**
903	206117	2014	FORD TAURUS					49,500	**49,500**
905	206157	2014	FORD EDGE					49,500	**49,500**
907	206110	2014	FORD FUSION					49,500	**49,500**
910	206097	2007	CHEVY IMPALA		48,000				**48,000**
912	206023	2005	CHEVY TAHOE		48,000				**48,000**
913	206024	2007	CHEVY IMPALA		48,000				**48,000**
921	206056	2008	CHEVY IMPALA	48,000					**48,000**
922	206032	2006	CHEVY TRAILBLAZER	48,000					**48,000**
923	206033	2009	CHEVY IMPALA		48,000				**48,000**
925	206035	2007	CHEVY IMPALA			48,000			**48,000**
927	206060	2009	CHEVY IMPALA		48,000				**48,000**
928	206057	2007	DODGE DURANGO	48,000					**48,000**
929	206089	2007	FORD EXPLORER			48,000			**48,000**
931	206099	2009	CHEVY IMPALA		48,000				**48,000**
934	5839	2006	FORD CROWN VICTORIA	48,000					**48,000**
937	206119	2013	FORD EDGE					49,500	**49,500**
940	5811	2007	FORD CROWN VICTORIA		48,000				**48,000**
943	5960	1997	FORD EXPLORER	48,000					**48,000**
945	206120	2013	FORD EDGE					49,500	**49,500**
951	5832	2003	NISSAN PATHFINDER	48,000					**48,000**
958	5919	2009	FORD CROWN VICTORIA			49,500			**49,500**
963	5667	2003	FORD CROWN VICTORIA	48,000					**48,000**
971	5938	2009	CHEVY IMPALA		48,000				**48,000**
972	5753	2004	FORD CROWN VICTORIA	48,000					**48,000**
985	206094	1999	FORD CROWN VICTORIA		48,000				**48,000**
986	206090	2005	FORD CROWN VICTORIA			49,500			**49,500**
987	6032	2012	CHEVY IMPALA				49,500		**49,500**
989	5773	2005	CHEVY CARGO VAN				49,500		**49,500**
991	5874	2007	CHEVY COLORADO				49,500		**49,500**
994	206055	2007	CHEVY IMPALA				49,500		**49,500**
996	5524	2005	CHEVY COBALT				49,500		**49,500**
997	5939	2009	CHEVY IMPALA			49,500			**49,500**
998	5947	1998	FORD CROWN VICTORIA		48,000				**48,000**
9112	206005	2013	FORD TAURUS					49,500	**49,500**
9113	206002	2013	FORD TAURUS					49,500	**49,500**
9210	6024	2011	FORD CROWN VICTORIA			49,500			**49,500**
9214	5924	2009	FORD CROWN VICTORIA			49,500			**49,500**
9301	5041	2012	FORD CROWN VICTORIA				49,500		**49,500**
9303	6029	2011	FORD CROWN VICTORIA			49,500			**49,500**
9304	5921	2009	FORD CROWN VICTORIA			49,500			**49,500**
9400	5922	2009	FORD CROWN VICTORIA			49,500			**49,500**
9401	5838	2006	FORD CROWN VICTORIA				49,500		**49,500**
9501	206036	2012	FORD EXPLORER				49,500		**49,500**
POLICE DEPARTMENT TOTAL				**384,000**	**480,000**	**492,000**	**396,000**	**396,000**	**2,148,000**
FIRE DEPARTMENT									
ENG1	206043	2013	KME PUMPER		682,000				**682,000**
ENG3	5719	2004	KME PUMPER	660,000					**660,000**
ENG4	5918	2009	KME PUMPER	660,000					**660,000**
ENG5	5720	2004	KME PUMPER	660,000					**660,000**
CAR7	5813	2005	CHEVY TRAILBLAZER				70,000		**70,000**
RE T3	206058	1994	SIMON DUPLEX LADDER TRUCK		1,550,000				**1,550,000**
U3A	5920	2008	FORD F350 PICKUP			47,500			**47,500**
FIRE DEPARTMENT TOTAL				**1,980,000**	**2,232,000**	**47,500**	**70,000**	**-**	**4,329,500**
STORMWATER DEPARTMENT									
018	206048	2014	FORD F550 DUMP TRUCK				125,000	-	**125,000**
STORMWATER DEPARTMENT TOTAL				**-**	**-**	**-**	**125,000**	**-**	**125,000**
GENERAL FUND TOTAL				**$ 3,085,000**	**$ 3,326,000**	**$ 1,274,500**	**$ 821,000**	**$ 701,000**	**$ 9,207,500**

VEHICLE & EQUIPMENT REPLACEMENT SCHEDULE - ALL FUNDS
FIVE YEAR PLAN - FISCAL YEARS 2021/2025

UNIT	VEHICLE	YEAR	DESCRIPTION	FY 21	FY 22	FY 23	FY 24	FY 25	TOTAL
ELECTRIC FUND									
101	5876	2007	FORD F150	30,000					**30,000**
102	5877	2007	FORD F150	30,000					**30,000**
107	5562	1998	CHEVY C8500 DUMP TRUCK				150,000		**150,000**
116	5454	1995	GMC STAKE BODY				65,000		**65,000**
122	5869	2007	CHEVY 3/4 TON 4WD			35,000			**35,000**
124	5696	2003	GMC TEREX BUCKET TRUCK		250,000				**250,000**
126	5871	2007	CHEVY 3/4 TON 4WD PICK-UP			35,000			**35,000**
128	5762	2004	GMC ALTEC BUCKET TRUCK					250,000	**250,000**
131	5870	2007	SILVERADO 4x4 PICKUP w/PLOW			40,000			**40,000**
134	5299	1990	INGERSOLL-RAND AIR COMP. TRAILER			20,000			**20,000**
137	5766	2005	CHEVROLET 3500 CARGO VAN			40,000			**40,000**
ELECTRIC FUND TOTAL				**60,000**	**250,000**	**170,000**	**215,000**	**250,000**	**945,000**
WATER FUND									
NEW			PUMP STATION GENERATOR	75,000					**75,000**
200	206068	2014	FORD F150					35,000	**35,000**
203	206069	2014	FORD F150					35,000	**35,000**
206	206027	2012	FORD F450		90,000				**90,000**
207	206039	2014	INTERNATIONAL DUMP				175,000		**175,000**
208	5792	2005	FORD F550	85,000					**85,000**
209	206100	2015	FORD TRANSIT VAN					55,000	**55,000**
211	5927	2009	F750 DUMP TRUCK	100,000					**100,000**
223	5853	2006	JD 310SG BACKHOE			150,000			**150,000**
224	206062	2014	JCB BACKHOE					150,000	**150,000**
226	5026	2012	FORD ESCAPE				30,000		**30,000**
228	5656	2001	JOHN DEERE 4106 BACKHOE LOADER		150,000				**150,000**
233	5926	2008	DUMP TRUCK		85,000				**85,000**
235	206026	2013	CHEVY EQUINOX			30,000			**30,000**
242	206030	2013	CHEVY EQUINOX				30,000		**30,000**
244	206080	2015	CHEVY TRAVERSE					30,000	**30,000**
260	206028	2012	FORD F550 SERVICE TRUCK			90,000			**90,000**
261	206037	2014	CHEVY EQUINOX			30,000			**30,000**
WATER FUND TOTAL				**260,000**	**325,000**	**300,000**	**235,000**	**305,000**	**1,425,000**
WASTEWATER FUND									
500	206170	2004	CHEVROLET COLORADO					25,000	**25,000**
505	5908	2008	CHEVY TRAIL BLAZER			25,000			**25,000**
506	6011	2011	CHEVY HHR VAN		25,000				**25,000**
507	5690	2003	FORD F550 1-T W/CRANE	125,000					**125,000**
509	5580	1999	VOLVO TRAILER MOUNTED GENERATOR				75,000		**75,000**
513	5427	1993	KOHLER MGS 2226 GENERATOR			65,000			**65,000**
515	5913	2008	CHEVY SILVERADO 3500		45,000				**45,000**
518	5646	2001	FORD E350 CAMERA RIG	400,000					**400,000**
522	5357	1991	INGERSOLL RAND LIGHT PLANT				45,000		**45,000**
528	5833	2006	JET-VAC CLEANER		750,000				**750,000**
535	5790	2005	NEW HOLLAND TRACTOR		25,000				**25,000**
539	206105	2014	FERRIS ZERO TURN MOWER					7,500	**7,500**
591	5827	2006	CHEVY 2500 4X4					45,000	**45,000**
WASTEWATER FUND TOTAL				**525,000**	**845,000**	**90,000**	**120,000**	**77,500**	**1,657,500**
PARKING FUND									
033	5035	2012	FORD F150 4x4		30,000				**30,000**
PARKING FUND TOTAL				**-**	**30,000**	**-**	**-**	**-**	**30,000**
GOLF COURSE									
321	5796	2005	GREENS MOWER			35,000			**35,000**
322	5797	2005	ZERO TURN MOWER			12,000			**12,000**
326	5859	2007	GREENS MOWER				40,000		**40,000**
334	206151	2014	JOHN DEERE MOWER					35,000	**35,000**
373	5560	1998	CUSHMAN TOP DRESSER		37,000				**37,000**
389	5774	2004	CUSHMAN SPRAYER	35,000					**35,000**
GOLF FUND TOTAL				**35,000**	**37,000**	**47,000**	**40,000**	**35,000**	**194,000**
ENTERPRISE FUNDS TOTAL				**$ 880,000**	**$ 1,487,000**	**$ 607,000**	**$ 610,000**	**$ 667,500**	**$ 4,251,500**
GRAND TOTAL - ALL FUNDS				**$ 3,965,000**	**$ 4,813,000**	**$ 1,881,500**	**$ 1,431,000**	**$ 1,368,500**	**$ 13,459,000**


Capital Program Funding Sources
(All Funds - $36,462,259)
Fiscal Year 2020/2021
Enterprise Funds
$5,433,150
Stormwater Fee
$1,048,736
Other
$151,000
Bond / Loan
Financing
$12,840,000
Contributions
$6,265,500
Governmental
Funds
$1,342,450
Intergovernmental
Revenue
$5,033,900
Approp. Fund
Balance and FB
Reserve
$3,171,364
Prior Bond Proceeds
$1,176,159


Capital Program Expenditures
(All Funds - $36,462,259)
Fiscal Year 2020/2021
General/CIP Fund
$24,090,259
Parking Fund
$880,000
Water Fund
$4,345,000
Nonmajor Enterprise
Funds $182,000
Electric Fund
$980,000
Wastewater Fund
$5,985,000

CAPITAL IMPROVEMENT PROGRAM - ALL FUNDS
FIVE YEAR PLAN - FISCAL YEARS 2021/2025
EXPENDITURES SUMMARY BY FUND

DEPARTMENT	FY21	FY22	FY23	FY24	FY25	Total
Community & Economic Development	-	-	-	-	25,000	25,000
Engineering	10,499,000	4,038,000	4,700,000	5,835,000	2,620,524	27,692,524
*Finance	4,159	-	-	-	-	4,159
Fire	6,850,000	11,287,000	742,500	295,000	5,195,000	24,369,500
Information Technology	534,500	238,000	215,000	187,000	195,000	1,369,500
Parks	2,215,000	1,474,000	3,410,000	610,000	8,325,000	16,034,000
Planning & Code Administration	25,000	55,000	25,000	25,000	25,000	155,000
Police	725,600	915,000	592,000	436,000	541,000	3,209,600
Public Works	786,000	953,000	1,191,000	231,000	331,000	3,492,000
Stormwater	2,451,000	2,768,000	2,118,000	2,243,000	2,118,000	11,698,000
General/CIP Fund Total	**$ 24,090,259**	**$ 21,728,000**	**$ 12,993,500**	**$ 9,862,000**	**$ 19,375,524**	**$ 88,049,283**
Electric Fund	980,000	893,500	933,500	1,378,500	1,313,500	5,499,000
Water Fund	4,345,000	8,530,000	9,955,000	10,740,000	9,890,000	43,460,000
Wastewater Fund	5,985,000	4,575,000	1,905,000	1,110,000	1,067,500	14,642,500
Parking Fund	880,000	742,000	6,668,775	35,000	35,000	8,360,775
Golf Fund	35,000	137,000	47,000	40,000	35,000	294,000
Property Management Fund	147,000	27,000	27,000	25,000	25,000	251,000
Grand Total - All Funds	**$ 36,462,259**	**$ 36,632,500**	**$ 32,529,775**	**$ 23,190,500**	**$ 31,741,524**	**$ 160,556,558**

*FY21 Finance item of $4,159 represents transfer for Maryland Theater contribution

City of Hagerstown, Maryland

GENERAL/CIP FUND

FY '21 thru FY '25

FUNDING SOURCE SUMMARY

Source	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Bond Financing (General Fund)	6,335,000	12,082,000	3,330,000	1,100,000	6,475,000	*29,322,000*
Bond Financing (Stormwater)	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	*5,000,000*
CIP Fund - GF Fund Balance	2,379,000					*2,379,000*
CIP Fund Balance	792,364	5,652				*798,016*
Contribution by Others	5,465,500	2,500	752,500	2,402,500	5,335,524	*13,958,524*
Grant-MEA	30,000					*30,000*
Grants-County					1,000,000	*1,000,000*
Grants-Federal	636,600	2,060,000	3,000,000	400,000		*6,096,600*
Grants-State	300,000	5,000	5,000	437,000	1,005,000	*1,752,000*
Grants-State Aid in Lieu of Urban Funds	350,000					*350,000*
Grants-State Community Legacy	400,000					*400,000*
Grants-State CP&P		50,000	50,000	50,000	50,000	*200,000*
Grants-State MD Historic Trust	60,000					*60,000*
Grants-State MHAA	110,000					*110,000*
Grants-State Program Open Space	827,300	317,000	405,000		175,000	*1,724,300*
PEG Fee	56,000	56,000	56,000	56,000	56,000	*280,000*
Prior Bond Proceeds	1,176,159					*1,176,159*
Reforestation Funds	95,000	80,000				*175,000*
State Highway User Revenue	1,620,000	1,525,000	1,415,000	1,400,000	1,400,000	*7,360,000*
Stormwater Fee	1,048,736	1,768,000	1,118,000	1,243,000	1,118,000	*6,295,736*
Transfers to CIP-CDBG Fund	655,000	100,000	350,000	450,000	350,000	*1,905,000*
Transfers to CIP-Electric Fund	16,750	43,399	39,350	32,450	34,350	*166,299*
Transfers to CIP-General Fund	687,450	2,543,899	1,392,350	1,224,950	1,306,350	*7,154,999*
Transfers to CIP-Parking Fund	3,400	2,752	1,600	1,200	1,600	*10,552*
Transfers to CIP-Wastewater Fund	16,750	43,399	39,350	32,450	34,350	*166,299*
Transfers to CIP-Water Fund	29,250	43,399	39,350	32,450	34,350	*178,799*
GRAND TOTAL	**24,090,259**	**21,728,000**	**12,993,500**	**9,862,000**	**19,375,524**	***88,049,283***

PROJECTS BY FUNDING SOURCE

Source	Project #	Priority	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Bond Financing (General Fund)								
Fire Department Vehicle Replacement	*45-C0010*	5	1,320,000	2,232,000				*3,552,000*
City Park Lake Improvements	*45-C0047*	5		300,000				*300,000*
Public Works Vehicles	*45-C0065*	5	330,000	215,000	475,000	100,000	125,000	*1,245,000*
Market House Improvements	*45-C0099*	5	150,000					*150,000*
Hagerstown Cultural Trail	*45-C0140*	5	100,000					*100,000*
Fire Department Training Center	*45-C0241*	5	500,000					*500,000*
Independent Junior Fire Engine Company #3	*45-C0242*	5		360,000				*360,000*
Parks Vehicles and Equipment	*45-C0570*	5	125,000	70,000	80,000			*275,000*
Professional Court Extension	*45-C0685*	5		750,000	750,000			*1,500,000*
Consolidation of Public Safety Assets	*45-C0687*	5	500,000	7,500,000				*8,000,000*
Public Works Storage Yard Expansion	*45-C0718*	5		375,000	525,000			*900,000*
Fire Station Relocation	*45-C0730*	5			500,000		5,000,000	*5,500,000*
Northwest Connector	*45-C0735*	5		280,000	1,000,000	1,000,000		*2,280,000*
Hagerstown Ice Rink	*45-C0843*	5					1,000,000	*1,000,000*
Fire Computer Equip/Public Safety Radios	*45-C0849*	1	500,000					*500,000*
Marsh Run Walls Rehabilitation	*45-C0853*	4					350,000	*350,000*
Fire Facilities City Owned Buildings	*45-C0870*	5	2,600,000					*2,600,000*
Urban Improvement Project (Plaza)	*45-C0875*	5	210,000					*210,000*
Bond Financing (General Fund) Total			6,335,000	12,082,000	3,330,000	1,100,000	6,475,000	*29,322,000*
Bond Financing (Stormwater)								
Storm Water Management Implementation	*45-C0637*	5	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	*5,000,000*
Bond Financing (Stormwater) Total			1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	*5,000,000*
CIP Fund - GF Fund Balance								
Computer Equipment and Software	*45-C0006*	5	85,000					*85,000*
Fire Department Vehicle Replacement	*45-C0010*	5	660,000					*660,000*
Police Vehicles	*45-C0129*	1	384,000					*384,000*
Public Works Operations Center Improvement Program	*45-C0250*	5	30,000					*30,000*
City Hall Improvements	*45-C0326*	5	60,000					*60,000*
Sidewalk Replacement Program	*45-C0458*	5	125,000					*125,000*
Fairground Park Improvements	*45-C0626*	5	75,000					*75,000*
Professional Court Extension	*45-C0685*	5	50,000					*50,000*
Consolidation of Public Safety Assets	*45-C0687*	5	30,000					*30,000*
Fire Computer Equip/Public Safety Radios	*45-C0849*	1	80,000					*80,000*
Wesel Boulevard Reconstruction	*45-C0873*	5	800,000					*800,000*
CIP Fund - GF Fund Balance Total			2,379,000					*2,379,000*
CIP Fund Balance								
Time & Attendance Software and Equip	*45-C0007*	5	10,600					*10,600*
Hager House Museum Improvements	*45-C0061*	7	10,000					*10,000*
Public Works Vehicles	*45-C0065*	5	151,000					*151,000*
LED Signal Lights	*45-C0245*	4	5,000					*5,000*

Source	Project #	Priority	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Downtown Beautification Program	*45-C0280*	5	10,000					*10,000*
Wheaton Park Renovations	*45-C0293*	5	45,000					*45,000*
Police Building Renovation	*45-C0308*	5	50,000					*50,000*
Signal Controller Upgrades	*45-C0433*	5	20,000					*20,000*
Geographic Information System	*45-C0451*	5	47,000	5,652				*52,652*
Traffic Calming	*45-C0560*	5	6,000					*6,000*
Cable Inet	*45-C0568*	2	12,500					*12,500*
Cable PEG	*45-C0569*	2	222,000					*222,000*
Parks Vehicles and Equipment	*45-C0570*	5	65,000					*65,000*
Fairground Grandstand Improvements	*45-C0624*	5	30,000					*30,000*
Storm Water Management Implementation	*45-C0637*	5	67,564					*67,564*
Green Streets	*45-C0639*	6	9,700					*9,700*
Municipal Financial System	*45-C0739*	5	31,000					*31,000*
CIP Fund Balance Total			792,364	5,652				*798,016*
Contribution by Others								
Municipal Stadium Improvements	*45-C0040*	5	35,000					*35,000*
Fire Department Training Center	*45-C0241*	5	500,000					*500,000*
Eastern Boulevard North Extension	*45-C0606*	5					335,524	*335,524*
Northwest Connector	*45-C0735*	5			500,000	2,400,000		*2,900,000*
Neighborhood Parks	*45-C0751*	5			100,000			*100,000*
Antietam Creek Greenway Trail	*45-C0774*	5			150,000			*150,000*
Hagerstown Ice Rink	*45-C0843*	5	12,500	2,500	2,500	2,500	5,000,000	*5,020,000*
Wesel Boulevard Reconstruction	*45-C0873*	5	4,500,000					*4,500,000*
Urban Improvement Project (Plaza)	*45-C0875*	5	418,000					*418,000*
Contribution by Others Total			5,465,500	2,500	752,500	2,402,500	5,335,524	*13,958,524*
Grant-MEA								
Parks Citywide Upgrades	*45-C0665*	3	30,000					*30,000*
Grant-MEA Total			30,000					*30,000*
Grants-County								
Hagerstown Ice Rink	*45-C0843*	5					1,000,000	*1,000,000*
Grants-County Total							1,000,000	*1,000,000*
Grants-Federal								
Police Crime Lab Equipment	*45-C0182*	5	45,000					*45,000*
Police Software	*45-C0196*	1	36,600					*36,600*
Traffic Signalization Upgrades	*45-C0243*	5	264,000	228,000				*492,000*
Steam Engine Museum	*45-C0439*	5		400,000				*400,000*
New Sidewalks	*45-C0595*	1				400,000		*400,000*
Professional Court Extension	*45-C0685*	5		500,000	500,000			*1,000,000*
Multi-Use Trails	*45-C0717*	6			2,500,000			*2,500,000*
Fire Equipment	*45-C0871*	5	135,000	900,000				*1,035,000*
Traffic Beacons	*45-C0872*	1	156,000	32,000				*188,000*
Grants-Federal Total			636,600	2,060,000	3,000,000	400,000		*6,096,600*
Grants-State								
Fairground Park Improvements	*45-C0626*	5	290,000					*290,000*
Antietam Creek Greenway Trail	*45-C0774*	5				432,000		*432,000*
Hagerstown Ice Rink	*45-C0843*	5					1,000,000	*1,000,000*

Source	Project #	Priority	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Public Art	*45-C0868*	5	10,000	5,000	5,000	5,000	5,000	*30,000*
Grants-State Total			300,000	5,000	5,000	437,000	1,005,000	*1,752,000*
Grants-State Aid in Lieu of Urban Fun								
Wesel Boulevard Reconstruction	*45-C0873*	5	350,000					*350,000*
Grants-State Aid in Lieu of Urban Funds Total			350,000					*350,000*
Grants-State Community Legacy								
Urban Improvement Project (Plaza)	*45-C0875*	5	400,000					*400,000*
Grants-State Community Legacy Total			400,000					*400,000*
Grants-State CP&P								
Park Equipment	*45-C0237*	5		50,000	50,000	50,000	50,000	*200,000*
Grants-State CP&P Total				50,000	50,000	50,000	50,000	*200,000*
Grants-State MD Historic Trust								
Fairground Park Improvements	*45-C0626*	5	60,000					*60,000*
Grants-State MD Historic Trust Total			60,000					*60,000*
Grants-State MHAA								
Hager House Museum Improvements	*45-C0061*	7	10,000					*10,000*
Hagerstown Cultural Trail	*45-C0140*	5	100,000					*100,000*
Grants-State MHAA Total			110,000					*110,000*
Grants-State Program Open Space								
City Park Lake Improvements	*45-C0047*	5		200,000				*200,000*
Hager House Museum Improvements	*45-C0061*	7		117,000				*117,000*
Hagerstown Cultural Trail	*45-C0140*	5	300,000					*300,000*
Park Equipment	*45-C0237*	5	105,300					*105,300*
Steam Engine Museum	*45-C0439*	5	135,000		45,000			*180,000*
City Park Improvements	*45-C0522*	5	180,000		360,000			*540,000*
Fairground Park Improvements	*45-C0626*	5	50,000				175,000	*225,000*
Neighborhood Parks	*45-C0751*	5	45,000					*45,000*
Kiwanis Park	*45-C0773*	5	12,000					*12,000*
Grants-State Program Open Space Total			827,300	317,000	405,000		175,000	*1,724,300*
PEG Fee								
Cable Inet	*45-C0568*	2	14,000	14,000	14,000	14,000	14,000	*70,000*
Cable PEG	*45-C0569*	2	42,000	42,000	42,000	42,000	42,000	*210,000*
PEG Fee Total			56,000	56,000	56,000	56,000	56,000	*280,000*
Prior Bond Proceeds								
Pangborn Lake Reconstruction	*45-C0812*	3	667,000					*667,000*
Pangborn Lake Reconstruction	*45-C0812 SWM*	3	333,000					*333,000*
Downtown Redevelopment	*45-C0854*	5	4,159					*4,159*
Urban Improvement Project (Plaza)	*45-C0875*	5	172,000					*172,000*

Source	Project #	Priority	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Prior Bond Proceeds Total			1,176,159					*1,176,159*
Reforestation Funds								
Installation of Street Trees	*45-C0594*	5	95,000	80,000				*175,000*
Reforestation Funds Total			95,000	80,000				*175,000*
State Highway User Revenue								
Pavement Preservation Program	*45-C0025*	5	1,150,000	1,300,000	1,300,000	1,300,000	1,300,000	*6,350,000*
Pavement Markings	*45-C0093*	1	30,000	30,000	30,000	30,000	30,000	*150,000*
Accessibility Ramps	*45-C0217*	6	20,000	20,000	20,000	20,000	20,000	*100,000*
Alley Reconstruction	*45-C0324*	5	70,000	175,000	65,000	50,000	50,000	*410,000*
Wesel Boulevard Reconstruction	*45-C0873*	5	350,000					*350,000*
State Highway User Revenue Total			1,620,000	1,525,000	1,415,000	1,400,000	1,400,000	*7,360,000*
Stormwater Fee								
Stormwater Vehicles	*45-C0064*	5				125,000		*125,000*
Stormdrain System Upgrades	*45-C0444*	5	250,000	250,000	250,000	250,000	250,000	*1,250,000*
Curb Replacement Program	*45-C0459*	5	100,000	100,000	100,000	100,000	100,000	*500,000*
City Park Improvements	*45-C0522*	5	8,000					*8,000*
Street Trees and Reforestation	*45-C0594 SWM*	5	150,000	150,000	150,000	150,000	150,000	*750,000*
Storm Water Management Implementation	*45-C0637*	5	470,436	538,000	538,000	538,000	538,000	*2,622,436*
Green Streets	*45-C0639*	6	70,300	80,000	80,000	80,000	80,000	*390,300*
Longmeadow Park Improvements	*45-C0866 SWM*	5		650,000				*650,000*
Stormwater Fee Total			1,048,736	1,768,000	1,118,000	1,243,000	1,118,000	*6,295,736*
Transfers to CIP-CDBG Fund								
Street Crime Cameras/CPTED	*45-C0130*	1	30,000					*30,000*
Police Blue Light Emergency Phones	*45-C0134*	1	30,000					*30,000*
Hagerstown Cultural Trail	*45-C0140*	5	250,000					*250,000*
Accessibility Ramps	*45-C0217*	6	100,000	100,000	100,000	100,000	100,000	*500,000*
Park Equipment	*45-C0237*	5	25,000					*25,000*
Traffic Signalization Upgrades	*45-C0243*	5	150,000		250,000	250,000	250,000	*900,000*
Memorial Boulevard Reconstruction	*45-C0244*	5	70,000					*70,000*
New Sidewalks	*45-C0595*	1				100,000		*100,000*
Transfers to CIP-CDBG Fund Total			655,000	100,000	350,000	450,000	350,000	*1,905,000*
Transfers to CIP-Electric Fund								
Computer Equipment and Software	*45-C0006*	5	15,450	20,000	20,000	15,000	15,000	*85,450*
Time & Attendance Software and Equip	*45-C0007*	5	1,300	1,900	3,800	1,900	3,800	*12,700*
Geographic Information System	*45-C0451*	5		10,337	11,750	11,750	11,750	*45,587*
Municipal Financial System	*45-C0739*	5		11,162	3,800	3,800	3,800	*22,562*
Transfers to CIP-Electric Fund Total			16,750	43,399	39,350	32,450	34,350	*166,299*
Transfers to CIP-General Fund								
Computer Equipment and Software	*45-C0006*	5	15,450	20,000	20,000	15,000	15,000	*85,450*
Time & Attendance Software and Equip	*45-C0007*	5	1,300	1,900	3,800	1,900	3,800	*12,700*
Fire Department Vehicle Replacement	*45-C0010*	5			47,500	70,000		*117,500*
City Park Lake Improvements	*45-C0047*	5	15,000					*15,000*
Hager House Museum Improvements	*45-C0061*	7	28,000	13,000				*41,000*

Source	Project #	Priority	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Public Works Vehicles	*45-C0065*	5		145,000	90,000	30,000	105,000	*370,000*
Market House Improvements	*45-C0099*	5		45,000	15,000	15,000	15,000	*90,000*
Police Radios	*45-C0128*	1					105,000	*105,000*
Police Vehicles	*45-C0129*	1		480,000	492,000	396,000	396,000	*1,764,000*
Street Crime Cameras/CPTED	*45-C0130*	1	120,000	125,000				*245,000*
Engineering Vehicles	*45-C0133*	4	25,000	25,000	25,000	25,000	25,000	*125,000*
Public Works Equipment	*45-C0136*	8	5,000					*5,000*
Police Software	*45-C0196*	1	30,000					*30,000*
Police Firing Range	*45-C0226*	5		40,000	30,000			*70,000*
Park Equipment	*45-C0237*	5	11,700					*11,700*
Fire Department Training Center	*45-C0241*	5		75,000	75,000	75,000	75,000	*300,000*
Independent Junior Fire Engine Company #3	*45-C0242*	5	10,000					*10,000*
Traffic Signalization Upgrades	*45-C0243*	5	66,000	92,000				*158,000*
LED Signal Lights	*45-C0245*	4		5,000	5,000	5,000	5,000	*20,000*
Community & Economic Development Vehicles	*45-C0249*	4					25,000	*25,000*
Public Works Operations Center Improvement Program	*45-C0250*	5	12,500	11,000	6,000	6,000	6,000	*41,500*
Downtown Beautification Program	*45-C0280*	5		25,000	25,000	25,000	25,000	*100,000*
Police Building Renovation	*45-C0308*	5		240,000	40,000	40,000	40,000	*360,000*
City Hall Improvements	*45-C0326*	5		95,000	30,000	30,000	30,000	*185,000*
Pangborn Park Improvements	*45-C0335*	5		20,000				*20,000*
Fuel Station Improvements	*45-C0352*	5		7,000				*7,000*
Bridge Repair Program	*45-C0400*	4	100,000	220,000				*320,000*
Signal Controller Upgrades	*45-C0433*	5		20,000	20,000	20,000	20,000	*80,000*
Steam Engine Museum	*45-C0439*	5	15,000	100,000	5,000	10,000	15,000	*145,000*
Geographic Information System	*45-C0451*	5		10,337	11,750	11,750	11,750	*45,587*
Sidewalk Replacement Program	*45-C0458*	5		125,000	125,000	125,000	125,000	*500,000*
City Park Improvements	*45-C0522*	5	37,000		40,000			*77,000*
Traffic Calming	*45-C0560*	5		59,000	25,000	25,000	25,000	*134,000*
Parks Vehicles and Equipment	*45-C0570*	5		104,000	40,000	50,000		*194,000*
Fairground Grandstand Improvements	*45-C0624*	5		50,000	10,000	10,000	10,000	*80,000*
Fairground Park Improvements	*45-C0626*	5	30,000	20,000			75,000	*125,000*
Parks Citywide Upgrades	*45-C0665*	3	8,000					*8,000*
Planning & Code Admin Vehicles	*45-C0678*	5	25,000	55,000	25,000	25,000	25,000	*155,000*
Public Works Storage Yard Expansion	*45-C0718*	5		10,000				*10,000*
Fire Station Relocation	*45-C0730*	5				30,000		*30,000*
Municipal Financial System	*45-C0739*	5		11,162	3,800	3,800	3,800	*22,562*
Neighborhood Parks	*45-C0751*	5	15,000					*15,000*
Kiwanis Park	*45-C0773*	5	3,000					*3,000*
Antietam Creek Greenway Trail	*45-C0774*	5				48,000		*48,000*
Potterfield Pool Improvements	*45-C0822*	8		20,000	20,000			*40,000*
Hagerstown Ice Rink	*45-C0843*	5	37,500	7,500	7,500	7,500		*60,000*
Mobile License Plate Readers	*45-C0860*	1		30,000	30,000			*60,000*
Public Art	*45-C0868*	5	23,000	5,000	5,000	5,000	5,000	*43,000*
Fire Facilities City Owned Buildings	*45-C0870*	5		120,000	120,000	120,000	120,000	*480,000*
Fire Equipment	*45-C0871*	5	15,000	100,000				*115,000*
Traffic Beacons	*45-C0872*	1	39,000	12,000				*51,000*
Transfers to CIP-General Fund Total			687,450	2,543,899	1,392,350	1,224,950	1,306,350	*7,154,999*
Transfers to CIP-Parking Fund								
Computer Equipment and Software	*45-C0006*	5	3,200					*3,200*
Time & Attendance Software and Equip	*45-C0007*	5	200	400	800	400	800	*2,600*
Municipal Financial System	*45-C0739*	5		2,352	800	800	800	*4,752*
Transfers to CIP-Parking Fund Total			3,400	2,752	1,600	1,200	1,600	*10,552*
Transfers to CIP-Wastewater Fund								

Source	Project #	Priority	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Computer Equipment and Software	*45-C0006*	5	15,450	20,000	20,000	15,000	15,000	*85,450*
Time & Attendance Software and Equip	*45-C0007*	5	1,300	1,900	3,800	1,900	3,800	*12,700*
Geographic Information System	*45-C0451*	5		10,337	11,750	11,750	11,750	*45,587*
Municipal Financial System	*45-C0739*	5		11,162	3,800	3,800	3,800	*22,562*
Transfers to CIP-Wastewater Fund Total			16,750	43,399	39,350	32,450	34,350	*166,299*
Transfers to CIP-Water Fund								
Computer Equipment and Software	*45-C0006*	5	15,450	20,000	20,000	15,000	15,000	*85,450*
Time & Attendance Software and Equip	*45-C0007*	5	1,300	1,900	3,800	1,900	3,800	*12,700*
Public Works Operations Center Improvement Program	*45-C0250*	5	12,500					*12,500*
Geographic Information System	*45-C0451*	5		10,337	11,750	11,750	11,750	*45,587*
Municipal Financial System	*45-C0739*	5		11,162	3,800	3,800	3,800	*22,562*
Transfers to CIP-Water Fund Total			29,250	43,399	39,350	32,450	34,350	*178,799*
GRAND TOTAL			24,090,259	21,728,000	12,993,500	9,862,000	19,375,524	*88,049,283*

City of Hagerstown, Maryland

GENERAL/CIP FUND

FY '21 thru FY '25

DEPARTMENT SUMMARY

Department	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Community Development					25,000	*25,000*
Engineering	10,499,000	4,038,000	4,700,000	5,835,000	2,620,524	*27,692,524*
Finance	4,159					*4,159*
Fire	6,850,000	11,287,000	742,500	295,000	5,195,000	*24,369,500*
Information Technology	534,500	238,000	215,000	187,000	195,000	*1,369,500*
Parks	2,215,000	1,474,000	3,410,000	610,000	8,325,000	*16,034,000*
Planning	25,000	55,000	25,000	25,000	25,000	*155,000*
Police	725,600	915,000	592,000	436,000	541,000	*3,209,600*
Public Works	786,000	953,000	1,191,000	231,000	331,000	*3,492,000*
Stormwater	2,451,000	2,768,000	2,118,000	2,243,000	2,118,000	*11,698,000*
TOTAL	**24,090,259**	**21,728,000**	**12,993,500**	**9,862,000**	**19,375,524**	***88,049,283***

City of Hagerstown, Maryland

GENERAL/CIP FUND

FY '21 thru **FY '25**

CATEGORY SUMMARY

Category	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Amenities		20,000			350,000	*370,000*
Automobiles and Trucks	3,085,000	3,326,000	1,274,500	821,000	701,000	*9,207,500*
Buildings and Structures	5,828,000	10,803,000	2,686,000	1,631,000	14,596,000	*35,544,000*
Energy Savings	38,000					*38,000*
Infrastructure-Alleys	70,000	175,000	65,000	50,000	50,000	*410,000*
Infrastructure-Bridges	100,000	220,000				*320,000*
Infrastructure-Curbs	100,000	100,000	100,000	100,000	100,000	*500,000*
Infrastructure-Parks	1,200,000					*1,200,000*
Infrastructure-Reforestation	150,000	150,000	150,000	150,000	150,000	*750,000*
Infrastructure-Sidewalks	245,000	245,000	245,000	745,000	245,000	*1,725,000*
Infrastructure-Storm Drains	1,788,000	1,788,000	1,788,000	1,788,000	1,788,000	*8,940,000*
Infrastructure-Streets	6,661,000	1,639,000	2,805,000	3,455,000	640,524	*15,200,524*
Infrastructure-Utilities	675,000	364,000	250,000	250,000	250,000	*1,789,000*
Land Improvements	1,855,000	615,000	3,185,000	515,000	35,000	*6,205,000*
Machinery and Equipment	1,717,500	1,451,000	286,000	206,000	311,000	*3,971,500*
Software	160,600	102,000	79,000	71,000	79,000	*491,600*
Storm Water	413,000	730,000	80,000	80,000	80,000	*1,383,000*
Unassigned	4,159					*4,159*
TOTAL	24,090,259	21,728,000	12,993,500	9,862,000	19,375,524	*88,049,283*

City of Hagerstown, Maryland

GENERAL/CIP FUND

FY '21 thru FY '25

EXPENDITURE TYPE SUMMARY

Expenditure Type	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Planning/Design	260,000	109,000	15,000	45,000	15,000	*444,000*
Land Acquisition	750,000	200,000	650,000			*1,600,000*
Construction/Maintenance	18,222,000	16,630,000	10,739,000	8,739,000	18,289,524	*72,619,524*
Equip/Vehicles/Furnishings	4,774,500	4,730,000	1,561,500	1,030,000	1,023,000	*13,119,000*
Other	4,159					*4,159*
Software	79,600	59,000	28,000	48,000	48,000	*262,600*
TOTAL	**24,090,259**	**21,728,000**	**12,993,500**	**9,862,000**	**19,375,524**	***88,049,283***

PROJECTS BY DEPARTMENT

Department	Project #	Priority	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Community Development								
Community & Economic Development Vehicles	*45-C0249*	4					25,000	*25,000*
Community Development Total							25,000	*25,000*
Engineering								
Pavement Preservation Program	*45-C0025*	5	1,150,000	1,300,000	1,300,000	1,300,000	1,300,000	*6,350,000*
Pavement Markings	*45-C0093*	1	30,000	30,000	30,000	30,000	30,000	*150,000*
Engineering Vehicles	*45-C0133*	4	25,000	25,000	25,000	25,000	25,000	*125,000*
Hagerstown Cultural Trail	*45-C0140*	5	750,000					*750,000*
Accessibility Ramps	*45-C0217*	6	120,000	120,000	120,000	120,000	120,000	*600,000*
Traffic Signalization Upgrades	*45-C0243*	5	480,000	320,000	250,000	250,000	250,000	*1,550,000*
Memorial Boulevard Reconstruction	*45-C0244*	5	70,000					*70,000*
Alley Reconstruction	*45-C0324*	5	70,000	175,000	65,000	50,000	50,000	*410,000*
Bridge Repair Program	*45-C0400*	4	100,000	220,000				*320,000*
Sidewalk Replacement Program	*45-C0458*	5	125,000	125,000	125,000	125,000	125,000	*625,000*
Traffic Calming	*45-C0560*	5	6,000	59,000	25,000	25,000	25,000	*140,000*
Installation of Street Trees	*45-C0594*	5	95,000	80,000				*175,000*
New Sidewalks	*45-C0595*	1				500,000		*500,000*
Eastern Boulevard North Extension	*45-C0606*	5					335,524	*335,524*
Professional Court Extension	*45-C0685*	5	50,000	1,250,000	1,250,000			*2,550,000*
Northwest Connector	*45-C0735*	5		280,000	1,500,000	3,400,000		*5,180,000*
Marsh Run Walls Rehabilitation	*45-C0853*	4					350,000	*350,000*
Public Art	*45-C0868*	5	33,000	10,000	10,000	10,000	10,000	*73,000*
Traffic Beacons	*45-C0872*	1	195,000	44,000				*239,000*
Wesel Boulevard Reconstruction	*45-C0873*	5	6,000,000					*6,000,000*
Urban Improvement Project (Plaza)	*45-C0875*	5	1,200,000					*1,200,000*
Engineering Total			10,499,000	4,038,000	4,700,000	5,835,000	2,620,524	*27,692,524*
Finance								
Downtown Redevelopment	*45-C0854*	5	4,159					*4,159*
Finance Total			4,159					*4,159*
Fire								
Fire Department Vehicle Replacement	*45-C0010*	5	1,980,000	2,232,000	47,500	70,000		*4,329,500*
Fire Department Training Center	*45-C0241*	5	1,000,000	75,000	75,000	75,000	75,000	*1,300,000*
Independent Junior Fire Engine Company #3	*45-C0242*	5	10,000	360,000				*370,000*
Consolidation of Public Safety Assets	*45-C0687*	5	530,000	7,500,000				*8,030,000*
Fire Station Relocation	*45-C0730*	5			500,000	30,000	5,000,000	*5,530,000*
Fire Computer Equip/Public Safety Radios	*45-C0849*	1	580,000					*580,000*
Fire Facilities City Owned Buildings	*45-C0870*	5	2,600,000	120,000	120,000	120,000	120,000	*3,080,000*
Fire Equipment	*45-C0871*	5	150,000	1,000,000				*1,150,000*
Fire Total			6,850,000	11,287,000	742,500	295,000	5,195,000	*24,369,500*

Department	Project #	Priority	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Information Technology								
Computer Equipment and Software	*45-C0006*	5	150,000	80,000	80,000	60,000	60,000	*430,000*
Time & Attendance Software and Equip	*45-C0007*	5	16,000	8,000	16,000	8,000	16,000	*64,000*
Geographic Information System	*45-C0451*	5	47,000	47,000	47,000	47,000	47,000	*235,000*
Cable Inet	*45-C0568*	2	26,500	14,000	14,000	14,000	14,000	*82,500*
Cable PEG	*45-C0569*	2	264,000	42,000	42,000	42,000	42,000	*432,000*
Municipal Financial System	*45-C0739*	5	31,000	47,000	16,000	16,000	16,000	*126,000*
Information Technology Total			534,500	238,000	215,000	187,000	195,000	*1,369,500*
Parks								
Municipal Stadium Improvements	*45-C0040*	5	35,000					*35,000*
City Park Lake Improvements	*45-C0047*	5	15,000	500,000				*515,000*
Hager House Museum Improvements	*45-C0061*	7	48,000	130,000				*178,000*
Park Equipment	*45-C0237*	5	142,000	50,000	50,000	50,000	50,000	*342,000*
Wheaton Park Renovations	*45-C0293*	5	45,000					*45,000*
Pangborn Park Improvements	*45-C0335*	5		20,000				*20,000*
Steam Engine Museum	*45-C0439*	5	150,000	500,000	50,000	10,000	15,000	*725,000*
City Park Improvements	*45-C0522*	5	225,000		400,000			*625,000*
Parks Vehicles and Equipment	*45-C0570*	5	190,000	174,000	120,000	50,000		*534,000*
Fairground Grandstand Improvements	*45-C0624*	5	30,000	50,000	10,000	10,000	10,000	*110,000*
Fairground Park Improvements	*45-C0626*	5	505,000	20,000			250,000	*775,000*
Parks Citywide Upgrades	*45-C0665*	3	38,000					*38,000*
Multi-Use Trails	*45-C0717*	6			2,500,000			*2,500,000*
Neighborhood Parks	*45-C0751*	5	60,000		100,000			*160,000*
Kiwanis Park	*45-C0773*	5	15,000					*15,000*
Antietam Creek Greenway Trail	*45-C0774*	5			150,000	480,000		*630,000*
Pangborn Lake Reconstruction	*45-C0812*	3	667,000					*667,000*
Potterfield Pool Improvements	*45-C0822*	8		20,000	20,000			*40,000*
Hagerstown Ice Rink	*45-C0843*	5	50,000	10,000	10,000	10,000	8,000,000	*8,080,000*
Parks Total			2,215,000	1,474,000	3,410,000	610,000	8,325,000	*16,034,000*
Planning								
Planning & Code Admin Vehicles	*45-C0678*	5	25,000	55,000	25,000	25,000	25,000	*155,000*
Planning Total			25,000	55,000	25,000	25,000	25,000	*155,000*
Police								
Police Radios	*45-C0128*	1					105,000	*105,000*
Police Vehicles	*45-C0129*	1	384,000	480,000	492,000	396,000	396,000	*2,148,000*
Street Crime Cameras/CPTED	*45-C0130*	1	150,000	125,000				*275,000*
Police Blue Light Emergency Phones	*45-C0134*	1	30,000					*30,000*
Police Crime Lab Equipment	*45-C0182*	5	45,000					*45,000*
Police Software	*45-C0196*	1	66,600					*66,600*
Police Firing Range	*45-C0226*	5		40,000	30,000			*70,000*
Police Building Renovation	*45-C0308*	5	50,000	240,000	40,000	40,000	40,000	*410,000*
Mobile License Plate Readers	*45-C0860*	1		30,000	30,000			*60,000*
Police Total			725,600	915,000	592,000	436,000	541,000	*3,209,600*
Public Works								
Public Works Vehicles	*45-C0065*	5	481,000	360,000	565,000	130,000	230,000	*1,766,000*
Market House Improvements	*45-C0099*	5	150,000	45,000	15,000	15,000	15,000	*240,000*
Public Works Equipment	*45-C0136*	8	5,000					*5,000*
LED Signal Lights	*45-C0245*	4	5,000	5,000	5,000	5,000	5,000	*25,000*

Department	Project #	Priority	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Public Works Operations Center Improvement Program	*45-C0250*	5	55,000	11,000	6,000	6,000	6,000	*84,000*
Downtown Beautification Program	*45-C0280*	5	10,000	25,000	25,000	25,000	25,000	*110,000*
City Hall Improvements	*45-C0326*	5	60,000	95,000	30,000	30,000	30,000	*245,000*
Fuel Station Improvements	*45-C0352*	5		7,000				*7,000*
Signal Controller Upgrades	*45-C0433*	5	20,000	20,000	20,000	20,000	20,000	*100,000*
Public Works Storage Yard Expansion	*45-C0718*	5		385,000	525,000			*910,000*
Public Works Total			786,000	953,000	1,191,000	231,000	331,000	*3,492,000*
Stormwater								
Stormwater Vehicles	*45-C0064*	5				125,000		*125,000*
Stormdrain System Upgrades	*45-C0444*	5	250,000	250,000	250,000	250,000	250,000	*1,250,000*
Curb Replacement Program	*45-C0459*	5	100,000	100,000	100,000	100,000	100,000	*500,000*
Street Trees and Reforestation	*45-C0594 SWM*	5	150,000	150,000	150,000	150,000	150,000	*750,000*
Storm Water Management Implementation	*45-C0637*	5	1,538,000	1,538,000	1,538,000	1,538,000	1,538,000	*7,690,000*
Green Streets	*45-C0639*	6	80,000	80,000	80,000	80,000	80,000	*400,000*
Pangborn Lake Reconstruction	*45-C0812 SWM*	3	333,000					*333,000*
Longmeadow Park Improvements	*45-C0866 SWM*	5		650,000				*650,000*
Stormwater Total			2,451,000	2,768,000	2,118,000	2,243,000	2,118,000	*11,698,000*
GRAND TOTAL			24,090,259	21,728,000	12,993,500	9,862,000	19,375,524	*88,049,283*

PROJECTS & FUNDING SOURCES BY DEPARTMENT

Department	Project #	Priority	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Community Development								
Community & Economic Development Vehicles	45-C0249	4					25,000	*25,000*
Transfers to CIP-General Fund							*25,000*	*25,000*
Community Development Total							25,000	*25,000*
Engineering								
Pavement Preservation Program	45-C0025	5	1,150,000	1,300,000	1,300,000	1,300,000	1,300,000	*6,350,000*
State Highway User Revenue			*1,150,000*	*1,300,000*	*1,300,000*	*1,300,000*	*1,300,000*	*6,350,000*
Pavement Markings	45-C0093	1	30,000	30,000	30,000	30,000	30,000	*150,000*
State Highway User Revenue			*30,000*	*30,000*	*30,000*	*30,000*	*30,000*	*150,000*
Engineering Vehicles	45-C0133	4	25,000	25,000	25,000	25,000	25,000	*125,000*
Transfers to CIP-General Fund			*25,000*	*25,000*	*25,000*	*25,000*	*25,000*	*125,000*
Hagerstown Cultural Trail	45-C0140	5	750,000					*750,000*
Bond Financing (General Fund)			*100,000*					*100,000*
Grants-State MHAA			*100,000*					*100,000*
Grants-State Program Open Space			*300,000*					*300,000*
Transfers to CIP-CDBG Fund			*250,000*					*250,000*
Accessibility Ramps	45-C0217	6	120,000	120,000	120,000	120,000	120,000	*600,000*
State Highway User Revenue			*20,000*	*20,000*	*20,000*	*20,000*	*20,000*	*100,000*
Transfers to CIP-CDBG Fund			*100,000*	*100,000*	*100,000*	*100,000*	*100,000*	*500,000*
Traffic Signalization Upgrades	45-C0243	5	480,000	320,000	250,000	250,000	250,000	*1,550,000*
Grants-Federal			*264,000*	*228,000*				*492,000*
Transfers to CIP-CDBG Fund			*150,000*		*250,000*	*250,000*	*250,000*	*900,000*
Transfers to CIP-General Fund			*66,000*	*92,000*				*158,000*
Memorial Boulevard Reconstruction	45-C0244	5	70,000					*70,000*
Transfers to CIP-CDBG Fund			*70,000*					*70,000*
Alley Reconstruction	45-C0324	5	70,000	175,000	65,000	50,000	50,000	*410,000*
State Highway User Revenue			*70,000*	*175,000*	*65,000*	*50,000*	*50,000*	*410,000*
Bridge Repair Program	45-C0400	4	100,000	220,000				*320,000*
Transfers to CIP-General Fund			*100,000*	*220,000*				*320,000*
Sidewalk Replacement Program	45-C0458	5	125,000	125,000	125,000	125,000	125,000	*625,000*
CIP Fund - GF Fund Balance			*125,000*					*125,000*
Transfers to CIP-General Fund				*125,000*	*125,000*	*125,000*	*125,000*	*500,000*
Traffic Calming	45-C0560	5	6,000	59,000	25,000	25,000	25,000	*140,000*
CIP Fund Balance			*6,000*					*6,000*
Transfers to CIP-General Fund				*59,000*	*25,000*	*25,000*	*25,000*	*134,000*
Installation of Street Trees	45-C0594	5	95,000	80,000				*175,000*
Reforestation Funds			*95,000*	*80,000*				*175,000*
New Sidewalks	45-C0595	1				500,000		*500,000*
Grants-Federal						*400,000*		*400,000*
Transfers to CIP-CDBG Fund						*100,000*		*100,000*
Eastern Boulevard North Extension	45-C0606	5					335,524	*335,524*
Contribution by Others							*335,524*	*335,524*
Professional Court Extension	45-C0685	5	50,000	1,250,000	1,250,000			*2,550,000*
Bond Financing (General Fund)				*750,000*	*750,000*			*1,500,000*

Department	Project #	Priority	FY '21	FY '22	FY '23	FY '24	FY '25	Total
CIP Fund - GF Fund Balance			*50,000*					*50,000*
Grants-Federal				*500,000*	*500,000*			*1,000,000*
Northwest Connector	45-C0735	5		280,000	1,500,000	3,400,000		*5,180,000*
Bond Financing (General Fund)				*280,000*	*1,000,000*	*1,000,000*		*2,280,000*
Contribution by Others					*500,000*	*2,400,000*		*2,900,000*
Marsh Run Walls Rehabilitation	45-C0853	4					350,000	*350,000*
Bond Financing (General Fund)							*350,000*	*350,000*
Public Art	45-C0868	5	33,000	10,000	10,000	10,000	10,000	*73,000*
Grants-State			*10,000*	*5,000*	*5,000*	*5,000*	*5,000*	*30,000*
Transfers to CIP-General Fund			*23,000*	*5,000*	*5,000*	*5,000*	*5,000*	*43,000*
Traffic Beacons	45-C0872	1	195,000	44,000				*239,000*
Grants-Federal			*156,000*	*32,000*				*188,000*
Transfers to CIP-General Fund			*39,000*	*12,000*				*51,000*
Wesel Boulevard Reconstruction	45-C0873	5	6,000,000					*6,000,000*
CIP Fund - GF Fund Balance			*800,000*					*800,000*
Contribution by Others			*4,500,000*					*4,500,000*
Grants-State Aid in Lieu of Urban Funds			*350,000*					*350,000*
State Highway User Revenue			*350,000*					*350,000*
Urban Improvement Project (Plaza)	45-C0875	5	1,200,000					*1,200,000*
Bond Financing (General Fund)			*210,000*					*210,000*
Contribution by Others			*418,000*					*418,000*
Grants-State Community Legacy			*400,000*					*400,000*
Prior Bond Proceeds			*172,000*					*172,000*
Engineering Total			10,499,000	4,038,000	4,700,000	5,835,000	2,620,524	*27,692,524*
Finance								
Downtown Redevelopment	45-C0854	5	4,159					*4,159*
Prior Bond Proceeds			*4,159*					*4,159*
Finance Total			4,159					*4,159*
Fire								
Fire Department Vehicle Replacement	45-C0010	5	1,980,000	2,232,000	47,500	70,000		*4,329,500*
Bond Financing (General Fund)			*1,320,000*	*2,232,000*				*3,552,000*
CIP Fund - GF Fund Balance			*660,000*					*660,000*
Transfers to CIP-General Fund					*47,500*	*70,000*		*117,500*
Fire Department Training Center	45-C0241	5	1,000,000	75,000	75,000	75,000	75,000	*1,300,000*
Bond Financing (General Fund)			*500,000*					*500,000*
Contribution by Others			*500,000*					*500,000*
Transfers to CIP-General Fund				*75,000*	*75,000*	*75,000*	*75,000*	*300,000*
Independent Junior Fire Engine Company #3	45-C0242	5	10,000	360,000				*370,000*
Bond Financing (General Fund)				*360,000*				*360,000*
Transfers to CIP-General Fund			*10,000*					*10,000*
Consolidation of Public Safety Assets	45-C0687	5	530,000	7,500,000				*8,030,000*
Bond Financing (General Fund)			*500,000*	*7,500,000*				*8,000,000*
CIP Fund - GF Fund Balance			*30,000*					*30,000*
Fire Station Relocation	45-C0730	5			500,000	30,000	5,000,000	*5,530,000*
Bond Financing (General Fund)					*500,000*		*5,000,000*	*5,500,000*
Transfers to CIP-General Fund						*30,000*		*30,000*
Fire Computer Equip/Public Safety Radios	45-C0849	1	580,000					*580,000*
Bond Financing (General Fund)			*500,000*					*500,000*
CIP Fund - GF Fund Balance			*80,000*					*80,000*
Fire Facilities City Owned Buildings	45-C0870	5	2,600,000	120,000	120,000	120,000	120,000	*3,080,000*
Bond Financing (General Fund)			*2,600,000*					*2,600,000*
Transfers to CIP-General Fund				*120,000*	*120,000*	*120,000*	*120,000*	*480,000*
Fire Equipment	45-C0871	5	150,000	1,000,000				*1,150,000*

Department	Project #	Priority	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Grants-Federal			*135,000*	*900,000*				*1,035,000*
Transfers to CIP-General Fund			*15,000*	*100,000*				*115,000*
Fire Total			6,850,000	11,287,000	742,500	295,000	5,195,000	*24,369,500*
Information Technology								
Computer Equipment and Software	45-C0006	5	150,000	80,000	80,000	60,000	60,000	*430,000*
CIP Fund - GF Fund Balance			*85,000*					*85,000*
Transfers to CIP-Electric Fund			*15,450*	*20,000*	*20,000*	*15,000*	*15,000*	*85,450*
Transfers to CIP-General Fund			*15,450*	*20,000*	*20,000*	*15,000*	*15,000*	*85,450*
Transfers to CIP-Parking Fund			*3,200*					*3,200*
Transfers to CIP-Wastewater Fund			*15,450*	*20,000*	*20,000*	*15,000*	*15,000*	*85,450*
Transfers to CIP-Water Fund			*15,450*	*20,000*	*20,000*	*15,000*	*15,000*	*85,450*
Time & Attendance Software and Equip	45-C0007	5	16,000	8,000	16,000	8,000	16,000	*64,000*
CIP Fund Balance			*10,600*					*10,600*
Transfers to CIP-Electric Fund			*1,300*	*1,900*	*3,800*	*1,900*	*3,800*	*12,700*
Transfers to CIP-General Fund			*1,300*	*1,900*	*3,800*	*1,900*	*3,800*	*12,700*
Transfers to CIP-Parking Fund			*200*	*400*	*800*	*400*	*800*	*2,600*
Transfers to CIP-Wastewater Fund			*1,300*	*1,900*	*3,800*	*1,900*	*3,800*	*12,700*
Transfers to CIP-Water Fund			*1,300*	*1,900*	*3,800*	*1,900*	*3,800*	*12,700*
Geographic Information System	45-C0451	5	47,000	47,000	47,000	47,000	47,000	*235,000*
CIP Fund Balance			*47,000*	*5,652*				*52,652*
Transfers to CIP-Electric Fund				*10,337*	*11,750*	*11,750*	*11,750*	*45,587*
Transfers to CIP-General Fund				*10,337*	*11,750*	*11,750*	*11,750*	*45,587*
Transfers to CIP-Wastewater Fund				*10,337*	*11,750*	*11,750*	*11,750*	*45,587*
Transfers to CIP-Water Fund				*10,337*	*11,750*	*11,750*	*11,750*	*45,587*
Cable Inet	45-C0568	2	26,500	14,000	14,000	14,000	14,000	*82,500*
CIP Fund Balance			*12,500*					*12,500*
PEG Fee			*14,000*	*14,000*	*14,000*	*14,000*	*14,000*	*70,000*
Cable PEG	45-C0569	2	264,000	42,000	42,000	42,000	42,000	*432,000*
CIP Fund Balance			*222,000*					*222,000*
PEG Fee			*42,000*	*42,000*	*42,000*	*42,000*	*42,000*	*210,000*
Municipal Financial System	45-C0739	5	31,000	47,000	16,000	16,000	16,000	*126,000*
CIP Fund Balance			*31,000*					*31,000*
Transfers to CIP-Electric Fund				*11,162*	*3,800*	*3,800*	*3,800*	*22,562*
Transfers to CIP-General Fund				*11,162*	*3,800*	*3,800*	*3,800*	*22,562*
Transfers to CIP-Parking Fund				*2,352*	*800*	*800*	*800*	*4,752*
Transfers to CIP-Wastewater Fund				*11,162*	*3,800*	*3,800*	*3,800*	*22,562*
Transfers to CIP-Water Fund				*11,162*	*3,800*	*3,800*	*3,800*	*22,562*
Information Technology Total			534,500	238,000	215,000	187,000	195,000	*1,369,500*
Parks								
Municipal Stadium Improvements	45-C0040	5	35,000					*35,000*
Contribution by Others			*35,000*					*35,000*
City Park Lake Improvements	45-C0047	5	15,000	500,000				*515,000*
Bond Financing (General Fund)				*300,000*				*300,000*
Grants-State Program Open Space				*200,000*				*200,000*
Transfers to CIP-General Fund			*15,000*					*15,000*
Hager House Museum Improvements	45-C0061	7	48,000	130,000				*178,000*
CIP Fund Balance			*10,000*					*10,000*
Grants-State MHAA			*10,000*					*10,000*
Grants-State Program Open Space				*117,000*				*117,000*
Transfers to CIP-General Fund			*28,000*	*13,000*				*41,000*
Park Equipment	45-C0237	5	142,000	50,000	50,000	50,000	50,000	*342,000*
Grants-State CP&P				*50,000*	*50,000*	*50,000*	*50,000*	*200,000*
Grants-State Program Open Space			*105,300*					*105,300*
Transfers to CIP-CDBG Fund			*25,000*					*25,000*

Department	Project #	Priority	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Transfers to CIP-General Fund			*11,700*					*11,700*
Wheaton Park Renovations	45-C0293	5	45,000					*45,000*
CIP Fund Balance			*45,000*					*45,000*
Pangborn Park Improvements	45-C0335	5		20,000				*20,000*
Transfers to CIP-General Fund				*20,000*				*20,000*
Steam Engine Museum	45-C0439	5	150,000	500,000	50,000	10,000	15,000	*725,000*
Grants-Federal				*400,000*				*400,000*
Grants-State Program Open Space			*135,000*		*45,000*			*180,000*
Transfers to CIP-General Fund			*15,000*	*100,000*	*5,000*	*10,000*	*15,000*	*145,000*
City Park Improvements	45-C0522	5	225,000		400,000			*625,000*
Grants-State Program Open Space			*180,000*		*360,000*			*540,000*
Stormwater Fee			*8,000*					*8,000*
Transfers to CIP-General Fund			*37,000*		*40,000*			*77,000*
Parks Vehicles and Equipment	45-C0570	5	190,000	174,000	120,000	50,000		*534,000*
Bond Financing (General Fund)			*125,000*	*70,000*	*80,000*			*275,000*
CIP Fund Balance			*65,000*					*65,000*
Transfers to CIP-General Fund				*104,000*	*40,000*	*50,000*		*194,000*
Fairground Grandstand Improvements	45-C0624	5	30,000	50,000	10,000	10,000	10,000	*110,000*
CIP Fund Balance			*30,000*					*30,000*
Transfers to CIP-General Fund				*50,000*	*10,000*	*10,000*	*10,000*	*80,000*
Fairground Park Improvements	45-C0626	5	505,000	20,000			250,000	*775,000*
CIP Fund - GF Fund Balance			*75,000*					*75,000*
Grants-State			*290,000*					*290,000*
Grants-State MD Historic Trust			*60,000*					*60,000*
Grants-State Program Open Space			*50,000*				*175,000*	*225,000*
Transfers to CIP-General Fund			*30,000*	*20,000*			*75,000*	*125,000*
Parks Citywide Upgrades	45-C0665	3	38,000					*38,000*
Grant-MEA			*30,000*					*30,000*
Transfers to CIP-General Fund			*8,000*					*8,000*
Multi-Use Trails	45-C0717	6			2,500,000			*2,500,000*
Grants-Federal					*2,500,000*			*2,500,000*
Neighborhood Parks	45-C0751	5	60,000		100,000			*160,000*
Contribution by Others					*100,000*			*100,000*
Grants-State Program Open Space			*45,000*					*45,000*
Transfers to CIP-General Fund			*15,000*					*15,000*
Kiwanis Park	45-C0773	5	15,000					*15,000*
Grants-State Program Open Space			*12,000*					*12,000*
Transfers to CIP-General Fund			*3,000*					*3,000*
Antietam Creek Greenway Trail	45-C0774	5			150,000	480,000		*630,000*
Contribution by Others					*150,000*			*150,000*
Grants-State						*432,000*		*432,000*
Transfers to CIP-General Fund						*48,000*		*48,000*
Pangborn Lake Reconstruction	45-C0812	3	667,000					*667,000*
Prior Bond Proceeds			*667,000*					*667,000*
Potterfield Pool Improvements	45-C0822	8		20,000	20,000			*40,000*
Transfers to CIP-General Fund				*20,000*	*20,000*			*40,000*
Hagerstown Ice Rink	45-C0843	5	50,000	10,000	10,000	10,000	8,000,000	*8,080,000*
Bond Financing (General Fund)							*1,000,000*	*1,000,000*
Contribution by Others			*12,500*	*2,500*	*2,500*	*2,500*	*5,000,000*	*5,020,000*
Grants-County							*1,000,000*	*1,000,000*
Grants-State							*1,000,000*	*1,000,000*
Transfers to CIP-General Fund			*37,500*	*7,500*	*7,500*	*7,500*		*60,000*
Parks Total			2,215,000	1,474,000	3,410,000	610,000	8,325,000	*16,034,000*
Planning								
Planning & Code Admin Vehicles	45-C0678	5	25,000	55,000	25,000	25,000	25,000	*155,000*

Department	Project #	Priority	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Transfers to CIP-General Fund			*25,000*	*55,000*	*25,000*	*25,000*	*25,000*	*155,000*
Planning Total			25,000	55,000	25,000	25,000	25,000	*155,000*
Police								
Police Radios	45-C0128	1					105,000	*105,000*
Transfers to CIP-General Fund							*105,000*	*105,000*
Police Vehicles	45-C0129	1	384,000	480,000	492,000	396,000	396,000	*2,148,000*
CIP Fund - GF Fund Balance			*384,000*					*384,000*
Transfers to CIP-General Fund				*480,000*	*492,000*	*396,000*	*396,000*	*1,764,000*
Street Crime Cameras/CPTED	45-C0130	1	150,000	125,000				*275,000*
Transfers to CIP-CDBG Fund			*30,000*					*30,000*
Transfers to CIP-General Fund			*120,000*	*125,000*				*245,000*
Police Blue Light Emergency Phones	45-C0134	1	30,000					*30,000*
Transfers to CIP-CDBG Fund			*30,000*					*30,000*
Police Crime Lab Equipment	45-C0182	5	45,000					*45,000*
Grants-Federal			*45,000*					*45,000*
Police Software	45-C0196	1	66,600					*66,600*
Grants-Federal			*36,600*					*36,600*
Transfers to CIP-General Fund			*30,000*					*30,000*
Police Firing Range	45-C0226	5		40,000	30,000			*70,000*
Transfers to CIP-General Fund				*40,000*	*30,000*			*70,000*
Police Building Renovation	45-C0308	5	50,000	240,000	40,000	40,000	40,000	*410,000*
CIP Fund Balance			*50,000*					*50,000*
Transfers to CIP-General Fund				*240,000*	*40,000*	*40,000*	*40,000*	*360,000*
Mobile License Plate Readers	45-C0860	1		30,000	30,000			*60,000*
Transfers to CIP-General Fund				*30,000*	*30,000*			*60,000*
Police Total			725,600	915,000	592,000	436,000	541,000	*3,209,600*
Public Works								
Public Works Vehicles	45-C0065	5	481,000	360,000	565,000	130,000	230,000	*1,766,000*
Bond Financing (General Fund)			*330,000*	*215,000*	*475,000*	*100,000*	*125,000*	*1,245,000*
CIP Fund Balance			*151,000*					*151,000*
Transfers to CIP-General Fund				*145,000*	*90,000*	*30,000*	*105,000*	*370,000*
Market House Improvements	45-C0099	5	150,000	45,000	15,000	15,000	15,000	*240,000*
Bond Financing (General Fund)			*150,000*					*150,000*
Transfers to CIP-General Fund				*45,000*	*15,000*	*15,000*	*15,000*	*90,000*
Public Works Equipment	45-C0136	8	5,000					*5,000*
Transfers to CIP-General Fund			*5,000*					*5,000*
LED Signal Lights	45-C0245	4	5,000	5,000	5,000	5,000	5,000	*25,000*
CIP Fund Balance			*5,000*					*5,000*
Transfers to CIP-General Fund				*5,000*	*5,000*	*5,000*	*5,000*	*20,000*
Public Works Operations Center Improvement Program	45-C0250	5	55,000	11,000	6,000	6,000	6,000	*84,000*
CIP Fund - GF Fund Balance			*30,000*					*30,000*
Transfers to CIP-General Fund			*12,500*	*11,000*	*6,000*	*6,000*	*6,000*	*41,500*
Transfers to CIP-Water Fund			*12,500*					*12,500*
Downtown Beautification Program	45-C0280	5	10,000	25,000	25,000	25,000	25,000	*110,000*
CIP Fund Balance			*10,000*					*10,000*
Transfers to CIP-General Fund				*25,000*	*25,000*	*25,000*	*25,000*	*100,000*
City Hall Improvements	45-C0326	5	60,000	95,000	30,000	30,000	30,000	*245,000*
CIP Fund - GF Fund Balance			*60,000*					*60,000*
Transfers to CIP-General Fund				*95,000*	*30,000*	*30,000*	*30,000*	*185,000*
Fuel Station Improvements	45-C0352	5		7,000				*7,000*
Transfers to CIP-General Fund				*7,000*				*7,000*
Signal Controller Upgrades	45-C0433	5	20,000	20,000	20,000	20,000	20,000	*100,000*

Department	Project #	Priority	FY '21	FY '22	FY '23	FY '24	FY '25	Total
CIP Fund Balance			*20,000*					*20,000*
Transfers to CIP-General Fund				*20,000*	*20,000*	*20,000*	*20,000*	*80,000*
Public Works Storage Yard Expansion	45-C0718	5		385,000	525,000			*910,000*
Bond Financing (General Fund)				*375,000*	*525,000*			*900,000*
Transfers to CIP-General Fund				*10,000*				*10,000*
Public Works Total			786,000	953,000	1,191,000	231,000	331,000	*3,492,000*
Stormwater								
Stormwater Vehicles	45-C0064	5				125,000		*125,000*
Stormwater Fee						*125,000*		*125,000*
Stormdrain System Upgrades	45-C0444	5	250,000	250,000	250,000	250,000	250,000	*1,250,000*
Stormwater Fee			*250,000*	*250,000*	*250,000*	*250,000*	*250,000*	*1,250,000*
Curb Replacement Program	45-C0459	5	100,000	100,000	100,000	100,000	100,000	*500,000*
Stormwater Fee			*100,000*	*100,000*	*100,000*	*100,000*	*100,000*	*500,000*
Street Trees and Reforestation	45-C0594 SWM	5	150,000	150,000	150,000	150,000	150,000	*750,000*
Stormwater Fee			*150,000*	*150,000*	*150,000*	*150,000*	*150,000*	*750,000*
Storm Water Management Implementation	45-C0637	5	1,538,000	1,538,000	1,538,000	1,538,000	1,538,000	*7,690,000*
Bond Financing (Stormwater)			*1,000,000*	*1,000,000*	*1,000,000*	*1,000,000*	*1,000,000*	*5,000,000*
CIP Fund Balance			*67,564*					*67,564*
Stormwater Fee			*470,436*	*538,000*	*538,000*	*538,000*	*538,000*	*2,622,436*
Green Streets	45-C0639	6	80,000	80,000	80,000	80,000	80,000	*400,000*
CIP Fund Balance			*9,700*					*9,700*
Stormwater Fee			*70,300*	*80,000*	*80,000*	*80,000*	*80,000*	*390,300*
Pangborn Lake Reconstruction	45-C0812 SWM	3	333,000					*333,000*
Prior Bond Proceeds			*333,000*					*333,000*
Longmeadow Park Improvements	45-C0866 SWM	5		650,000				*650,000*
Stormwater Fee				*650,000*				*650,000*
Stormwater Total			2,451,000	2,768,000	2,118,000	2,243,000	2,118,000	*11,698,000*
GRAND TOTAL			24,090,259	21,728,000	12,993,500	9,862,000	19,375,524	*88,049,283*

City of Hagerstown, Maryland

ELECTRIC FUND

FY '21 thru FY '25

PROJECTS BY FUNDING SOURCE

Source	Project #	Priority	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Contribution by Others								
Wesel Boulevard Development	*50-C0220*	5	80,000					*80,000*
Kilpatrick Woods	*50-C0550*	5	120,000					*120,000*
Contribution by Others Total			200,000					*200,000*
Electric Fund								
Electric Vehicles	*50-C0090*	5	60,000	250,000	170,000	215,000	250,000	*945,000*
Telemetry Equipment	*50-C0111*	5	15,000	5,000	5,000	5,000	5,000	*35,000*
Central Substation	*50-C0118*	5			200,000	500,000	200,000	*900,000*
Security Improvements	*50-C0178*	5	50,000	50,000	25,000			*125,000*
Wesel Boulevard Development	*50-C0220*	5	112,000	25,000				*137,000*
System Reconductoring	*50-C0259*	5	50,000	50,000	50,000	50,000	50,000	*250,000*
Pedestrian Lighting	*50-C0388*	5		100,000	100,000	100,000	100,000	*400,000*
SCADA System	*50-C0441*	5	5,000	5,000	5,000	5,000	5,000	*25,000*
Underground Replacement	*50-C0540*	5	25,000	15,000	15,000	15,000	15,000	*85,000*
HLD Distribution & Administrative Office Building	*50-C0542*	5	25,000	25,000	25,000	25,000	25,000	*125,000*
Bulldog Substation	*50-C0544*	5					50,000	*50,000*
Streetlight Replacement	*50-C0546*	5	10,000	10,000	10,000	10,000	10,000	*50,000*
Kilpatrick Woods	*50-C0550*	5	105,500	25,000				*130,500*
A & E District Upgrades	*50-C0591*	5	3,500	3,500	3,500	3,500	3,500	*17,500*
Test Equipment	*50-C0609*	5	25,000	25,000	25,000	25,000	25,000	*125,000*
Burhans Village	*50-C0707*	5	34,000	5,000				*39,000*
Substation Breaker Replacement	*50-C0776*	5	60,000	60,000	60,000	60,000	60,000	*300,000*
Substation Upgrades	*50-C0778*	5	25,000			125,000	275,000	*425,000*
Equipment Refurbishment	*50-C0797*	5	60,000	60,000	60,000	60,000	60,000	*300,000*
Wildlife Protection on Distribution System	*50-C0802*	5	10,000	10,000	10,000	10,000	10,000	*50,000*
Feeder Coordination	*50-C0833*	5	25,000	20,000	20,000	20,000	20,000	*105,000*
Circuit Upgrades	*50-C0842*	5	80,000	150,000	150,000	150,000	150,000	*680,000*
Electric Fund Total			780,000	893,500	933,500	1,378,500	1,313,500	*5,299,000*
GRAND TOTAL			980,000	893,500	933,500	1,378,500	1,313,500	*5,499,000*

City of Hagerstown, Maryland

ELECTRIC FUND

FY '21 thru **FY '25**

PROJECTS & FUNDING SOURCES BY DEPARTMENT

Department	Project #	Priority	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Electric Fund								
Electric Vehicles	50-C0090	5	60,000	250,000	170,000	215,000	250,000	*945,000*
Electric Fund			*60,000*	*250,000*	*170,000*	*215,000*	*250,000*	*945,000*
Telemetry Equipment	50-C0111	5	15,000	5,000	5,000	5,000	5,000	*35,000*
Electric Fund			*15,000*	*5,000*	*5,000*	*5,000*	*5,000*	*35,000*
Central Substation	50-C0118	5			200,000	500,000	200,000	*900,000*
Electric Fund					*200,000*	*500,000*	*200,000*	*900,000*
Security Improvements	50-C0178	5	50,000	50,000	25,000			*125,000*
Electric Fund			*50,000*	*50,000*	*25,000*			*125,000*
Wesel Boulevard Development	50-C0220	5	192,000	25,000				*217,000*
Contribution by Others			*80,000*					*80,000*
Electric Fund			*112,000*	*25,000*				*137,000*
System Reconductoring	50-C0259	5	50,000	50,000	50,000	50,000	50,000	*250,000*
Electric Fund			*50,000*	*50,000*	*50,000*	*50,000*	*50,000*	*250,000*
Pedestrian Lighting	50-C0388	5		100,000	100,000	100,000	100,000	*400,000*
Electric Fund				*100,000*	*100,000*	*100,000*	*100,000*	*400,000*
SCADA System	50-C0441	5	5,000	5,000	5,000	5,000	5,000	*25,000*
Electric Fund			*5,000*	*5,000*	*5,000*	*5,000*	*5,000*	*25,000*
Underground Replacement	50-C0540	5	25,000	15,000	15,000	15,000	15,000	*85,000*
Electric Fund			*25,000*	*15,000*	*15,000*	*15,000*	*15,000*	*85,000*
HLD Distribution & Administrative Office Building	50-C0542	5	25,000	25,000	25,000	25,000	25,000	*125,000*
Electric Fund			*25,000*	*25,000*	*25,000*	*25,000*	*25,000*	*125,000*
Bulldog Substation	50-C0544	5					50,000	*50,000*
Electric Fund							*50,000*	*50,000*
Streetlight Replacement	50-C0546	5	10,000	10,000	10,000	10,000	10,000	*50,000*
Electric Fund			*10,000*	*10,000*	*10,000*	*10,000*	*10,000*	*50,000*
Kilpatrick Woods	50-C0550	5	225,500	25,000				*250,500*
Contribution by Others			*120,000*					*120,000*
Electric Fund			*105,500*	*25,000*				*130,500*
A & E District Upgrades	50-C0591	5	3,500	3,500	3,500	3,500	3,500	*17,500*
Electric Fund			*3,500*	*3,500*	*3,500*	*3,500*	*3,500*	*17,500*
Test Equipment	50-C0609	5	25,000	25,000	25,000	25,000	25,000	*125,000*
Electric Fund			*25,000*	*25,000*	*25,000*	*25,000*	*25,000*	*125,000*
Burhans Village	50-C0707	5	34,000	5,000				*39,000*
Electric Fund			*34,000*	*5,000*				*39,000*
Substation Breaker Replacement	50-C0776	5	60,000	60,000	60,000	60,000	60,000	*300,000*
Electric Fund			*60,000*	*60,000*	*60,000*	*60,000*	*60,000*	*300,000*
Substation Upgrades	50-C0778	5	25,000			125,000	275,000	*425,000*
Electric Fund			*25,000*			*125,000*	*275,000*	*425,000*
Equipment Refurbishment	50-C0797	5	60,000	60,000	60,000	60,000	60,000	*300,000*
Electric Fund			*60,000*	*60,000*	*60,000*	*60,000*	*60,000*	*300,000*
Wildlife Protection on Distribution System	50-C0802	5	10,000	10,000	10,000	10,000	10,000	*50,000*
Electric Fund			*10,000*	*10,000*	*10,000*	*10,000*	*10,000*	*50,000*
Feeder Coordination	50-C0833	5	25,000	20,000	20,000	20,000	20,000	*105,000*
Electric Fund			*25,000*	*20,000*	*20,000*	*20,000*	*20,000*	*105,000*
Circuit Upgrades	50-C0842	5	80,000	150,000	150,000	150,000	150,000	*680,000*
Electric Fund			*80,000*	*150,000*	*150,000*	*150,000*	*150,000*	*680,000*
Electric Fund Total			980,000	893,500	933,500	1,378,500	1,313,500	*5,499,000*
GRAND TOTAL			980,000	893,500	933,500	1,378,500	1,313,500	*5,499,000*

City of Hagerstown, Maryland

WATER FUND

FY '21 thru FY '25

PROJECTS BY FUNDING SOURCE

Source	Project #	Priority	FY '21	FY '22	FY '23	FY '24	FY '25	Total
ARDI Fund Balance								
Zone 3 Standpipe	*52-C0323*	5					100,000	*100,000*
ARDI Fund Balance Total							100,000	*100,000*
Bond Financing (Water Fund)								
Willson Treatment Plant	*52-C0166*	5	200,000	150,000	150,000	150,000	150,000	*800,000*
Edgemont Reservoir Improvements	*52-C0168*	5					50,000	*50,000*
Distribution System Rehab - Main Replacement	*52-C0709*	5		170,000	170,000	175,000	180,000	*695,000*
Bond Financing (Water Fund) Total			200,000	320,000	320,000	325,000	380,000	*1,545,000*
Bond Financing-MDE (Water Fund)								
Willson Transmission Mains	*52-C0167*	5			450,000	5,250,000	5,250,000	*10,950,000*
Edgemont Reservoir Improvements	*52-C0168*	5	1,500,000	4,000,000	4,400,000	1,650,000	500,000	*12,050,000*
Breichner WTP Improvements	*52-C0405*	5		900,000	2,350,000	1,750,000		*5,000,000*
Water System SCADA Improvements	*52-C0820*	5			275,000	185,000		*460,000*
Bond Financing-MDE (Water Fund) Total			1,500,000	4,900,000	7,475,000	8,835,000	5,750,000	*28,460,000*
Contribution by Others								
Pump Station Improvements	*52-C0651*	5		150,000	650,000	275,000	2,300,000	*3,375,000*
Distribution Services - Meter Program	*52-C0653*	4	100,000					*100,000*
Distribution System Rehab - Main Replacement	*52-C0709*	5	250,000					*250,000*
Contribution by Others Total			350,000	150,000	650,000	275,000	2,300,000	*3,725,000*
Grant-State MDE								
Edgemont Reservoir Improvements	*52-C0168*	5		1,500,000				*1,500,000*
Grant-State MDE Total				1,500,000				*1,500,000*
Water Fund								
Water Vehicles	*52-C0117*	5	260,000	325,000	300,000	235,000	305,000	*1,425,000*
Willson Treatment Plant	*52-C0166*	5	415,000	50,000	50,000	50,000	50,000	*615,000*
Willson Transmission Mains	*52-C0167*	5	220,000	220,000	250,000	250,000	250,000	*1,190,000*
Edgemont Reservoir Improvements	*52-C0168*	5	150,000	150,000	150,000	150,000	150,000	*750,000*
Risk and Resiliency/Security	*52-C0322*	1	50,000	300,000	200,000	50,000	25,000	*625,000*
Zone 3 Standpipe	*52-C0323*	5	25,000					*25,000*
Breichner WTP Improvements	*52-C0405*	5	120,000	50,000	50,000	50,000	50,000	*320,000*
Adm. & Engineering Equipment	*52-C0648*	5	10,000	10,000	10,000	10,000	10,000	*50,000*
Pump Station Improvements	*52-C0651*	5	95,000	75,000	75,000	75,000	75,000	*395,000*
Distribution Services - Meter Program	*52-C0653*	4	325,000	325,000	325,000	325,000	325,000	*1,625,000*
Distribution System Rehab - Main Replacement	*52-C0709*	5	400,000	55,000	60,000	70,000	80,000	*665,000*
Water System SCADA Improvements	*52-C0820*	5	225,000	100,000	40,000	40,000	40,000	*445,000*
Water Fund Total			2,295,000	1,660,000	1,510,000	1,305,000	1,360,000	*8,130,000*
GRAND TOTAL			4,345,000	8,530,000	9,955,000	10,740,000	9,890,000	*43,460,000*

PROJECTS & FUNDING SOURCES BY DEPARTMENT

Department	Project #	Priority	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Water Fund								
Water Vehicles	52-C0117	5	260,000	325,000	300,000	235,000	305,000	*1,425,000*
Water Fund			*260,000*	*325,000*	*300,000*	*235,000*	*305,000*	*1,425,000*
Willson Treatment Plant	52-C0166	5	615,000	200,000	200,000	200,000	200,000	*1,415,000*
Bond Financing (Water Fund)			*200,000*	*150,000*	*150,000*	*150,000*	*150,000*	*800,000*
Water Fund			*415,000*	*50,000*	*50,000*	*50,000*	*50,000*	*615,000*
Willson Transmission Mains	52-C0167	5	220,000	220,000	700,000	5,500,000	5,500,000	*12,140,000*
Bond Financing-MDE (Water Fund)					*450,000*	*5,250,000*	*5,250,000*	*10,950,000*
Water Fund			*220,000*	*220,000*	*250,000*	*250,000*	*250,000*	*1,190,000*
Edgemont Reservoir Improvements	52-C0168	5	1,650,000	5,650,000	4,550,000	1,800,000	700,000	*14,350,000*
Bond Financing (Water Fund)							*50,000*	*50,000*
Bond Financing-MDE (Water Fund)			*1,500,000*	*4,000,000*	*4,400,000*	*1,650,000*	*500,000*	*12,050,000*
Grant-State MDE				*1,500,000*				*1,500,000*
Water Fund			*150,000*	*150,000*	*150,000*	*150,000*	*150,000*	*750,000*
Risk and Resiliency/Security	52-C0322	1	50,000	300,000	200,000	50,000	25,000	*625,000*
Water Fund			*50,000*	*300,000*	*200,000*	*50,000*	*25,000*	*625,000*
Zone 3 Standpipe	52-C0323	5	25,000				100,000	*125,000*
ARDI Fund Balance							*100,000*	*100,000*
Water Fund			*25,000*					*25,000*
Breichner WTP Improvements	52-C0405	5	120,000	950,000	2,400,000	1,800,000	50,000	*5,320,000*
Bond Financing-MDE (Water Fund)				*900,000*	*2,350,000*	*1,750,000*		*5,000,000*
Water Fund			*120,000*	*50,000*	*50,000*	*50,000*	*50,000*	*320,000*
Adm. & Engineering Equipment	52-C0648	5	10,000	10,000	10,000	10,000	10,000	*50,000*
Water Fund			*10,000*	*10,000*	*10,000*	*10,000*	*10,000*	*50,000*
Pump Station Improvements	52-C0651	5	95,000	225,000	725,000	350,000	2,375,000	*3,770,000*
Contribution by Others				*150,000*	*650,000*	*275,000*	*2,300,000*	*3,375,000*
Water Fund			*95,000*	*75,000*	*75,000*	*75,000*	*75,000*	*395,000*
Distribution Services - Meter Program	52-C0653	4	425,000	325,000	325,000	325,000	325,000	*1,725,000*
Contribution by Others			*100,000*					*100,000*
Water Fund			*325,000*	*325,000*	*325,000*	*325,000*	*325,000*	*1,625,000*
Distribution System Rehab - Main Replacement	52-C0709	5	650,000	225,000	230,000	245,000	260,000	*1,610,000*
Bond Financing (Water Fund)				*170,000*	*170,000*	*175,000*	*180,000*	*695,000*
Contribution by Others			*250,000*					*250,000*
Water Fund			*400,000*	*55,000*	*60,000*	*70,000*	*80,000*	*665,000*
Water System SCADA Improvements	52-C0820	5	225,000	100,000	315,000	225,000	40,000	*905,000*
Bond Financing-MDE (Water Fund)					*275,000*	*185,000*		*460,000*
Water Fund			*225,000*	*100,000*	*40,000*	*40,000*	*40,000*	*445,000*
Water Fund Total			4,345,000	8,530,000	9,955,000	10,740,000	9,890,000	*43,460,000*
GRAND TOTAL			4,345,000	8,530,000	9,955,000	10,740,000	9,890,000	*43,460,000*

City of Hagerstown, Maryland

WASTEWATER FUND

FY '21 thru FY '25

PROJECTS BY FUNDING SOURCE

Source	Project #	Priority	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Bond Financing (Wastewater Fund)								
Collection System Rehabilitation	*54-C0327*	1	200,000	700,000	200,000	200,000	200,000	*1,500,000*
Pump Station Modifications	*54-C0832*	5	330,000	500,000	325,000			*1,155,000*
Bond Financing (Wastewater Fund) Total			530,000	1,200,000	525,000	200,000	200,000	*2,655,000*
Bond Financing-MDE (Wastewater Fu								
East End Pump Station	*54-C0565*	5	1,575,000	1,000,000	500,000			*3,075,000*
Citywide - CS Rehabilitation	*54-C0800*	1	1,000,000					*1,000,000*
Bond Financing-MDE (Wastewater Fund) Total			2,575,000	1,000,000	500,000			*4,075,000*
Contribution by Others								
Collection System Rehabilitation	*54-C0327*	1		700,000				*700,000*
Trunk Lines and Laterals	*54-C0834*	2	250,000					*250,000*
Contribution by Others Total			250,000	700,000				*950,000*
Grants-ARC								
Citywide - CS Rehabilitation	*54-C0800*	1	200,000					*200,000*
Grants-ARC Total			200,000					*200,000*
Grant-State MDE								
Citywide - CS Rehabilitation	*54-C0800*	1	500,000					*500,000*
Grant-State MDE Total			500,000					*500,000*
Wastewater Fund								
Wastewater Vehicle Replacement	*54-C0004*	5	525,000	845,000	90,000	120,000	77,500	*1,657,500*
Manhole Raising	*54-C0267*	1	25,000	25,000	25,000	25,000	25,000	*125,000*
Pump Station Improvements	*54-C0299*	1	75,000	75,000	75,000	75,000	75,000	*375,000*
Collection System Rehabilitation	*54-C0327*	1	200,000	200,000	200,000	200,000	200,000	*1,000,000*
WWT Plant Equipment	*54-C0584*	1	250,000	100,000	100,000	100,000	100,000	*650,000*
WWT Buildings and Structures	*54-C0585*	5	100,000	25,000	25,000	25,000	25,000	*200,000*
Oxygen System Improvements	*54-C0657*	1	50,000	10,000	10,000	10,000	10,000	*90,000*
Solids Processing-Pelletizer and WWTP Improvements	*54-C0711*	2	100,000	50,000	50,000	50,000	50,000	*300,000*
Collection System Equipment	*54-C0713*	5	80,000	80,000	80,000	80,000	80,000	*400,000*
Laboratory Equipment	*54-C0745*	5	150,000	50,000	10,000	10,000	10,000	*230,000*
Grinder Pump Replacement Program	*54-C0767*	5	100,000	100,000	100,000	100,000	100,000	*500,000*
Citywide - CS Rehabilitation	*54-C0800*	1	260,000	100,000	100,000	100,000	100,000	*660,000*
Trunk Lines and Laterals	*54-C0834*	2	15,000	15,000	15,000	15,000	15,000	*75,000*
Wastewater Fund Total			1,930,000	1,675,000	880,000	910,000	867,500	*6,262,500*
GRAND TOTAL			5,985,000	4,575,000	1,905,000	1,110,000	1,067,500	*14,642,500*

PROJECTS & FUNDING SOURCES BY DEPARTMENT

Department	Project #	Priority	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Wastewater Fund								
Wastewater Vehicle Replacement	54-C0004	5	525,000	845,000	90,000	120,000	77,500	*1,657,500*
Wastewater Fund			*525,000*	*845,000*	*90,000*	*120,000*	*77,500*	*1,657,500*
Manhole Raising	54-C0267	1	25,000	25,000	25,000	25,000	25,000	*125,000*
Wastewater Fund			*25,000*	*25,000*	*25,000*	*25,000*	*25,000*	*125,000*
Pump Station Improvements	54-C0299	1	75,000	75,000	75,000	75,000	75,000	*375,000*
Wastewater Fund			*75,000*	*75,000*	*75,000*	*75,000*	*75,000*	*375,000*
Collection System Rehabilitation	54-C0327	1	400,000	1,600,000	400,000	400,000	400,000	*3,200,000*
Bond Financing (Wastewater Fund)			*200,000*	*700,000*	*200,000*	*200,000*	*200,000*	*1,500,000*
Contribution by Others				*700,000*				*700,000*
Wastewater Fund			*200,000*	*200,000*	*200,000*	*200,000*	*200,000*	*1,000,000*
East End Pump Station	54-C0565	5	1,575,000	1,000,000	500,000			*3,075,000*
Bond Financing-MDE (Wastewater Fund)			*1,575,000*	*1,000,000*	*500,000*			*3,075,000*
WWT Plant Equipment	54-C0584	1	250,000	100,000	100,000	100,000	100,000	*650,000*
Wastewater Fund			*250,000*	*100,000*	*100,000*	*100,000*	*100,000*	*650,000*
WWT Buildings and Structures	54-C0585	5	100,000	25,000	25,000	25,000	25,000	*200,000*
Wastewater Fund			*100,000*	*25,000*	*25,000*	*25,000*	*25,000*	*200,000*
Oxygen System Improvements	54-C0657	1	50,000	10,000	10,000	10,000	10,000	*90,000*
Wastewater Fund			*50,000*	*10,000*	*10,000*	*10,000*	*10,000*	*90,000*
Solids Processing-Pelletizer and WWTP Improvements	54-C0711	2	100,000	50,000	50,000	50,000	50,000	*300,000*
Wastewater Fund			*100,000*	*50,000*	*50,000*	*50,000*	*50,000*	*300,000*
Collection System Equipment	54-C0713	5	80,000	80,000	80,000	80,000	80,000	*400,000*
Wastewater Fund			*80,000*	*80,000*	*80,000*	*80,000*	*80,000*	*400,000*
Laboratory Equipment	54-C0745	5	150,000	50,000	10,000	10,000	10,000	*230,000*
Wastewater Fund			*150,000*	*50,000*	*10,000*	*10,000*	*10,000*	*230,000*
Grinder Pump Replacement Program	54-C0767	5	100,000	100,000	100,000	100,000	100,000	*500,000*
Wastewater Fund			*100,000*	*100,000*	*100,000*	*100,000*	*100,000*	*500,000*
Citywide - CS Rehabilitation	54-C0800	1	1,960,000	100,000	100,000	100,000	100,000	*2,360,000*
Bond Financing-MDE (Wastewater Fund)			*1,000,000*					*1,000,000*
Grants-ARC			*200,000*					*200,000*
Grant-State MDE			*500,000*					*500,000*
Wastewater Fund			*260,000*	*100,000*	*100,000*	*100,000*	*100,000*	*660,000*
Pump Station Modifications	54-C0832	5	330,000	500,000	325,000			*1,155,000*
Bond Financing (Wastewater Fund)			*330,000*	*500,000*	*325,000*			*1,155,000*
Trunk Lines and Laterals	54-C0834	2	265,000	15,000	15,000	15,000	15,000	*325,000*
Contribution by Others			*250,000*					*250,000*
Wastewater Fund			*15,000*	*15,000*	*15,000*	*15,000*	*15,000*	*75,000*
Wastewater Fund Total			5,985,000	4,575,000	1,905,000	1,110,000	1,067,500	*14,642,500*
GRAND TOTAL			5,985,000	4,575,000	1,905,000	1,110,000	1,067,500	*14,642,500*

City of Hagerstown, Maryland

PARKING FUND

FY '21 thru FY '25

PROJECTS BY FUNDING SOURCE

Source	Project #	Priority	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Bond Financing (Parking Fund)								
Parking Facilities - 3rd Parking Deck	*56-C0173*	5	700,000	667,000	6,633,775			*8,000,775*
Bond Financing (Parking Fund) Total			700,000	667,000	6,633,775			*8,000,775*
Parking Fund								
Upgrades to Parking Decks	*56-C0749*	5	165,000	30,000	30,000	30,000	30,000	*285,000*
Parking Fund Vehicles	*56-C0829*	5		30,000				*30,000*
Parking Lot Improvements	*56-C0857*	5	15,000	15,000	5,000	5,000	5,000	*45,000*
Parking Fund Total			180,000	75,000	35,000	35,000	35,000	*360,000*
GRAND TOTAL			880,000	742,000	6,668,775	35,000	35,000	*8,360,775*

City of Hagerstown, Maryland

PARKING FUND

FY '21 thru **FY '25**

PROJECTS & FUNDING SOURCES BY DEPARTMENT

Department	Project #	Priority	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Parking Fund								
Parking Facilities - 3rd Parking Deck	56-C0173	5	700,000	667,000	6,633,775			*8,000,775*
Bond Financing (Parking Fund)			*700,000*	*667,000*	*6,633,775*			*8,000,775*
Upgrades to Parking Decks	56-C0749	5	165,000	30,000	30,000	30,000	30,000	*285,000*
Parking Fund			*165,000*	*30,000*	*30,000*	*30,000*	*30,000*	*285,000*
Parking Fund Vehicles	56-C0829	5		30,000				*30,000*
Parking Fund				*30,000*				*30,000*
Parking Lot Improvements	56-C0857	5	15,000	15,000	5,000	5,000	5,000	*45,000*
Parking Fund			*15,000*	*15,000*	*5,000*	*5,000*	*5,000*	*45,000*
Parking Fund Total			880,000	742,000	6,668,775	35,000	35,000	*8,360,775*
GRAND TOTAL			880,000	742,000	6,668,775	35,000	35,000	*8,360,775*

City of Hagerstown, Maryland

GOLF FUND

FY '21 thru FY '25

PROJECTS BY FUNDING SOURCE

Source	Project #	Priority	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Golf Fund								
Golf Course - Vehicles/Equipment	*57-C0395*	4	35,000	37,000	47,000	40,000	35,000	*194,000*
Golf Course Improvements	*57-C0825*	8		10,000				*10,000*
Golf Fund Total			35,000	47,000	47,000	40,000	35,000	*204,000*
Grants-State Program Open Space								
Golf Course Improvements	*57-C0825*	8		90,000				*90,000*
Grants-State Program Open Space Total				90,000				*90,000*
GRAND TOTAL			35,000	137,000	47,000	40,000	35,000	*294,000*

City of Hagerstown, Maryland

GOLF FUND

FY '21 thru **FY '25**

PROJECTS & FUNDING SOURCES BY DEPARTMENT

Department	Project #	Priority	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Golf Fund								
Golf Course - Vehicles/Equipment	57-C0395	4	35,000	37,000	47,000	40,000	35,000	*194,000*
Golf Fund			*35,000*	*37,000*	*47,000*	*40,000*	*35,000*	*194,000*
Golf Course Improvements	57-C0825	8		100,000				*100,000*
Golf Fund				*10,000*				*10,000*
Grants-State Program Open Space				*90,000*				*90,000*
Golf Fund Total			35,000	137,000	47,000	40,000	35,000	*294,000*
GRAND TOTAL			35,000	137,000	47,000	40,000	35,000	*294,000*

City of Hagerstown, Maryland

PROPERTY MANAGEMENT FUND

FY '21 thru FY '25

PROJECTS BY FUNDING SOURCE

Source	Project #	Priority	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Property Management Fund								
Elizabeth Hager Center	*58-C0803*	5	40,000	20,000	20,000	20,000	20,000	*120,000*
60 West Washington Street	*58-C0828*	5	100,000					*100,000*
36-40 North Potomac Street	*58-C0836*	5	7,000	7,000	7,000	5,000	5,000	*31,000*
Property Management Fund Total			147,000	27,000	27,000	25,000	25,000	*251,000*
GRAND TOTAL			147,000	27,000	27,000	25,000	25,000	*251,000*

City of Hagerstown, Maryland

PROPERTY MANAGEMENT FUND

FY '21 thru **FY '25**

PROJECTS & FUNDING SOURCES BY DEPARTMENT

Department	Project #	Priority	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Property Management Fund								
Elizabeth Hager Center	58-C0803	5	40,000	20,000	20,000	20,000	20,000	*120,000*
Property Management Fund			*40,000*	*20,000*	*20,000*	*20,000*	*20,000*	*120,000*
60 West Washington Street	58-C0828	5	100,000					*100,000*
Property Management Fund			*100,000*					*100,000*
36-40 North Potomac Street	58-C0836	5	7,000	7,000	7,000	5,000	5,000	*31,000*
Property Management Fund			*7,000*	*7,000*	*7,000*	*5,000*	*5,000*	*31,000*
Property Management Fund Total			147,000	27,000	27,000	25,000	25,000	*251,000*
GRAND TOTAL			147,000	27,000	27,000	25,000	25,000	*251,000*

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # **45-C0006**

Project Name **Computer Equipment and Software**



Type Replacement
Useful Life 5 years
Category Machinery and Equipment
Location: City Hall
Year Submitted: Ongoing

Department Information Technology
Contact Snyder
Priority Planned Improvement
Status Active

Description

The City's computing infrastructure, while making some improvements in the last fiscal year, has many components that are well past their operational maintenance and considered obsolete by most vendors. This CIP focuses on upgrades, standardization of software levels, and replacement of key network and server infrastructure that will continue to stabilize our operational environment (as well as improve our overall support capability). These improvements also help to streamline our support with third-party vendors who provide IT software and services to the City.

FY21: Includes Pay-by-Phone project ($85,000); Comprehensive fiber map of the City of Hagerstown and network infrastructure upgrades ($25,000); as well as miscellaneous IT upgrades and projects ($40,000).

Justification

The IT department has worked hard over the past nine (9) years to maintain an environment that has maximized the lifespan of both server and networking assets. Replacement of old and/or outdated equipment is vital to the uptime service quality, security requirements, data storage/retention/recall, and effective support provided by the Informtation Technolgy department. We continue to apply redundancy, enhance security procedures, and embrace newer, cost-effective, and up-to-date technology in order to minimize downtime and negative impact to our daily operations and curtomer offerings. This CIP will work to continue to work to improve our overall infrastructure landscape and support capabilities.

Budget Impact/Other

Significant impact should hardware/software components, security protocols, and data storage fail or become compromised.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Equip/Vehicles/Furnishings	150,000	80,000	80,000	60,000	60,000	430,000
Total	150,000	80,000	80,000	60,000	60,000	430,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
CIP Fund - GF Fund Balance	85,000					85,000
Transfers to CIP-Electric Fund	15,450	20,000	20,000	15,000	15,000	85,450
Transfers to CIP-General Fund	15,450	20,000	20,000	15,000	15,000	85,450
Transfers to CIP-Parking Fund	3,200					3,200
Transfers to CIP-Wastewater Fund	15,450	20,000	20,000	15,000	15,000	85,450
Transfers to CIP-Water Fund	15,450	20,000	20,000	15,000	15,000	85,450
Total	150,000	80,000	80,000	60,000	60,000	430,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0007

Project Name Time & Attendance Software and Equip



Type Improvement
Useful Life 5 years
Category Software
Location: All City Departments
Year Submitted: 2013

Department Information Technology
Contact Snyder
Priority Planned Improvement

Status Active

Description

Acquisition of additional time clocks or other equipment to enhance the Intellitime Time and Attendance System. Yearly amount equals either one or two replacement time clocks.

Justification

Following software implementation, there may be a need to reorganize or acquire additional equipment to facilitate the time and attendance reporting process.

Budget Impact/Other

Enhancement of time and attendance reporting capabilities, as necessary.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Equip/Vehicles/Furnishings	16,000	8,000	16,000	8,000	16,000	64,000
Total	16,000	8,000	16,000	8,000	16,000	64,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
CIP Fund Balance	10,600					10,600
Transfers to CIP-Electric Fund	1,300	1,900	3,800	1,900	3,800	12,700
Transfers to CIP-General Fund	1,300	1,900	3,800	1,900	3,800	12,700
Transfers to CIP-Parking Fund	200	400	800	400	800	2,600
Transfers to CIP-Wastewater Fund	1,300	1,900	3,800	1,900	3,800	12,700
Transfers to CIP-Water Fund	1,300	1,900	3,800	1,900	3,800	12,700
Total	16,000	8,000	16,000	8,000	16,000	64,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0010

Project Name Fire Department Vehicle Replacement



Type Replacement
Useful Life 20 years
Category Automobiles and Trucks
Location: Administrative Office
Year Submitted: Ongoing

Department Fire
Contact Lohr
Priority Planned Improvement
Status Active

Description

Replacements:

FY21: Engine 3 -2004 KME Pumper ($660,000 -GF Fund Balance Reserve- Order Before July 1, 2020)
FY21: Engine 5 - 2004 KME Pumper ($660,000 -New Bond Funding)
FY21: Engine 4 - 2009 KME Pumper ($660,000 -New Bond Funding)

FY22: Engine 1 - 2013 KME Pumper ($682,000 -New Bond Funding) or Mini Pumper to replace Engine 1 ($400,000) [in lieu of full size pumper if M&C approves]
FY22: Reserve Truck 3 - 1994 Ladder Truck Replacement (Simon Duplex) ($1,550,000)

FY23: Utility 3A - 2008 Ford F350 Pickup ($47,500)

FY24: 2005 Chevrolet Trailblazer ($70,000)

Justification

The first (prototype) pumper was ordered in FY18 as part of a multi-year procurement of seven (7) like pumpers with equipment acquired to replace oldest to newest over the next four budget years. All existing legacy pumpers would be sold or traded.

Depending upon the M&C outcomes on a four (4) or five (5) pumper deployment model, another option exists: a mini pumper to be deployed downtown. The HFD has also evaluated combining a single engine and aerial into a Quint for FY23. Because of the large volume of calls in the center core including the narrow streets in and around the downtown, the HFD believes this concept is unachievable anytime soon. Therefore, HFD recommends moving forward with the vehicle replacement plan as outlined through FY25.

Budget Impact/Other

Based on a 20 year term at 4.50%, preliminary annual debt service impact for the future 2021 general fund supported bond issue of $1.32M is $114.3K.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Equip/Vehicles/Furnishings	1,980,000	2,232,000	47,500	70,000		4,329,500
Total	1,980,000	2,232,000	47,500	70,000		4,329,500

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Bond Financing (General Fund)	1,320,000	2,232,000				3,552,000
CIP Fund - GF Fund Balance	660,000					660,000
Transfers to CIP-General Fund			47,500	70,000		117,500
Total	1,980,000	2,232,000	47,500	70,000		4,329,500

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0025

Project Name Pavement Preservation Program



Type Maintenance
Useful Life 15 - 25 years
Category Buildings and Structures
Location: City -wide
Year Submitted: Ongoing

Department Engineering
Contact Tissue
Priority Planned Improvement

Status Active

Description

Resurfacing of various streets and parking lots per latest condition survey. Includes overlay, crack-sealing, slurry-sealing, pavement markings and milling based on the presentation given to Mayor and City Council.

The City utilizes HUR funding received to fund our Pavement Preservation program and other applicable capital projects. The City will only spend what the State provides.

FY21: Includes funds for paving portions of East Irvin Avenue, Nottingham Road, and others. Paving of Wesel Boulevard is funded under a separate CIP-0873. Funding includes work for crack sealing, pavement marking, and slurry seal. Next pavement condition survey should be done in 2021.

Justification

In February 2017, a presentation to the Mayor and Council showed that approximately $1,100,000 needs to be spent annually [from State Highway User Revenue (HUR)] to maintain the current Pavement Condition Index (CPI). In 2013, the overall CPI was 77 (good condition) but due to inadequate funding in FY13, 14 and 15 the CPI dropped to 69 in 2016. As a result of adequate HUR funding in FY16 thru FY19, the CPI has increased back to 76.

In 2010 we expanded the program to include slurry-seals and crack-sealing in addition to overlay. Both slurry seal and crack sealing slow pavement deterioration, delaying the need for a full pavement overlay.

Additional budgeted in FY21 to address Wesel Boulevard (see C0873). Listed in Mayor and Council's "Goals and Priorities" 2018-2020.

Budget Impact/Other

Pavement preservation keeps operational costs down, extends the service life of all streets and maintains pavement to a level acceptable to the public. We want to use the "right treatment at the right time on the right street". Estimated that $20,000 annually will be saved on patching and repairs if the streets are properly preserved by this program.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	1,150,000	1,300,000	1,300,000	1,300,000	1,300,000	6,350,000
Total	1,150,000	1,300,000	1,300,000	1,300,000	1,300,000	6,350,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
State Highway User Revenue	1,150,000	1,300,000	1,300,000	1,300,000	1,300,000	6,350,000
Total	1,150,000	1,300,000	1,300,000	1,300,000	1,300,000	6,350,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0040

Project Name Municipal Stadium Improvements



Type Improvement
Useful Life 10 years
Category Buildings and Structures
Location: Municipal Stadium
Year Submitted: 2008

Department Parks
Contact Tissue
Priority Planned Improvement

Status Active

Description

The Hagerstown Suns have an approved lease to play in Municipal Stadium through the 2021 baseball season. Per the lease and amendments, Capital improvements will be determined by the Suns and the City each October.

Justification

Provide recreation facilities that are desired and supported by the community.

The Comprehensive Plan recommends continuation of Livable City initiatives that bring design continuity to City neighborhoods by focusing on improved park amenities; public sidewalk repairs and enhancements; street tree planting; and traffic island installation.

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	35,000					35,000
Total	35,000					35,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Contribution by Others	35,000					35,000
Total	35,000					35,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0047

Project Name City Park Lake Improvements



Type Improvement
Useful Life 25 - 50 years
Category Land Improvements
Location: City Park
Year Submitted: Ongoing

Department Parks
Contact Tissue
Priority Planned Improvement

Status Active

Description

The lower lake walls were reconstructed in phases:
1995: Phase I- Key Street end
1998: Phase II- Virginia Avenue side
2004: Phase III- Museum Drive side
2017: Isolated repairs of entire lower lake wall

FY21: Second installment to furnish & install dynamic tree display ($15,000) set to music, to be done in lieu of live tree which cost about $5,000 annually to harvest, decorate, and set up. Focal point of holiday decorations in City Park.

FY22: Upgrades to upper lake. Replacement of walls around perimeter of upper and middle lakes, associated sidewalk improvements, and landscape enhancements.

Justification

The goal is to improve deteriorating facilities and provide necessary maintenance. In addition, City Park was recently rated one of the most beautiful municipal city parks in America. The preservation of the lakes helps to maintain the beauty of the lake, which is visited by tens of thousands of people each year.

The Comprehensive Plan recommends continuation of Livable City initiatives that bring design continuity to City neighborhoods by focusing on improved park amenities.

Budget Impact/Other

Installing a dynamic tree display will save $5,000 annually after the fifth year.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	15,000	500,000				515,000
Total	15,000	500,000				515,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Bond Financing (General Fund)		300,000				300,000
Grants-State Program Open Space		200,000				200,000
Transfers to CIP-General Fund	15,000					15,000
Total	15,000	500,000				515,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0061

Project Name Hager House Museum Improvements



Type Improvement
Useful Life 50 years
Category Buildings and Structures
Location: Hager House Museum
Year Submitted: 2019

Department Parks
Contact Tissue
Priority Grant Commitment

Status Active

Description

Upgrade exhibits (50 plus years old) and interpretive media at the Hager House Museum. Consult with Professional Museum Designers/Curators for advice and cost effective solutions. Will then apply for Grant to implement.

FY21: Exterior historical interpretation plaques ($10,000); replace porch floor ($20,000); and consultant to assist in updating the museum's 1970's display ($8,000); HVAC ($10,000).

FY22: Upgrade displays in museum ($130,000).

Justification

Exhibits are very dated and lack any modern interactivity (video, QR codes, Etc.). Exhibit is not currently ADA compliant.

The Comprehensive Plan recommends continuation of Livable City initiatives that bring design continuity to City neighborhoods by focusing on improved park amenities.

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	48,000	130,000				178,000
Total	48,000	130,000				178,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
CIP Fund Balance	10,000					10,000
Grants-State MHAA	10,000					10,000
Grants-State Program Open Space		117,000				117,000
Transfers to CIP-General Fund	28,000	13,000				41,000
Total	48,000	130,000				178,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0064

Project Name Stormwater Vehicles



Type Replacement
Useful Life 10 years
Category Automobiles and Trucks
Location: Public Works
Year Submitted: 2018

Department Stormwater
Contact Deike and Tissue
Priority Planned Improvement

Status Active

Description

Per Vehicle and Equipment Schedule.

FY24: 2014 Ford F550 Dump Truck #18 ($125,000)

Justification

Vehicle repair costs and maintenance increase with the age of a vehicle. On average, vehicles should be replaced every 10 years. Some equipment and vehicles should be replaced sooner than 10 years while others can go longer.

Budget Impact/Other

New vehicles and equipment should operate more efficiently and need less maintenance. Newer vehicles will have better fuel economy and less labor and material costs for maintenance.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Equip/Vehicles/Furnishings				125,000		125,000
Total				125,000		125,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Stormwater Fee				125,000		125,000
Total				125,000		125,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0065

Project Name Public Works Vehicles



Type Replacement
Useful Life 10 years
Category Automobiles and Trucks
Location: Public Works
Year Submitted: Ongoing

Department Public Works
Contact Deike
Priority Planned Improvement

Status Active

Description

Per Vehicle and Equipment schedule.

FY21: 2010 Ford F150 4x4 Truck # 2 ($36,000), 2008 Ford F550 Trash Truck #16 ($110,000), 2008 Ford F550 Dump Truck #10 ($110,000), 2008 Ford F550 Dump Truck #12 ($110,000), 2008 Chevy 2500 2x4 Truck #14 ($45,000), 2006 Chevy Van #31 ($35,000), 1993 Ford 1520 Tractor #68 ($35,000)

FY22: 2004 Chevy Crew Cab #46 ($30,000), 2005 John Deere X595 Tractor #88 ($25,000), 2011 JD 310SJ Backhoe #7 ($140,000), 2012 Ford F350 Pickup #30 ($30,000), 2006 Jeep Liberty #98 ($25,000), 2008 Ford F550 Utility Truck #611 ($75,000), 2005 Chevy Van #615 ($35,000)

FY23: 2006 Bobcat A300 #6 ($75,000), 2013 Ford F750 Dump Truck #21 ($200,000), 2013 Ford F750 Dump Truck #22 ($200,000), 2008 Solar Sign Board #616 ($45,000), 2008 Solar Sign Board #617 ($45,000)

FY24: 2006 US Cargo Trailer #76 ($5,000), 1993 Wacker Roller #84 ($25,000), 2006 Ford E350 Bucket Truck #602 ($100,000)

FY25: 2015 Chevy Silverado 4x4 #3 ($30,000), 2015 Ford F550 Dump Truck #19 (125,000), 2015 Chevy Silverado 4x4 #45 ($35,000), 2015 Ford F350 #94 ($40,000)

Justification

Vehicle repair costs and maintenance increase with the age of a vehicle. On average, vehicles should be replaced every 10 years. Some equipment and vehicles should be replaced sooner than 10 years while others can go longer.

Budget Impact/Other

New vehicles and equipment should operate more efficiently and need less maintenance. Newer vehicles will have better fuel economy and less labor and material costs for maintenance.

Based on a 20 year term at 4.50%, preliminary annual debt service impact for the future 2021 general fund supported bond issue of $330K is $28.6K.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Equip/Vehicles/Furnishings	481,000	360,000	565,000	130,000	230,000	1,766,000
Total	481,000	360,000	565,000	130,000	230,000	1,766,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Bond Financing (General Fund)	330,000	215,000	475,000	100,000	125,000	1,245,000
CIP Fund Balance	151,000					151,000
Transfers to CIP-General Fund		145,000	90,000	30,000	105,000	370,000
Total	481,000	360,000	565,000	130,000	230,000	1,766,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0093

Project Name Pavement Markings



Type Improvement
Useful Life 5 years
Category Infrastructure-Streets
Location: City-Wide
Year Submitted: Ongoing

Department Engineering
Contact Tissue
Priority Public Safety

Status Active

Description

Upgrading pavement markings around the City with emphasis on crosswalks, school zones, and public safety.
One crosswalk costs about $500. A typical intersection can cost $3,000 to $5,000 for all pavement markings. This project funds the upgrade of deteriorated "stop bars" and "crosswalks" city wide.

If adequate State Highway User Revenue is not received, the project won't be done.

Justification

Improve safety. Public expects streets to be properly marked. Marked crosswalks are desirable.

Budget Impact/Other

Recommend contracting these services as they take special equipment to install. Staff estimates the cost for staff to install markings would be two to three times the contracted rate. This is a never-ending project to maintain pavement markings worn away by traffic.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	30,000	30,000	30,000	30,000	30,000	150,000
Total	30,000	30,000	30,000	30,000	30,000	150,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
State Highway User Revenue	30,000	30,000	30,000	30,000	30,000	150,000
Total	30,000	30,000	30,000	30,000	30,000	150,000

CAPITAL IMPROVEMENT PROGRAM FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # **45-C0099**

Project Name **Market House Improvements**

Type Improvement
Useful Life 5 years
Category Machinery and Equipment
Location: Market House
Year Submitted: 1992

Department Public Works
Contact Deike and Thompson
Priority Planned Improvement

Status Active

Description

The Community City Center Plan Catalyst Project #7 focuses on a reinvention of the Farmer's Market.

FY21: Replacement of Lower Main Roof to include portion of roof over Fire Administration.

FY22: Replacement of HVAC cooling units installed in 2007. Existing cooling units will be at the end of their life cycle.

FY23-FY25: Miscellaneous Interior Improvements.

Justification

These improvements will position the market to further the goals and details outlined in Catalyst Project #7 in the Community's City Center Plan.

Budget Impact/Other

Based on a 20 year term at 4.50%, preliminary annual debt service impact for the future 2021 general fund supported bond issue of $150K is $13.4K.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	150,000	45,000	15,000	15,000	15,000	240,000
Total	150,000	45,000	15,000	15,000	15,000	240,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Bond Financing (General Fund)	150,000					150,000
Transfers to CIP-General Fund		45,000	15,000	15,000	15,000	90,000
Total	150,000	45,000	15,000	15,000	15,000	240,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0128

Project Name Police Radios



Type Improvement
Useful Life 5 - 8 years
Category Machinery and Equipment
Location: Police Department
Year Submitted: Ongoing

Department Police
Contact Kifer
Priority Public Safety

Status Active

Description

FY25: Includes funding to replace 32 police radios (20%). The replacement cycle for police radios is 5-7 years. Replacement will only occur as needed.

Justification

Modern radio technology ensures police personnel can continue to communicate effectively with each other, and with other public safety agencies. Radio communications are vital to the safety of the public and police.

Police completed the replacement of 160 radios in FY20.

Electronic radio equipment has a limited useful life, generally 5-7 years.

Budget Impact/Other

The operating budget includes $10,000 per year in maintenance costs for repairs to radio equipment beginning in 2021.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Equip/Vehicles/Furnishings					105,000	105,000
Total					105,000	105,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Transfers to CIP-General Fund					105,000	105,000
Total					105,000	105,000

CAPITAL IMPROVEMENT PROGRAM FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0129
Project Name Police Vehicles



Type Replacement
Useful Life 5 years
Category Automobiles and Trucks
Location: Police Department
Year Submitted: Ongoing

Department Police
Contact Kifer
Priority Public Safety
Status Active

Description

FY21: Unit 951 (03 Nissan Pathfinder - $48,000), Unit 943 (97 Ford Explorer - $48,000), Unit 963 (03 Ford Crown Vic - $48,000), Unit 972 (04 Crown Victoria - $48,000), Unit 934 (06 Crown Victoria -$48,000), Unit 922 (06 Chevy Trailblazer -$48,000), Unit 921 (08 Chevy Impala - $48,000), Unit 928 (07 Dodge Durango - $48,000)

FY22: Unit 913 (07 Chevy Impala - $48,000), Unit 940 (07 Crown Victoria - $48,000), Unit 910 (07 Chevy Impala - $48,000), Unit 998 (98 Crown Victoria - $48,000), Unit 985 (99 Crown Victoria - $48,000), Unit 912 (05 Chevy Tahoe - $48,000), Unit 971 (09 Chevy Impala - $48,000), Unit 923 (09 Chevy Impala - $48,000), Unit 931 (09 Chevy Impala - $48,000), Unit 927 (09 Chevy Impala -$48,000)

FY23: Unit 929 (07 Ford Explorer - $48,000), Unit 925 (07 Chevy Impala - $48,000), Unit 997 (09 Chevy Impala - $49,500), Unit 9304 (09 Crown Victoria - $49,500), Unit 9214 (09 Ford Crown Victoria - $49,500), Unit 958 (09 Crown Victoria - $49,500), Unit 9400 (09 Crown Victoria - $49,500), Unit 9210 (11 Crown Victoria - $49,500), Unit 9303 (11 Crown Victoria - $49,500), Unit 986 (05 Crown Victoria - $49,500)

FY24: Unit 989 (05 Chevy Cargo Van - $49,500), Unit 996 (05 Chev Cobalt Camera Car - $49,500), Unit 9401 (06 Crown Victoria - $49,500), Unit 991 (07 Chevy Colorado - $49,500), Unit 994 (07 Impala - $49,500), Unit 987 (12 Chevy Impala - $49,500), Unit 9501 (12 Ford Explorer - $49,500), Unit 9301 (12 Ford Interceptor - $49,500)

FY25: Unit 9112 (13 Ford Taurus - $49,500), Unit 9113 (13 Ford Taurus - $49,500), Unit 937 (13 Ford Edge - $49,500), Unit 945 (13 Ford Edge - $49,500), Unit 902 (14 Ford Fusion - $49,500), Unit 903 (14 Ford Taurus - $49,500), Unit 905 (14 Ford Edge - $49,500), Unit 907 (14 Ford Fusion - $49,500)

Justification

Many patrol vehicles are operated around the clock with in-town driving and considerable idling. Staff had assessed and identified the need for a baseline minimum of 30 patrol cars. Vehicle equipment will be reused when practical. Take-home patrol cars are provided as available for police officers who live within city limits.

Budget Impact/Other

Post warranty maintenance is assumed in the department operating budget.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Equip/Vehicles/Furnishings	384,000	480,000	492,000	396,000	396,000	2,148,000
Total	384,000	480,000	492,000	396,000	396,000	2,148,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
CIP Fund - GF Fund Balance	384,000					384,000
Transfers to CIP-General Fund		480,000	492,000	396,000	396,000	1,764,000
Total	384,000	480,000	492,000	396,000	396,000	2,148,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0130

Project Name Street Crime Cameras/CPTED



Type Replacement
Useful Life 5 years
Category Machinery and Equipment
Location: Various locations
Year Submitted: Ongoing

Department Police
Contact Kifer
Priority Public Safety
Status Active

Description

The City has more than 100 security cameras. As they reach the end of their useful life, they will need to be replaced. Included in the replacement plans is the conversion from wireless to fiber connectivity for more efficient system operation and image display. Environmental elements such as lighting and traffic flow can be adjusted to affect crime and disorder issues.

FY21: 15 camera components at $10,000 each.

FY22: 12 camera components per year at $10,000 each, plus $5,000 for infrastructure.

Justification

Street crime cameras have been successfully utilized to monitor known trouble spots, provide real-time information during crimes and incidents in progress, and provide video recordings used in criminal and traffic investigations.

Crime prevention through environmental design (CPTED) is a multi-disciplinary approach to deterring criminal behavior through environmental design. CPTED strategies rely upon the ability to influence offender decisions that precede criminal acts by affecting the built, social and administrative environment.

Budget Impact/Other

Recurring cost is the maintenance agreement with the vendor and is expected to increase as new cameras are added to the system.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Equip/Vehicles/Furnishings	150,000	125,000				275,000
Total	150,000	125,000				275,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Transfers to CIP-CDBG Fund	30,000					30,000
Transfers to CIP-General Fund	120,000	125,000				245,000
Total	150,000	125,000				275,000

CAPITAL IMPROVEMENT PROGRAM FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0133
Project Name Engineering Vehicles



Type Replacement
Useful Life 6 - 10 years
Category Automobiles and Trucks
Location: City Hall
Year Submitted: Ongoing

Department Engineering
Contact Tissue
Priority Cost Avoidance

Status Active

Description

Replacement program for vehicles for department personnel, these are NOT additions to the fleet. There is a vehicle replacement schedule maintained by CMG.

FY21: Replace 2008 Colorado Truck #701 ($25,000)
FY22: Replace 2008 Impala Sedan #703 ($25,000)
FY23: Replace 2006 Jeep Liberty #709 ($25,000)
FY24: Replace 2013 Chevy Cargo Van #710 ($25,000)
FY25: Replace 2014 Ford Focus #707 ($25,000)

Justification

Replace deteriorated vehicles - low cost vehicles in the fleet have limited life and maintenance costs increase dramatically once vehicles get about eight to ten years old.

Budget Impact/Other

Replacement of ten to fifteen-year-old vehicles saves about $1,500 annually in repairs and part replacement.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Equip/Vehicles/Furnishings	25,000	25,000	25,000	25,000	25,000	125,000
Total	25,000	25,000	25,000	25,000	25,000	125,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Transfers to CIP-General Fund	25,000	25,000	25,000	25,000	25,000	125,000
Total	25,000	25,000	25,000	25,000	25,000	125,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0134

Project Name Police Blue Light Emergency Phones



Type Improvement
Useful Life 10 years
Category Machinery and Equipment
Location: Various locations
Year Submitted: 2020

Department Police
Contact Kifer
Priority Public Safety
Status Active

Description

Approximately three (3) Police Blue Light Emergency Phones to be installed in the downtown area. The phones provide a permanent location where citizens can contact emergency services (i.e., police, fire or ambulance). Phones to be located in predominately residential areas in the downtown area.

Justification

Blue Light Emergency phones are another way for citizens to contact the police, fire or ambulance in times of emergencies.

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	15,000					15,000
Equip/Vehicles/Furnishings	15,000					15,000
Total	30,000					30,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Transfers to CIP-CDBG Fund	30,000					30,000
Total	30,000					30,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0136

Project Name Public Works Equipment



Type Maintenance
Useful Life 20 years
Category Machinery and Equipment
Location: Public Works
Year Submitted: 2020

Department Public Works
Contact Deike
Priority Improve Service

Status Active

Description

FY21: Underground Utility Line Locator ($5,000)

Justification

The law requires underground utilities to be located before any excavation occurs. This device will help staff to accurately locate underground traffic signal wires/lines.

Budget Impact/Other

Reduces the risk of damage to the City's underground infrastructure.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Equip/Vehicles/Furnishings	5,000					5,000
Total	5,000					5,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Transfers to CIP-General Fund	5,000					5,000
Total	5,000					5,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0140

Project Name Hagerstown Cultural Trail



Type Improvement
Useful Life 100 years
Category Land Improvements
Location: City-Wide
Year Submitted: 2015

Department Engineering
Contact Tissue
Priority Planned Improvement

Status Active

Description

The construction of the second phase of a multi-use Cultural Trail connects Hagerstown's historic City Park and Fine Arts Museum with the historic Downtown Arts and Entertainment District. This will pass through the Urban Improvement Project (CIP 0875). This CIP only includes costs toward the trail with all other costs in C0875. The original trail project was identified in the 2014 Community City Center Plan as a catalyst to spur activity and economic development in the City's urban core. The Mayor and City Council have prioritized development of the Trail and have appropriated funding for its construction to accompany numerous grant funds for the project. The trail connects several historic destinations while providing public art and public open space. The ultimate goal of the Trail is to spur redevelopment in the adjacent area and possibly new market rate housing. Additional public art will be added with funding from private grants and the City (See CIP 0868). The City spent $875,000 on phase I work to underground all utilities.

FY21: Phase II: Antietam Street to Washington Street ($500,000), includes acquisition, cultural trail, landscaping and lighting.

FY21: Splashpad along the trail per M&C priorities, $250,000 (CDBG Funded)

Justification

Community City Center Plan Catalyst Project #5. This project is also listed as a Mayor & Council priority in "Goals & Priorities" approved by Mayor & Council in November 2018. The Comprehensive Plan recommends the continuation of a full range of physical improvements on an incremental basis to the downtown area. These should be aimed at improving the downtown's image and attractiveness through traffic calming measures; gateway and pedestrian enhancements; landscaping and streetscaping.

Budget Impact/Other

Significant Impact. Operations will have to maintain landscaping, maintain park, trash/dog bag removal, lighting costs, etc., estimated cost at over $25,000 annually.

Based on a 20 year term at 4.50%, preliminary annual debt service impact for the future 2021 general fund supported bond issue of $100K is $9.2K.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	750,000					750,000
Total	750,000					750,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Bond Financing (General Fund)	100,000					100,000
Grants-State MHAA	100,000					100,000
Grants-State Program Open Space	300,000					300,000
Transfers to CIP-CDBG Fund	250,000					250,000
Total	750,000					750,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0182

Project Name Police Crime Lab Equipment



Type Replacement
Useful Life 5 - 7 years
Category Machinery and Equipment
Location: Police Department
Year Submitted: 2009

Department Police
Contact Kifer
Priority Planned Improvement
Status Active

Description

FY21: Foster and Freeman Recover system ($45,000)

Justification

The Foster and Freeman Recover system is used to develop fingerprints on metal objects. The system specializes in the development of prints on live ammunition and fired ammunition.

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Equip/Vehicles/Furnishings	45,000					45,000
Total	45,000					45,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Grants-Federal	45,000					45,000
Total	45,000					45,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0196

Project Name Police Software



Type Improvement
Useful Life 5 - 7 years
Category Software
Location: Police Department
Year Submitted: 2020

Department Police
Contact Kifer
Priority Public Safety

Status Active

Description

FY21: Transition from the Unified Crime Report (UCR) to the National Incident Based Reporting System (NIBRS). Project started in FY20 with a total U.S. Department of Justice- Bureau of Justice Statistics Grant of $212,566. FY21 continuation of this project ($36,600).

FY21: Replacement of Two Servers ($30,000)

Justification

Software conversion so submitted HPD crime data is compliant with the state's incident based reporting (IBR) standard for reporting to the National Incident Based Reporting System (NIBRS).

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Equip/Vehicles/Furnishings	30,000					30,000
Software	36,600					36,600
Total	66,600					66,600

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Grants-Federal	36,600					36,600
Transfers to CIP-General Fund	30,000					30,000
Total	66,600					66,600

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0217

Project Name Accessibility Ramps



Type Improvement
Useful Life 20 years
Category Infrastructure-Sidewalks
Location: Various locations
Year Submitted: Ongoing

Department Engineering
Contact Tissue
Priority Probable Grant

Status Active

Description

This project provides ADA-compliant ramps and sidewalks citywide. Staff addresses complaints and installs ramps/sidewalks along 'pavement preservation' streets which is a requirement of ADA and the City's "Complete Streets" policy when paving is done. Improvements are budgeted at $2,500 per ramp. For the State Highway User Revenue funded portion, if the City doesn't receive the full amount, we will only spend what the State provides.

There are 3,800 potential ramp locations in the City. The City estimates about 3,700 are in place and that 25% of those are fully compliant or as compatible as site restrictions allow.

FY21: Install accessibility ramps along FY21 &22 overlay streets (East Irvin Ave., Nottingham Road, Jefferson Blvd., Security Road & Others ($120,000)

FY22 - FY25: Install and/or replace approximately 35-50 accessibility ramps per year.

Justification

These upgrades will remove barriers and make Hagerstown a more accessible City for our residents, workers and visitors regardless of physical limitations. Improved accessibility adds to business and neighborhood vitality.

The Comprehensive Plan recommends that the City's transportation network, including roads, transit, and bicycle and pedestrian facilties, will meet the mobility needs of its residents, businesses, and visitors.

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	120,000	120,000	120,000	120,000	120,000	600,000
Total	120,000	120,000	120,000	120,000	120,000	600,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
State Highway User Revenue	20,000	20,000	20,000	20,000	20,000	100,000
Transfers to CIP-CDBG Fund	100,000	100,000	100,000	100,000	100,000	500,000
Total	120,000	120,000	120,000	120,000	120,000	600,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0226

Project Name Police Firing Range



Type Improvement
Useful Life 30 years
Category Machinery and Equipment
Location: Smithsburg Watershed Area
Year Submitted: 2011

Department Police
Contact Kifer
Priority Planned Improvement

Status Active

Description

FY22: Facility improvements including the construction of a permanent restroom and eye wash facility.

FY23: Target System Replacement.

Justification

The police firing range has become a well-designed firarms training facility. The facility is utilized by all Washington County law enforcement agencies, as well as several state and federal agencies. For FY21, we are seeking to address much needed improvements for lavatory services. A porta potty is currently the only restroom facility and there is no eye washing facility with running water. In FY23, we are seeking funding to replace the current target system. The current target system was installed in 2003 and is nearing its end of life.

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance		40,000	30,000			70,000
Total		40,000	30,000			70,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Transfers to CIP-General Fund		40,000	30,000			70,000
Total		40,000	30,000			70,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0237

Project Name Park Equipment



Type Replacement
Useful Life 15 years
Category Machinery and Equipment
Location: To be determined
Year Submitted: 2008

Department Parks
Contact Tissue
Priority Planned Improvement
Status Active

Description

FY21: Funded by CP&P or POS, rubber safety mats, T-Rex climbing structure in City Park, webclimber, expression swing ($117,000).

FY21: Hellane Park basketball hoops (2 sets of 2), ($25,000).

FY22-FY25: Replace or add portable bleachers, park benches, picnic tables & trash cans for various parks ($50,000).

Justification

The park benches and picnic tables will improve park facilities for use by the general public.

Staff will continue to apply for funding from Community Parks and Playgrounds.

The Comprehensive Plan recommends continuation of Livable City initiatives that bring design continuity to City neighborhoods by focusing on improved park amenities; public sidewalk repairs and enhancements; street tree planting; and traffic island installation.

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Equip/Vehicles/Furnishings	142,000	50,000	50,000	50,000	50,000	342,000
Total	142,000	50,000	50,000	50,000	50,000	342,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Grants-State CP&P		50,000	50,000	50,000	50,000	200,000
Grants-State Program Open Space	105,300					105,300
Transfers to CIP-CDBG Fund	25,000					25,000
Transfers to CIP-General Fund	11,700					11,700
Total	142,000	50,000	50,000	50,000	50,000	342,000

Project # **45-C0241**

Project Name **Fire Department Training Center**



Type Improvement
Useful Life 25 years
Category Buildings and Structures
Location: City Fire Training Center
Year Submitted: 2009

Department Fire
Contact Lohr
Priority Planned Improvement

Status Active

Description

FY21: New burn building module, new pole building with SCBA maze, and other props including a second hydrant ($1,000,000).

FY22 - FY25: $75,000 in maintenance expenses are requested each out year to appropriately maintain the facility over time.

Justification

The Bowman Avenue Training facility remains the primary tactical village and live-burn facility for the entire region. This facility has traditionally been funded by the City since the mid 1960's. Minimal annual maintenance and lack of improvements have not allowed for increased demands on the facility. The Washington County Emergency Services Director and City Fire Chief agree that the facility will always be needed for the live-burn work even after the County Roxbury site (which will include classrooms and a gymnasium only) is fully funded and built. All railcar props and other end of life props have been removed. A 2nd hydrant is required. A four-story burn prop, new SCBA maze, showers and restrooms are planned. Therefore, HFD asks that the City fund $500,000 of the $1,000,000 project in FY21. HFD staff is working in coordination with the County for the additional funding.

Budget Impact/Other

Based on a 20 year term at 4.50%, preliminary annual debt service impact for the future 2021 general fund supported bond issue of $500K is $43.7K.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	1,000,000	75,000	75,000	75,000	75,000	1,300,000
Total	1,000,000	75,000	75,000	75,000	75,000	1,300,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Bond Financing (General Fund)	500,000					500,000
Contribution by Others	500,000					500,000
Transfers to CIP-General Fund		75,000	75,000	75,000	75,000	300,000
Total	1,000,000	75,000	75,000	75,000	75,000	1,300,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0242

Project Name Independent Junior Fire Engine Company #3



Type Replacement
Useful Life 50 years
Category Buildings and Structures
Location: Eastern Blvd
Year Submitted: 2021

Department Fire
Contact Lohr
Priority Planned Improvement
Status Active

Description

FY21: Design for Renovation/Addition to City Owned Facility - Station 3 ($10,000)
FY22: Renovation and Addition to FS-3 ($360,000)

Justification

Expansion needed due to consolidation of Engine 3 and Truck 3 personnel. Engine 3 and Truck 3 garage area, sleeping quarters and living quarters need enlarged to accommodate more staff and apparatus. Design funds are requested in FY21 with subsequent renovation and design funding in FY22.

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Planning/Design	10,000					10,000
Construction/Maintenance		360,000				360,000
Total	10,000	360,000				370,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Bond Financing (General Fund)		360,000				360,000
Transfers to CIP-General Fund	10,000					10,000
Total	10,000	360,000				370,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0243

Project Name Traffic Signalization Upgrades



Type Improvement
Useful Life 5 - 10 years
Category Infrastructure-Utilities
Location: System-wide
Year Submitted: 1997

Department Engineering
Contact Tissue
Priority Planned Improvement
Status Active

Description

Traffic signals at these locations are not in compliance with current standards. In order to improve signal visibility, construct a mast arm pole to hang the signals over the travel lanes. Pedestrian signals will also be upgraded with APS and ramps.

FY21: Potomac @ Howard Signal Replacement ($330,000 - Federal 80%, City 20%)
FY21: Mitchell Avenue Railroad Overpass ($150,000) - CDBG

FY22: Eastern Blvd., @ Frederick Street Signal Replacement ($285,000 - Federal 80%, City 20%)
FY22: Address concerns from walking audit; Prospect @ PA Ave., pushbuttons ($10,000); Park Lane @ PA Ave., pedestrian lights ($25,000).

FY23-FY25: Design and construct signal upgrades such as Wilson @ Virginia Ave., Washington Street @ Devonshire, and Salem Ave. @ Westside, etc.

Justification

These changes increase safety on our streets and sidewalks by making lights for pedestrians and motorists more visible.

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	480,000	320,000	250,000	250,000	250,000	1,550,000
Total	480,000	320,000	250,000	250,000	250,000	1,550,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Grants-Federal	264,000	228,000				492,000
Transfers to CIP-CDBG Fund	150,000		250,000	250,000	250,000	900,000
Transfers to CIP-General Fund	66,000	92,000				158,000
Total	480,000	320,000	250,000	250,000	250,000	1,550,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0244

Project Name Memorial Boulevard Reconstruction



Type Improvement
Useful Life 20 years
Category Infrastructure-Streets
Location: Westbound W. Memorial Blvd
Year Submitted: 2020

Department Engineering
Contact Tissue
Priority Planned Improvement

Status Active

Description

Re-construct the Memorial Boulevard median to create an opening at Reynolds Avenue. Construct a northbound left-turn lane from West Memorial Boulevard. onto Reynolds Avenue, while continuing to prohibit eastbound lefts from Reynolds onto Memorial.

Justification

The properties on the northwest corner of the intersection of Memorial Blvd. and Reynolds Avenue are experiencing cut-thru traffic in their parking lot, that is a result of the median constructed by the City in the 1980's. This new left-turn lane would allow westbound traffic to access Reynolds Avenue without cutting through private property.

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	70,000					70,000
Total	70,000					70,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Transfers to CIP-CDBG Fund	70,000					70,000
Total	70,000					70,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0245

Project Name LED Signal Lights



Type Improvement
Useful Life 10 years
Category Machinery and Equipment
Location: City-Wide
Year Submitted: 2005

Department Public Works
Contact Deike
Priority Cost Avoidance

Status Active

Description

Replace, as needed, original LED lights that were installed in 2006. LED signal lights have an estimated life of 7-10 years.

Justification

LED lights will be used to reduce energy consumption and extend light replacement time.

Budget Impact/Other

LED lights have proven to save upwards of 75% to 80% in electrical costs. Labor is reduced since LEDs have a life expectancy of up to 10 years while incandescent bulbs burn for one to two years.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Equip/Vehicles/Furnishings	5,000	5,000	5,000	5,000	5,000	25,000
Total	5,000	5,000	5,000	5,000	5,000	25,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
CIP Fund Balance	5,000					5,000
Transfers to CIP-General Fund		5,000	5,000	5,000	5,000	20,000
Total	5,000	5,000	5,000	5,000	5,000	25,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0249

Project Name Community & Economic Development Vehicles



Type Replacement
Useful Life 10 years
Category Automobiles and Trucks
Location: Downtown
Year Submitted: Ongoing

Department Community Development
Contact Thompson
Priority Cost Avoidance

Status Active

Description

See Vehicle and Equipment replacement schedule.

FY25: 2014 Dodge Journey #801 ($25,000).

Justification

Replace deteriorating equipment

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Equip/Vehicles/Furnishings					25,000	25,000
Total					25,000	25,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Transfers to CIP-General Fund					25,000	25,000
Total					25,000	25,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0250

Project Name Public Works Operations Center Improvement Program



Type Improvement
Useful Life 5 - 10 years
Category Buildings and Structures
Location: City Shed
Year Submitted: Ongoing

Department Public Works
Contact Deike
Priority Planned Improvement

Status Active

Description

Various improvements to building built in 1938. Improvement projects include the following:

FY21: Replace garage roof ($30,000), Install auto sliding gate to secure storage yard ($25,000)

FY22-FY25: Misc. Improvements ($11,000 in FY22, $6,000 FY23-FY25).

Justification

This facility was built in 1938. Since its construction, multiple departments have used it. The building needs continual repairs due to its age. City fuel pumps are located here.

Budget Impact/Other

Operational costs will not be affected at this time. Most of these projects are replacements or reconstruction of existing amenities.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	55,000	11,000	6,000	6,000	6,000	84,000
Total	55,000	11,000	6,000	6,000	6,000	84,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
CIP Fund - GF Fund Balance	30,000					30,000
Transfers to CIP-General Fund	12,500	11,000	6,000	6,000	6,000	41,500
Transfers to CIP-Water Fund	12,500					12,500
Total	55,000	11,000	6,000	6,000	6,000	84,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0280

Project Name Downtown Beautification Program



Type Improvement
Useful Life 50 years
Category Land Improvements
Location: Downtown
Year Submitted: Ongoing

Department Public Works
Contact Deike
Priority Planned Improvement

Status Active

Description

Complements pedestrian street lighting program with trees, pole banners, Christmas lights and decorations and other amenities.

FY21 - FY25: Funds for various streetscape improvements in the downtown area.

Justification

Enhances and improves the appearance of the downtown.

The Comp Plan recommends the continuation of a full range of physical improvements on an incremental basis to the downtown area. These should be aimed at improving the downtown's image and attractiveness through traffic calming measures; gateway and pedestrian enhancements; landscaping and streetscaping.

Budget Impact/Other

Depending upon the amenities or enhancements, operational costs could be affected.

Example: Additional lighting would add to electrical costs.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	10,000	25,000	25,000	25,000	25,000	110,000
Total	10,000	25,000	25,000	25,000	25,000	110,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
CIP Fund Balance	10,000					10,000
Transfers to CIP-General Fund		25,000	25,000	25,000	25,000	100,000
Total	10,000	25,000	25,000	25,000	25,000	110,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0293

Project Name Wheaton Park Renovations



Type Improvement
Useful Life 50 years
Category Buildings and Structures
Location: 124 Charles Street
Year Submitted: 2020

Department Parks
Contact Tissue
Priority Planned Improvement
Status Active

Description

Significant Upgrades to Wheaton Park rental house before it can be re-rented (vacant since summer 2019). Proposed work includes HVAC, wall removal, flooring/ceiling upgrades, and waterproofing. The staff shall decide if demolition is a better option (and will likely cost less).

Justification

Cannot be rented in current condition.

Budget Impact/Other

The estimated market value rent is in the $650 to $700 range. Return on investment needs to be considered. Demolition may be a better option.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Planning/Design	5,000					5,000
Construction/Maintenance	40,000					40,000
Total	45,000					45,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
CIP Fund Balance	45,000					45,000
Total	45,000					45,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0308

Project Name Police Building Renovation



Type Improvement
Useful Life 10 - 20 years
Category Buildings and Structures
Location: Police Department
Year Submitted: Ongoing

Department Police
Contact Kifer
Priority Planned Improvement

Status Active

Description

FY21 through FY25: Includes replacement air handlers and other capital improvement needs that will occur based on the age of the police department building ($50,000 in FY21 and $40,000 in FY22-FY25).

FY22: Funds will be utilized to address space issues currently impacting HPD. The department is seeking to construct a two story storage building on the current grounds. The new building would eliminate the need to purchase additional storage sheds and would allow the department to remove the 3 existing sheds. While the current sheds are in relatively good shape, their appearance is unsightly. The new building would also serve as the impound facility for the department and would provide space for the WMRCL vehicle as well as the bullet recovery system ($200,000). If adequate operational savings realized in FY20 to fund the project, construction could be moved forward and completed earlier than FY22.

Justification

The new storage building would be designed to meet our current space needs with room for future growth. In addition, it would be designed to be more aesthetically pleasing and would match the current architectural style of the Historical Hagerstown Police Department Building.

During the 2019 repaving project, it was discovered that several of the posts supporting the chain length fencing around the "impound lot" had rusted off and the fencing itself was unsightly. As a result, the fencing was removed. A replacement "impound area" is necessary. While HPD can utilize temporary measures in the interim, the new building would also address the department's impound needs.

The 14 heat pumps in the police building are an integral part of the HVAC system. Replacement will occur only as needed. We have replaced 7 units since FY17 (FY17 - 2, FY19 - 3, FY20 -2).

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	50,000	240,000	40,000	40,000	40,000	410,000
Total	50,000	240,000	40,000	40,000	40,000	410,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
CIP Fund Balance	50,000					50,000
Transfers to CIP-General Fund		240,000	40,000	40,000	40,000	360,000
Total	50,000	240,000	40,000	40,000	40,000	410,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0324

Project Name Alley Reconstruction



Type Improvement
Useful Life 40 years
Category Infrastructure-Alleys
Location: Various locations
Year Submitted: Ongoing

Department Engineering
Contact Tissue
Priority Planned Improvement

Status Active

Description

Replace deteriorated alleys. In 2014 staff conducted a comprehensive condition survey of all the alleys in the city and the overall network was found to be in relatively poor condition.

FY21:
Alley 2-076 and 2-077 (Howard to Pine) $35,000
Alley 3-41 (Library to Baltimore) $35,000

FY22:
Alley 4-41 (Mulberry to Jefferson) $95,000
Alleys 1-69, 1-69A, 1-70 (Wash. St. to Wash. Ave.) $80,000

FY23: Alley 3-15 (South of 1st St.) $65,000

FY24-FY25: Various - Exact locations to be determined

Justification

Replacement-useful life has been exhausted and surface is deteriorated.

Budget Impact/Other

Creating CIP to replace or build alleys frees DPW to focus on other priorities. Operational impact is minimal (less than $1,000/year saved) since the City performs little maintenance on alleys. However, the Public demands better road conditions and this addresses that service request.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	70,000	175,000	65,000	50,000	50,000	410,000
Total	70,000	175,000	65,000	50,000	50,000	410,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
State Highway User Revenue	70,000	175,000	65,000	50,000	50,000	410,000
Total	70,000	175,000	65,000	50,000	50,000	410,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0326

Project Name City Hall Improvements



Type Replacement
Useful Life 15 years
Category Buildings and Structures
Location: City Hall
Year Submitted: 1990

Department Public Works
Contact Deike
Priority Planned Improvement

Status Active

Description

FY21: Remodel billing/support services and lobby area ($25,000); Asbestos Tile Removal ($10,000); Paint Exterior Stairwell ($25,000)

FY22: Continuation of remodel to the billing/support services and lobby area ($20,000), Replace Second of Two Boilers. Boiler to be replaced originally installed in 1992; Asbestos Tile Removal

FY23-25: Miscellaneous Repairs, Asbestos Tile Removal

Asbestos Tile Removal estimated at $10,000-$15,000 FY22-FY25

Justification

The building contains a fair amount of asbestos floor tile. The plan is to remove the tile a portion at a time. This will be a long term project (Plus or Minus 10 years)

Remodel first floor billing area to bring billing within one area

Budget Impact/Other

Asbestos Tile Removal Reduces Liability

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	60,000	95,000	30,000	30,000	30,000	245,000
Total	60,000	95,000	30,000	30,000	30,000	245,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
CIP Fund - GF Fund Balance	60,000					60,000
Transfers to CIP-General Fund		95,000	30,000	30,000	30,000	185,000
Total	60,000	95,000	30,000	30,000	30,000	245,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0335

Project Name Pangborn Park Improvements



Type Improvement
Useful Life 20 years
Category Amenities
Location: Pangborn Park
Year Submitted: 2013

Department Parks
Contact Tissue
Priority Planned Improvement

Status Active

Description

FY22: Metal roof for garage ($10,000) and reuse of lawn bowling area assuming the league disbands ($10,000).

Justification

Continued maintenance of various buildings and amenities in the park.

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance		20,000				20,000
Total		20,000				20,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Transfers to CIP-General Fund		20,000				20,000
Total		20,000				20,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0352

Project Name Fuel Station Improvements



Type Maintenance
Useful Life 10 years
Category Buildings and Structures
Location: 51 W. Memorial Blvd
Year Submitted: 2017

Department Public Works
Contact Deike
Priority Planned Improvement
Status Active

Description

FY22: Replace Canopy roof

Justification

Roof canopy is the original structure. The main supports need painted and the metal roof material replaced.

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance		7,000				7,000
Total		7,000				7,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Transfers to CIP-General Fund		7,000				7,000
Total		7,000				7,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0400

Project Name Bridge Repair Program



Type Maintenance
Useful Life 30 years
Category Infrastructure-Bridges
Location: City-Wide
Year Submitted: Ongoing

Department Engineering
Contact Tissue
Priority Cost Avoidance

Status Active

Description

Inspect, maintain, and repair 13 existing bridges (any structure longer than 20 ft.) per bi-annual inspection required by law.

FY21 and FY22: Repairs as determined by latest bridge inspections; likely bridge deck joints, seal replacement and strip seals. ($100,000 each year)

FY22: Deck repairs, waterproof prior to paving Security Road and Jefferson Blvd ($120,000)

Justification

Rehabilitates deteriorating facilities. County passes State/Federal funds for major repairs through to City as they see the priorities.

Budget Impact/Other

Operational budget should be used for routine maintenance. This will not change drastically as contract work would address bigger/structural issues. Less than $1,000 is spent on each bridge per year.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	100,000	220,000				320,000
Total	100,000	220,000				320,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Transfers to CIP-General Fund	100,000	220,000				320,000
Total	100,000	220,000				320,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0433

Project Name Signal Controller Upgrades



Type Improvement
Useful Life 10 years
Category Machinery and Equipment
Location: Various locations
Year Submitted: 1993

Department Public Works
Contact Deike
Priority Planned Improvement
Status Active

Description

Installation of camera detection to replace loop wires. Many intersections are currently controlled by a loop wire buried in the asphalt street. These can be, and usually are, damaged during street overlay projects.

FY21-FY25: Annual replacement of aging equipment at various intersections city-wide.

Justification

To upgrade traffic monitoring system to improve traffic flow.

Budget Impact/Other

Improved Traffic Efficiency

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Equip/Vehicles/Furnishings	20,000	20,000	20,000	20,000	20,000	100,000
Total	20,000	20,000	20,000	20,000	20,000	100,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
CIP Fund Balance	20,000					20,000
Transfers to CIP-General Fund		20,000	20,000	20,000	20,000	80,000
Total	20,000	20,000	20,000	20,000	20,000	100,000

CAPITAL IMPROVEMENT PROGRAM FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0439
Project Name Steam Engine Museum



Type Improvement
Useful Life 10 - 20 years
Category Buildings and Structures
Location: City Park
Year Submitted: 1990

Department Parks
Contact Tissue
Priority Planned Improvement
Status Active

Description

A master plan of improvements was developed and reviewed with the Mayor and Council in September 2017 and determined immediate and long-term needs for the museum.

FY21-FY25: Improve facility based on strategic plan to make the facility more family oriented as follows:

FY21: New Restrooms ($135,000 in Program Open Space funds and $15,000 in City matching funds)

FY22: Renovate locomotive, build new cover pavilion ($400,000, Maryland Transportation Alternatives Program Grant along with $100,000 in City matching funds)

FY23: Youth oriented items, hands on activitities, signage, new programs ($50,000)

FY24: Miscellaneous Improvements ($10,000)

FY25: New Roof on Museum ($10,000), Miscellaneous improvements ($5,000)

Justification

By undertaking additional future improvements, we would diversify the attractions that will result in the opportunity to provide a wide array of interpretive programs to the visiting public. The end result will be continued must-see destination for the train enthusiast and the public at-large.

The Comprehensive Plan recommends continuation of Livable City initiatives that bring design continuity to City neighborhoods by focusing on improved park amenities.

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	150,000	500,000	50,000	10,000	15,000	725,000
Total	150,000	500,000	50,000	10,000	15,000	725,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Grants-Federal		400,000				400,000
Grants-State Program Open Space	135,000		45,000			180,000
Transfers to CIP-General Fund	15,000	100,000	5,000	10,000	15,000	145,000
Total	150,000	500,000	50,000	10,000	15,000	725,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0444

Project Name Stormdrain System Upgrades



Type Maintenance
Useful Life 100 years
Category Infrastructure-Storm Drains
Location: Various locations
Year Submitted: Ongoing

Department Stormwater
Contact Tissue
Priority Planned Improvement

Status Active

Description

FY21-FY25: $250,000 per year for unspecified work to deal with aging system. Specific projects will be determined after planned CCTV inspection of the storm drainage system to locate failures, in response to identified flooding or drainage problems, and emergencies requiring immediate attention.

FY21: Stormdrain replacement Park Circle at CSX railroad - approximately $40,000 out of a $250,000 project.

Justification

Replace deteriorating system as problems arise or install new storm drain based on complaints.

The Comprehensive Plan recommends that the City reduce its non-point source loads through more stringent stormwater management requirements for development, selective stormwater retrofits, and other actions as appropriate.

Budget Impact/Other

Decrease potential problems with drain as current system is over 100 years old. New stormdrain will cost less than $5,000 per mile/per year to maintain based on current spending.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	250,000	250,000	250,000	250,000	250,000	1,250,000
Total	250,000	250,000	250,000	250,000	250,000	1,250,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Stormwater Fee	250,000	250,000	250,000	250,000	250,000	1,250,000
Total	250,000	250,000	250,000	250,000	250,000	1,250,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0451

Project Name Geographic Information System



Type Improvement
Useful Life 5 years
Category Software
Location: City-Wide
Year Submitted: Ongoing

Department Information Technology
Contact Snyder
Priority Planned Improvement

Status Active

Description

GIS is an organized collection of computer hardware, software, geographic data and personnel designed to efficiently capture, store, update, manipulate, analyze, and display all forms of geographically referenced data. This CIP project continues to expand on the 2010 GIS Strategic Plan in accomplishing the organization of this data and making it available for all City departments for use in the analysis of their operations.

Justification

This technology is vital in integrating with our financial systems, (including Utility billing and taxes), and providing information to our citizens via our improved transparency portal (accessed via the internet). The State will continue to look for this type of enhanced information in coordination with their StateStat initiatives.

Budget Impact/Other

Software maintenance fees are currently budgeted and included for the ESRI GIS platform and BuildingBlocks software in the IT expense budget (as an annual software maintenance cost). These maintenance costs remain static through FY21.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Planning/Design	15,000	15,000	15,000	15,000	15,000	75,000
Equip/Vehicles/Furnishings	20,000	20,000	20,000			60,000
Software	12,000	12,000	12,000	32,000	32,000	100,000
Total	47,000	47,000	47,000	47,000	47,000	235,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
CIP Fund Balance	47,000	5,652				52,652
Transfers to CIP-Electric Fund		10,337	11,750	11,750	11,750	45,587
Transfers to CIP-General Fund		10,337	11,750	11,750	11,750	45,587
Transfers to CIP-Wastewater Fund		10,337	11,750	11,750	11,750	45,587
Transfers to CIP-Water Fund		10,337	11,750	11,750	11,750	45,587
Total	47,000	47,000	47,000	47,000	47,000	235,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0458

Project Name Sidewalk Replacement Program



Type Maintenance
Useful Life 30 years
Category Infrastructure-Sidewalks
Location: City-Wide
Year Submitted: Ongoing

Department Engineering
Contact Tissue
Priority Planned Improvement

Status Active

Description

Reconstruct deteriorated sidewalks that are the City's responsibility. With implementation of the new stormwater utility, curbs will be replaced by the City as funded by the stormwater enterprise fund and sidewalks, driveway entrances, and sidewalks damaged by street trees will be funded by the general fund ($125,000 annually). This general fund contribution is due to savings of removing all stormwater costs from general fund.

Justification

Improvement of deteriorating facilities to benefit general population, remove tripping hazard at sidewalks damaged by street trees.

The Comprehensive Plan recommends that the City's transportation network, including roads, transit, and bicycle and pedestrian facilities, will meet the mobility needs of its residents, businesses, and visitors.

Budget Impact/Other

Assist Public Works Department in addressing wide-scale problem of sidewalks damaged by street trees.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	125,000	125,000	125,000	125,000	125,000	625,000
Total	125,000	125,000	125,000	125,000	125,000	625,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
CIP Fund - GF Fund Balance	125,000					125,000
Transfers to CIP-General Fund		125,000	125,000	125,000	125,000	500,000
Total	125,000	125,000	125,000	125,000	125,000	625,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0459

Project Name Curb Replacement Program



Type Improvement
Useful Life 40 years
Category Infrastructure-Curbs
Location: City-Wide
Year Submitted: 2020

Department Stormwater
Contact Tissue
Priority Planned Improvement

Status Active

Description

Replacement of existing deteriorated curbs on planned street overlay streets and other locations.

Justification

The Maryland Attorney General has determined that curbs are part of the City's drainage system. The City Council has determined that, upon formal implementation of the Stormwater Fund and its user fee, the burden of curb maintenance will be removed from property owners and will now become the responsibility of the City.

Budget Impact/Other

As the City is now taking over responsibility for curb maintenance, this will be a new, ongoing expense. The City will use competitive bidding to select a contractor to perform this work. The Stormwater User Fee rate took into account this new expense, and the collected fees will be used to fund this work.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	100,000	100,000	100,000	100,000	100,000	500,000
Total	100,000	100,000	100,000	100,000	100,000	500,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Stormwater Fee	100,000	100,000	100,000	100,000	100,000	500,000
Total	100,000	100,000	100,000	100,000	100,000	500,000

CAPITAL IMPROVEMENT PROGRAM FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0522
Project Name City Park Improvements



Type Improvement
Useful Life 25 years
Category Land Improvements
Location: City Park
Year Submitted: Ongoing

Department Parks
Contact Tissue
Priority Planned Improvement

Status Active

Description

Construct improvements to existing parking lots in City Park. Includes paving, landscaping, walkways and lighting.

FY21: Install fence to replace hedge along Virginia Avenue ($130,000); Lighting improvements ($70,000); Landscaping/Drainage for the sunken spring, lake ($25,000, approximately $8,000 will be funded by stormwater fees)

FY23: Improve the upper parking lot by tennis court ($250,000), and, Digby restrooms ($150,000)

Justification

A couple existing lots are gravel, full of potholes, and are poorly lit and landscaped. Improvements to the south lot in 2006 were widely affirmed by the public who visit City Park. Continue to improve the upper parking lots to provide the same level of public improvements that have been achieved at both the south parking lot and the Digby parking lot.

The Comprehensive Plan recommends continuation of Livable City initiatives that bring design continuity to City neighborhoods by focusing on improved park amenities.

Budget Impact/Other

Decrease in maintenance costs of gravel lot less than $1,000 per year. Increase long term costs of $2,000 per year for curb and pavement maintenance and $500 annually in additional lighting costs.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	225,000		400,000			625,000
Total	225,000		400,000			625,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Grants-State Program Open Space	180,000		360,000			540,000
Stormwater Fee	8,000					8,000
Transfers to CIP-General Fund	37,000		40,000			77,000
Total	225,000		400,000			625,000

CAPITAL IMPROVEMENT PROGRAM FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0560
Project Name Traffic Calming



Type Improvement
Useful Life 30 years
Category Infrastructure-Streets
Location: Various locations
Year Submitted: Ongoing

Department Engineering
Contact Tissue
Priority Planned Improvement
Status Active

Description

Construct physical improvements to force traffic to slow down (i.e., pinch points, circles, offsets, etc.)
Engineering Department developed a policy that was approved by City Council in October 2011.

FY21 and FY22: Mulberry Ave. Crosswalk ($40,000 - $6,000 in FY21 and $34,000 in FY22)

FY22: Oak Hill West items (new sidewalks, etc.) $25,000

FY23 - FY25: Working with various Neighborhood First groups, and following our policy, install medians, mini roundabout or choker islands to reduce speed of traffic. Staff has received numerous complaints about excessive speed and these measures would be effective in "capping" these speeds.

Justification

Police enforcement is only useful as long as police are visible. These improvements would be effective all of the time.

The Comp Plan recommends continuation of Livable City initiatives that bring design continuity to City neighborhoods by focusing on improved park amenities; public sidewalk repairs and enhancements; street tree planting; and traffic island installation.

Budget Impact/Other

Increased maintenance of each new island where landscaping is installed. DPW staff would have to work in island two or three times annually to maintain.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	6,000	59,000	25,000	25,000	25,000	140,000
Total	6,000	59,000	25,000	25,000	25,000	140,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
CIP Fund Balance	6,000					6,000
Transfers to CIP-General Fund		59,000	25,000	25,000	25,000	134,000
Total	6,000	59,000	25,000	25,000	25,000	140,000

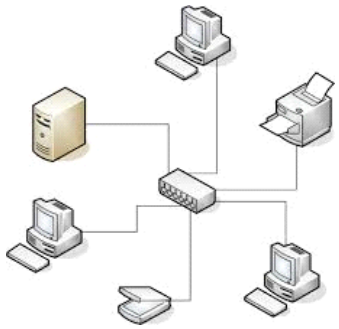
CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0568

Project Name Cable Inet



Type Improvement
Useful Life 10 years
Category Machinery and Equipment
Location: City-Wide
Year Submitted: 2001

Department Information Technology
Contact Nicewarner
Priority Contract Obligation

Status Active

Description

Per the Cable Franchise Agreement with Antietam Cable, funds are provided to this CIP to allow for the maintenance and enhancement of the Institutional Network as defined in the agreement. Funds go to the maintenance and new connectivity of network services to our outlying buildings, as well as the network to allow all to communicate with each other. These buildings include those of the BOE and HCC ownership. There is current uncertainty concerning the future continuation on this project pending FCC ruling and regulations.

Justification

The needs continue for the sharing of data between the major governmental agencies within the County due to consolidation opportunities and governmental transparency initiatives. The use of these funds is contractually required through the cable franchise agreement in place with Antietam Cable.

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Equip/Vehicles/Furnishings	26,500	14,000	14,000	14,000	14,000	82,500
Total	26,500	14,000	14,000	14,000	14,000	82,500

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
CIP Fund Balance	12,500					12,500
PEG Fee	14,000	14,000	14,000	14,000	14,000	70,000
Total	26,500	14,000	14,000	14,000	14,000	82,500

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0569
Project Name Cable PEG



Type Improvement
Useful Life 10 years
Category Machinery and Equipment
Location: City-Wide
Year Submitted: 2015

Department Information Technology
Contact Nicewarner
Priority Contract Obligation

Status Active

Description

Per the Cable Franchise Agreement with Antietam Cable, funds are provided to this CIP to allow for the maintenance and enhancement of the Public, Educational, and Government services provided by the agreement. These funds will go towards continued modifications/expansion of services from the TV studio, improvements to the BOE and HCC video production equipment, and other equipment needs as provided by the agreement. There is current uncertainty concerning the future continuation on this project pending FCC ruling and regulations.

Justification

These funds are provided by the cable system per the agreement and are mandated to be used for capital purchases fitting the purpose of PEG activities and services. The amounts shown are the PEG portion of the total remittance from ACTV per the franchise agreement.

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Equip/Vehicles/Furnishings	264,000	42,000	42,000	42,000	42,000	432,000
Total	264,000	42,000	42,000	42,000	42,000	432,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
CIP Fund Balance	222,000					222,000
PEG Fee	42,000	42,000	42,000	42,000	42,000	210,000
Total	264,000	42,000	42,000	42,000	42,000	432,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0570

Project Name Parks Vehicles and Equipment



Type Replacement
Useful Life 5 - 10 years
Category Automobiles and Trucks
Location: Fairground Park
Year Submitted: Ongoing

Department Parks
Contact Tissue
Priority Planned Improvement

Status Active

Description

We have deferred vehicle replacements and need to start replacing worn out items. See Vehicle and Equipment replacement schedule.

FY21: Replace 2009 Chevy 2500 4x4 #302 ($40,000), 2004 John Deere Backhoe #333 ($125,000), Manlift ($25,000)

FY22: Replace Gator #349 ($10,000), Tree Chipper ($42,000), Replace 2008 Ford F550 Dump Truck #305 ($70,000), 2004 Ford F150 #312 ($40,000), 2005 Gravely Mower #322 ($12,000)

FY23: Replace 2009 Chevy 2500 4x4 #302 ($40,000), 2012 Ford F550 Dump Truck #318 ($80,000)

FY24: 2012 Chevy 2500 4x4 #371 ($40,000), 2004 JD Gator #317 ($10,000)

Justification

Improved Service.

Budget Impact/Other

Based on a 20 year term at 4.50%, preliminary annual debt service impact for the future 2021 general fund supported bond issue of $125K is $10.9K.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Equip/Vehicles/Furnishings	190,000	174,000	120,000	50,000		534,000
Total	190,000	174,000	120,000	50,000		534,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Bond Financing (General Fund)	125,000	70,000	80,000			275,000
CIP Fund Balance	65,000					65,000
Transfers to CIP-General Fund		104,000	40,000	50,000		194,000
Total	190,000	174,000	120,000	50,000		534,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0594

Project Name Installation of Street Trees



Type Improvement
Useful Life 100 years
Category Land Improvements
Location: City-Wide
Year Submitted: Ongoing

Department Engineering
Contact Tissue
Priority Planned Improvement

Status Active

Description

Installation of street trees to improve aesthetics and livability. An initiative to improve our older neighborhoods. Estimate of funds is based on projected development that would pay into fund in lieu of planting trees on their site or offsite. Work toward achieving a goal of 30% tree cover in the city by 2050.

Staff will continue to seek grants from the National Wildlife Federation and Forest Conservation Act funds. To meet 30% goal (tree coverage goal), the City will need to contribute.

Justification

Benefits the community, proven to make neighborhoods more "livable", safer, and appealing.

The Comp Plan recommends continuation of Livable City initiatives that bring design continuity to City neighborhoods by focusing on improved park amenities; public sidewalk repairs and enhancements; street tree planting; and traffic island installation.

Budget Impact/Other

No impact in next five years as trees grow. Assume City spends $16,000 annually to maintain all street trees. Potentially significant future costs. Arborist may need to be hired to maintain trees and eventually they need replaced. Sidewalk damage caused by trees is also City responsibility (but can be minimized by selecting appropriate species).

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	95,000	80,000				175,000
Total	95,000	80,000				175,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Reforestation Funds	95,000	80,000				175,000
Total	95,000	80,000				175,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # **45-C0594 SWM**

Project Name **Street Trees and Reforestation**



Type Improvement
Useful Life 80 years
Category Infrastructure-Reforestation
Location: City-Wide
Year Submitted: 2020

Department Stormwater
Contact Tissue
Priority Planned Improvement

Status Active

Description

The purpose of this project is to plant trees to reforest both existing pervious and impervious areas to earn credits that will help the City comply with the 20% restoration requirement in the NPDES permit.

Justification

Development of the Stormwater User Fee rate schedule included the assumption that a significant portion of the City's strategy to comply with the NPDES permit requirements would include tree planting. To qualify for credits, the trees must be planted in compliance with MDE's definition of "forest". Trees may be planted City-wide, or lands outside corporate limits that are owned or controlled by the City.

Budget Impact/Other

The City will competitively bid a contract to install and provide initial maintenance of the trees; this will be an ongoing expense funded by the Stormwater User Fee.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	150,000	150,000	150,000	150,000	150,000	750,000
Total	150,000	150,000	150,000	150,000	150,000	750,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Stormwater Fee	150,000	150,000	150,000	150,000	150,000	750,000
Total	150,000	150,000	150,000	150,000	150,000	750,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0595

Project Name New Sidewalks



Type Improvement
Useful Life 30 years
Category Infrastructure-Sidewalks
Location: Various locations
Year Submitted: Ongoing

Department Engineering
Contact Tissue
Priority Public Safety

Status Active

Description

The City's "Complete Streets" policy has a stated goal of a complete network of sidewalks in the community, creating a path that connects several neighborhoods and commercial areas. Grant assistance will be sought when possible.

FY24: Route 65 (East Side) from Wilson Blvd. to Scarlett Hills $500,000. City to request SHA "retrofit grant"

Justification

A sidewalk system encourages city residents to walk rather than drive to their destination. New sidewalks will help complete the current system on City-owned property, targeted to be built near schools and where residential and commercial areas border one another. The sidewalk system will be further enhanced by upgraded park amenities and additional landscaping as part of the Livable City initiatives.

The Comprehensive Plan recommends that the City's transportation network, including roads, transit, and bicycle and pedestrian facilities, will meet the mobility needs of its residents, businesses, and visitors.

Budget Impact/Other

Enforcement of snow removal, but all maintenance costs transferred to adjoining property owner.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance				500,000		500,000
Total				500,000		500,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Grants-Federal				400,000		400,000
Transfers to CIP-CDBG Fund				100,000		100,000
Total				500,000		500,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0606

Project Name Eastern Boulevard North Extension



Type Improvement
Useful Life 25 years
Category Infrastructure-Streets
Location: Eastern Blvd
Year Submitted: 2004

Department Engineering
Contact Tissue
Priority Planned Improvement

Status Active

Description

This is a new four-lane section connecting Eastern Boulevard @ Antietam Drive to Leitersburg Pike @ Marsh Pike intersection. Road is 6,400 lineal feet and improves intersections at each end. This is assumed to be a county project but is expected to be built to City street standards. Majority of right-of-way is anticipated to be donated, but is valued at approximately $1,500,000. City will contribute funds donated by local Cortland development ($335,524). County reports the work will be completed in a 2025 to 2028 time frame.

Justification

Increase traffic capacity, minimize congestion on Route 60 from Marsh Pike to Northern Avenue, and opens land for additional development and County park lands.

The draft Comp Plan recommends working with other agencies to pursue the timely complettion of selected projects that facilitate traffic movement around the City's periphery. The project was specifically identified.

Budget Impact/Other

Assuming annexation and City taking over road maintenance, long-term increase of roughly $30,000 annually for plowing, pavement, maintenance, and pavement markings on new road within the City limits. Additional lighting costs of $4,000 annually.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance					335,524	335,524
Total					335,524	335,524

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Contribution by Others					335,524	335,524
Total					335,524	335,524

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0624

Project Name Fairground Grandstand Improvements



Type Improvement
Useful Life 25 - 50 years
Category Buildings and Structures
Location: Fairground Park
Year Submitted: 2004

Department Parks
Contact Tissue
Priority Planned Improvement

Status Active

Description

City Council endorsed concept plan in 2007 that converts the grandstand into a "community center". The building could provide two full size athletic courts, walking/jogging trail, and could support a 1290-seat auditorium or be converted to a 155 booth craft/expo area or a 980-seat banquet area. Cost is estimated at $8.5 million which is unattainable at this time.

FY21: Fit Room bathroom remodel ($30,000)
FY22: Flat Roof Replacements over Office ($50,000)
FY23-FY25: Miscellaneous Repairs ($10,000)

Justification

Rehabs deteriorating facilities, adds to community and allows the park to be used all four seasons of the year.

The Comprehensive Plan recommends exploring development of an indoor recreation center with multi-purpose rooms for use by residents and community groups.

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	30,000	50,000	10,000	10,000	10,000	110,000
Total	30,000	50,000	10,000	10,000	10,000	110,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
CIP Fund Balance	30,000					30,000
Transfers to CIP-General Fund		50,000	10,000	10,000	10,000	80,000
Total	30,000	50,000	10,000	10,000	10,000	110,000

CAPITAL IMPROVEMENT PROGRAM FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0626
Project Name Fairground Park Improvements



Type Improvement
Useful Life 15 - 25 years
Category Infrastructure-Streets
Location: Fairground Park
Year Submitted: 2004

Department Parks
Contact Tissue
Priority Planned Improvement
Status Active

Description

Maintenance and Improvements to various items in the park per the following schedule:

FY21: Entrance Building Stabilization ($135,000)
FY21: BMX Track Upgrades ($340,000)
FY21: Stable Roof (Phase I) ($30,000)

FY22: Heat for the Softball Concession Stand so the utilities do not have to be winterized and bathrooms provided year round in park ($20,000)

FY25: Parking Improvements, lot below BMX track ($250,000)

Justification

Stable roofs are failing in storms, recommend systematic approach to replace.

The Comprehensive Plan recommends continuation of Livable City initiatives that bring design continuity to City neighborhoods by focusing on improved park amenities.

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	505,000	20,000			250,000	775,000
Total	505,000	20,000			250,000	775,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
CIP Fund - GF Fund Balance	75,000					75,000
Grants-State	290,000					290,000
Grants-State MD Historic Trust	60,000					60,000
Grants-State Program Open Space	50,000				175,000	225,000
Transfers to CIP-General Fund	30,000	20,000			75,000	125,000
Total	505,000	20,000			250,000	775,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0637

Project Name Storm Water Management Implementation



Type Improvement
Useful Life Indefinite
Category Infrastructure-Storm Drains
Location: City-Wide
Year Submitted: Ongoing

Department Stormwater
Contact Tissue
Priority Planned Improvement

Status Active

Description

Purpose of this project is to address Environmental Protection Agency and Maryland Department of the Environment mandates to reduce the pollutants discharged into State waterways and the Chesapeake Bay. As part of the new NPDES MS4 General Permit issued in 2018, the City will be required to provide treatment for 20% of the existing impervious area which doesn't have treatment. This will be accomplished by the construction of retrofit facilities, stream restoration projects, tree planting, and other Best Management Practives. Full compliance with the NPDES permit will pose a major financial challenge to the City.

FY21-FY25: Construct stormwater retrofit facilities at various locations as identified.

Justification

Compliance with NPDES permit will require significant funding for analysis, design, construction, and maintenance of new or enhanced stormwater management facilities. Based upon preliminary analyses, the cost for permit compliance likely will be in the range of $25-30 million. While the City will continue to seek grant funding to design and construct these projects, it is unlikely that this will be sufficient to meet the permit mandates. The City is currently studying the implementation of a Stormwater Utility fee which would help to generate revenue to fund this program.

The Comprehensive Plan recommends that the City reduce its non-point source loads through more stringent stormwater management requirements for development, slective stormwater retrofits, and other actions as appropriate.

Budget Impact/Other

As new stormwater facilities are constructed, maintenance costs for the City will increase accordingly.

Based on a 20 year term at 4.50%, preliminary annual debt service impact for the future 2021 stormwater fund supported bond issue of $1.0M is $76.2K.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	1,538,000	1,538,000	1,538,000	1,538,000	1,538,000	7,690,000
Total	1,538,000	1,538,000	1,538,000	1,538,000	1,538,000	7,690,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Bond Financing (Stormwater)	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
CIP Fund Balance	67,564					67,564
Stormwater Fee	470,436	538,000	538,000	538,000	538,000	2,622,436
Total	1,538,000	1,538,000	1,538,000	1,538,000	1,538,000	7,690,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0639

Project Name Green Streets



Type Improvement
Useful Life 50 years
Category Storm Water
Location: Various locations
Year Submitted: 2014

Department Stormwater
Contact Tissue
Priority Probable Grant

Status Active

Description

Reconstruct existing streets to improve pedestrian access, decrease impervious surfaces, and construct new planting beds and tree pits to provide stormwater management. Compliance with EPA/MDE mandates requires reduction in runoff by eliminating unnecessary pavement.

FY21: Working to identify grants and locations

FY21 - FY25: Addressing future storm water EPA mandates. (Associated with CIP #0637)

Justification

Anticipated NPDES (National Pollutant Discharge Elimination System) regulations will require the City to provide stormwater management for existing impervious surfaces; "Green Street" elements can be incorporated in narrow street corridors where there is not sufficient space for traditional facilities, and can enhance the envrionmental value of the streetscape.

The Comprehensive Plan recommends that the City reduce its non-point source loads through more stringent stormwater management requirements for development, slective stormwater retrofits, and other actions as appropriate.

Budget Impact/Other

The City's Department of Public Works will be responsible for maintaining the new stormwater management features (including trees, landscape plantings, cleaning, and maintenance of structures, etc.).

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	80,000	80,000	80,000	80,000	80,000	400,000
Total	80,000	80,000	80,000	80,000	80,000	400,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
CIP Fund Balance	9,700					9,700
Stormwater Fee	70,300	80,000	80,000	80,000	80,000	390,300
Total	80,000	80,000	80,000	80,000	80,000	400,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0665

Project Name Parks Citywide Upgrades



Type Improvement
Useful Life 30 years
Category Energy Savings
Location: Various Parks
Year Submitted: 2020

Department Parks
Contact Tissue
Priority Documented Savings
Status Active

Description

Replace existing fixtures with energy efficient LED lights. Locations include: Bloom Park, Hager Park, Oswald Park, Memorial Park, the dog park in Fairgrounds Park, and University Plaza.

Justification

Energy savings of $1,559 annually.

Budget Impact/Other

Energy savings of $1,559 annually.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Equip/Vehicles/Furnishings	38,000					38,000
Total	38,000					38,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Grant-MEA	30,000					30,000
Transfers to CIP-General Fund	8,000					8,000
Total	38,000					38,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0678

Project Name Planning & Code Admin Vehicles



Type Replacement
Useful Life 5 years
Category Automobiles and Trucks
Location: City-Wide
Year Submitted: 2020

Department Planning
Contact Maher
Priority Planned Improvement

Status Active

Description

Vehicle replacements:

FY21: 2005 Jeep Liberty #472 ($25,000)

FY22: 2005 Chevy Colorado #474 ($25,000), 2006 Chevy Colorado #458 ($30,000)

FY23: 2006 Chevy Colorado #471 ($25,000)

FY24: 2007 Ford Ranger #452 ($25,000)

FY25: 2014 Ford F150 #410 ($25,000)

Justification

Staff need dependable vehicles to conduct daily inspections and patrols of the City. Vehicles are also used to carry materials to sites to secure vacant structures, etc.

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Equip/Vehicles/Furnishings	25,000	55,000	25,000	25,000	25,000	155,000
Total	25,000	55,000	25,000	25,000	25,000	155,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Transfers to CIP-General Fund	25,000	55,000	25,000	25,000	25,000	155,000
Total	25,000	55,000	25,000	25,000	25,000	155,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0685

Project Name Professional Court Extension



Type Increase Capacity
Useful Life 25 years
Category Infrastructure-Streets
Location: Professional Court
Year Submitted: 2005

Department Engineering
Contact Tissue
Priority Planned Improvement

Status Active

Description

Mayor & Council have not yet made any decision regarding the funding of the construction of this project; however, a Memoradum of Understanding will likely be approved in early 2020.

The overall project is the creation of a new street network beyond the current eastern edge of the City. While Washington County government recently completed the initial phases of the street network, another portion of the project is the construction of a new 307' long multi-span bridge over Antietam Creek to the new street network as a means of providing a connection between the Eastern Boulevard corridor and Robinwood Drive area. The County has awarded the phase I bridge construction and work will start in 2020.

This connection will prove to be a vital link in the community's transportation system on the eastern side of the City and would help to relieve traffic congestion on US Route 40. A road network will make development of the adjoining land as a bio-tech business park more feasible and, if annexed, create economic development opportunities for the City. Total project cost of just the new streets is estimated at $24.7 million for the entire connection improvements between Eastern Boulevard and Robinwood Drive.

If the Memorandum of Understanding is executed between the City and County, the City's responsibility is the widening and reconstruction of the existing Professional Court to accommodate the construction of a new multi-span bridge over Antietam Creek. Construction of the City's section (if it occurs) will start in late 2021 and be completed in late 2022.

FY21: To complete design per pending MOU with the County, $50,000

Justification

Provides redundant, more direct access to area (where hospital is now located) from the downtown and north side of the City.

The City's Comprehensive Plan recommends this project as an improvement that would enhance the City's transportation network.

Budget Impact/Other

Long-term increase in maintenance costs of roughly $35,000 annually for plowing, pavement maintenance and pavement markings on new road within City limits. Additional lighting costs of $3,000 annually. If bridge becomes part of City infrastructure, additional annuallized cost of $100,000 may be incurred.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	50,000	1,250,000	1,250,000			2,550,000
Total	50,000	1,250,000	1,250,000			2,550,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Bond Financing (General Fund)		750,000	750,000			1,500,000
CIP Fund - GF Fund Balance	50,000					50,000
Grants-Federal		500,000	500,000			1,000,000
Total	50,000	1,250,000	1,250,000			2,550,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0687

Project Name Consolidation of Public Safety Assets



Type Replacement
Useful Life Indefinite
Category Buildings and Structures
Location: To be determined
Year Submitted: 2017

Department Fire
Contact Lohr
Priority Planned Improvement
Status Active

Description

Combine and collocate HFD Headquarters, shift commander, and Fire Marshal's office with one or more volunteer owned engine companies.

FY21: Land acquisition and design - ($500,000 Land, $30,000 Design)
FY22: Build new facility ($7,500,000)

Justification

Consolidation of administrative, command staff and training staffs offer value assuming the facility is located within the Hagerstown Corporate Boundary.

In an ongoing effort to improve deployment models and eliminate redundant services, an amount up to $7.5 million dollars is requested in FY22 to rehabilitate and, or, build our new facility. As an option 2, these funds can be directed to an addition and/or rehabilitation to the existing market house, acquisition, design build of a headquarters fire station in the South-End, or erection of a new facility on one or more candidate sites.

The Comprehensive Plan recommends the creation of City public service facility that ensures continued high quality of service to our citizens; proposal anticipates creating greater efficiency and effectiveness of service.

Budget Impact/Other

Based on a 20 year term at 4.50%, preliminary annual debt service impact for the future 2021 general fund supported bond issue of $500K is $43.7K.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Planning/Design	30,000					30,000
Land Acquisition	500,000					500,000
Construction/Maintenance		7,500,000				7,500,000
Total	530,000	7,500,000				8,030,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Bond Financing (General Fund)	500,000	7,500,000				8,000,000
CIP Fund - GF Fund Balance	30,000					30,000
Total	530,000	7,500,000				8,030,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0717

Project Name Multi-Use Trails



Type Improvement
Useful Life 15 - 25 years
Category Land Improvements
Location: Memorial Blvd
Year Submitted: 2011

Department Parks
Contact Tissue
Priority Probable Grant

Status Active

Description

FY23: Construct a multi-use (pedestrian, bicycle, rollerblade, etc.) path and/or trail adjacent to Marsh Run. Marsh Run Trail would connect City Park to Municipal Stadium. Project is complete east of Potomac Street. Preliminary design of the 2000 LF "missing link" of the "Marsh Run" Trail commenced in 2015 and is funded by a "Bike Maryland" MDOT Grant. CSXRR granted initial permission to install a tunnel under their spur. 2020 will be the final design and construction will be in 2022/2023.

Justification

The Bicycle Advisory Committee endorsed a plan to create a multi-use trail from Hager Park to City Park.

The Comprehensive Plan recommends that the City's transportation network, including roads, transit, and bicycle and pedestrian facilities, will meet the mobility needs of its residents, businesses, and visitors.

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance			2,500,000			2,500,000
Total			2,500,000			2,500,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Grants-Federal			2,500,000			2,500,000
Total			2,500,000			2,500,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0718

Project Name Public Works Storage Yard Expansion



Type Improvement
Useful Life 50 years
Category Buildings and Structures
Location: 50 W. Memorial Blvd.
Year Submitted: 2006

Department Public Works
Contact Deike
Priority Planned Improvement

Status Active

Description

Develop the vacant lot across from the Department of Public Works and Bester Elementary School.

FY22: Site planning for a new facility.
FY22-23: Construct a new Public Works vehicle and equipment storage building.

Justification

Master plan approved by the Mayor and Council. This building would allow protection from the elements for many of the trucks and equipment.

Budget Impact/Other

Additional building maintenance costs and grounds costs.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Planning/Design		10,000				10,000
Construction/Maintenance		375,000	525,000			900,000
Total		385,000	525,000			910,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Bond Financing (General Fund)		375,000	525,000			900,000
Transfers to CIP-General Fund		10,000				10,000
Total		385,000	525,000			910,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0730

Project Name Fire Station Relocation



Type Replacement
Useful Life 25 - 50 years
Category Buildings and Structures
Location: To be determined
Year Submitted: 2021

Department Fire
Contact Lohr
Priority Planned Improvement

Status Active

Description

Relocate Station 4 (West End) 4 to 5 blocks to the west for improved deployment of emergency responses. The area is expanding westward with a planned development along the Salem Avenue corridor of a multi-unit housing development. This, along with the growth of Collegiate Acres, and another expansion of Hager's Crossing necessitates the move further west. In addition, a new facility properly located would provide a joint opportunity for CRS to locate one or more EMS transport units in that end of the city.

Justification

Improved public safety. As growth continues to occur West of town, the need to relocate volunteer owned FS-4 further west is evident. The HFD recommends CIP funding to acquire land in the vicinity of Wakefield Rd./Washington Ave., to accomplish the same, followed by design/build funds in the out years.

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Planning/Design				30,000		30,000
Land Acquisition			500,000			500,000
Construction/Maintenance					5,000,000	5,000,000
Total			500,000	30,000	5,000,000	5,530,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Bond Financing (General Fund)			500,000		5,000,000	5,500,000
Transfers to CIP-General Fund				30,000		30,000
Total			500,000	30,000	5,000,000	5,530,000

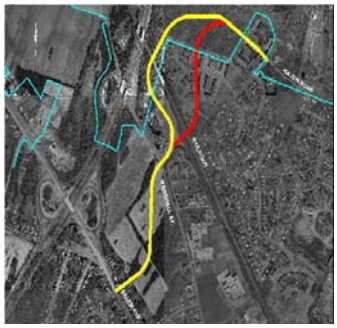
CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0735

Project Name Northwest Connector



Type Increase Capacity
Useful Life 25 years
Category Infrastructure-Streets
Location: Haven Road to Marshall Street
Year Submitted: 2006

Department Engineering
Contact Tissue
Priority Planned Improvement

Status Active

Description

In conjunction with development and consistent with a presentation to City Council in July, 2006, the City share would be 60' clear span bridge over railroad and a road from the bridge to Marshall Street (unless development proposed otherwise). The traffic study was finalized in January 2012.

Justification

Traffic volumes on Salem Avenue increased 90% between 1997 and 2012 and 34% on Burhans and Pennsylvania Avenue. Salem cannot be widened and anything to decrease traffic on Salem would benefit long term congestion. This road is "missing link" in the transportation system.

The Comprehensive Plan recommends working with other agencies to pursue the timely completion of selected projects that facilitate traffic movement around the City's periphery. This project was specifically identified.

Budget Impact/Other

Long-term increase in maintenance costs of roughly $20,000 annually for plowing, pavement maintenance, bridge maintenance, and pavement markings for road within City limits. Additional lighting costs of $3,000 annually.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Planning/Design		80,000				80,000
Land Acquisition		200,000				200,000
Construction/Maintenance			1,500,000	3,400,000		4,900,000
Total		280,000	1,500,000	3,400,000		5,180,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Bond Financing (General Fund)		280,000	1,000,000	1,000,000		2,280,000
Contribution by Others			500,000	2,400,000		2,900,000
Total		280,000	1,500,000	3,400,000		5,180,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0739

Project Name Municipal Financial System

Type Maintenance
Useful Life 5 years
Category Software
Location: City Hall
Year Submitted: 2014

Department Information Technology
Contact Snyder
Priority Planned Improvement

Status Active

Description

This project will allow for investment in new technologies to be offered by Tyler Technologies for the MUNIS Financial Sysem utilized by the City. This includes a planned system software upgrade from v11.3 to v.2019, allowing the city to be on a more current version of the product as well as unlocking newer functionality to enhance our daily operations. Integration of the Tyler "Notify" module will also allow the City to provide customized communication to customers and provide an Integrated Voice Response (IVR) capability, which will allow for Pay-By-Phone functionality.

FY21: Upgrade from Munis v.11.3 to v.2019 ($15,000)
FY21: Miscellaneous System Upgrades ($16,000)

FY22: Tyler "Notify" Module ($31,000)

FY22-FY25: Miscellaneous System Upgrades ($16,000)

Justification

The City workforce has become an increasingly mobile one. There are now needs for staff to have the capability to access our financial systems from the field (via tablet or mobile devices) due to onsite inspections or various Engineering or Utility projects. These enhancements and upgrades to our Financial System will provide increased operational capability as well as place our Financial system on currently supported technology from our vendor, allowing us to serve citizens in the most effective way possible.

Budget Impact/Other

Software maintenance fees for our entire suite of modules within the MUNIS Financial system will increase, based upon the acquisition of new modules. These costs are not known until the software is approved and/or acquired. These increases will be reflected in the IT expense budget (as overall software maintenance costs).

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Software	31,000	47,000	16,000	16,000	16,000	126,000
Total	31,000	47,000	16,000	16,000	16,000	126,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
CIP Fund Balance	31,000					31,000
Transfers to CIP-Electric Fund		11,162	3,800	3,800	3,800	22,562
Transfers to CIP-General Fund		11,162	3,800	3,800	3,800	22,562
Transfers to CIP-Parking Fund		2,352	800	800	800	4,752
Transfers to CIP-Wastewater Fund		11,162	3,800	3,800	3,800	22,562
Transfers to CIP-Water Fund		11,162	3,800	3,800	3,800	22,562
Total	31,000	47,000	16,000	16,000	16,000	126,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0751

Project Name Neighborhood Parks



Type Improvement
Useful Life 25 years
Category Land Improvements
Location: City-Wide
Year Submitted: 2009

Department Parks
Contact Tissue
Priority Planned Improvement

Status Active

Description

City staff will be collaborating with Neighborhood 1st Groups, interested residents and area businesses to develop new urban parks and pocket parks in underserved areas. Parks division goal is to provide a "quality park within walking distance from every residence in Hagerstown" (defined as 1/4 mile).

FY21: Antietam Creek Waterway Trail: Construct portage trail and small parking lot at Mt. Aetna Road ($50,000 - $45,000 MD POS and $5,000 General Fund)

FY21: Woodland Way Park: County will convey park to City after they make upgrades, $10,000 General Fund for sign upgrades and miscellaneous work to bring up to City standards

FY23: Project to be determined in underserved areas ($100,000)

Justification

Our Comprehensive Plan recommends developing new neighborhood parks and pocket parks in under-served portions of the City. Specific areas of future need are: 1) Salem Ave corridor, 2) Wilson Blvd corridor, and 3) Potomac Ave corridor.

The creation of these parks will offer more recreation opportunities for the children and families in the selected neighborhoods. By inviting the neighbors to have input in the design and the basis of the parks, the community develops a sense of pride and responsibility for maintaining and using those spaces.

Budget Impact/Other

Additional operating costs will include mowing, tree trimming, etc.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	60,000		100,000			160,000
Total	60,000		100,000			160,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Contribution by Others			100,000			100,000
Grants-State Program Open Space	45,000					45,000
Transfers to CIP-General Fund	15,000					15,000
Total	60,000		100,000			160,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0773

Project Name Kiwanis Park



Type Improvement
Useful Life Indefinite
Category Buildings and Structures
Location: Saylor House
Year Submitted: 2020

Department Parks
Contact Tissue
Priority Planned Improvement

Status Active

Description

In May of 2016, the Mayor and Council approved a Memorandum of Understanding (MOU) regarding the Saylor House (stone house) in Kiwanis Park. This MOU was with the Washington County Historical Trust (WCHT) and set forth the terms of the WCHT to renovate and program the structure. A 2nd Amendment was approved in August 2019 which updated the City's responsibilities for the repairs and restoration of the Saylor House.
FY20 work by the City included a Handicap accessible asphalt walkway from the parking lot to the premises, and providing 200-amp electric service to the inside of the premises utilizing the City's on-call electrician ($15,000 total)

FY21: Reconstruct the Front Porch ($12,000)
FY21: City in- kind services including, but not limited to, grading and trench work.

Justification

The primary goal of the Memorandum of Understanding (MOU) is to assure that the entire exterior of the structure is weather-tight, structurally secure, well-maintained, and presents an apperanace that enhances Kiwanis Park.

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	15,000					15,000
Total	15,000					15,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Grants-State Program Open Space	12,000					12,000
Transfers to CIP-General Fund	3,000					3,000
Total	15,000					15,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0774

Project Name Antietam Creek Greenway Trail



Type Improvement
Useful Life 25 - 50 years
Category Land Improvements
Location: Howell Road to Funkstown
Year Submitted: 2009

Department Parks
Contact Tissue
Priority Planned Improvement

Status Active

Description

Although project will be development driven, discussions have occurred with the property owner and the Town of Funkstown and interest was expressed by both parties for this project. Land would be donated by the property owner and the portion of the trail in Hagerstown would be developed by the City. State grant funding would be explored to facilitate the project.

Assume cost to pave 10' wide trail at approximately $60 per linear foot. Project is assumed to be from Howell Road to Funkstown (about 8,000 LF) and could be done in phases.

Justification

The Comprehensive Plan identifies as an issue the fact that there is little public access to Antietam Creek and other streams that could serve as greenways. The draft Plan recommends that the City investigate potential locations for linear parks along Antietam Creek and Hamilton Run.

This project is also consistent with the City's most recent Strategic Plan.

Budget Impact/Other

Assume $7,000 in annual lighting costs and $14,000 annually in pavement maintenance costs (to overlay after 25 years.)

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Land Acquisition			150,000			150,000
Construction/Maintenance				480,000		480,000
Total			150,000	480,000		630,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Contribution by Others			150,000			150,000
Grants-State				432,000		432,000
Transfers to CIP-General Fund				48,000		48,000
Total			150,000	480,000		630,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0812

Project Name Pangborn Lake Reconstruction



Type Improvement
Useful Life 50 years
Category Land Improvements
Location: Pangborn Park
Year Submitted: 2010

Department Parks
Contact Tissue
Priority Documented Savings

Status Active

Description

Dredging of lake, replacement of deteriorating stone walls, construction of fishing pier, improve lake inflow/outflow, restore adjacent Hamilton Run with natural techniques. Reviewed with Mayor & Council October 2018.

Design work is completed. The City is seeking "Waterway Construction Permit" and MHT & MDE approvals. Stream restoration portion of the project funded in (CIP 0812SWM) ($333,000).

City staff sought grant funding for a portion of this project but nothing really available.

Justification

Water in lake is less than 6" deep in places due to sedimentation, walls are deteriorating, drains not functioning.

The Comprehensive Plan recommends that the City continue to recognize and protect sensitive areas, and encourage the planting of native tree species in stream buffer zones.

Budget Impact/Other

Less maintenance of walls, more vegetation to maintain.

Based on a 15 year term at 2.98%, annual debt service impact for the 2019 general fund supported bond issue of $667K is $59.3K.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	667,000					667,000
Total	667,000					667,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Prior Bond Proceeds	667,000					667,000
Total	667,000					667,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0812 SWM

Project Name Pangborn Lake Reconstruction



Type Improvement
Useful Life 50 years
Category Storm Water
Location: Pangborn Park
Year Submitted: 2010

Department Stormwater
Contact Tissue
Priority Documented Savings

Status Active

Description

Dredging of lake, replacement of deteriorating stone walls, construction of fishing pier, improve lake inflow/outflow, restore adjacent Hamilton Run with natural techniques. Reviewed with Mayor & Council October 2018.

Design work is completed. The City is seeking a "Waterway Construction Permit" and MHT & MDE approvals.

City staff sought grant funding for a portion of this project but nothing really available.

Justification

Water in lake is less than 6" deep in places due to sedimentation, walls are deteriorating, drains not functioning.

The Comprehensive Plan recommends that the City continue to recognize and protect sensitive areas, and encourage the planting of native tree species in stream buffer zones.

Budget Impact/Other

Less maintenance of walls, more vegetation to maintain.

Based on a 15 year term at 2.98%, annual debt service impact for the 2019 general fund supported bond issue of $333K is $29.6K.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	333,000					333,000
Total	333,000					333,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Prior Bond Proceeds	333,000					333,000
Total	333,000					333,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0822

Project Name Potterfield Pool Improvements



Type Improvement
Useful Life 25 years
Category Buildings and Structures
Location: Potterfield Pool
Year Submitted: 2011

Department Parks
Contact Tissue
Priority Improve Service
Status Active

Description

Maintaining the pool and adding attractions periodically is essential to keeping this facility a vibrant recreation option for City residents.

FY22-FY23: Shade Enhancements ($20,000 each year)

Justification

The Comprehensive Plan recommends continuation of Livable City initiatives that bring design continuity to City neighborhoods by focusing on improved park amenities.

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance		20,000	20,000			40,000
Total		20,000	20,000			40,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Transfers to CIP-General Fund		20,000	20,000			40,000
Total		20,000	20,000			40,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0843

Project Name Hagerstown Ice Rink



Type Replacement
Useful Life 10 years
Category Buildings and Structures
Location: Ice Rink
Year Submitted: 2013

Department Parks
Contact Tissue
Priority Planned Improvement

Status Active

Description

The Board of Directors, called the Hagerstown Ice Amateur Athletic Association (HIAAA), began operating the rink in April 2014. The HIAAA is comprised of all the user groups and at-large members. The operating agreement calls for the City to pay for 75% of the capital improvements to the building and ice making equipment with the balance being contributions by HIAAA or others. Rental income will be used in the operating budget to offset the City's portion of utility costs.

FY21-25: Long term maintenance work per the user agreement.

FY21: Roof Insulation ($50,000)
FY22-FY24: Various Repairs ($10,000)
FY25: Construction of a second sheet of ice ($8,000,000)

Justification

Supports the Hagerstown Ice Amateur Athletic Association who operates the Ice Rink, which is a city owned building.

The Comprehensive Plan recommends continuation of Livable City initiatives that bring design continuity to City neighborhoods by focusing on improved park amenities.

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	50,000	10,000	10,000	10,000	8,000,000	8,080,000
Total	50,000	10,000	10,000	10,000	8,000,000	8,080,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Bond Financing (General Fund)					1,000,000	1,000,000
Contribution by Others	12,500	2,500	2,500	2,500	5,000,000	5,020,000
Grants-County					1,000,000	1,000,000
Grants-State					1,000,000	1,000,000
Transfers to CIP-General Fund	37,500	7,500	7,500	7,500		60,000
Total	50,000	10,000	10,000	10,000	8,000,000	8,080,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0849

Project Name Fire Computer Equip/Public Safety Radios



Type Replacement
Useful Life 10 years
Category Machinery and Equipment
Location: Fire Dept Admin
Year Submitted: 2012

Department Fire
Contact Lohr
Priority Public Safety

Status Active

Description

FY21: Replacement of public safety portable radios on County contract plus G5 pagers for all personnel - ($500,000 radios, $80,000 pagers)

The existing Motorola portable radios will not be supported going forward by County Government. A new UHF digital paging system will be implemented by Washington County Government in FY20-21.

Justification

Replacement of legacy low band alpha-numeric pagers are past do. Currently, low band paging is the only back-up to the County controlled Fire Station Alerting (FSA) system controlled through the County Computer Aided Dispatch (CAD) system. It is the stated intent of WCDES to turn off low-band paging and replace alpha numeric low band paging with UHF tone and voice pagers that are programmable for up to eight different tone alerts necessary for eith individual station and unit alerting and or personnel callback in the HFD. It is the intent of the County to pass the costs for these pagers on to the individual companies. These pagers would be issued to each unit in the HFD and all career personnel to on-call notification after hours and/or call-back with major or campaign incidents.

All primary response vehicles have been equipped with SurfacePro tablets to meet the minimum connectivity and software needs for response and reporting compliance. Replacement of these devices including hardware and software will be placed in a five (5) year replacement cycle (FY25).

IT infrastructure remains a challenge for the HFD. IT has agreed to run and install basic internet surface separate and distinct from the current volunteer controlled installs that have been prone to failures. Future IT replacements beyond FY21 should occur in operating as well, not CIP. The City infrastructure would be locked out to anyone other than city employees to provide reliable payroll, email and other reporting.

Portable Radios are still in FY21 pending collaboration decisions from both HPD and more importantly, WCDES. The $15,000 maintenance of effort dollars should be established in operating for breakage, batteries and accessories each year.

Budget Impact/Other

Based on a 20 year term at 4.50%, preliminary annual debt service impact for the future 2021 general fund supported bond issue of $500K is $43.7K.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Equip/Vehicles/Furnishings	580,000					580,000
Total	580,000					580,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Bond Financing (General Fund)	500,000					500,000
CIP Fund - GF Fund Balance	80,000					80,000
Total	580,000					580,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0853

Project Name Marsh Run Walls Rehabilitation



Type Maintenance
Useful Life 30 years
Category Amenities
Location: Marsh Run
Year Submitted: 2013

Department Engineering
Contact Tissue
Priority Cost Avoidance

Status Active

Description

In August 2013, Engineering staff completed an extensive inspection of this facility from Municipal Stadium to Park Circle. 88 areas were noted to be experiencing cracks, loss of wall section, spawl, or in need of re-pointing mortar. Repairs of the 5 worst areas were completed in August 2013. Additional repairs completed in 2017 and 2019. This is an ongoing maintenance issue.

FY25: Ongoing repairs to continue on other areas identified during inspection.

Justification

This work will help avoid larger expenditures and costly operating maintenace repairs in the future.

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance					350,000	350,000
Total					350,000	350,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Bond Financing (General Fund)					350,000	350,000
Total					350,000	350,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0860

Project Name Mobile License Plate Readers



Type Unassigned
Useful Life 5 years
Category Machinery and Equipment
Location: Police Department
Year Submitted: 2014

Department Police
Contact Kifer
Priority Public Safety
Status Active

Description

FY22 and FY23: One new additional unit in FY22 and one replacement unit in FY23 at $30,000 each.

Justification

LPR technology uses specialized cameras and computers to quickly capture large numbers of license plate photographs and compare them to a list of plates of interest. LPR systems can identify a target plate within seconds of reading it, allowing law enforcement to identify target vehicles that may otherwise be overlooked.

The LPR is a tool with a variety of uses, including the detection of stolen vehicles, vehicles with revoked or suspended registrations, uninsured vehicles, vehicles operated by drivers with suspended or revoked licenses. It is also used to detect vehicles involved in other crimes, and in finding wanted and missing persons.

Budget Impact/Other

Post-warrranty maintenance is assumed in the department operating budget.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Equip/Vehicles/Furnishings		30,000	30,000			60,000
Total		30,000	30,000			60,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Transfers to CIP-General Fund		30,000	30,000			60,000
Total		30,000	30,000			60,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # **45-C0866 SWM**

Project Name **Longmeadow Park Improvements**



Type Improvement
Useful Life 50 years
Category Storm Water
Location: Hamilton Run
Year Submitted: 2015

Department Stormwater
Contact Tissue
Priority Planned Improvement

Status Active

Description

Hamilton Run flows adjacent to Longmeadow Park and is severely eroding the banks. In conjunction with local landowners, this project will improve the stream and recreational opportunities at the park. City staff has applied for a Federal Grant for this project. City match will be General Fund-Fund Balance.

FY22: 900' Long stream restoration project ($650,000)

Justification

Stream is eroding and impacting properties, completed in cooperation with the American Legion.

The Comprehensive Plan recommends that the City continue to recognize and protect sensitive areas, and encourage the planting of native tree species in stream buffer zones.

Budget Impact/Other

Minimal impact, additional maintenance, street light operations. Less than $5,000 annually.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance		650,000				650,000
Total		650,000				650,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Stormwater Fee		650,000				650,000
Total		650,000				650,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0868

Project Name Public Art



Type Improvement
Useful Life 50 years
Category Land Improvements
Location: City-Wide
Year Submitted: 2015

Department Engineering
Contact Tissue
Priority Planned Improvement

Status Active

Description

Partnering with the local art community (Washington County Arts Council, Washington County Museum of Fine Arts, Barbara Ingram School for the Arts, Valley Art Association, and others) this is an annual public art project. We identify sites within City Park and Downtown Hagerstown for the placement of art that would be site-specific works of art. Most grants require a 1:1 match to any money they supply to the project.

FY21: $30,000 for Washington Street Bridge Murals (approved by City Council -City funds); $3,000 new "Faces of Hagerstown"

FY22-FY25: Projects to be determinded

Listed in Mayor and Council's "Goals & Priorities" 2018-2020

Justification

Public art makes a significant statement about the community and is free for people to enjoy and interpret. This is a wonderful opportunity to enrich the cultural experience in our community. The proposed art will not only employ artists but will also build on the economic development aspects of Hagerstown as an artistic destination. Frequently businesses investigating locations for extension of their operations will view such collaborative projects as a strong indicator of the community's forward-thinking ability.

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Equip/Vehicles/Furnishings	33,000	10,000	10,000	10,000	10,000	73,000
Total	33,000	10,000	10,000	10,000	10,000	73,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Grants-State	10,000	5,000	5,000	5,000	5,000	30,000
Transfers to CIP-General Fund	23,000	5,000	5,000	5,000	5,000	43,000
Total	33,000	10,000	10,000	10,000	10,000	73,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0870

Project Name Fire Facilities City Owned Buildings



Type Maintenance
Useful Life Indefinite
Category Buildings and Structures
Location: Various locations
Year Submitted: 2017

Department Fire
Contact Lohr
Priority Planned Improvement
Status Active

Description

Two city owned facilities: Headquarters/Shift Commanders Office in a portion of the Market House (25 West Church St) which Public Works maintains approximately 60% of the facility for use as the Farmer's Market; and E-3 & T-3 @ 100 Eastern Boulevard are the only remaining City owned response facilities. The county consultant's study rated the Market House facility as poor, Eastern Blvd. as good. Finally, the HFD training center is owned and maintained by the city on Bowman Avenue. A separate CIP exists for that facility. It was not rated in the study. Both facilities are in need of point of capture exhaust extraction systems for all apparatus. Both City-owned facilities are fully sprinklered.

FY 21: Administrative Office 25 W. Church Street: Architectural design services are urgently needed to establish the feasibility of converting the entire building to a downtown fire station and fire department headquarters. The existing facility is in need of significant repairs and improvements including masonry repairs to cracked sidewalks and to replace holes in the walls, upgrade electrical and GFI outlets, replace plumbing, and HVAC.

Justification

Repurpose existing facility: adding central air, adding office space for expanded fire marshal's office staff; enlarge battalion space to accommodate 3 additional command officers.

Repairs are necessary to achieve code compliance. Examples of repairs: Masonry - cracked sidewalks, holes/cracks in wall; Electrical - GFCI needed by sinks and in truck bay, wiring need supports, fans not vented to the outside, loose cable outlets. Plumbing - seals need replaced by shower in officer's quarters, damage to trim by shower door; ceiling tiles missing, stained and sagging in areas; HVAC - air conditioning is needed on the Administrative side of the office. This is a condensed list of all repairs that the Administrative Office needs.

For each of the out years, $120,000 is requested to maintain and equip as necessary. Given the reassignment of personnel from T-1 and the need to relocate services to city owned facilities, design money is requested to explore an addition to, and, or renovations to both Eastern Blvd. and Church Street.

Budget Impact/Other

Based on a 20 year term at 4.50%, preliminary annual debt service impact for the future 2021 general fund supported bond issue of $2.6M is $225.2K.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Planning/Design	200,000					200,000
Construction/Maintenance	2,400,000	120,000	120,000	120,000	120,000	2,880,000
Total	2,600,000	120,000	120,000	120,000	120,000	3,080,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Bond Financing (General Fund)	2,600,000					2,600,000
Transfers to CIP-General Fund		120,000	120,000	120,000	120,000	480,000
Total	2,600,000	120,000	120,000	120,000	120,000	3,080,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0871

Project Name Fire Equipment



Type Replacement
Useful Life 10 years
Category Machinery and Equipment
Location: Administrative Office
Year Submitted: 2020

Department Fire
Contact Lohr
Priority Planned Improvement

Status Active

Description

FY21: Community Risk Reduction Boards for each Fire Station ($150,000), Funded by Grant and Matching Funds 90/10 split.
FY22: Video Conferencing equipment for each Fire Station, seven in total ($1,000,000), Funded by Grant and Matching Funds 90/10 split.

Justification

Video conferencing will enable Command Staff and Firefighters in stations to interact more effectively with morning line-ups, training, staff meetings and one-on-one conversations. The current procedure involves all going to a central location for training and meetings. While the HFD tries to avoid this, moving to one location is at times necessary in the current model. Video conferencing will allow for better deployment in the event of an emergency incident should an incident occur during a video conference meeting or training.

The first defense against fire is prevention. Getting the message out to the citizens of Hagerstown, really to everyone, to prevent the 911 call is the goal of the fire service. The Fire Department not only responds to emergencies we also work to educate the public about safety. Electronic Sign Boards at all the City fire stations with prevention messages will provide important, and potential lifesaving information.

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Equip/Vehicles/Furnishings	150,000	1,000,000				1,150,000
Total	150,000	1,000,000				1,150,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Grants-Federal	135,000	900,000				1,035,000
Transfers to CIP-General Fund	15,000	100,000				115,000
Total	150,000	1,000,000				1,150,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0872

Project Name Traffic Beacons



Type Improvement
Useful Life 30 years
Category Infrastructure-Utilities
Location: City -wide
Year Submitted: 2018

Department Engineering
Contact Tissue
Priority Public Safety

Status Active

Description

Furnish and install RRFB traffic beacons with signs and push buttons with ramps as needed

FY21: Radar boards on Maryland Avenue and Summit Avenue and RRFB traffic beacon at Northern Avenue at Short Road ($195,000 - 80% Federal, 20% City funded).

FY22:RRFB beacons at Hagers Crossing, and also at Salem at Rhode Island ($40,000 - 80% Federal, 20% City Funded). Design ($4,000)

Justification

Justified per "Mid-Block Crosswalk Policy" to advise drivers of crosswalks and other conditions.

School students walking to elementary schools will be aided by beacon activation.

Board of Education requested beacon @ Northern Ave. and Short Road and Hagers Crossing Drive

The Comprehensive Plan recommends that the City's transportation network, including roads, transit, and bicycle and pedestrian facilities, will meet the mobility needs of its residents, businesses, and visitors.

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Planning/Design		4,000				4,000
Construction/Maintenance	195,000	40,000				235,000
Total	195,000	44,000				239,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Grants-Federal	156,000	32,000				188,000
Transfers to CIP-General Fund	39,000	12,000				51,000
Total	195,000	44,000				239,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0873

Project Name Wesel Boulevard Reconstruction



Type Improvement
Useful Life 40 years
Category Infrastructure-Streets
Location: S.Burhans Blvd to Heister St
Year Submitted: 2018

Department Engineering
Contact Tissue
Priority Planned Improvement

Status Active

Description

In conjunction with the NorthPoint Development being planned along Wesel Boulevard which includes 2.2 million square feet of new warehouse construction (four buildings) and 1 $133 million investment with the possibility of 1500 jobs. Buildings 1 & 3 are planned to start construction in March 2020 with completion December 2020. Buildings 2 & 4 are planned to start construction in March 2021 with completion December 2021.

Potential Funding Sources:
Contribution by Others - $4,500,000 broken down by:
County and/or State - $2,700,000
Developers - $1,800,000
Grants-State Aid in Lieu of Urban Funds- $350,000
State Highway User Revenue - $350,000
GF Fund Balance Reserve- $800,000 to be replenished from future revenue sources:
Enterprise Zone Tax Revenue
Various Plant Permit Fees
Stormwater Construction Management Fees

Justification

When the City constructed Wesel Boulevard in the late 1980's, the road was constructed with eight-inches of asphalt directly on the clay soil. No stone drainage layer was provided, which is not standard construction practice. The pavement was designed for 8,000 vehicles per day and a maximum of 960 truckes per day. The approved Traffic Impact Study for the development projects that at full build out in 2022, the average daily traffic for Wesel Blvd., would be upwards of 17,000 (more than twice the original pavement design volume) and the number of trucks would be upwards of 1,500 trucks daily (almost 40% more than designed). The NorthPoint development truck traffic will cause widespread pavement failure on Wesel Boulevard if not addressed.

This project is consistent with the Comprehensive Plan goals for transportation projects to support the City's growth management goals and for new development and redevelopment projects to fill gaps in the city's sidewalk system to help complete the city's pedestrian infrastructure.

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	6,000,000					6,000,000
Total	6,000,000					6,000,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
CIP Fund - GF Fund Balance	800,000					800,000
Contribution by Others	4,500,000					4,500,000
Grants-State Aid in Lieu of Urban Funds	350,000					350,000
State Highway User Revenue	350,000					350,000
Total	6,000,000					6,000,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 45-C0875

Project Name Urban Improvement Project (Plaza)



Type Improvement
Useful Life 50 years
Category Infrastructure-Parks
Location: Behind Maryland Theater
Year Submitted: 2017

Department Engineering
Contact Tissue
Priority Planned Improvement

Status Active

Description

In conjunction with our partners, the City of Hagerstown is planning the construction of the proposed plaza associated with the Urban Improvement Project. The Plaza will serve as a public multi-purpose public space and will be used for informal student gatherings, downtown events, and staging for buses and theater production vehicles. A final phase of the Cultural Trail (CIP 0140) will extend through the plaza. With the conclusion of this project, the Hagerstown Cultural Trail and the Market Walk will link the City Park and the Washington County Museum of Fine Arts, the Downtown Arts and Entertainment District, and the City Farmers' market, the oldest continuously operating farmers' market in the State of Maryland.

Anticipate funding from State and County monies reallocated from the overall UIP project.

Justification

A partnership between the Board of Washington County Commissioners, the City of Hagerstown, the Washington County Board of Education (BOE), the Maryland Theatre and the University System of Maryland at Hagerstown (USMH) has been formed in support of several key projects that tie into the revitalization of the urban core of the City of Hagerstown. Projects include the planning and construction of a plaza, expansion of the Maryland Theatre, an urban educational complex with BOE and USMH components.

The Comp Plan recommends the continuation of a full range of physical improvements on an incremental basis to the downtown area. These should be aimed at improving the downtown's image and attractiveness through traffic calming measures; gateway and pedestrian enhancements; landscaping and streetscaping.

Budget Impact/Other

Based on a 20 year term at 4.50%, preliminary annual debt service impact for the future 2021 general fund supported bond issue of $210K is $18.5K.

Based on a 20 year term at 3.89%, annual debt service impact for the 2015 general fund supported bond issue of $650K is $45.5K.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Land Acquisition	250,000					250,000
Construction/Maintenance	950,000					950,000
Total	1,200,000					1,200,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Bond Financing (General Fund)	210,000					210,000
Contribution by Others	418,000					418,000
Grants-State Community Legacy	400,000					400,000
Prior Bond Proceeds	172,000					172,000
Total	1,200,000					1,200,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 50-C0090

Project Name Electric Vehicles



Type Replacement
Useful Life 10 years
Category Automobiles and Trucks
Location: Electric Department
Year Submitted: Ongoing

Department Electric Fund
Contact Fridinger
Priority Planned Improvement

Status Active

Description

Replace fleet vehicles scheduled for replacement under the Vehicle Replacement Program.
FY21: Replace 2007 Full Size Pick Up Trucks #101 and #102 ($30,000 each)
FY22: Replace 2003 Bucket Truck #124 ($250,000)
FY23: Replace 2007 Full Size Pick Up Trucks #122 and #126 ($35,000 each); Full Size Pick Up Truck #131 ($40,000); 2005 Meter Van #137 ($40,000); 1990 Air Compressor #134 ($20,000)
FY24: Replace Dump Truck #107 ($150,000); Stakebody #116 ($65,000)
FY25: Replace 2004 Bucket Truck #128 ($250,000)

Justification

Replace deteriorating mobile equipment to improve safety for workers and to reduce service restoration time.

Budget Impact/Other

Maintenance costs will be reduced with the replacement of older fleet vehicles.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Equip/Vehicles/Furnishings	60,000	250,000	170,000	215,000	250,000	945,000
Total	60,000	250,000	170,000	215,000	250,000	945,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Electric Fund	60,000	250,000	170,000	215,000	250,000	945,000
Total	60,000	250,000	170,000	215,000	250,000	945,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # **50-C0111**

Project Name **Telemetry Equipment**



Type Improvement
Useful Life 10 years
Category Machinery and Equipment
Location: Electric Department
Year Submitted: 1997

Department Electric Fund
Contact Fridinger
Priority Planned Improvement

Status Active

Description

Construction of communication networks (wired and wireless) to facilitate transmission of data and/or voice from installed devices in the electric system. These devices may be located in City owned facilities or equipment.

Justification

FY21 funds are budgeted to complete the fiber optic installation between Fairgrounds Aveune and Mitchell Avenue for SCADA communication. FY22 and beyond provide for maintenance of operation. There are presently no plans for vehicle or electric meter communications. Any necessary SCADA software upgrades will be in conjunction with C0441.

Budget Impact/Other

HLD installation of communications for SCADA, metering, and system monitoring.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	5,000	5,000	5,000	5,000	5,000	25,000
Equip/Vehicles/Furnishings	10,000					10,000
Total	15,000	5,000	5,000	5,000	5,000	35,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Electric Fund	15,000	5,000	5,000	5,000	5,000	35,000
Total	15,000	5,000	5,000	5,000	5,000	35,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 50-C0118

Project Name Central Substation



Type Improvement
Useful Life 25 years
Category Infrastructure-Utilities
Location: Church Street
Year Submitted: 2006

Department Electric Fund
Contact Fridinger
Priority Planned Improvement

Status Active

Description

Construct new 34.5/13.8 kV package substation near City Center to offload substations on the northwest end of town.
Located at HLD owned property in the rears of the 200 block of Jonathan Street and the unit block of West Church Street and/or the property located at 300 West Memorial Boulevard.

Justification

Needed to meet future power requirements in City Center and on the outskirts of town.

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance			150,000	100,000	100,000	350,000
Equip/Vehicles/Furnishings			50,000	400,000	100,000	550,000
Total			200,000	500,000	200,000	900,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Electric Fund			200,000	500,000	200,000	900,000
Total			200,000	500,000	200,000	900,000

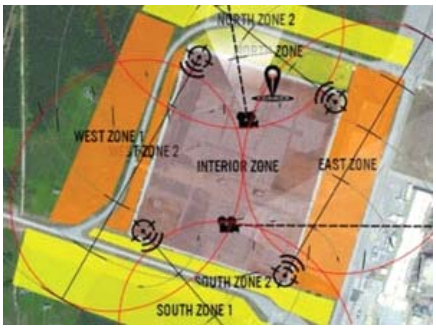
CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 50-C0178

Project Name Security Improvements



Type Improvement
Useful Life 30 years
Category Buildings and Structures
Location: 425 E. Baltimore Street
Year Submitted: 2017

Department Electric Fund
Contact Fridinger
Priority Planned Improvement

Status Active

Description

Upgrade site security system and add video surveillance to the substation properties and control houses.

Justification

Deter theft and/or vandalism of Electric Utility assets.

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	20,000	20,000	10,000			50,000
Equip/Vehicles/Furnishings	30,000	30,000	15,000			75,000
Total	50,000	50,000	25,000			125,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Electric Fund	50,000	50,000	25,000			125,000
Total	50,000	50,000	25,000			125,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 50-C0220

Project Name Wesel Boulevard Development



Type Improvement
Useful Life 50 years
Category Infrastructure-Utilities
Location: Wesel Boulevard
Year Submitted: Ongoing

Department Electric Fund
Contact Fridinger
Priority Planned Improvement

Status Active

Description

Provide for electric service in the HLD service territory along Wesel Boulevard for the NorthPoint Development.

Justification

Provide electric service to new customers within the service territory of the HLD.

Budget Impact/Other

If development occurs, service will be extended to new customers.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	136,000	10,000				146,000
Equip/Vehicles/Furnishings	56,000	15,000				71,000
Total	192,000	25,000				217,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Contribution by Others	80,000					80,000
Electric Fund	112,000	25,000				137,000
Total	192,000	25,000				217,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 50-C0259

Project Name System Reconductoring



Type Improvement
Useful Life 50 years
Category Infrastructure-Utilities
Location: City-Wide
Year Submitted: Ongoing

Department Electric Fund
Contact Fridinger
Priority Planned Improvement

Status Active

Description

Upgrade 13.8kV distribution and 600V or less secondary services as recognized for infrastructure improvement or forecasted load increases.
FY21: Central Avenue from Florida Avenue to Salem Avenue
FY22: Haven Road from Pennsylvania Avenue to Outer Drive
FY23: Wilson Boulevard from Frederick Street to Rose Hill Avenue
FY24: Northern Avenue from Country Club Road to Pennsylvania Avenue
FY25: Other areas as identified

Justification

This project is required to improve service and reliability by replacing undersized or deteriorated cable/wire and associated equipment prior to failure.

Budget Impact/Other

Operational costs may occur as deteriorated or undersized wire fails.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	20,000	20,000	20,000	20,000	20,000	100,000
Equip/Vehicles/Furnishings	30,000	30,000	30,000	30,000	30,000	150,000
Total	50,000	50,000	50,000	50,000	50,000	250,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Electric Fund	50,000	50,000	50,000	50,000	50,000	250,000
Total	50,000	50,000	50,000	50,000	50,000	250,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 50-C0388

Project Name Pedestrian Lighting



Type Improvement
Useful Life 25 years
Category Infrastructure-Utilities
Location: City-Wide
Year Submitted: Ongoing

Department Electric Fund
Contact Fridinger
Priority Planned Improvement

Status Active

Description

Install ornamental street lighting in areas designated by the Mayor and City Council.

FY22: 400 Block of North Potomac Street

FY23 - FY25: Other areas to be determined

Justification

Improve aesthetics along the main streets and walks within the City.

Budget Impact/Other

Additional lighting will increase street light operation and maintenance budgets for HLD. It will also increase electricity usage charges to the General Fund.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance		50,000	50,000	50,000	50,000	200,000
Equip/Vehicles/Furnishings		50,000	50,000	50,000	50,000	200,000
Total		100,000	100,000	100,000	100,000	400,000

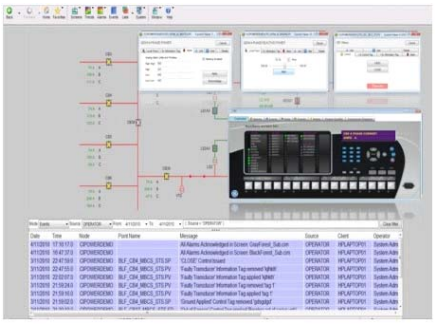
Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Electric Fund		100,000	100,000	100,000	100,000	400,000
Total		100,000	100,000	100,000	100,000	400,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 50-C0441
Project Name SCADA System



Type Upgrade
Useful Life 10 years
Category Infrastructure-Utilities
Location: 425 E. Baltimore Street
Year Submitted: 2017

Department Electric Fund
Contact Fridinger
Priority Planned Improvement

Status Active

Description

Maintain the current SCADA software and hardware to improve device monitoring and interrogation within the substations.

Justification

Miscellaneous software programming improvements to enhance communication performance. Any necessary hardware installation will be in conjunction with C0111.

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	5,000	5,000	5,000	5,000	5,000	25,000
Total	5,000	5,000	5,000	5,000	5,000	25,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Electric Fund	5,000	5,000	5,000	5,000	5,000	25,000
Total	5,000	5,000	5,000	5,000	5,000	25,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 50-C0540

Project Name Underground Replacement



Type Replacement
Useful Life 30 years
Category Infrastructure-Utilities
Location: Various locations
Year Submitted: 2016

Department Electric Fund
Contact Fridinger
Priority Planned Improvement

Status Active

Description

Replace aging primary underground cable in various areas throughout the HLD service territory identified by the feeder inspection program.

Justification

Replacing sections of aged primary cable will improve electric reliability in various developments/locations.

Budget Impact/Other

Decrease extensive labor to locate fault and replace cable during unplanned outages.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	15,000	10,000	10,000	10,000	10,000	55,000
Equip/Vehicles/Furnishings	10,000	5,000	5,000	5,000	5,000	30,000
Total	25,000	15,000	15,000	15,000	15,000	85,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Electric Fund	25,000	15,000	15,000	15,000	15,000	85,000
Total	25,000	15,000	15,000	15,000	15,000	85,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 50-C0542

Project Name HLD Distribution & Administrative Office Building



Type Improvement
Useful Life 30 years
Category Buildings and Structures
Location: 425 E. Baltimore Street
Year Submitted: 2001

Department Electric Fund
Contact Fridinger
Priority Planned Improvement

Status Active

Description

Contingency funds to improve the HLD facility on East Baltimore Street.

Justification

Miscellaneous equipment, such as HVAC and lighting, have been in place since the City's ownership of this facility in the mid to late 1980's. The request for these funds are to be made available in the event that replacement or significant repairs are required.

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	25,000	25,000	25,000	25,000	25,000	125,000
Total	25,000	25,000	25,000	25,000	25,000	125,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Electric Fund	25,000	25,000	25,000	25,000	25,000	125,000
Total	25,000	25,000	25,000	25,000	25,000	125,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 50-C0544
Project Name Bulldog Substation



Type Demolition
Useful Life 25 years
Category Infrastructure-Utilities
Location: Burhans Boulevard
Year Submitted: 2001

Department Electric Fund
Contact Fridinger
Priority Planned Improvement

Status Active

Description

Remove aging station transformer and related equipment (in conjunction with C0778).

Justification

Oldest substation transformer on system (approximately 40 years old) is reaching the end of the expected lifespan of a substation transformer. This station may no longer be required if plans to install a third bay at the Mitchell Substation move forward. There would also be scrap/salvage value which cannot be estimated at this time.

Budget Impact/Other

Removing transformer and/or station will result in lower station maintenance costs and increase reliability of service.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance					30,000	30,000
Equip/Vehicles/Furnishings					20,000	20,000
Total					50,000	50,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Electric Fund					50,000	50,000
Total					50,000	50,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 50-C0546

Project Name Streetlight Replacement



Type Replacement
Useful Life 30 years
Category Infrastructure-Utilities
Location: Various locations
Year Submitted: 2016

Department Electric Fund
Contact Fridinger
Priority Planned Improvement

Status Active

Description

Replace direct buried streetlight circuit, obsolete fixtures, and non-standard poles as needed.

Justification

Unable to provide for replacement materials for uniformity. Contingent upon a failure of the existing direct buried cable along Noland Drive and Pangborn Boulevard.

Budget Impact/Other

Decrease extensive labor to locate fault and replace.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	2,500	2,500	2,500	2,500	2,500	12,500
Equip/Vehicles/Furnishings	7,500	7,500	7,500	7,500	7,500	37,500
Total	10,000	10,000	10,000	10,000	10,000	50,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Electric Fund	10,000	10,000	10,000	10,000	10,000	50,000
Total	10,000	10,000	10,000	10,000	10,000	50,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 50-C0550

Project Name Kilpatrick Woods



Type Improvement
Useful Life 50 years
Category Infrastructure-Utilities
Location: Marshall Street and Salem Ave
Year Submitted: 2020

Department Electric Fund
Contact Fridinger
Priority Planned Improvement

Status Active

Description

Provide electric power and service within the undeveloped lands within the HLD service territory between Marshall Street and Salem Avenue east of I-81.

Justification

Provide new electric service to lots as they develop.

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	172,750	10,000				182,750
Equip/Vehicles/Furnishings	52,750	15,000				67,750
Total	225,500	25,000				250,500

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Contribution by Others	120,000					120,000
Electric Fund	105,500	25,000				130,500
Total	225,500	25,000				250,500

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 50-C0591

Project Name A & E District Upgrades



Type Improvement
Useful Life 50 years
Category Infrastructure-Utilities
Location: South Potomac Street
Year Submitted: 2004

Department Electric Fund
Contact Fridinger
Priority Planned Improvement

Status Active

Description

Provide system upgrades and improvements to the Arts and Entertainment District in conjunction with City projects.

Justification

Aesthetic improvements to the A&E district of Downtown Hagerstown.

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	2,500	2,500	2,500	2,500	2,500	12,500
Equip/Vehicles/Furnishings	1,000	1,000	1,000	1,000	1,000	5,000
Total	3,500	3,500	3,500	3,500	3,500	17,500

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Electric Fund	3,500	3,500	3,500	3,500	3,500	17,500
Total	3,500	3,500	3,500	3,500	3,500	17,500

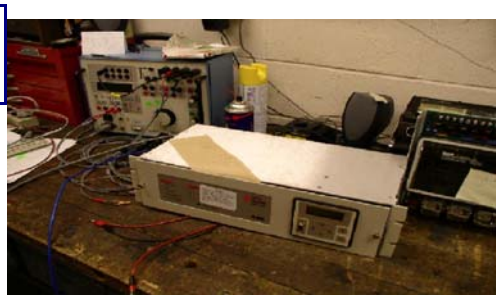
CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 50-C0609

Project Name Test Equipment



Type Improvement
Useful Life 10 years
Category Machinery and Equipment
Location: 425 E. Baltimore Street
Year Submitted: Ongoing

Department Electric Fund
Contact Fridinger
Priority Planned Improvement

Status Active

Description

Procure/repair test equipment to improve maintenance programs and power quality for customers, record voltages, record energy usage, test revenue meters, substation equipment maintenance testing, distribution equipment maintenance testing, etc.

Justification

Improve reliability of service and meet testing and calibration requirements set forth by the Maryland Public Service Commission.

Budget Impact/Other

Test equipment will assist staff in verifying that installed facilities are operating at peak efficiency. It will also ensure that periodic maintenance programs are accomplishing expected results which, most importantly, are to reduce equipment out-of-service time and customer outages.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Equip/Vehicles/Furnishings	25,000	25,000	25,000	25,000	25,000	125,000
Total	25,000	25,000	25,000	25,000	25,000	125,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Electric Fund	25,000	25,000	25,000	25,000	25,000	125,000
Total	25,000	25,000	25,000	25,000	25,000	125,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # **50-C0707**

Project Name **Burhans Village**



Type Increase Capacity
Useful Life 50 years
Category Infrastructure-Utilities
Location: North Burhans Blvd.
Year Submitted: 2006

Department Electric Fund
Contact Fridinger
Priority Planned Improvement

Status Active

Description

Proposed development across from TBH Concrete connecting Burhans Boulevard and Mitchell Avenue requiring underground electric service to 46 townhome units.

Justification

Provide electric service to new customers within the service territory of the HLD.

Budget Impact/Other

Developer will install all conduits and street lighting. HLD crews will pull and terminate underground conductors, set transformers, and meters.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	17,000	2,500				19,500
Equip/Vehicles/Furnishings	17,000	2,500				19,500
Total	34,000	5,000				39,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Electric Fund	34,000	5,000				39,000
Total	34,000	5,000				39,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # **50-C0776**

Project Name **Substation Breaker Replacement**



Type Improvement
Useful Life 25 years
Category Infrastructure-Utilities
Location: Various locations
Year Submitted: 2009

Department Electric Fund
Contact Fridinger
Priority Planned Improvement

Status Active

Description

To provide for the replacement of substation breakers that have reached their lifespan. Replacement of substation breakers will be determined by the number of operations, performance test results, age, and type.

Justification

Replacement of aged and deteriorated breakers will reduce unnecessary outages and assure proper coordination of the distribution system.

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	30,000	30,000	30,000	30,000	30,000	150,000
Equip/Vehicles/Furnishings	30,000	30,000	30,000	30,000	30,000	150,000
Total	60,000	60,000	60,000	60,000	60,000	300,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Electric Fund	60,000	60,000	60,000	60,000	60,000	300,000
Total	60,000	60,000	60,000	60,000	60,000	300,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 50-C0778

Project Name Substation Upgrades



Type Improvement
Useful Life 50 years
Category Infrastructure-Utilities
Location: Mitchell Avenue
Year Submitted: 2009

Department Electric Fund
Contact Fridinger
Priority Planned Improvement

Status Active

Description

To provide for materials and labor for electrical capacity increase and system improvements within substations for improved flexibility in operations and customer reliability.

FY21: Completion of a third bay at the Wesel Substation for a fifth feeder to split the load between Wesel and Mitchell Substations in conjunction with C0842.

FY24 - FY25: Expansion of Mitchell substation to accommodate a third station class transformer to improve system reliability and for an opportunity to remove the Bulldog substation from service (C0544).

Justification

To continue to provide reliable electric distribution service to customers.

Budget Impact/Other

Increase reliability for the service territory.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	20,000			25,000	25,000	70,000
Equip/Vehicles/Furnishings	5,000			100,000	250,000	355,000
Total	25,000			125,000	275,000	425,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Electric Fund	25,000			125,000	275,000	425,000
Total	25,000			125,000	275,000	425,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 50-C0797

Project Name Equipment Refurbishment



Type Maintenance
Useful Life 25 - 50 years
Category Machinery and Equipment
Location: Various locations
Year Submitted: 2009

Department Electric Fund
Contact Fridinger
Priority Planned Improvement

Status Active

Description

Refurbish substation class voltage regulators, distribution class transformers, and padmounted switchgear to maintain proper operation.

Justification

Replace/refurbish/repair equipment as needed to extend the life cycle.

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Equip/Vehicles/Furnishings	60,000	60,000	60,000	60,000	60,000	300,000
Total	60,000	60,000	60,000	60,000	60,000	300,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Electric Fund	60,000	60,000	60,000	60,000	60,000	300,000
Total	60,000	60,000	60,000	60,000	60,000	300,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 50-C0802

Project Name Wildlife Protection on Distribution System



Type Improvement
Useful Life 25 years
Category Machinery and Equipment
Location: Various locations
Year Submitted: 2009

Department Electric Fund
Contact Fridinger
Priority Planned Improvement

Status Active

Description

Purchase and install wildlife protection on substation and distribution equipment.

Justification

Power outages caused by wildlife within the substations will be reduced and reliability will increase. There will also be a decrease in maintenance repair and/or replacement costs of damaged equipment caused by wildlife.

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	5,000	5,000	5,000	5,000	5,000	25,000
Equip/Vehicles/Furnishings	5,000	5,000	5,000	5,000	5,000	25,000
Total	10,000	10,000	10,000	10,000	10,000	50,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Electric Fund	10,000	10,000	10,000	10,000	10,000	50,000
Total	10,000	10,000	10,000	10,000	10,000	50,000

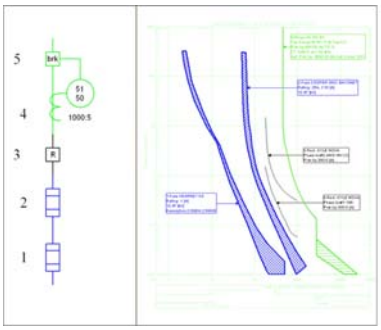
CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 50-C0833

Project Name Feeder Coordination



Type Improvement
Useful Life 10 years
Category Infrastructure-Utilities
Location: Various locations
Year Submitted: 2012

Department Electric Fund
Contact Fridinger
Priority Planned Improvement

Status Active

Description

Remove, relocate, replace, and/or adjust circuit breakers, reclosers, fuses, switches, capacitors, etc. to improve system reliability and power quality. Project will follow Coordination study by Electric Division engineers.

Justification

Improve system reliability and power quality.

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	10,000	10,000	10,000	10,000	10,000	50,000
Equip/Vehicles/Furnishings	15,000	10,000	10,000	10,000	10,000	55,000
Total	25,000	20,000	20,000	20,000	20,000	105,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Electric Fund	25,000	20,000	20,000	20,000	20,000	105,000
Total	25,000	20,000	20,000	20,000	20,000	105,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # **50-C0842**

Project Name **Circuit Upgrades**



Type Improvement
Useful Life 50 years
Category Infrastructure-Utilities
Location: Wesel to Burhans
Year Submitted: 2006

Department Electric Fund
Contact Fridinger
Priority Planned Improvement

Status Active

Description

Improve the ability to switch load between substations, improve service outage restoration times during outages caused by downed lines or source loss, and provide the ability to offload largest distribution feeders by providing additional tie points with increased capacity.

FY21 - FY22: Construction of the fifth feeder from the Wesel substation in conjunction with C0778.
FY23 - FY25: Construction of the 34.5 kV tie between Wesel and Mitchell substations.

Justification

Improve system reliability.

Budget Impact/Other

Will provide further options to switch load and expedite restoration of service to customers.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	30,000	50,000	50,000	50,000	50,000	230,000
Equip/Vehicles/Furnishings	50,000	100,000	100,000	100,000	100,000	450,000
Total	80,000	150,000	150,000	150,000	150,000	680,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Electric Fund	80,000	150,000	150,000	150,000	150,000	680,000
Total	80,000	150,000	150,000	150,000	150,000	680,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 52-C0117

Project Name Water Vehicles



Type Replacement
Useful Life 10 years
Category Automobiles and Trucks
Location: Water Department
Year Submitted: Ongoing

Department Water Fund
Contact Luhn
Priority Planned Improvement

Status Active

Description

FY21: Replace 2005 F550 Service Truck #208 ($85,000); Replace 2009 Dump Truck #211 ($100,000); New Pump Station Generator ($75,000)
FY22: Replace 2001 Backhoe #228 ($150,000); Replace Dump Truck 1-Ton #233 ($85,000); Replace 2012 F450 Service Truck #206 ($90,000);
FY23: Replace 2013 SUV #235 ($30,000); Replace 2012 F550 Service Truck #260 ($90,000); Replace 2014 SUV #261 ($30,000); Replace 2006 Backhoe #223 ($150,000)
FY24: Replace 2014 International Dump Truck #207 ($175,000); Replace 2012 Ford Escape #226 ($30,000); Replace 2013 SUV #242 ($30,000)
FY25: Replace Ford F150 #200 ($35,000); Replace Ford F150 #203 ($35,000); Replace 2015 Ford Service Van #209 ($55,000); Replace Excavator #224 ($150,000); Replace 2015 SUV #244 ($30,000)

Justification

Replace fleet vehicles scheduled for replacement under the Vehicle Replacement Program. No additional vehicles are being added to the Water Department fleet.

Replace deteriorating mobile equipment to improve safety for workers and customer service request time.

Budget Impact/Other

Maintenance costs will be reduced with the replacement of older fleet vehicles.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Equip/Vehicles/Furnishings	260,000	325,000	300,000	235,000	305,000	1,425,000
Total	260,000	325,000	300,000	235,000	305,000	1,425,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Water Fund	260,000	325,000	300,000	235,000	305,000	1,425,000
Total	260,000	325,000	300,000	235,000	305,000	1,425,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 52-C0166

Project Name Willson Treatment Plant



Type Replacement
Useful Life 50 years
Category Infrastructure-Utilities
Location: Willson Plant
Year Submitted: Ongoing

Department Water Fund
Contact Luhn
Priority Planned Improvement

Status Active

Description

FY21: Replace the roof on the Operations Building ($200,000); Chlorine scrubber driven by EPA Risk Management Plan ($235,000); Various plant improvements ($180,000).
FY22 - 25: Various plant improvements each year for equipment replacement to include pumps, motors, communication equipment, etc. Expected work includes rebuilding high service pumps, new phone system, etc. ($200,000/year).

Note: This work is independent of the planned Phased Plant Improvement Projects.

Justification

Improve service and increase system reliability.

Budget Impact/Other

Replace and/or upgrade deteriorating equipment. In some cases a cost savings may be realized when equipment is replaced or upgraded to near original conditions.

Additionally based on a 20 year term at 4.5%, the preliminary annual debt service impact for the 2021 Water fund supported bond issue of $200K is $17.6K.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	325,000	50,000	50,000	50,000	50,000	525,000
Equip/Vehicles/Furnishings	225,000	150,000	150,000	150,000	150,000	825,000
Engineering	65,000					65,000
Total	615,000	200,000	200,000	200,000	200,000	1,415,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Bond Financing (Water Fund)	200,000	150,000	150,000	150,000	150,000	800,000
Water Fund	415,000	50,000	50,000	50,000	50,000	615,000
Total	615,000	200,000	200,000	200,000	200,000	1,415,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 52-C0167

Project Name Willson Transmission Mains



Type Improvement
Useful Life 75 years
Category Infrastructure-Utilities
Location: Willson Plant
Year Submitted: 2006

Department Water Fund
Contact Luhn
Priority Planned Improvement

Status Active

Description

FY21 - FY23: Funding for Emergency Valve Replacement.

FY23 - FY25: Phase 2, Begin engineering study/design to extend the 36" Transmission Mains from Bottom Road to the Conococheague Creek (work will include a directional bore under the Conococheague Creek).

Justification

To replace deteriorated infrastructure in order to safeguard the water system and in conjunction with the City's Comprehensive Plan, the two existing 24" transmission mains must be replaced. The current transmission mains are the limiting factor in the transfer of water from the R.C. Willson Water Treatment Plant to the City of Hagerstown. In conjunction with the engineering study, the clearwell at the R.C. Willson Water Treatment Plant (as it pertains to chlorine contact time), and the overall hydraulic capacity of the plant will need to be evaluated.

This project has been identified and is consistent with recommendations in the City Comprehensive Plan. The old Cast Main was installed in the 1920's and the concrete main was installed in the 1950's. Distribution crews repair numerous pipe/joint failures each year.

Budget Impact/Other

Replace and/or upgrade deteriorating infrastructure to increase reliability.

Operational costs should decrease as a result of this project associated with time and materials to repair and road repair.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	200,000	200,000	500,000	5,000,000	5,000,000	10,900,000
Engineering	20,000	20,000	200,000	500,000	500,000	1,240,000
Total	220,000	220,000	700,000	5,500,000	5,500,000	12,140,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Bond Financing-MDE (Water Fund)			450,000	5,250,000	5,250,000	10,950,000
Water Fund	220,000	220,000	250,000	250,000	250,000	1,190,000
Total	220,000	220,000	700,000	5,500,000	5,500,000	12,140,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 52-C0168

Project Name Edgemont Reservoir Improvements



Type Improvement
Useful Life 50 years
Category Infrastructure-Utilities
Location: Watershed - Smithsburg
Year Submitted: Ongoing

Department Water Fund
Contact Luhn
Priority Planned Improvement

Status Active

Description

FY21: Continue to monitor reservoir seepage (Hazen and Sawyer) and make required Maryland Department of the Environment (MDE) improvements.
FY21: Continue the Improvement and Restoration Design in accordance with direction provided by the Mayor and City Council and as approved by MDE Dam Safety Division. Design period extended as a result of the Ogee and Spillway not meeting current Probable Maximum Flood criteria (PMF).
FY21 - FY25: Continue MDE required reservoir improvements.
FY21 - FY25: $150,000 each year for Watershed land acquisition and improvements in the Watershed.

Justification

Improve system and increase reliability - work will ensure the Edgemont Reservoir is repaired and maintained in accordance with MDE Dam Safety Division requirements.

Funding from Earnings on Investment on the Appalachian Trail will be used to help fund Watershed work.

Budget Impact/Other

Planned improvement to address regulatory requirements.

Additionally based on a 20 year term, the preliminary annual debt service impact for the 2021 MDE low interest (2%) bond issue of $1.5M is $105.7K.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Land Acquisition	150,000					150,000
Construction/Maintenance	500,000	5,000,000	4,000,000	1,500,000	500,000	11,500,000
Other		150,000	150,000	150,000	150,000	600,000
Engineering	1,000,000	500,000	400,000	150,000	50,000	2,100,000
Total	1,650,000	5,650,000	4,550,000	1,800,000	700,000	14,350,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Bond Financing (Water Fund)					50,000	50,000
Bond Financing-MDE (Water Fund)	1,500,000	4,000,000	4,400,000	1,650,000	500,000	12,050,000
Grant-State MDE		1,500,000				1,500,000
Water Fund	150,000	150,000	150,000	150,000	150,000	750,000
Total	1,650,000	5,650,000	4,550,000	1,800,000	700,000	14,350,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 52-C0322

Project Name Risk and Resiliency/Security



Type Improvement
Useful Life 5 years
Category Infrastructure-Utilities
Location: Water Department
Year Submitted: 2020

Department Water Fund
Contact Luhn
Priority Public Safety

Status Active

Description

Improve the security of the SCADA systems by installing hardware and software.
Improve the security of the communications systems at the water plants and pump stations by installing security camera systems.
Improve the security of the water plants and pump stations by including redundant pumps and equipment that may become needed in the event of a natural disaster.

Justification

Due to an EPA mandate, the Water Department is currently conducting a "Risk and Resiliency Assessment" to determine areas of vulnerability. These improvements have been identified as areas that will add to the security of the water system as a whole.

Budget Impact/Other

Planned improvements to address regulatory requirements.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	50,000	300,000	200,000	50,000	25,000	625,000
Total	50,000	300,000	200,000	50,000	25,000	625,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Water Fund	50,000	300,000	200,000	50,000	25,000	625,000
Total	50,000	300,000	200,000	50,000	25,000	625,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 52-C0323

Project Name Zone 3 Standpipe



Type Improvement
Useful Life 50 years
Category Infrastructure-Utilities
Location: Water Department
Year Submitted: 2001

Department Water Fund
Contact Luhn
Priority Planned Improvement

Status Active

Description

This project will result in a hydraulic analysis of Zone 3, and will address pumping and storage capacity. Project is required as a result of an agreement with Sierra Nevada Corporation (SNC). It is likely that Pump Station 3 will be upgraded (suction, discharge, and all assorted equipment and infrastructure) to meet Zone 3 fire flow requirements because of tank elevation restrictions in FFA regulations.

Justification

Water quality associated with Zone 3 storage needs to be addressed in order to maintain compliance with the Safe Drinking Water Act.

To address system deficiencies in Zone 3; improvement required by Sierra Nevada Corporation (SNC) Agreement.

Cost share of $100,000 from SNC.

Budget Impact/Other

Planned improvement to enhance reliability.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Equip/Vehicles/Furnishings					100,000	100,000
Engineering	25,000					25,000
Total	25,000				100,000	125,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
ARDI Fund Balance					100,000	100,000
Water Fund	25,000					25,000
Total	25,000				100,000	125,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 52-C0405

Project Name Breichner WTP Improvements



Type Improvement
Useful Life 25 years
Category Infrastructure-Utilities
Location: Breichner Plant
Year Submitted: Ongoing

Department Water Fund
Contact Luhn
Priority Planned Improvement

Status Active

Description

Upgrades will be a result of the implementation of existing and proposed Safe Drinking Water Act requirements as well as Clean Water Act requirements. Upgrades will be necessary to convert the Briechner Plant to Chloramination once the Willson Phase IV work is complete. Additional upgrades will include the electrical and SCADA equipment, internal piping, and enhanced filtration sufficient to treat the raw water supply. Upgrade(s) will likely cost $5,100,000 (engineering and construction). Upgrades will be phased in once the Willson Plant upgrades are complete.

FY21 - FY25: $50,000 annually for miscellaneous required rehab/replacement projects.

FY21 - FY22: Begin design for plant upgrades for compliance with Safe Drinking Water Act Disinfectant By-Product Rule (Stage 2) requirements and the Long Term 2 Enhanced Surface Water Treatment Rule. Improvements and Edgemont Viability Study must be completed prior to this work commencing.

Justification

Replace and/or upgrade aging equipment to achieve compliance with the Safe Drinking Water Act Dininfectant By-Product Rule and the Enhanced Long Term 2 Surface Water Treatment Rule requirements and to continue to ensure a back-up water supply.
MDE Clean Water Act Program (NPDES) will require that no ammonia or phosphorus treated water discharged to the wastewater lagoon thus increasing the upgrades expenses for the plant improvements.

The Comprehensive Plan recommends that the City ensure adequate future water system supply by continuing to monitor system capacity and water use. This includes ensuring that the Edgemont Reservoir/Breichner WTP is a reliable backup source of water and the need for a capacity increase permit for R.C. Willson WTP.

Budget Impact/Other

Planned improvements to enhance reliability.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	20,000	500,000	2,000,000	1,500,000	50,000	4,070,000
Engineering	100,000	450,000	400,000	300,000		1,250,000
Total	120,000	950,000	2,400,000	1,800,000	50,000	5,320,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Bond Financing-MDE (Water Fund)		900,000	2,350,000	1,750,000		5,000,000
Water Fund	120,000	50,000	50,000	50,000	50,000	320,000
Total	120,000	950,000	2,400,000	1,800,000	50,000	5,320,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 52-C0648

Project Name Adm. & Engineering Equipment

Type Improvement
Useful Life 5 years
Category Infrastructure-Utilities
Location: Wastewater treatment plant
Year Submitted: Ongoing

Department Water Fund
Contact Luhn
Priority Planned Improvement

Status Active



Description

FY21 - FY25: Upgrade computer equipment and Info-Water Program (Hydraulic Model and GIS).

The Hydraulic Model is included in this CIP which is interfaced with the City GIS Project.

Justification

To replace and/or upgrade engineering computer hardware and software.

Budget Impact/Other

To ensure accuracy and reliability of engineering equipment.

Will require funding through the operations budget 52-74001 to keep software maintenance agreements current.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Software	10,000	10,000	10,000	10,000	10,000	50,000
Total	10,000	10,000	10,000	10,000	10,000	50,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Water Fund	10,000	10,000	10,000	10,000	10,000	50,000
Total	10,000	10,000	10,000	10,000	10,000	50,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 52-C0651

Project Name Pump Station Improvements



Type Improvement
Useful Life 25 years
Category Infrastructure-Utilities
Location: Various locations
Year Submitted: Ongoing

Department Water Fund
Contact Luhn
Priority Planned Improvement

Status Active

Description

FY21 - FY25: $75,000 for replacement of critical equipment at all stations (pumps, SCADA upgrade, etc.).
FY22: Design of new suction and discharge mains at Pump 6 at Greendale Street ($150,000); Misc. pump replacements (developer driven).
FY23 - FY24: Construction of the Pump Station 6 improvements (suction and discharge). Work will be contingent on the Water Master Plan Update recommendations.
FY25: Design for the relocation of Pump Station 2 ($400,000); Construction of new Pump Station 2 ($1,500,0000) - Note PS2 is located on Northern Avenue (developer driven).

Justification

Replace and/or upgrade deteriorating infrastructure to improve reliability.
Pump Station 2 (Northern Ave.) relocation will be development driven. It is possible that a portion of the funding will be through developer contribution.

Budget Impact/Other

Replace and/or upgrade deteriorating infrastructure to improve reliability.
Compliance with Stage 2 DBPR - Nitrification Control.
Upgrades to the pump stations will not likely change the overall operating cost.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	75,000	75,000	575,000	325,000	1,975,000	3,025,000
Engineering	20,000	150,000	150,000	25,000	400,000	745,000
Total	95,000	225,000	725,000	350,000	2,375,000	3,770,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Contribution by Others		150,000	650,000	275,000	2,300,000	3,375,000
Water Fund	95,000	75,000	75,000	75,000	75,000	395,000
Total	95,000	225,000	725,000	350,000	2,375,000	3,770,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 52-C0653

Project Name Distribution Services - Meter Program



Type Replacement
Useful Life 25 years
Category Infrastructure-Utilities
Location: Water Department
Year Submitted: 2004

Department Water Fund
Contact Luhn
Priority Cost Avoidance
Status Active

Description

The Distribution System has approximately 28,000 meters - useful life of a meter is 25 years. There are approximately 330 large meters which are tested annually. MDE Policy requires we reduce our unaccounted for water to 10% or less - our lost water is about 20%. The meter program is the most cost effective way to reduce lost water through accurate metering devices. This work also ensures that all customers are paying their share of the cost to treat and deliver the water.

FY21 - FY25: Investigate a fire line metering program for existing unmetered fire line accounts which will include the evaluation of unmetered fire lines and installation of a fire meter if evaluation shows consistent use on the fire line.

Funding in FY21 through FY25 is set aside for the Meter Program to replace meters and upgrade software and/or hardware associated with the Sensus meter reading system.

Justification

Replace aging equipment to ensure water and sewer rates are an accurate reflection of the required revenue.

Budget Impact/Other

Unaccounted for water will be reduced and the appropriate fees will be collected from each customer served by Water and/or Sewer.

When project is complete, department efficiencies will increase - also expect revenues to increase associated with better read accuracy.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	400,000	300,000	300,000	300,000	300,000	1,600,000
Allocated Labor	25,000	25,000	25,000	25,000	25,000	125,000
Total	425,000	325,000	325,000	325,000	325,000	1,725,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Contribution by Others	100,000					100,000
Water Fund	325,000	325,000	325,000	325,000	325,000	1,625,000
Total	425,000	325,000	325,000	325,000	325,000	1,725,000

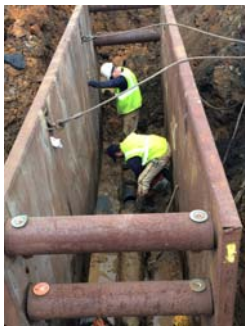
CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 52-C0709

Project Name Distribution System Rehab - Main Replacement



Type Replacement
Useful Life 50 years
Category Infrastructure-Utilities
Location: Water Department
Year Submitted: Ongoing

Department Water Fund
Contact Luhn
Priority Planned Improvement

Status Active

Description

FY21: Continue the leak detection program.
FY21: Continue to replace aging infrastructure throughout the Distribution System - work will be coordinated with City/County and State road projects.
FY21 - FY25: Continue to replace aging infrastructure throughout the Distribution System.
FY21 - FY25: $50,000 per year will be dedicated to the hydrant and valve program.

Justification

Replace deteriorating infrastructure, improve safety for workers, and improve customer service.

Main replacement will be based on age of mains, main failure and the removal of transite (asbestos concrete) pipe.

The Comprehensive Plan recommends upgrades to the water treatment and distribution system to meet existing demand and future development.

Budget Impact/Other

Replace and/or upgrade deteriorating infrastructure to improve reliability.

Reduction in operating cost associated with road repairs as distribution system is upgraded (materials and road repairs).

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	550,000	170,000	170,000	175,000	180,000	1,245,000
Allocated Labor	100,000	55,000	60,000	70,000	80,000	365,000
Total	650,000	225,000	230,000	245,000	260,000	1,610,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Bond Financing (Water Fund)		170,000	170,000	175,000	180,000	695,000
Contribution by Others	250,000					250,000
Water Fund	400,000	55,000	60,000	70,000	80,000	665,000
Total	650,000	225,000	230,000	245,000	260,000	1,610,000

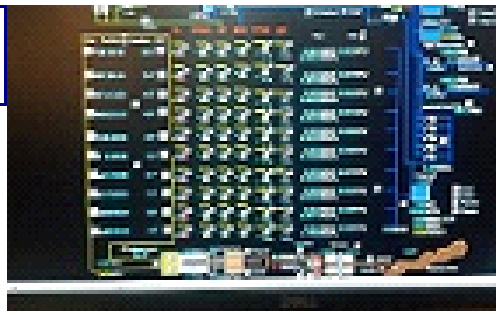
CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 52-C0820

Project Name Water System SCADA Improvements



Type Improvement
Useful Life 15 years
Category Infrastructure-Utilities
Location: Water Department
Year Submitted: Ongoing

Department Water Fund
Contact Luhn
Priority Planned Improvement

Status Active

Description

FY21: Software/hardware required SCADA upgrades driven by Microsoft ($150,000) and Switchgear PLC upgrade ($50,000); Miscellaneous items ($25,000)
FY22: Potassium and Trac-Vac ($50,000); Pump Station I/O ($35,000); Miscellaneous items ($15,000)
FY23 - FY24: Breichner Plant SCADA Upgrade ($400,000) - work will be contingent on the Edgemont Source Water Viability Study.

Justification

Replace and/or upgrade aging equipment and facilities. SCADA upgrades will increase operational efficiency.

Budget Impact/Other

Upgrades will replace aging equipment. Maintain existing SCADA to ensure treatment efficiencies.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	225,000	100,000	290,000	190,000	40,000	845,000
Engineering			25,000	35,000		60,000
Total	225,000	100,000	315,000	225,000	40,000	905,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Bond Financing-MDE (Water Fund)			275,000	185,000		460,000
Water Fund	225,000	100,000	40,000	40,000	40,000	445,000
Total	225,000	100,000	315,000	225,000	40,000	905,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 54-C0004

Project Name Wastewater Vehicle Replacement



Type Replacement
Useful Life 6 years
Category Automobiles and Trucks
Location: CS, WWTP, Admin.
Year Submitted: Ongoing

Department Wastewater Fund
Contact Moss
Priority Planned Improvement

Status Active

Description

FY21: Replace 2001 #518 Ford E350 Camera Rig Truck ($400,000); Replace 2003 #507 Ford F550 1-T with crane ($125,000)
FY22: Replace 2011 #506 Chevrolet HHR Van ($25,000); Replace 2008 #515 Chevrolet Silverado 3500 ($45,000); Replace 2005 #535 New Holland Tractor ($25,000); Replace 2006 #528 Jet-Vac Cleaner ($750,000)
FY23: Replace 1993 #513 Kohler Generator ($65,000); Replace 2008 #505 Chevrolet Trailblazer 4x4 ($25,000)
FY24: Replace 1991 #522 Ingersol Rand Light Plant ($45,000); Replace 1999 #509 Volvo Trailer Mounted Generator ($75,000)
FY25: Replace 2006 #591 Chevrolet 2500 HD 4X4 w/ Snow Plow ($45,000); Replace 2014 #539 Ferris Zero Turn Mower ($7,500); Replace 2004 #500 Chevrolet Silverado 2500 ($25,000)

Justification

Replacement units - reduced maintenance costs anticipated.

Budget Impact/Other

Newer vehicles require less maintenance thus reducing O&M costs.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Equip/Vehicles/Furnishings	525,000	845,000	90,000	120,000	77,500	1,657,500
Total	525,000	845,000	90,000	120,000	77,500	1,657,500

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Wastewater Fund	525,000	845,000	90,000	120,000	77,500	1,657,500
Total	525,000	845,000	90,000	120,000	77,500	1,657,500

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 54-C0267

Project Name Manhole Raising



Type Improvement
Useful Life 40 years
Category Infrastructure-Utilities
Location: City-Wide
Year Submitted: Ongoing

Department Wastewater Fund
Contact Moss
Priority Public Safety

Status Active

Description

Raise manholes to meet new street grade, replace three-inch thick lids with lighter more accessible lids.

FY21 - FY25: Manhole raising frame replacement ($25,000/year).

Justification

Annual overlay projects.

Budget Impact/Other

Reduction of liability cost - road improvements.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Equip/Vehicles/Furnishings	25,000	25,000	25,000	25,000	25,000	125,000
Total	25,000	25,000	25,000	25,000	25,000	125,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Wastewater Fund	25,000	25,000	25,000	25,000	25,000	125,000
Total	25,000	25,000	25,000	25,000	25,000	125,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 54-C0299

Project Name Pump Station Improvements



Type Improvement
Useful Life 40 years
Category Infrastructure-Utilities
Location: System-wide
Year Submitted: Ongoing

Department Wastewater Fund
Contact Moss
Priority Public Safety

Status Active

Description

Replacement and upgrades to Collection System Pump Stations; these stations convey wastewater to wastewater treatment plant from low lying areas.

FY21 - FY25: Muffin Monster Motors, Drive Gear, Cutters ($45,000); New Soft Starts at various stations ($25,000); Replace Motorola SCADA units with new Avista SCADA Systems at all pump stations ($5,000)

Justification

Reduce maintenance and increase safety and security of stations.

Budget Impact/Other

Replacing obsolete equipment is needed due to the unavailability of parts for existing units. New soft starts reduce the peak inrush of power required to start large pump motors which helps reduce electric bills.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	75,000	75,000	75,000	75,000	75,000	375,000
Total	75,000	75,000	75,000	75,000	75,000	375,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Wastewater Fund	75,000	75,000	75,000	75,000	75,000	375,000
Total	75,000	75,000	75,000	75,000	75,000	375,000

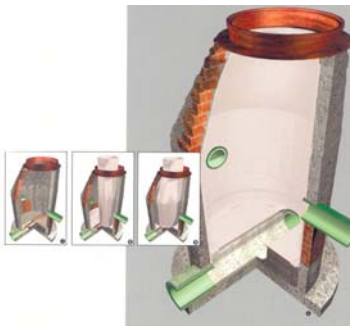
CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 54-C0327

Project Name Collection System Rehabilitation



Type Improvement
Useful Life 40 years
Category Infrastructure-Utilities
Location: City-Wide
Year Submitted: Ongoing

Department Wastewater Fund
Contact Moss
Priority Public Safety

Status Active

Description

FY21 - FY25: Collection System personnel to continue point repairs throughout the system (estimated at $150,000 / year); Service connection & main rehabilitation ($150,000); Manhole rehabilitation ($100,000). Total annual costs are $400,000.

FY22: Re-route forcemain for Station #8 to discharge into Station #18 & #26 (Developer driven) ($1,200,000).

Justification

Reducing the inflow and infiltration will provide future re-capturing of allocation for the WWTP.

Consistent with Comp Plan - identified need to address long term wastewater issues with projected capacity deficits.

By re-routing the forcemain for Station #8 into #18 & #26 it will reduce the burden on Station #4 and open that area up to development.

Budget Impact/Other

Reduction of I/I will free up capacity for future growth (future revenues).

Additionally based on a 20 year term at 4.5%, the preliminary annual debt service impact for the 2021 Wastewater fund supported bond issue of $200K is $17.6K.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	400,000	1,600,000	400,000	400,000	400,000	3,200,000
Total	400,000	1,600,000	400,000	400,000	400,000	3,200,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Bond Financing (Wastewater Fund)	200,000	700,000	200,000	200,000	200,000	1,500,000
Contribution by Others		700,000				700,000
Wastewater Fund	200,000	200,000	200,000	200,000	200,000	1,000,000
Total	400,000	1,600,000	400,000	400,000	400,000	3,200,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 54-C0565

Project Name East End Pump Station



Type Improvement
Useful Life 40 years
Category Infrastructure-Utilities
Location: East End
Year Submitted: 2001

Department Wastewater Fund
Contact Moss
Priority Planned Improvement

Status Active

Description

Construction of proposed Pump Station #33 on Hebb Road, west of Dual Highway. Property survey to produce plat showing pump station site and easement for gravity line is currently being completed.

Gravity sewer, force main, and Jack and Bore under Dual Highway and removal of Pump Station #9 would be completed with the cost to be shared with the City.

Justification

Pump Station #9 (Former Four Points Sheraton site), has reached capacity, new Pump Station #33 is needed to promote growth and development.

Budget Impact/Other

Possible increase in electrical cost and pump station maintenance.

Additionally based on a 20 year term, the preliminary annual debt service impact for the 2021 MDE low interest (2%) bond issue of $1.6M is $111.2K.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Planning/Design	75,000					75,000
Construction/Maintenance	1,500,000	1,000,000	500,000			3,000,000
Total	1,575,000	1,000,000	500,000			3,075,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Bond Financing-MDE (Wastewater Fund)	1,575,000	1,000,000	500,000			3,075,000
Total	1,575,000	1,000,000	500,000			3,075,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 54-C0584

Project Name WWT Plant Equipment



Type Replacement
Useful Life 20 years
Category Machinery and Equipment
Location: Wastewater treatment plant
Year Submitted: Ongoing

Department Wastewater Fund
Contact Moss
Priority Public Safety

Status Active

Description

Replaces various aging equipment or adds additional new equipment to maintain efficient operations and permit compliance.

FY21: Replace the electrical controls for Final Clarifiers 4, 5 & 6 in the Main Control Building (Engineering/Design $40,000; Construction $200,000).
FY21: Replace Return Sludge pumps in ASPS Building ($10,000).

FY22 - FY25: Upgrade/replace PLC's throughout the WWTP by replacing the obsolete and unsupported programming software systems currently in place ($100,000/year).

Justification

Deteriorating equipment that has reached the end of its useful life cycle requires repalcement to maintain reliable, continuous operations.

Budget Impact/Other

Will update control equipment and software that is obsolete and no longer supported by the manufacturer.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Planning/Design	50,000					50,000
Construction/Maintenance	200,000	100,000	100,000	100,000	100,000	600,000
Total	250,000	100,000	100,000	100,000	100,000	650,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Wastewater Fund	250,000	100,000	100,000	100,000	100,000	650,000
Total	250,000	100,000	100,000	100,000	100,000	650,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 54-C0585

Project Name WWT Buildings and Structures



Type Improvement
Useful Life 50 years
Category Buildings and Structures
Location: 1 Clean Water Circle
Year Submitted: Ongoing

Department Wastewater Fund
Contact Moss
Priority Planned Improvement

Status Active

Description

Wastewater Buildings: renovations, repairs and maintenance.

FY21: Modify garage building adjacent to headworks including new roof and relocate the Thiogard tank and pumps ($30,000); Construct 3 sided shed to park vehicles at Administrative Building ($30,000); Expand existing Pole Barn to house equipment and supplies for Collections ($40,000).

FY22: Construct pole barn structure over storm water pumps for WWTP ($25,000).

FY23 - 25: Renovations, repairs, and maintenance as needed ($25,000).

Justification

Aging structures that require repairs and improvements.

The roof of the Control Building has been repaired numerous times and is in need of replacement.

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	100,000	25,000	25,000	25,000	25,000	200,000
Total	100,000	25,000	25,000	25,000	25,000	200,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Wastewater Fund	100,000	25,000	25,000	25,000	25,000	200,000
Total	100,000	25,000	25,000	25,000	25,000	200,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 54-C0657

Project Name Oxygen System Improvements



Type Replacement
Useful Life 20 years
Category Infrastructure-Utilities
Location: Wastewater treatment plant
Year Submitted: Ongoing

Department Wastewater Fund
Contact Moss
Priority Public Safety

Status Active

Description

Specialized Services includes work by an outside consultant to continue efforts to integrate controls for oxygen control panels into Plant SCADA System.

FY21: Replace the automatic actuators and control valves on the oxygen distribution system at the OAB deck and Skid ($40,000).

FY21 - FY25: Continued improvements ($10,000/year).

Justification

Improve reliability, efficiencies, and maintain MDE compliance.

Budget Impact/Other

Anticipated reduction in plant maintenance costs associated with the oxygen process.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Equip/Vehicles/Furnishings	50,000	10,000	10,000	10,000	10,000	90,000
Total	50,000	10,000	10,000	10,000	10,000	90,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Wastewater Fund	50,000	10,000	10,000	10,000	10,000	90,000
Total	50,000	10,000	10,000	10,000	10,000	90,000

CAPITAL IMPROVEMENT PROGRAM FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # **54-C0711**

Project Name **Solids Processing-Pelletizer and WWTP Improvements**



Type Improvement
Useful Life 20 years
Category Machinery and Equipment
Location: Wastewater treatment plant
Year Submitted: Ongoing

Department Wastewater Fund
Contact Moss
Priority Contract Obligation

Status Active

Description

Upgrade or replace equipment in the Sludge Pelletizing facility as needed (Synagro). The pelletizing building and the equipment is owned by the City. Synagro is contracted to operate and maintain all the equipment in this facility. The Wastewater operations staff verify all expenses for repair parts and subcontract work billed to the City by Synagro. Associated with C0712.

Justification

Improve reliability and maintain MDE compliance.

Budget Impact/Other

Maintain continuous and reliable solids processing facilities for the WWTP.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Equip/Vehicles/Furnishings	100,000	50,000	50,000	50,000	50,000	300,000
Total	100,000	50,000	50,000	50,000	50,000	300,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Wastewater Fund	100,000	50,000	50,000	50,000	50,000	300,000
Total	100,000	50,000	50,000	50,000	50,000	300,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 54-C0713

Project Name Collection System Equipment



Type Improvement
Useful Life 15 years
Category Machinery and Equipment
Location: Clean Water Circle
Year Submitted: Ongoing

Department Wastewater Fund
Contact Moss
Priority Planned Improvement

Status Active

Description

Replaces various aging equipment or adds additional new equipment to maintain efficient operations and permit compliance.

FY21: Various hoses, cables and parts to keep the camera unit and flusher truck in operation ($30,000.00); New 80kVA trailer mounted, portable emergency generator for Pump Stations ($50,000.00).

Justification

The addition of this new trailer mounted gen set provides the capability to now have generators for every Pump Station.

Budget Impact/Other

Will reduce annual maintenance costs, main and service I&I location, and long-term CIP planning.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Equip/Vehicles/Furnishings	80,000	80,000	80,000	80,000	80,000	400,000
Total	80,000	80,000	80,000	80,000	80,000	400,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Wastewater Fund	80,000	80,000	80,000	80,000	80,000	400,000
Total	80,000	80,000	80,000	80,000	80,000	400,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 54-C0745

Project Name Laboratory Equipment



Type Replacement
Useful Life 15 years
Category Machinery and Equipment
Location: Wastewater treatment plant
Year Submitted: Ongoing

Department Wastewater Fund
Contact Moss
Priority Planned Improvement

Status Active

Description

Replaces various aging equipment or adds additional new equipment to maintain efficient operations and permit compliance.

FY21: Rehabilitate 1970's vintage laboratory to include HVAC systems, lighting, etc. ($150,000).
FY22: Continue laboratory rehabilitation ($50,000).
FY23 - FY25: Unexpected equipment breakdowns ($10,000/year).

Justification

Improve reliability of existing equipment.

Budget Impact/Other

No impact on future operating budgets.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Equip/Vehicles/Furnishings	150,000	50,000	10,000	10,000	10,000	230,000
Total	150,000	50,000	10,000	10,000	10,000	230,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Wastewater Fund	150,000	50,000	10,000	10,000	10,000	230,000
Total	150,000	50,000	10,000	10,000	10,000	230,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 54-C0767

Project Name Grinder Pump Replacement Program



Type Replacement
Useful Life 10 years
Category Infrastructure-Utilities
Location: Various locations
Year Submitted: 2007

Department Wastewater Fund
Contact Moss
Priority Planned Improvement

Status Active

Description

The City is responsible for approximately 330 Grinder Pumps that have been installed in four locations (Brightwood East, Fairway East, Fairway Meadows & Woodlands North). Grinder pumps are used in situations where sewer service lines leaving a home or business is lower than the public sewer main. The Grinder Pump is used to pump the wastewater into the public sewer main.

This program will replace 20 grinder pumps including the discharge assemblies per year (Annual Program).
This program will be entering its 12th year in the budget process.

Justification

Replace deteriorating equipment.

Budget Impact/Other

Reduction of annual maintenance costs is anticipated.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Equip/Vehicles/Furnishings	100,000	100,000	100,000	100,000	100,000	500,000
Total	100,000	100,000	100,000	100,000	100,000	500,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Wastewater Fund	100,000	100,000	100,000	100,000	100,000	500,000
Total	100,000	100,000	100,000	100,000	100,000	500,000

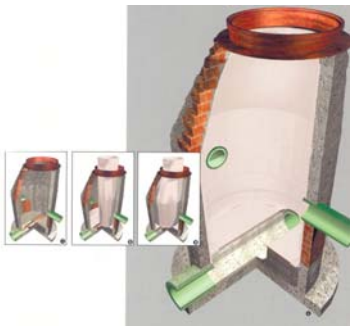
CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 54-C0800

Project Name Citywide - CS Rehabilitation



Type Improvement
Useful Life 40 years
Category Infrastructure-Utilities
Location: City-Wide
Year Submitted: 2008

Department Wastewater Fund
Contact Moss
Priority Public Safety

Status Active

Description

Correct infiltration and inflow into the wastewater collection system by replacement or re-lining defective piping.

FY21: Application for $1,500,000 ($1,000,000 bond and $500,000 grant) in funding from MDE will be submitted in January 2020. $200,000 for ARC Grant funding will be secured in FY20.

This work will repair segments of sewer mains that were identified in the 2007 Sanitary Sewer Evaluation Study (SSES).

Justification

Reducing the inflow & infiltration will provide future re-capturing of allocation for the WWTP.

Consistent with Comprehensive Plan - identified need to address long-term wastewater issues with projected capacity deficits.

Budget Impact/Other

Reduction of I/I will free up capacity for future growth (future revenues).

Additionally based on a 20 year term, the preliminary annual debt service impact for the 2021 MDE low interest (2%) bond issue of $1.0M is $70.9K.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	1,960,000	100,000	100,000	100,000	100,000	2,360,000
Total	1,960,000	100,000	100,000	100,000	100,000	2,360,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Bond Financing-MDE (Wastewater Fund)	1,000,000					1,000,000
Grants-ARC	200,000					200,000
Grant-State MDE	500,000					500,000
Wastewater Fund	260,000	100,000	100,000	100,000	100,000	660,000
Total	1,960,000	100,000	100,000	100,000	100,000	2,360,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 54-C0832

Project Name Pump Station Modifications



Type Improvement
Useful Life 40 years
Category Infrastructure-Utilities
Location: Various locations
Year Submitted: 2016

Department Wastewater Fund
Contact Moss
Priority Planned Improvement
Status Active

Description

FY21: Design, permiting, and construction of gravity main and package pump station to relocate Pump Station #6 (Dual Highway and Eastern Boulevard). This pump station is very deep and underutilized. Will be replaced with small package station. ($330,000).

FY22: Reconstruction of Pump Station #13 (Western Maryland Parkway) due to expiration of Flow Transfer Agreement in August 2023 ($500,000).

FY23: Pump Station #15 (Noland Village) may need new pumps or may be demolished if nearby gravity piping is completed ($325,000).

Justification

Reduce annual operating costs.

Budget Impact/Other

Eliminate the cost of operating over-sized pump stations.

Additionally based on a 20 year term at 4.5%, the preliminary annual debt service impact for the 2021 Wastewater fund supported bond issue of $330K is $28.6K.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Planning/Design	30,000	50,000	25,000			105,000
Construction/Maintenance	300,000	450,000	300,000			1,050,000
Total	330,000	500,000	325,000			1,155,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Bond Financing (Wastewater Fund)	330,000	500,000	325,000			1,155,000
Total	330,000	500,000	325,000			1,155,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 54-C0834

Project Name Trunk Lines and Laterals



Type Improvement
Useful Life 40 years
Category Infrastructure-Utilities
Location: Various locations
Year Submitted: Ongoing

Department Wastewater Fund
Contact Moss
Priority Contract Obligation

Status Active

Description

Purchase or transfer of infrastructure, which are often necessary to connect the City and County Systems.

Justification

Provide efficient use of wastewater infrastructure throughout system.

Budget Impact/Other

These funds are designated for the purchase of Right of Ways and/or Easements sometimes needed to connect City and County infrastructure.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Land Acquisition	265,000	15,000	15,000	15,000	15,000	325,000
Total	265,000	15,000	15,000	15,000	15,000	325,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Contribution by Others	250,000					250,000
Wastewater Fund	15,000	15,000	15,000	15,000	15,000	75,000
Total	265,000	15,000	15,000	15,000	15,000	325,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 56-C0173

Project Name Parking Facilities - 3rd Parking Deck



Type Improvement
Useful Life 50 years
Category Buildings and Structures
Location: To be determined
Year Submitted: 2011

Department Parking Fund
Contact Deike and Tissue
Priority Planned Improvement

Status Active

Description

A parking study conducted in 2012 by Rich & Associates and a downtown "Community City Center Plan" completed in 2014 by Urban Partners both noted the need for a catalyst project in which to link a new parking deck. Existing parking resources are currently adequate. A catalyst project for a new parking deck began in 2018. The Urban Improvement Project (UIP) involves the expansion of the Barbara Ingram School for the Arts (BISFA), the Maryland Theatre and the private development of several properties along West Washington Street. The Urban Partners Study states "once capacity of existing off-street facilities is exhausted, it is the intention of the City to construct additional off-street parking facilities."

FY21: Land acquisition ($700,000).
FY22: Design phase ($667,000).
FY23: Construction phase of a new, approximately 359 space deck ($6,633,775).

Justification

Provide additional needed parking to support redevelopment of the City center area including: educational, office, and commercial development, as well as any other downtown revitalization projects. Intent is to get paying customers above the current level as funding sources do not include any general fund support.

Budget Impact/Other

For this deck to be financially viable to the City, it is critical to have new and additional paying parking system customers in our downtown area beyond current levels. The operating revenue from a third deck, combined with other Parking Fund revenue, would need to meet total Parking operating expenses plus related debt service expenses to avoid general fund subsidies and revenue shortfalls.

Bond financing to fund either all or a portion of the planning/design phase, land acquisition, and construction will be needed. Based on a 25 year term at 5%, the preliminary annual debt service impact for the FY21 bond issue of $700K is $48.0K, the FY22 bond issue of $667K is $45.4K, and the FY23 bond issue of $6.634M is $449.8K.

Annual operation costs are estimated to be approximately $91.9K for a partial year open in FY23, $190.2K for a full year in FY24, and $196.8K in FY25.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Planning/Design		667,000				667,000
Land Acquisition	700,000					700,000
Construction/Maintenance			6,633,775			6,633,775
Total	700,000	667,000	6,633,775			8,000,775

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Bond Financing (Parking Fund)	700,000	667,000	6,633,775			8,000,775
Total	700,000	667,000	6,633,775			8,000,775

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 56-C0749

Project Name Upgrades to Parking Decks



Type Maintenance
Useful Life 10 - 20 years
Category Buildings and Structures
Location: Downtown
Year Submitted: 2007

Department Parking Fund
Contact Deike
Priority Planned Improvement

Status Active

Description

Provides funding for upgrades and refurbishments for both parking decks.

FY21: Replacement of the entire security camera system for both the University District Parking Deck and the Arts & Entertainment District Parking Deck. Includes wiring, cameras, and support platform ($135,000).

FY21 - FY25: Funding provided for general repairs and improvements to both decks.

Justification

Old analog cameras can no longer support software updates. Newer IP cameras are becoming outdated. The decks contain both kinds of cameras. The system currently transmits video to/from the Police Department. A new system will be self-contained within the Parking system, freeing up bandwidth on the City's network.

University District Deck opened in 1986 and received major refurbishments in 2013 and 2014. No major structural issues at this time. Continued refurbishments prevent deterioration of the facility. The Arts & Entertainment District Deck opened in 2007 and also requires upkeep and upgrades to maintain and improve the parking experience.

Budget Impact/Other

A new security camera system ensures staff can view most areas of the decks for parking operations and customer safety.

Refurbishment prevents further deterioration of the facilities and costlier repairs.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	30,000	30,000	30,000	30,000	30,000	150,000
Equip/Vehicles/Furnishings	135,000					135,000
Total	165,000	30,000	30,000	30,000	30,000	285,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Parking Fund	165,000	30,000	30,000	30,000	30,000	285,000
Total	165,000	30,000	30,000	30,000	30,000	285,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 56-C0829

Project Name Parking Fund Vehicles



Type Replacement
Useful Life 10 years
Category Automobiles and Trucks
Location: North Potomac Street
Year Submitted: Ongoing

Department Parking Fund
Contact Deike
Priority Planned Improvement
Status Active

Description

Per Vehicle and Equipment schedule:

FY22: Supervisor Pickup Truck #033 ($30,000)

Justification

Vehicle repair costs and maintenance increase with the age of a vehicle. On average, vehicles should be replaced every 10 years. Some equipment and vehicles should be replaced sooner than 10 years while others can go longer.

Budget Impact/Other

New vehicles and equipment should operate more efficiently and need less maintenance. Newer vehicles will have better fuel economy and less labor and material costs for maintenance.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Equip/Vehicles/Furnishings		30,000				30,000
Total		30,000				30,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Parking Fund		30,000				30,000
Total		30,000				30,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 56-C0857

Project Name Parking Lot Improvements



Type Maintenance
Useful Life 15 - 25 years
Category Buildings and Structures
Location: Various locations
Year Submitted: 2014

Department Parking Fund
Contact Deike
Priority Planned Improvement

Status Active

Description

Improve the overall condition of surface parking lots to include: preservation of the pavement, sidewalk improvements, lighting, and handicap accessible ramps.

FY21 - FY22: High Street, Madison Avenue, and Antietam Street parking lot preservation, sidewalk improvements, and lighting improvements ($15,000).
FY23 - FY25: Maintenance to be determined.

Justification

Preservation of the pavement (crack sealing, overlay) allows the pavement to last much longer before total replacement is necessary. Sidewalk improvements include handicap accessible ramps to meet ADA requirements. Light improvements by transitioning to LED lights improve security while reducing energy costs.

Budget Impact/Other

Reduction in electrical costs for parking lot lighting. LED light saves 50% to 75% in utility costs.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	15,000	15,000	5,000	5,000	5,000	45,000
Total	15,000	15,000	5,000	5,000	5,000	45,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Parking Fund	15,000	15,000	5,000	5,000	5,000	45,000
Total	15,000	15,000	5,000	5,000	5,000	45,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 57-C0395

Project Name Golf Course - Vehicles/Equipment



Type Improvement
Useful Life 5 years
Category Automobiles and Trucks
Location: Greens at Hamilton Run
Year Submitted: Ongoing

Department Golf Fund
Contact Tissue
Priority Cost Avoidance

Status Active

Description

See vehicle and equipment replacement schedule.

FY21: Replace 2004 Cushman Sprayer #389 ($35,000)
FY22: Replace Top Dresser #373 ($37,000)
FY23: Replace Zero Turn Mower #322 ($12,000) and Greens Mower #321 ($35,000)
FY24: Replace Rough Mower #326 ($40,000)
FY25: Replace Mower #334 ($35,000)

Justification

Replace deteriorated equipment. Maintain reliable and efficient equipment necessary to operate and maintain golf course.

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Equip/Vehicles/Furnishings	35,000	37,000	47,000	40,000	35,000	194,000
Total	35,000	37,000	47,000	40,000	35,000	194,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Golf Fund	35,000	37,000	47,000	40,000	35,000	194,000
Total	35,000	37,000	47,000	40,000	35,000	194,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 57-C0825

Project Name Golf Course Improvements



Type Improvement
Useful Life 25 years
Category Land Improvements
Location: Greens at Hamilton Run
Year Submitted: 2018

Department Golf Fund
Contact Tissue
Priority Improve Service

Status Active

Description

FY22: Course improvements such as cart paths, tee box, and greens.

Contingent upon receiving State POS funding.

Justification

To provide a more enjoyable experience to the customers with the enhancements to the course.

The Comprehensive Plan recommends continuation of Livable City initiatives that bring design continuity to City neighborhoods by focusing on improved park amenities; public sidewalk repairs and enhancements; street tree planting; and traffic island installation.

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance		100,000				100,000
Total		100,000				100,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Golf Fund		10,000				10,000
Grants-State Program Open Space		90,000				90,000
Total		100,000				100,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 58-C0803

Project Name Elizabeth Hager Center



Type Replacement
Useful Life 15 - 25 years
Category Buildings and Structures
Location: 10-14 N. Potomac St.
Year Submitted: 2010

Department Property Management Fund
Contact Deike
Priority Planned Improvement

Status Active

Description

FY21: Remodel kitchenette ($20,000).
FY21: Replace several windows on the second floor. Paint exterior to meet code regulations.
FY21 - 25: Painting, various leasehold improvements, and continued replacement of HVAC units on an as needed basis.

Justification

The windows are original steel frame, uninsulated windows. Window sills need repaired/replaced.

Budget Impact/Other

New HVAC should be more efficient saving on heating/cooling costs. Replace as needed.

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	40,000	20,000	20,000	20,000	20,000	120,000
Total	40,000	20,000	20,000	20,000	20,000	120,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Property Management Fund	40,000	20,000	20,000	20,000	20,000	120,000
Total	40,000	20,000	20,000	20,000	20,000	120,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 58-C0828

Project Name 60 West Washington Street



Type Improvement
Useful Life 25 - 50 years
Category Buildings and Structures
Location: 60 W Washington Street
Year Submitted: 2011

Department Property Management Fund
Contact Thompson
Priority Planned Improvement

Status Active

Description

The City continues to support small business through the building located at 60 West Washington Street. The Burobox Entrepreneur Resource Center, located in the middle portion of the building, includes a collaborative workspace, three offices, and conference room. The Burobox provides incubation, assistance, and networking opportunities for new and existing downtown businesses.

FY21: Total building roof replacement ($100,000).

Justification

As part of the City of Hagerstown's commitment to enhance economic development in the City Center, the building was acquired in April 2011 in order to create a small business incubator. The small business incubator will aide in the creation of small businesses and allow small businesses to grow and expand.

Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	100,000					100,000
Total	100,000					100,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Property Management Fund	100,000					100,000
Total	100,000					100,000

CAPITAL IMPROVEMENT PROGRAM

FY '21 *thru* FY '25

City of Hagerstown, Maryland

Project # 58-C0836

Project Name 36-40 North Potomac Street



Type Improvement
Useful Life 25 - 50 years
Category Buildings and Structures
Location: 36-40 N Potomac St
Year Submitted: 2012

Department Property Management Fund
Contact Thompson
Priority Planned Improvement

Status Active

Description

The Artist Lofts and Cooperative Gallery, located at 36-40 North Potomac Street, is an impactful redevelopment project that created live/work spaces for artists seeking to live in the downtown. The Engine Room Art Space, located in the building's first floor, operates with assistance from the resident artists who occupy the building's loft apartments on the upper floors.

FY21 - 25: General repairs and replacements.

Justification

In keeping with the goals of the City of Hagerstown's Comprehensive Plan, the building located at 36-40 N Potomac Street was acquired in September 2011 in order to create artist housing in the A&E District.

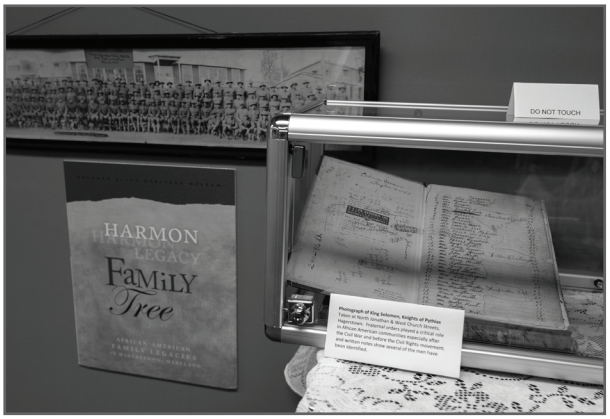
Budget Impact/Other

Expenditures	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Construction/Maintenance	7,000	7,000	7,000	5,000	5,000	31,000
Total	7,000	7,000	7,000	5,000	5,000	31,000

Funding Sources	FY '21	FY '22	FY '23	FY '24	FY '25	Total
Property Management Fund	7,000	7,000	7,000	5,000	5,000	31,000
Total	7,000	7,000	7,000	5,000	5,000	31,000

City Center

City of Hagerstown









SCHEDULE OF FEES AND SERVICE CHARGES
SECTION 8

	Page
City Clerk	1
Support Services	1
Communications	1
Department of Community and Economic Development	
Community Development Block Grant	1
Business Revolving Loan Fund	1
Market House	1
University Plaza	1
Planning and Code Administration	
Planning	2
Code Administration	3
Engineering and Parks	
Engineering	4
Stormwater	4
Parks and Recreation	4
Recycling and Trash Collection	5
Police Department	5
Fire Department	6
Public Works	6
Enterprise Funds	
Parking Facilities	6
Golf Course	7
Utility Division	
Electric Department	7
Water Department	8
Wastewater Department	9

SCHEDULE OF FEES & SERVICE CHARGES
FISCAL YEAR 2020/2021

NAME OF FEE/PURPOSE	EFF DATE	FY20 RATE	FY21 PROPOSED	FY19 ACTUAL	COMPARABLE RATES	ACTION REQUIRED
CITY CLERK						
01030022 - 4271				**$ 3,375**		
Auctioneer-to Conduct an Auction					Baltimore County: $180	Ordinance
Annual Fee	1992	$25	$25			
Peddler:						Ordinance
Peddler (Door-to-Door) Annual Fee	2014	$250	$250		Baltimore City $75-$375	
Vendor (Stand or Truck) Annual Fee	2014	$250	$250		Salisbury: $50 + $1,000 Surety Bond	
Temporary Peddler Daily Fee	2014	$25	$25			
Transient Dealer Annual Fee	2014	$1,000-$3,500	$1,000-$3,500		Cumberland $375/2 months	Ordinance
Parade Per Event Fee	1992	$125	$125		Baltimore $80	Ordinance
Circus/Carnival Weekly Fee	1992	$125	$125		Salisbury: $10/day	Ordinance
Special Sales(Auctions, Going-out-of Business, Etc.)	1992	$125	$125			Ordinance
Theatre Annual Fee	1967	$100	$100			Ordinance
01030022 - 4221				**$ -**		
City Code Annual Fee	1990	$125	$125		Available on-line, free of charge	Admin Order
City Code Supplement	1998	$40	$40			Admin Order
01030021 - 489903				**$ -**		
Souvenirs/Maps		Various	Various			
SUPPORT SERVICES						
01070022 - 4494				**$ 488**		
Bad Check Fee Per Check (To compensate the City for Bank charges & employee time)	2007	$39	$39		$35-$39 Area Banks	Admin Order
01072062 - 4490				**$ 45,958**		
Pay-By-Phone Transaction Fee	2012	$7	$10		Potomac Edison $7	Admin Order
01072062-449001				**$ -**		
Credit Card Convenience Fee	2014	$2	$2			Admin Order
COMMUNICATIONS						
01030062-4899 (FY17)				**$ 128**	Cumberland - First 20 pages free; $0.25/page	
Public Information Requests	2002				or $1.00 per page for certified copy	Admin Order
Fee Per Page:					Rockville - First 40 pages free; $0.20/page B&W	
20 pages or less		Free	Free		or $1.00 per page for color	
21 pages or more		$1.25 plus $0.25/each addtl page	$1.25 plus $0.25/each addtl page		Frederick - First 20 pages free; $0.25/page	
DVD/2GB Thumb Drive		$5.00	$5.00		Salisbury - First 4 pages free; $0.25/page	
Document Retrieval & Review beyond 2 hrs		Billed at employee's hourly rate	Billed at employee's hourly rate		Annapolis - First 10 pages free; $0.25/page;	
Letter for Certification issues by City Clerk	2016	$3.00	$3.00		$30/hr for document retrieval & review over 2 hrs	
COMMUNITY DEVELOPMENT BLOCK GRANT FUND						
10000002 - 441596				**$ -**		
Loan Processing Fees:					Baltimore County-Closing/recording costs	
Multifamily Residence	1986	$50	$50		able to be included in the loan.	Admin Order
Mixed Use or Commercial		$50	$50		Frederick County-No application or origination	
Economic Development		$100	$100		fees. Cost of title search included in loan.	
BUSINESS REVOLVING LOAN FUND						
14000001 - 4899				**$ 1,195**	Kent County- $100 Application Fee/1%	
Miscellaneous Revenue	2001				origination fee is added to loan principal	
Based on loan request amount:		,			at closing.	Admin Order
$5,000- 50,000		$100	$100			
$50,001- 100,000		$150	$150		Tri-County Council for Western Maryland-	
$100,001- 150,000		$200	$200		$250 Application Fee/1.5% Loan Origination Fee	
$150,001 - 200,000		$250	$250		at closing.	
MARKET HOUSE						
01402042-481005				**$ 15,034**		
Market House Stall Rentals:	2016				Washington County Farmer's Market	Admin Order
					$10 per day Wed. & Sat. Receive 10%	
Reg Space: 6ft Quarterly Fee		$63.00	$0.00		discount if choose to be part of the entire season	
Reg Space: 3ft Quarterly Fee		$31.50	Decision by Mayor and Council		(Approx 20 weeks-Outdoor)	
Prem Space: 6ft Quarterly		$75.00	in FY20 to allow vendor booths		Washington County Artisan Market at Prime Outlets	
Prem Space: 3ft Quarterly		$37.50	to be free.		(10 days)	
Electric Quarterly Fee		$33.00			Early Full Season: $370/$37 per day	
Rates apply to 6' and 3' equivalent space where vendor is using open space or vendor-provided tables/furniture					Full Season: $476/$48 per day Weekends (2 days): 96/$48 per day One Day: $80 Black Friday: $106	
UNIVERSITY PLAZA						
01030052-4810-P0860				**$ -**		
University Plaza Rentals:	2020					Admin Order
Any events that are free and open-to-the-public		$0	$0		Washington County Park Pavilion Rentals	
Up to 3 hours for private/ticketed events		$25	$25		$60 (resident); $80 (non-resident)	
Up to 8 hours for private/ticketed events		$50	$50			
Up to 16 hours for private/ticketed events		$75	$75		Shaffer Park, Boonsboro (gazebo & pavilion)	
Bathroom fee		$50	$50		$45 (resident); $55 (non-resident)	
Bathroom fee if alcohol at event		$100	$100			

NAME OF FEE/PURPOSE	EFF DATE	FY20 RATE	FY21 PROPOSED	FY19 ACTUAL	COMPARABLE RATES	ACTION REQUIRED
PLANNING						
01090012 - 441131				**$ 200**		
Subdivision: Simplified Plat, Condo Plat, Replat	2015	$355	$355		Washington County-$365	Admin Order
01090012 - 441122				**$ 4,200**	Washington County:	
Subdivision: Final Plat	2015	$590+$50/lot	$590+$50/lot		$665+$250/lot (<50 lots) $665+$150/lot (>50 lots)	Admin Order
01090012-441124				**$ -**		
Subdivision: Sketch Plans						
Nonresidential - 2 ≤ acres	2015	$590	$590		N/A	Admin Order
Nonresidential - > 2 acres	2015	$1,200	$1,200		N/A	Admin Order
Residential - < 50 lots	2015	$590	$590		N/A	Admin Order
Residential - ≥ 50 lots	2015	$1,200	$1,200		N/A	Admin Order
01090012 - 441121				**$ 850**		
Subdivision: Development Plan	2015	$1,200+$50/lot	$1,200+$50/lot		Washington County -$915+$100/Lot	Admin Order
01090012 - 441125				**$ -**		
Minor Subdivision	2015	$355	$355		Washington County-$365	Admin Order
01090012 - 441126				**$ 200**		
Subdivision Variance/Waiver Request	2015	$100	$100		Washington County-$115	Admin Order
01090012 - 441161				**$ -**		
Concept Plan/Sketch Plans:						
CR Sketch Plan	2015	$1,200	$1,200			Admin Order
Multi-Family Development	2015	$1,200	$1,200			Admin Order
01090012 - 441119				**$ 5,060**		
BZA Filing Fee:						
Special Exception	2015	$590	$590		Washington County-$500	Admin Order
Variances:						
Residential	2015	$155	$155		Washington County-$150	Admin Order
Non-Residential	2015	$310	$310		Washington County-$300	Admin Order
Residential Fence Variance	2015	$155	$155		Washington County-$150	Admin Order
Nonconforming Uses:						
Change	2015	$590	$590		Washington County-$500	Admin Order
Expansion	2015	$590	$590		Washington County-$500	Admin Order
Administrative Appeals	2015	$250	$250		Washington County-$150	Admin Order
01090012 - 441112				**$ -**		
Rezoning Fees:						
Preliminary Consultation	2015	$590	$590		Washington County-$515+$20/acre	Admin Order
Rezoning Filing Fee	2015	$2,400+$15/APO	$2,400+$15/APO		Washington County - $2015+$20/acre	Admin Order
Local Conversation District	2015	$590	$590			Admin Order
PUD Master Plan	2015	$2,400+$15/APO	$2,400+$15/APO		Washington County - $1030+$30/lot	Admin Order
01090012 - 441102				**$ 6,305**		
Full Site Plan Fees:						
Concept Plan for Environmental Site Design		0	0		Washington County - $215	Admin Order
Residential	2006	$1000 + $15/unit	$1000 + $15/unit		Washington Co - Res. $765+$10/unit	Admin Order
Nonresidential	2006	$1000 + $50/acre	$1000 + $50/acre		Washington Co -Non $765+$50/acre	Admin Order
01090012 - 441101				**$ 3,540**		
Minor Site Plan	2015	$590	$590		Washington Co - Res. $665	Admin Order
01090012 - 441103				**$ -**		
Site Plan Variance/Waiver Request	2015	$100	$100		Washington County-$115	Admin Order
01090012 - 441111				**$ 14,195**		
Zoning Certificate Fees:						Admin Order
Home Work Stations & CC-MU	2015	$50	$50		Washington Co - $65	Admin Order
All other commercial	2015	$125	$125		Washington Co - $165	Admin Order
Blanket for Multi-Vendors	2015	$400	$400			
Zoning Verification Letter: One SFR	2015	$50	$50		Washington Co - $100	Admin Order
Zoning Verification Letter: All Others	2015	$100	$100		Washington Co - $100	Admin Order
Fence Permits:	2015					
Residential: Single Family, Two-Family		$40	$40		Washington Co - Res. $50	Admin Order
Commercial, Industrial, Multi-Family		$125	$125		Washington Co -Non $165	
01090012 - 489603				**$ -**		
Comprehensive Plan	2015	$25	$25		Washington County - $50 ($5 on CD)	Admin Order
01090012 - 489604				**$ -**		
Land Management Code	2015	$25	$25		Washington County - $20 zoning; $12 subdivision	Admin Order
Design Review Guidelines	2015	$25	$25		Washington County - $100	Admin Order
01090012 - 441141				**$ -**		
Zoning Text Amendment	2015	$2,400	$2,400		Washington County - $2,015	Admin Order
Subdivision Text Amendment	2015	$2,400	$2,400		Washington County - $2,015	Admin Order
01090012 - 4899				**$ 10**		
Copies of Recorded Meetings	2015	$30/mtg + $12/disc	$30/mtg + $12/disc			
Notary Fees	2015	$4/per page	$4/per page			
Photo Copies	2015	$0.25/page B&W, $0.75/page Color	$0.25/page B&W, $0.75/page Color			Admin Order
01090012 - 426902				**$ 120**		
Forest Conservation Fee:						
Delineation	2015	$290	$290		Washington Co-$265	Admin Order
Final Plan & Easements	2015	$590+$15/acre	$590+$15/acre		Washington Co. $750+$10/acre	Admin Order
Forest Conservation Waiver/Variance Request	2006	$30	$30		Washington Co-$40	
Forest Conservation Exemption Certification	2015	$0	$0		Washington Co-$25	
17090012 - 426999				**$ 2,891**		
Forest Conservation FIL	2013	$0.325/sq feet	$0.325/sq feet		Washington Co-$.30-$.36 sq feet	
01090012 - 441151				**$ 14,186**		
Pre-Annexation Agreement Review Fees:						
Infill residential lot - 1 or 2 units	2012	$150	$150		N/A	Admin Order
Minor residential development - ≤ 5 units	2012	$500	$500		N/A	Admin Order
Major residential development - ≥ 5 units	2012	$1,000 +$15/unit	$1,000 +$15/unit		N/A	Admin Order
Nonresidential	2012	$1,000+$50/acre	$1,000+$50/acre		N/A	Admin Order

NAME OF FEE/PURPOSE	EFF DATE	FY20 RATE	FY21 PROPOSED	FY19 ACTUAL	COMPARABLE RATES	ACTION REQUIRED
CODE ADMINISTRATION						
01140012-441505				$ -		
Expedited U&O's (within 24 Hours of Final Inspection)	2021	$0	$50		Washington County - $75	Admin order
01140012 - 4210				$ 322,444	Washington County: Comm app $150+	Ordinance
Building Permits:					$15 tech fee+ $0.15 per sq ft	
Application Fee		$20	$20		Res app $65 + $15 tech + $.10 per sq ft.	
Tech Fee	2011	$20	$20			
Commercial, Apartments & New Residential:						
up to $10,000	1996	$8.50 / thousand	$8.50 / thousand			
$10,000 and greater	2019	$6.00 / thousand	$6.00 / thousand			
Misc Residential:						
up to $10,000	1996	$8.50 / thousand	$8.50 / thousand			
$10,000 and greater	2019	$4.50 / thousand	$4.50 / thousand			
Change of Use Permits	2016	$75	$75			Admin Order
01140012 - 421101				$ 68,127	Wash.Co.$65 Res/$125Comm+$15 tech fee	Ordinance
Plumbing Permits:	2011					
Application Fee: Residential/Comm/Apmt		$50/$100/$100	$50/$100/$100			
Tech Fee		$20	$20			
Fixture fees (varies)		$4- $40	$4- $40			
Single fixture (app fee is waived)		Tech fee + fixture only	Tech fee + fixture only			
01140012 - 4202				$ 13,145	Wash. Co.(2 yr) Master $50/res, $100 non-res	Ordinance
Plumbers license/registration (Biennial):	2007	($40 of fee is tech fee)	($40 of fee is tech fee)		Journeyman $20/$40 Apprentice $15/$30	
Master		New: $150/ Renew: $125	New: $150/ Renew: $125			
Journeyman		New: $95/ Renew: $70	New: $95/ Renew: $70			
Apprentice		New: $85/ Renew: $60	New: $85/ Renew: $60			
If license has lapsed more than 30 days		New rate is charged	New rate is charged			
01140012 - 421102				$ 109,201	Wash Co: $65 Res/ $125 Comm+$15 tech+	Ordinance
Electrical Permits	2011				$15-$50 fixture fees	
Application Fee: Residential/Comm/Apmt		$50/$100/$100	$50/$100/$100			
Tech Fee		$20	$20			
Fixture fees (vary)		$3-$50	$3-$50			
01140012 - 421103				$ 45,260	Wash Co: $65Res/$125Comm+$15 tech+	Ordinance
Mechanical Permits:	2011					
Application Fee: Residential/Comm/Apmt		$50/$100/$100	$50/$100/$100			
Tech Fee		$20	$20			
Fixture fees (vary)		$5 -$30	$5 -$30			
01140012 - 4203				$ 3,570	Wash Co Mechanical (2yr): $50/res, $100 non-res	Ordinance
Contractor's Licenses (Biennial)	2011	($40 of fee is tech fee) $125	($40 of fee is tech fee) $125			
01140012 - 4204				$ 28,705	Wash Co (3 yr): Mstr or low volt $150, inactive $50	Ordinance
Electrician's Licenses (Biennial)	2007	($40 of fee is tech fee)	($40 of fee is tech fee)			
Master/ Restricted Master		New: $150/ Renew: $125	New: $150/ Renew: $125			
If license has lapsed more than 30 days		New rate is charged	New rate is charged			
01140012 - 441593				$ 4,372		Admin Order
Administrative Fee for Excise Tax	2005	2% of 72% of excise tax	2% of 72% of excise tax			
01140012 - 450102				$ (34,973)	Most citations are $200-$1,000; however, trash	Ordinance
Municipal Infractions: Fee Per Citation	2008	$25-$1,000	$25-$1,000		citations start at $25	
01140012 - 4205				$ 698,293	Cumberland: $25 per unit (annual)	Ordinance
Rental Registration Fee	2014					
Per Unit Fee		$75	$75			
Per Rooming House + Per Unit Fee		$100+$10	$100+$10			
01140012 - 4504				$ 48,578		Admin Order
CAD Administrative Fees:	2003					
Snow Removal Fee + Tech Fee		$50+$20	$50+$20			
All Others: Fee + Tech Fee	2011	$100+$20	$100+$20			
Refuse Pickup Admin Fee	2013	$50	$50			
Refuse Pickup Tech Fee	2013	$20	$20			
Trash Pickup Fee	2013	$5 per bag	$5 per bag			
Trash Pickup Tech Fee	2013	$20	$20			
01140012 - 4505				$ 100		
Appeals Fee-Board of Code Appeals	2002					Admin Order
Fee Per Case		$50	$50		Wash Co $250/case	
01140012 - 441503				$ 650	Wash Co: 1st- $50, 2nd- $75, 3rd- $100	Admin Order
Reinspection fee	2011	$50	$50			
01140012 - 441504				$ 64,850		
Property Abatement Billings:						
Grass/High Weed Removal	2001	$100-$1,000+	$100-$1,000+			Ordinance
Trash and Debris Removal	2001	$50-$1,500+	$50-$1,500+			Ordinance
Securing of Vacant Structures	2008	$100	$100			Admin Order
Snow Removal From Public Sidewalks	2004	$25-$250+	$25-$250+			Admin Order
Admin Fee		$50-$100	$50-$100			
Tech Fee	2016	$20	$20			
01140012-441111				$ -		
Code Compliance/Status Verification					Washington Co. - $100; Frederick Co. $49	Admin Order
for one SFR or one residential unit	2021		$50			
					Washington County -$100; Frederick County	
For all others per property	2021		$100		$27-$118 per address or tenant space	
01140012 - 441512				$ 16,121		Ordinance
Vacant Structures, Residential	2014	$100-$500	$100-$500			
01140012 - 441513				$ (2,500)		Ordinance
Vacant Structures, Commercial	2014	$250-$1,000	$250-$1,000			
01140012 - 441594				$ 1,425		Ordinance
Secure Vacant Structure:	2007					
Fee Per Building	2011	$100	$100			
Admin fee		$100	$100			
Tech fee		$20	$20			
Material fees		Various	Various			
01140012 - 441595				$ 46,067		Admin Order
Technology Fees	2004	$20	$20			
01140012-441597				$ 200		Ordinance
Unattended Donation Bin Registration	2015	$100-$200	$100-$200			
01140012 - 449001				$ 2,241		Ordinance
Credit Card Convenience Fee	2013	$2	$2			
01140012 - 449101				$ 13,325		
Rental License Late Fee, Per Incident	2011	$50	$50			Ordinance

NAME OF FEE/PURPOSE	EFF DATE	FY20 RATE	FY21 PROPOSED	FY19 ACTUAL	COMPARABLE RATES	ACTION REQUIRED
ENGINEERING						
01090042 - 421202				**$ 126,533**		
Street Cutting Permits	2015	Varies	Varies		Some streets can cost thousands depending	Ordinance
Per Cut Minimum Fee		$25 to $1500	$25 to $1500		on situation	
Tech Fee					Washington County $35/cut	
01090042 - 4899				**$ 6,075**		
Sale of Construction Standards	Varies Per	Varies from $5-$200	Varies from $5-$200		Frederick City $20	Admin Order
Sale of Construction Documents	Contract				Washington Co $25-50	Admin Order
01090042 - 4896				**$ 26**		
Sale of Maps	2012	$0.65 - $10.00/SF	$0.65 - $10.00/SF		Frederick County $3/map	Admin Order
Sale of Prints/Copies					Washington Co. $3 or .50-/SF	
Varies based on papers size		$0.50/SF to $7.50/SF	$0.50/SF to $7.50/SF			
Varies based on papers size with aerials		$1.00/SF to $15.00/SF	$1.00/SF to $15.00/SF			
Burning to a CD/DVD		$1.00 per CD/DVD	$1.00 per CD/DVD			
Scanning-additional charge		$2.00/ per scan	$2.00/ per scan			
01090042 - 421203				**$ 2,161**		
Curb/Sidewalk/Driveway Permits	1995				Cumberland $15,Fred.Co $35+bond	Resolution
Fee Per Driveway		$25	$25			
Fee Per Curb/Sidewalk		$10	$10			
Plus Tech Fee		$5	$5			
01090042 - 421205				**$ 48,003**		
Site Grading Permit	2004				Fred Co $109 Minor,$239 Major or 1.5%	Admin Order
Flat Fee for Site Cost		$15	$15		Wash Co $25 minor,5 acre min-$20 ac	
Plus % of Total Work Cost		1%	1%			
Plus Tech Fee		$25	$25			
01090042 - 421201				**$ 35,935**		
General Street Construction Permit Fee:	2003				Based on % so rate adjusts	Ordinance
Flat Fee		$25	$25		automatically as project costs change	
Plus % of Total Work Cost		2%	2%			
Plus Tech Fee		$25	$25			
01090042 - 421204				**$ 6,987**		
Storm Water Management Permit	1995				Based on % so rate adjusts automatically	Admin Order
Flat Fee		$25	$25		as project costs change	
Plus % of Total Work Cost		2%	2%			
Plus Tech Fee		$25	$25			
01090042 - 441201				**$ 6,468**		
Engineering Review Fees	2013					Admin Order
Fee Per Lot - Subdivision		$150 + $60/Lot	$150 + $60/Lot		Washington County - Min Fee of $600: -	
Fee Per AC-Site Plan		$150+$200/acre	$150+$200/acre		$150 + $280/acre (<10 acres)	
Sim. Plats		$100	$100		$150 + $140/acre (>10-<50 acres) $150 +	
01090042 - 421206				**$ 3,034**		
Right of Way Closure Permit	2005				None - Washington County	Admin Order
Application Fee		$10	$10			
Tech Fee		$5	$5			
Closure Fee		Fee Varies	Fee Varies			
STORMWATER (New Potential Program)						
01240092-441203				**$ -**		
Stormwater Utility Fee	*July 1, 2020*				*Greencastle, PA: $250 annually (currently*	*Ordinance*
Annual Fee		*N/A*	*$32 per 1000 square feet of impervious area*		*suspended)*	
					Berkeley County WV: $42 annually	
					Baltimore City: $40 to $120 annually	
					Howard County: $15 to $90 annually	
					Gaithersburg: $44 annually	
					Rockville: $127 annually	
					Tacoma Park: $92 annually	
					Anne Arundel: $34 to $170 annually	
PARKS & RECREATION						
01450002 - 481013				**$ 19,935**		
Pavilion Facility Reservations:	2017	$60	$60		Washington Co: Residents $60; Nonresidents $80	Admin Order
Bandshell Facility Reservations:	2013				Arts Pavilion $80 R/$100 NR	Admin Order
		$100	$100		Pen-Mar (Dance Pavilion) $125 R/$150 NR	Admin Order
01450002 - 481010				**$ 1,950**		
Fairground Park Multipurpose Fields & Courts	2013	$75/$175	$75/$175			Admin Order
*Rates below include $25 Admin Fee						
Non-Tournament		$75	$75			
Tournament		$175	$175			
Stable Rental	2013	$275	$275			Admin Order
01400012-481013				**$ 3,100**		
FIT Room at Fairgrounds Park					Elementary School Gyms:$75 for 3 hours	
Rental - 4 Hr Min	2017	$50/hr + $25 Admin Fee	$50/hr + $25 Admin Fee			Admin Order
01450002 - 481011				**$ 10,140**		
Fairground Park Special Event Rentals						
Special Events:	2013					Admin Order
Entire Park		$1,025	$1,025			
Multipurpose Fields & Courts						
All Day Rate	2013	$75	$75			Admin Order
01404022-448701				**$ 2,387**		
Hager House	2017				Miller House: $5/person	Admin Order
Adults		$5	$5		Free for ages 12 & Under	
Senior Citizens; Students: Age 13-17		$3	$3		Free for Members & Partners	
Children: Age 6-12		$2	$2		.Group Rates available for parties of 10 or more	
Children: 5 & Under		Free	Free			
Group (Min. 10 people)		$3/person	$3/person			
01402022 - Various Accounts				**$ 65,303**		
Potterfield Pool:					County Pool:	
Daily Rates:	2011				2 & Under: Free	Admin Order
2 and Under/Pre-school		Free/$2	Free/$2		Pre-School: $2.00	
Youth: Ages 5-12		$4	$4		Ages 5-17: $3.50	
Adult: 13 and Older		$4	$4		Ages 18-61: $4.00	
Senior: 62 and Older		$3	$3		Ages 62+: $3.00	
Family: (up to 5)		N/A	N/A			
Season Pass - City Residents:	2011					
Age 2 & Under		Free	Free		County Pool:	
Pre-school/Youth		$25/$55	$25/$55		$60/child,$80/Adult,$150/Family	

NAME OF FEE/PURPOSE	EFF DATE	FY20 RATE	FY21 PROPOSED	FY19 ACTUAL	COMPARABLE RATES	ACTION REQUIRED
PARKS & RECREATION (continued)						
Adult/Senior		$75/$50	$75/$50		(max 5 + $10/pp additional)	
Family (up to 5)		$150	$150			
Season Pass - Non-City Residents:	2011					
Age 2 & Under		Free	Free			
Pre-school/Youth		$40/$80	$40/$80			
Adult/Senior		$100/$70	$100/$70			
Family (up to 5)		$175	$175			
Pool Rentals:	2017					Admin Order
1-50 People Hourly Rate		$100	$100		6:30pm - 8:30pm (rates are for 2 hrs):	
51-75 People Hourly Rate		$150	$150		0-75 $150	
76-100 People Hourly Rate		$250	$250		76+ $210	
Over 100 People		Special Quote	Special Quote			
Swim Lessons	2017	$59	$59			
01404032 - 448601				**$ 2,036**		Admin Order
202 Train Exhibit	2017					
Adults		$4	$4		Roundhouse:	
Seniors; Students - Age 13-17		$2	$2		Ages 16+: $6.00	
Children: 6-12/5 & Under		$1/Free	$1/Free		Ages 4-15: $1.00	
Group Tours (Min. 10 people)		$2.00/ per person	$2.00/ per person		Ages 3 & under: Free	
Facility Rentals: 01404032-4810	2017					
Pavilion, Tommy 202 & Museum (min 3 hr)		$400(4hr)+$25(Admin Fee)+$50 (ea addl hr)	$300(3hr)+$50 (ea addl hr) + $25 Admin fee			
Pavilion & Museum		$200 (4hr) + $25 (Admin Fee)	$200 (3hr)			
Pavilion Only		$125 (4 hr)	$100 (4 hr)			
RECYCLING AND TRASH COLLECTION						
01300012 - 4416				**$ 2,738,378**		
Recycling & Refuse Collection	2018				Private Contract Hauler $106/Qtr	Admin Order
Quarterly Fee - Residence		$47	$47		plus $25/Mo for Yard Waste	
Quarterly Fee - Commercial		$50	$50			
01300012 - 4417				**$ 9,723**	Maryland Junk Removal: $120	
Bulk Trash Pick-up and Disposal Fee:	2008				Junk Removal Express: $99	Admin Order
Per Load Fee		$25	$25			
Appliance with Freon Fee		$25	$25			
01300012 - 4493				**$ 42,395**		
Utility Monthly Late Fee	2014	1% per month on past due unpaid balance	1% per month on past due unpaid balance			Ordinance
POLICE DEPARTMENT						
01100012 - 4896		Incident reports: The cost is $5.00 per report plus mailing fees if applicable. Accident reports: Free to involved parties if emailed or received at HPD; mailing costs if printed and mailed. All others: $5.00 plus mailing costs if applicable.	Incident reports: The cost is $5.00 per report plus mailing fees if applicable. Accident reports: Free to involved parties if emailed or received at HPD; mailing costs if printed and mailed. All others: $5.00 plus mailing costs if applicable.	**$ 8,118**		
Copy Charges	2019				WCSO-$5/1st page,$1/each add'l page	Admin Order
01100012 - 489607		Free to person in interest if emailed and	Video footage free to person in interest,	**$ -**		
Body-Worn Camera Footage	2018	$5 for 2GB thumb drive $25 for non involved parties Body-Worn Camera administrator's hourly wage beyond 2 hours of review and redaction	and flat fee of $25.00 for non-involved party regardless of time. All videos sent via online access. For all, Body-Worn Camera administrator's hourly wage beyond 2 hours of review and redaction			Admin Order
01100012 - 441301		Cost of Media +	Cost of Media +	**$ -**		
Electronic Media Duplication	2004	External Cost	External Cost		WCSO-$10/1st hour, $5 each add'l hour.	Admin Order
01104012 - 441331				**$ 128,457**		
Special Assignments- Hrly Fee	2014	115% of Top Officer's	115% of Top Officer's		Fluctuates with Top Officer's Pay Rate	
(Dance, School Event, etc)		Pay Rate	Pay Rate		per AFSCME 3373 Barg. Agrmt (Art 5; Sect 8)	Barg. Agrmt
01100012 - 4503				**$ 16,634**		
Vehicle Storage Fee Per Day	2007	$20	$20		WCSO - $25; max. $1,125	Admin Order
Storage, Towed Vehicles, Public Auctions						
01100012-4551				**$ 5,477**	Annapolis Frederick	Ordinance
Red Curb & Handicap Fines	2014					
Fine - Parking on Red Curb		$25	$25		$100 red, $40 yellow $ 30 yellow	
Fine - Parking on Handicap Zone		$100	$100		$100 $100	
Fine - Parking in Fire Lane		$25	$25		$100 $100	
Fine - Parking in front of Fire Hydrant		$100	$100		$100 $100	
Late Fees for Fines paid After 10 days/After 30 days		$10/$20	$10/$20			Ordinance
01104072 - 4509		$40 ($35 if paid	$40	**$ 788,138**	Annapolis Frederick	
Speed Camera Fine	2012	within 7 days of issuance)			$40 $40	Ordinance
01104082-4508				**$ 181,575**	Annapolis Frederick	
Red Light Camera Fine	2017	$75	$75		$75 $75	Ordinance

NAME OF FEE/PURPOSE	EFF DATE	FY20 RATE	FY21 PROPOSED	FY19 ACTUAL	COMPARABLE RATES	ACTION REQUIRED
FIRE DEPARTMENT						
01120012 - 441402				**$ 1,671**		
False Call/Failure to notify FD working	2012	$250	$250			Ordinance
01120012 - 421302				**$ -**		
Blasting Permits	2012	$50	$50			Ordinance
01120012 - 4210				**$ 97,280**		
Assembly Permit	2012	$50	$50		1,000>$360; 301-1000: $240; 50-300: $120	Ordinance
Building Permits:					Fairgrounds/Parks: 9 bldgs or less $240;	
% of Total Building Permit Fee	2019	30%	30%		10 bldgs>$480	
01120012 - 421301				**$ 1,750**		
Firework Permits	2007	$250	$250			Ordinance
01120012 - 441401				**$ 22**		
Reinspection Fee	2012	$150	$150		State Fire Marshal 1st $200; 3rd $250	Ordinance
Plan Review & Inspection for Fire		$100 with add'l chgs	$100 with add'l chgs		State Fire Marshal $150/system with	Ordinance
Protection System Installation		per system fixture	per system fixture		add'l charges per system fixture or	
Per System		or $1.50 per device	or $1.50 per device		device $2.00	
01120012 - 4507				**$ 2,000**		
Fire Code Violations	2007	$250 or Court Ordered amount	$250 or Court Ordered amount			Ordinance
01120012 - 4899				**$ 483**		
Technical Assistance Hourly Fee	2013	$50	$50		State Fire Marshall Office $75/hr	Ordinance
Municipal Infractions & Misc. Revenues	2006	Various	Various			Ordinance
Fire Report Fee	2004	$5 for 4 pages	$5 for 4 pages			Admin Order
01120012 - 441403				**$ 450**		
Juvenile Intervention Program	2004	$150	$150			Admin Order
01120012 - 441404				**$ -**		
Fire Call Service Charges:	2011					Ordinance
Engine Hourly Rate		$150	$150			
Utility Hourly Rate		$100	$100			
Officer Hourly Rate		$50	$50			
Fire Marshall Hourly Rate		$50	$50			
Truck Hourly Rate		$150	$150			
01120012 - 441405				**$ -**		
Responding to Motor Vehicle Collisions						Ordinance
Engine: Hourly Rate (Min Billing Amt)	2012	$150	$150			
Utility: Hourly Rate (Min Billing Amt)	2012	$100	$100			
Officer: Hourly Rate (Min Billing Amt)	2013	$50	$50			
Truck: Hourly Rate (Min Billing Amt)	2012	$150	$150			
PUBLIC WORKS						
01160032 - 483006				**$ 52,500**		
Signal-State Highway Administration	2005					
Fee Per Intersection		$1,500	$1,500		$1,500 each	Admin Order
PARKING FACILITIES						
56740112 - 4451				**$ 324,799**		
56740122 - 4451						
Parking Deck Permits - Monthly Fee:					Annapolis: $90-$250/month	
Regular Customers	2020	$66	$68		Cumberland: $55-$90/month	Resolution
Personally Assigned Space	2014	$120	$120		Winchester:$50-$60 month	Resolution
56740112 - 4452				**$ 127,106**		
56740122 - 4452						
Parking Deck Fees					Annapolis: $1 for 1st hr up to	Resolution
Minimum Fee	2010	$1	$1		$20 for hours 6 - 8; $20 max	
Maximum Daily Rate	2012	$8	$8		Winchester: $1/hr; $10 max	
Monthly	2018	$66	$68		Frederick: $1/hr; $12 max; $2	
Exiting Fee Between 4pm-6am	2014				afterhours rate	
weeknights & Saturdays		$2	$2		Cumberland: $1/hr, $8 max	
Sundays	2014	Free	Free			
56740112 - 4453				**$ 2,951**	Annapolis: Market Rate Pricing	
Special Event Parking (i.e. Augustoberfest)		$5	$5		Frederick: Market Rate Pricing depends on event	
56740112 - 4454				**$ -**		
Web Based Validations	2010	$0.80	20% Discount		Frederick: $1-$7	Resolution
56740132 - 4457, 445701, 445702				**$ 167,100**		
445703, 445704, 445705, 445706						
Parking Meter Fees						Resolution
Twelve (12) Minutes	2012	$0.10	$0.10		Annapolis: $2.00/hour	
Thirty (30) Minutes	2012	$0.25	$0.25		Cumberland: $0.50/hour	
Sixty (60) Minutes	2012	$0.50	$0.50		Winchester: $0.75/hour	
Thirty Minute Parking Meters						
Six (6) Minutes	2003	$0.10	$0.10		Frederick: $1.00-$2.00/hour	Resolution
Twelve (12) Minutes	2003	$0.20	$0.20			
Thirty (30) Minutes	2003	$0.50	$0.50			
56740132 - 445801, 445802				**$ 172,078**		
445803, 445804						
Monthly Permit Fees Parking Lots:						
Student Rate	2019	$25	$25			
Central Lot	2020	$52	$54		Annapolis:$90-$225/month	Resolution
Church Street Lot	2020	$52	$54		Cumberland: $35/month	
Market Lot	2020	$52	$54		Winchester: not available	
Rochester Lot	2020	$52	$54		Frederick: N/A	
56740132 - 445899				**$ 41,534**		
Department Charges Monthly Fee	2020	$53	$58			Admin Order
56740142 -4551, 455101, 4552, 455201				**$ 164,966**		
4553, 4559, 483005, 4899						
Parking/Expired Meter	2003	$10/$25/$35	$10/$25/$35		Annapolis: $40/expired,$100/handicap	Ordinance
Fire Hydrant		$100/$110/$120	$100/$110/$120		Cumberland: $25/expired	
Non-Meter/All Other		$15/$25/$35	$15/$25/$35		Winchester: $10/expired,$100 handicap	
Handicap Zone		$100/$110/$120	$100/$110/$120		Frederick: $20/expired,$250/handicap	
Parking Boot Fee		$100	$100			Resolution

SCHEDULE OF FEES & SERVICE CHARGES
FISCAL YEAR 2020/2021

NAME OF FEE/PURPOSE	EFF DATE	FY20 RATE	FY21 PROPOSED	FY19 ACTUAL	COMPARABLE RATES	ACTION REQUIRED
GOLF COURSE						
57000002-446501				**$ 98,492**		
Greens Fees at Hamilton Run	2015					Admin Order
9 Hole/18 Hole		$11/$14	$11/$14			
Senior 9 Hole/Senior 18 Hole		$9/$12	$9/$12			
Weekend or Holiday 9 Hole/18 Hole		$14/$17	$14/$17			
57000002-446601				**$ 8,457**		
Season Pass (City Residents Only)	2012					Admin Order
Individual		$425	$425		Individual: $600; Sr Individual: $500	
Senior Individual		$299	$299		Junior: $400; Family: $875; Sr Family: $750	
Season Pass (Non-City Residents)	2017					
Individual		$625	$625			
Senior Individual		$499	$499			
57000002-4467, 446707				**$ 7,266**		
Tournaments & Specials	2011	Varies	Varies			Admin Order
57000002-481801				**$ 65,864**	Cart included in Greens Fees above.	
Cart Rentals, Per Person:					Cart Package - Unlimited cart rental with	Admin Order
9 Hole/18 Hole	2012	$8.00/$12.50	$8.00/$12.50		Annual Membership:	
Senior 9 Hole/Senior 18 Hole	2012	$7.00/$10.50	$7.00/$10.50		Individual/Sr Individual $350;	
Pull Cart Fee	2015	$2.50	$2.50		Family/Sr Family $450	
ELECTRIC DEPARTMENT						
50000002 - 442101				**$ 12,866,819**		
50000002 - 442102						
Residential - All KWH	2005				Potomac Edison	Maryland PSC
Base rate		$0.06263	$0.06263		$5.70 per month plus $0.010106/kWh	
Purchased Power Adj. Rate (Est Ave rate)		$0.01417	$0.01417		October 2019 to May 2020	
50000002 - 442201				**$ 5,063,779**		
50000002 - 442202						
General and Commercial	2005				Potomac Edison	Maryland PSC
1st 700 KWH		$0.08314	$0.08314		Oct. 2019 to May 2020 = $0.10831/kwh	
>700 KWH		$0.05257	$0.05257			
Demand over 7.5 KW		$4.06817	$4.06817			
Purchased Power Adj. Rate (Est. aver. rate)		$0.01418	$0.01433			
50000002 - 442301				**$ 1,952,875**		
Industrial-Low Load	2005					Maryland PSC
1st 100,000 KWH		$0.05040	$0.05040		AP Schedule "PP"	
Over 100,000 KWH		$0.04220	$0.04220		No comparison due to AP Large Industrial	
Demand all KW		$3.409	$3.409		customers experiencing hourly load pricing	
Purchased Power Adj. Rate (Est. ave. rate)		$0.01478	$0.01433			
50000002 - 442302				**$ 4,218,535**		
Industrial-High Load	2005				AP Schedule "PH"	Maryland PSC
1st 100,000 KWH		$0.04052	$0.04052		No comparison due to AP Large Industrial	
Over 100,000 KWH		$0.03606	$0.03606		customers experiencing hourly load pricing	
Demand all KW		$6.26929	$6.26929			
Purchased Power Adj. Rate (Est. ave. rate)		$0.01478	$0.01433			
50000002 - 4424				**$ 20,940**		
Outdoor Lighting	1996				No comparison due to Structuring	Maryland PSC
175 Watt Monthly Fee		$5.25	$5.25		difference	
250 Watt Monthly Fee		$6.96	$6.96			
400 Watt Monthly Fee		$10.03	$10.03			
Purchased Power Adj. Rate (Est. ave. rate)		$0.01478	$0.01433			
50000002 - 442501				**$ 635,121**		
Street & Highway Lighting Per KWH	2005	$0.06842	$0.06842		No comparison	
Purchased Power Adj. Rate (Est. ave. rate)		$0.01478	$0.01433			Maryland PSC
50000002 - 442502				**$ 22,428**		
Traffic Lights Per KWH					No comparison	Maryland PSC
1st 700 KWH	1996	$0.06749	$0.06749			
>700		$0.03865	$0.03865			
Purchased Power Adj. Rate (Est. ave. rate)		$0.01478	$0.01433			
50000002 - 442303				**$ 106,244**		
High Voltage-Cascades	1995				No comparison	Maryland PSC
Demand Per KW		$10.538	$10.538			
Per KWH		$0.01092	$0.01092			
Purchased Power Adj Rate (Est Ave Rate)		$0.02474	$0.02474			
50000002 - 481813				**$ 33,287**		
Pole Rental - Fee Per Pole	2001	$20	$20		No comparison	Maryland PSC
Pole Rental (Prior 2001 grandfathered)	1966	$4.50	$4.50			
50000002 - 481815				**$ 43,603**		
50000002 - 481816						
Central Maintenance Garage Monthly Fee	2012	$3,450/month	$3,450/month		No comparison	
Rent from Sub-Station	2007	$3,403/year	$3,403/year			Admin Order
50000002 - 489908				**$ 2,241**		
50000002 - 4238				**$ 88,065**		
Connection Fees	1992	$10	$10		No comparison	Maryland PSC
Reconnection Fees		$15	$15			
Call out charge-Reconnect		$85	$85			
Call out Charge-Pole Reconnect		Est. Actual Cost	Est. Actual Cost			
50000002-4494				**$ 4,013**		
NSF Fees	2012	$37.50/check	$37.50/check		No comparison	Admin Order
50000002 - 4493				**$ 208,905**		
Utility Late Penalty Fees	2014	Max of 5% of unpaid bill (excluding State charges)	Max of 5% of unpaid bill (excluding State charges)		Per COMAR	Maryland PSC
50000002-481814				**$ 12,000**		
Rental Property - Energy Storage System						
-Snook	2017	$1,083.33/mo.	$1,083.33/mo.			
-Fairgrounds	2019	$500/mo.	$500/mo.		Rate will go up upon construction of the	
-Memorial Blvd.	2019	$500/mo.	$500/mo.		system.	

NAME OF FEE/PURPOSE	EFF DATE	FY20 RATE	FY21 PROPOSED	FY19 ACTUAL	COMPARABLE RATES	ACTION REQUIRED
WATER DEPARTMENT						
52000002 - 4249				$ 17,998		
Contracted service-payment for services rendered not w/in the existing level	1991				Frederick - Labor 38.5%,Material 10%	Admin Order
Labor Fee		$2.64 Multiplier Material,25% Equip	$2.64 Multiplier Material,25% Equip			
52000002 - 4231				$ 63,970		
52000002 - 4245						
Water Plan Review/Inspection Fee	2006	$50	$50			Ordinance
Per Application Fee		$50	$50			
Plus Fee Per Ft Main Review		$0.50	$0.50			
Inspection Fee Per Ft		$3	$3			
PS Fee Per Gallon (Minimum of PS Capacity)		$14	$14			
52000002 - 4235				$ 65,443		
Non-Utility Misc-payment for providing consumption data to Washington County	Annual Per Agreement					Admin Order
Fee Per Account/qtr	2012	$2.95	$2.95			
52000002 - 481002				$ 26,400	Subject to annual review of the rental agreement.	
Rent-City Employee						Admin Order
Smithsburg (Tenants Pay Fuel)	2016	$700	$700			
Edgemont (Tenants Pay Fuel)	2016	$700	$700			
Ritchie Rd (Tenants Pay Fuel)	2016	$800	$800			
52000002 - 481003				$ 11,500	Increase every 5 years based on consumer price index.	
Cell Tower Rental	2007	$958.30/month	$958.30/month			Motion
52000002 - 4899				$ 32,341		
Misc. Other Revenues	2006					Admin Order
Hunting Permits		$10	$10			
Maps (Free with Permit)		$1	$1			
52000002 - 4240				$ 55,740		
Transfer Fee	2007	$30	$50		Frederick City $50 for prop transfer fee	M&C
Meter Testing Fee	2007	$30	$50		Frederick County $50 for meter testing fee	
52000004 - 4722		Eff July 1, 2019	Eff July 1, 2020	$ 599,462		
Benefit charges-charged to new customers for impact of additional demand to major system components	2006	3% Rate Increase	3% Rate Increase		Washington County -initial alloc is $2,825 for 200 gpd (includes meter fee) Frederick City - impact fee for single	Ordinance
Fee Per Gallon		$12.88	$13.27		dwelling-$5,981	
Initial Fee Minimum 200 Gallon		$2,576	$2,654		$23.92/gal-250 gals per EDU	
52000002 - 443201		Eff July 1, 2019	Eff July 1, 2020	$ 2,234,598	5 Year Rate Increases approved by	
52000002 - 443101		3% Rate Increase	3% Rate Increase		Mayor and Council for FY2020 to FY2024	
Metered Sales - Inside City:						Ordinance
Residential/Rate per 1,000 gallons:	2014					
First 18,000 gallons		$1.67	$1.72		Frederick City FY2020/quarterly rates:	
Over 18,000 gallons		$3.17	$3.27		1st 6,000 gals - $3.83 / 1000 gals	
Fixed Fee per meter size: 5/8" - 10"		$7.39-$1,019.82	$7.61-$1,050.18		next 10,000 gals - $5.57 / 1000 gals	
Non-Residential/Rate per 1,000 gallons:					next 8,000 gals - $5.89 / 1000 gals	
First 18,000 gallons		$1.67	$1.72		next 8,000 gals -$6.15/1000 gals	
Over 18,000 gallons		$1.48	$1.52		over 32,000 gals - $6.67/1000 gals	
Fixed Fee per meter size: 5/8" - 10"		$7.39-$1,019.82	$7.61-$1,050.18		Fixed charge/per meter size 3/4"-8" =$41.07 - $1,190.88	
52000002 - 443202		Eff July 1, 2019	Eff July 1, 2020	$ 8,606,514	5 Year Rate Increases approved by	
52000002 - 443102		3% Rate Increase	3% Rate Increase		Mayor and Council for FY2020 to FY2024	
Metered Service - County:						Ordinance
Residential/Rate per 1,000 gallons:	2014					
First 18,000 gallons		$4.03	$4.15		Washington County for FY2020:	
Over 18,000 gallons		$7.65	$7.88		Residential -	
Fixed Fee per meter size: 5/8" - 10"		$21.51-$2,968.38	$22.16-$3,058.08		1st 6000 gallons minimum of $104.76	
Non-Residential/Rate per 1,000 gallons:					Over 6000 gallons = $11.78 per 1000 gals	
First 18,000 gallons		$4.03	$4.15		Commercial I:	
Over 18,000 gallons		$3.62	$3.73		1st 6000 gallons minimum of $104.76	
Fixed Fee per meter size: 5/8" - 10"		$21.51-$2,968.38	$22.16-$3,058.08		Over 6000 gallons = $12.05 per 1000 gals	
52000002 - 4237		Eff July 1, 2019	Eff July 1, 2020	$ 164,565		
Fire Protection:	2014	3% Rate Increase	3% Rate Increase			Ordinance
City - 4" - 12"		$198.21-$1,781.53	$204.16-$1,834.98			
County - 4" - 12"		$265.08-$2,376.17	$273.03-$2,447.46			
52000002 - 4232				$ 324,885		
New Services:	2003					Resolution
3/4" (5/8" meter)		$715	$815			
1" Single (3/4" meter)		$925	$1,025		Will include fees in the rate model	
1" Double (two 3/4" meters)		$1,160	$1,300			
1" RS Special		$1,510	$1,610			
2" Service		$1,790	$1,890			
Application Fee		$50	$50			
52000002 - 4238				$ 46,042		
Reconnection Fee:					Washington County - $50 turn off and $50 turn on	Ordinance
8:00am-3:00pm		$35	$50		during business hours; $75 each after hours	
After 3:00pm		$85	$100			
Water Meter Pull per customer's request		$0	$50		Meter will be pulled and re-installed upon customer's request	
Water Meter Install per customer's request		$0	$50			
52000002 - 4494				$ 3,000		Admin Order
NSF Fees		$37.50/check	$37.50/check			
52000002 - 4493				$ 122,588	Frederick City - 1% per month	
Utility Monthly Late Fee	2014	10% one-time late fee	10% one-time late fee		Washington County - $30 per bill Town of Smithsburg- 10% one time fee(excluding bay fee)	Ordinance
52000002-489914				$ 46,448		
Emergency Load Response Program	2014	Capacity at 75% of market clearing price	Capacity at 75% of market clearing price			M & C

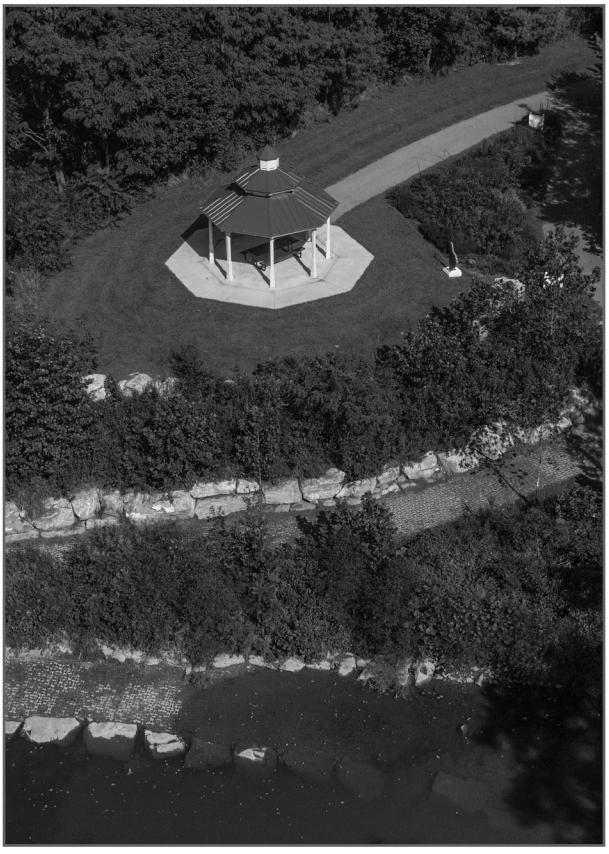
NAME OF FEE/PURPOSE	EFF DATE	FY20 RATE	FY21 PROPOSED	FY19 ACTUAL	COMPARABLE RATES	ACTION REQUIRED
WASTEWATER DEPARTMENT						
54000002 - 4243				**$ 2,400**		
Connection Charge:	2003					Ordinance
Lateral connection		$1,200	$1,300			
Wye for side by side (duplex)		$150	$200		Will include in the rate model	
54000002 - 4242				**$ 10,378**		
54000002 - 4245						
Sewer Plan Review/Inspection Fee:	2006					Ordinance
Application Fee + Review Fee Per Ft.		$50 + $0.50	$50 + $0.50			
Inspection Fee Per Ft.		$3	$3			
PS Fee Per Gal. (Minimum of PS Capacity)		$14	$14			
54000002 - 4810				**$ 13,478**		
Rental Income per year	1984	$365	$365		50 year lease to expire in Oct. 2034; no increase in rent	Admin Order
Cell Tower Rental	2015	$1,125/month	$1,159/month		3% increase/year	Resolution M&C
54000004 - 4722		Eff July 1, 2019	Eff July 1, 2020	**$ 534,375**		
55000004 - 4722		3% Rate Increase	3% Rate Increase		Washington County - $7,300 per EDU	
Benefit Charges-Fee Per Gallon:	2006				Frederick City impact fee - for single	Ordinance
In City - minimum of 200 gallons		$22.66/gallon	$23.34/gallon		dwelling-$5,250	
In County - minimum of 200 gallons		$25.75/gallon	$26.52/gallon		$21/gal and 250 gals per EDU	
54000002 - 444201		Eff July 1, 2019	Eff July 1, 2020	**$ 7,058,421**		
54000002 - 444101		2% Rate Increase	2% Rate Increase		5 Year Rate Increases approved by	
Sewer Service Charges-City	2012				Mayor and Council for FY20-FY24	Ordinance
Consumption: Per 1,000 Gallons		$5.61	$5.72			
Fixed Charges: 5/8" - 10"		$23-$3,174	$23.46-$3,237.48		Frederick City - same rate as Water	
54000002 - 444202		Eff July 1, 2019	Eff July 1, 2020	**$ 3,533,185**	5 Year Rate Increases approved by	
54000002 - 444102		2% Rate Increase	2% Rate Increase		Mayor and Council for FY20-FY24	
Sewer Service Charges- County	2012				Frederick City: Outside City - double In City rate	Ordinance
Consumption: Per 1,000 Gallons		$9.39	$9.58		Wash County FY20: 1st 6,000 gals., minimum of $140.90	
Fixed Charges: 5/8" - 10"		$38.22-$5,274.36	$38.98-$5,379.24		over 6000 gals - $7.29 per 1000 gals	
54000002 - 444203		Eff July 1, 2019	Eff July 1, 2020	**$ 2,438,397**	5 Year Rate Increases approved by	
54000002 - 444103		2% Rate Increase	2% Rate Increase		Mayor and Council for FY20-FY24	
Sewer Service Charges-Joint County	2012				Frederick City: Outside City - double In City rate	Ordinance
Consumption: Per 1,000 Gallons		$8.16	$8.32		Wash County FY20: 1st 6,000 gals., minimum of $125.90	
Fixed Charges: 5/8" - 10"		$33.24-$4,587.12	$33.90-$4,678.20		over 6000 gals - $7.29 per 1000 gals	
54000002 - 4443				**$ 105,853**		
Low Pressure Systems	2010					Ordinance
Per Dwelling Quarterly Fee		$97.80	$97.80			
If 2 Dwelling Pump Quarterly Fee		$53.73	$53.73			
54000002 - 4246				**$ -**		
Monitoring Report/Lab Testing Fees:	2012				Washington County:	
Meter Set-Up Charge Per Test		$85	$85		Sample Collection $25	Admin Order
Biochemical Oxygen Demand		$30	$30		Biochemical Oxygen Demand $25	
Chemical Oxygen Demand		$30	$30		Chemical Oxygen Demand $35	
Fats, Oils & Grease		$40	$40		Oil & Grease $25	
Suspended Solids		$15	$15		PH (Corrosivity) $6	
PH		$8	$8			
Metals		$15	$15			
54000002 - 4241				**$ 165,177**		
54000002 - 4244					Washington county: Pretreatment Prog Permit Fees:	
Industrial Permit Fee/year	2001	$250 - $2,000	$250 - $2,000		SIU's and Non SIU's = $300 and $150	
Industrial Surcharge Per 1,000 lbs:	2008				Permit Maintenance Annual Fees:	
Chemical Oxygen Demand Fee		$0.33	$0.33		< 1000 gpd -$250	Ordinance
Suspended Solids Fee		$0.82	$0.82		1000 -9999 gpd - $500	
Grease & Oil Fee		$0.47	$0.47		10,000-25000 gpd $1000	
Biochemical Oxygen Demand		$0.82	$0.82		>25,000 gpd - $2000	
54000002 - 4493				**$ 205,336**	Frederick City - 1% per month	
Utility Monthly Late Fee	2014	10% one-time late fee	10% one-time late fee		Washington County - $30 per bill	Ordinance
					Town of Smithsburg- 10% one time fee(excluding bay fee)	

Parks

City of Hagerstown









FISCAL POLICIES AND GLOSSARY
SECTION 9

	Page
Fiscal Policies	
Operating Budget Policy	1
Revenue Policy	1
Purchasing Policy	2
Investment Policy	2
Debt Management Policy	3
Capital Improvement Program	3
Enterprise Fund Dividend Transfer Policy	4
Fund Balance/Retained Earnings Policy	4
Grant Management Policy	5
General Fund Agency Contribution Policy	6
Glossary	8

The policies described below represent summarized versions of the existing policies and are not intended to represent the full policy. These policies should not be considered all inclusive of the policies and procedures of the City of Hagerstown.

OPERATING BUDGET POLICY

1. The budget will be prepared, presented and administered by the City Administrator. The budget is a resource-allocation policy document for the Mayor and City Council.
2. The budget document will be prepared so that it facilitates public study and effectively communicates key economic issues and fiscal policies. The budget process will encourage public involvement.
3. By Charter, the budget must be balanced. Revenues must equal or exceed expenditures. As a general rule, current operating revenue needs to be sufficient to support current operating expenditures.
4. Debt or bond financing will not be used to finance current operating expenditures.
5. Every effort will be made to maintain existing levels of essential public services.
6. All enterprise funds will be fully self-supporting, pay their own way and provide for their own system improvement and expansion needs.
7. Each fund will budget for, and pay, their fair share of public utility and public service costs or fees. Each fund is to be treated as though it were a private customer or taxpayer to properly provide for payments between funds.
8. In addition to its annual operating budget, the City will prepare five-year budget projections, as well as, an analysis of its past financial trends to obtain a broader, more comprehensive picture of the impact of decisions involving the current year's budget or other financial plans.
9. The City will develop a program to integrate performance measurement and productivity indicators with the annual budget.
10. Whenever possible, the City will take advantage of technological improvements to improve productivity and lower costs.
11. Budget performance will be monitored and reported on throughout the year. The department managers are an integral part of the budget control process and will be responsible for their individual department's performance.
12. Prior year's fund balances are to be treated as a "rainy day" fund and are not to be used in budgeting for operating expenditures.
13. As a target, annual "pay as you go" capital expenditures, including both capital improvement program (CIP) and non-CIP, funded by current General Fund dollars shall be greater than the annual depreciation on non-infrastructure General Fund assets plus current cost of maintaining the City's streets through the annual resurfacing program. Other infrastructure assets will be funded through grants and/or debt financing.

REVENUE POLICY

1. The City will try to maintain a diversified and stable revenue system to aid in sheltering it from the impact of short-term fluctuations in any one revenue source.
2. The City will attempt to continually search for new revenue, both financial and non-financial, as a way to diversify its revenue base and help ensure a balanced budget.
3. Wherever possible, those receiving the benefits of a government or utility service will pay for what they receive in full; through current fees, charges, or other assessments. This includes the City's own utilities and other departments who are service "users".
4. The City will follow an aggressive policy of collecting the revenues which are due it.
5. Nonrecurring revenues and other financing resources will not be used to finance continuing operations. Long-term financial commitments to continuing outlays will be avoided unless sustained revenue growth is assured.
6. The City will project revenues for five years and will update the projections annually.
7. Revenue estimates will be based on reasonable expectations and be as realistic as possible, unless fund balances become insufficient to absorb occasional shortfalls, then more conservative estimates should be used.
8. The City will annually review its fees and other charges for service, property tax rates, and utilize annual incremental increases in these to ensure that the City is maintaining existing levels of essential public services.
9. Market rates and charges levied by other public and private organizations for similar services will be considered in establishing rates, fees, and charges.

PURCHASING POLICY

1. The City shall attempt to buy materials and services of high quality at a reasonable cost.
2. The City shall make sure that all purchasing actions are fair and impartial with no impropriety or appearance of impropriety. All qualified buyers and sellers shall have access to City business, and no individual or firm shall be arbitrarily excluded.
3. Every attempt will be made to secure the maximum feasible amount of competition.
4. All purchases and contracts shall be made by the City Administrator. The City Administrator may delegate the responsibility for all major construction contracts to the City Engineer and the Director of Utilities, and the responsibility for all other City purchases to the Purchasing Manager.
5. All budgeted purchase requisitions are subject to the following approvals:
   - Purchase requisitions up to $1,000 are to be approved by the Department Manager.
   - Purchase requisitions from $1,000 up to $4,999 are to be approved by the Purchasing Manager.
   - Purchase requisitions from $5,000 up to $9,999 are to be approved by the Finance Director.
   - Purchase requisitions from $10,000 up to $24,999 are to be approved by the City Administrator.
   - Purchase requisitions over $25,000 are to be approved by the Mayor and Council.

   If budgeted funds are not available, the Director of Finance shall be contacted to locate a source of funds prior to any purchase occurring.
6. Purchases of $1,000 and under may be made using the Purchasing Card (PCard) Program.
7. Purchases of $30 and under may be made through petty cash.
8. The City shall maintain a yearly open purchase order system ($200 maximum per transaction) to cover purchases from specified vendors who supply the City with a high volume of the same or similar goods or services during the course of a year.
9. The City of Hagerstown Purchasing Manual shall cover all detailed City purchasing policies and procedures and is available from the Purchasing Department.

INVESTMENT POLICY (Amended September 25, 2012)

1. This Policy's four primary goals are as follows:
   - Assure compliance with federal, state, and local laws governing the investment of public monies under the control of the Director of Finance and Investment Officer.
   - Provide sufficient liquidity to meet normal operating and unexpected expenditures.
   - Protect the principal monies entrusted to the City.
   - Generate the maximum amount of investment income within the parameters of prudent risk management as defined in this Investment Policy.
2. This policy establishes guidelines for the investing of the financial assets for the City, except as specifically excluded by the Mayor and Council or restrictive covenants. Assets held in trust and agency funds (Pension plans and OPEB plans) are exempt from this policy and are covered under separate policies, procedures, and committees.
3. All investments shall conform to the laws of the State of Maryland. Funds are to be managed in such a way that income earned will be maximized and the portfolio capital is preserved, while simultaneously planning for cash flow and budgetary needs.
4. Although the City Administrator must approve each City investment, the Director of Finance and the designated Investment Officer have the authority to develop and maintain written administrative procedures consistent with the Investment Policy.
5. All investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.
6. Internal controls are established by the Director of Finance to prevent loss of funds due to human and market miscalculations.
7. The City's priorities for investment and management of public funds are: Safety of principal, Liquidity, and Return on investments.
8. The Policy designates allowable types of investment instruments with limitations on amounts invested in any one institution. The investment of funds is also restricted by maturity terms.

9. The policy outlines criteria to rate financial institutions to qualify as eligible for City investment purposes. The criteria consider the following items for each financial institution: total assets, core capital-to-total assets ratio, nationally recognized financial statistical rating, and charter.
10. An Investment Committee, consisting of the City Administrator, Director of Finance, and Budget and/or Investment Officer has been established to develop general direction and guidance for the City's investment activities.
11. The detailed investment policies, which have been approved by the Mayor and Council, are available from the City Administrator.

DEBT MANAGEMENT POLICY (Amended December 16, 2014)

1. The City shall maintain adequate operating cash to meet future debt service requirements.
2. The City will assure compliance with debt covenant provisions and appropriate disclosure to investors, underwriters, and rating agencies.
3. The City will comply with Federal, State, and City Charter requirements and adhere to Federal arbitrage regulations for all debt issuances.
4. The City may issue bonds for eligible projects after determining there will be sufficient revenue to pay annual debt service expenditures for the bond.
5. The City will limit its long-term borrowing to capital items and projects.
6. The City will not use long-term debt to fund annual operating costs or to fund capital items and projects that should be funded from sources other than long-term debt.
7. Capital Projects financed through the issuance of bonds shall not be financed for longer than the average expected useful life of all projects and items included in the bond issue, as well as the amount of each item in the bond issue.
8. When available, current operating revenue ("pay-as-you-go") may be used to fund capital items and projects that otherwise would be financed through long-term borrowing. Pay-as-you-go may also be used for projects that do not qualify for bond financing.
9. Interest, operating, and maintenance expenses will be capitalized only for enterprise or utility fund facilities and will be strictly limited to those expenses incurred prior to actual operation of the facilities.
10. The City will avoid the use of short-term tax anticipation or other short term debt for non-capital purposes except when necessitated by cash flow or other "emergency" situations. Any bond anticipation debt will be retired within 6 months after completion of the project it financed. Continual rollover of short term debt without principal pay down will be avoided.
11. The City will maintain good communications with the bond rating agencies about its financial condition and will follow a policy of full and open disclosure on every financial report and bond prospectus.
12. The City's future funding obligations for OPEB and pensions shall also be considered as long-term debt.
13. Neither Maryland State law nor the City Charter mandates a limit on municipal debt.
14. The City will maintain an average maturity of total City general obligation bonds at or below 25 years.

CAPITAL IMPROVEMENT PROGRAM

1. The City will prepare and adopt a five-year Capital Improvement Program which will detail each capital project, the estimated project cost, description, and funding source. The overall goal of the Capital Improvement Plan is to order the City's fiscal expenditures while coordinating public investment with adopted plans and policies to properly manage the City's long term investments. To that end, the program is expected to:
   - increase opportunities to obtain funding from outside sources, such as the state and federal government;
   - assist in the planning, budgeting and coordinating the operation and capital efforts of the various City Departments;
   - provide a rational basis by having supporting public capital commitments; and result in a more favorable bond rating by giving evidence of effective management.
2. Operating expenditures will be programmed to include the cost of implementing the approved Capital Improvement Program and providing all manpower, operating costs and capital outlay required by it.

3. All capital projects must be justified on the basis of providing a basic service, improving or rehabilitating deteriorated facilities, reducing costs, promoting jobs or benefiting a large population segment or a target area of the City. They must also be compatible with other planned projects and overall City development plans.
4. All projects are to be prioritized according to the following criteria levels:
   - FIRST - clear and present danger to the public; or contractual obligation; or written commitment of grant funding.
   - SECOND - documented cost savings; or probable grant commitments; or other justified need.
   - THIRD - future cost avoidance; or planned improvements; or significant improvement of service.
5. Appropriations for all Capital Improvement Projects are approved on an annual basis only. All uncompleted projects must be reconsidered annually to determine if unspent funds need to be recommitted to a given project or reallocated to other planned projects.

ENTERPRISE FUND DIVIDEND TRANSFER POLICY (Amended November 25, 2013)

1. As part of its year end annual financial evaluation process, the City will consider whether it is appropriate and prudent to transfer a portion of the unused retained earnings from an Enterprise Fund to the CIP Fund assigned fund balance. Uses of the fund will include non-recurring capital expenditures for city neighborhoods, downtown redevelopment, economic development projects, park improvements, and special one-time projects.
2. This transfer payment cannot be considered a normal cost of Enterprise Fund operations recoverable through the rate base. Rather, it is to be paid out of the annual net profits of the prior year just as a private investor owned utility would pay their shareholders a dividend from these sources.
3. The following controls will be utilized to ensure that the payment of dividends by an Enterprise Fund does not jeopardize the financial health of the fund.
   - On an annual basis after the prior fiscal year end audited financial statements are presented, an updated financial projection analysis of the Enterprise Funds will be done. The analysis will include all expected sources and uses of funds for the current year as well as funding approved through the current approved budget.
   - Adequate funds within the Enterprise Funds must be provided for debt interest, principal repayments and any debt coverage requirements. A minimum working capital reserve level equal to two months of operating costs must be maintained at all times. Operating cost is defined as total operating expenses less depreciation and interest expense. Additionally, for those Enterprise Funds utilizing a 3R Reserve, 1% of the cost of replacement of the total asset must be maintained in a restricted cash account.
   - Capital expenditures on average during the six year projection period must be at a level at least equal to the average depreciation expense during the projection period. (This control is intended to prevent under funding replacement capital expenditures to allow for dividend transfers).
   - Payment will be made after reviewing the prior year's audited financial statements, and preparation of an updated financial projection analysis for an Enterprise Fund.
   - Mayor and Council shall act on staff recommendation and declare a dividend if appropriate and in compliance with this policy through an approval of a Motion.
4. These needs must be anticipated and adequately provided for in the Enterprise Funds.

FUND BALANCE/RETAINED EARNINGS POLICY (Amended November 14, 2017)

1. This Policy covers three different funds: General Fund, Enterprise Fund and Health Insurance Fund.
   - The City will maintain a minimum unassigned General Fund balance to be used for unanticipated emergencies of not less than seventeen (17) percent of the General Operating Budget (excluding Capital Outlay). This is a minimum level necessary to avoid cash flow interruptions, generate interest income, reduce the need for short-term borrowing and assist in the maintaining an investment grade bond rating. Consideration must also be given to the number of months of coverage the minimum level provides. A minimum level of two (2) months of regular General Fund operating expenditures should be maintained within the fund balance.
   - To the extent that the unassigned General Fund balance exceeds the targeted seventeen (17) percent, the City may draw upon these funds to provide pay-go financing for capital projects or for other one-time capital items. The City may designate parts of the unassigned General Fund balance that would represent tentative

management plans rather than actual restrictions on the use of the funds. The funds may also be used to allow time for the City to restructure its operations in a deliberate manner but only in the context of long-term fiscal planning.

- If the fund balance should fall below the above minimum due to use for an unplanned emergency situation, defined as a sudden steep decline in revenue from which no reasonable expenditure reduction or tax rate increase can be planned and implemented in a timely fashion, the City will budget a portion of General Fund revenue estimated for that fiscal year in an amount to get back to the seventeen (17) percent within five (5) fiscal years.
- The City will strive to maintain sufficient retained earnings in the Enterprise funds to ensure its working capital needs, minor continuing system improvements, and general system improvements needs are met. In addition, there is a review and monitoring of the Enterprise funds retained earnings for the Enterprise Fund Dividend Transfer Policy. This dividend transfer policy includes a minimum working capital reserve level of two (2) months.
- The City will maintain, for the Health Insurance Fund, a minimum unassigned fund balance:
    a. that covers thirty (30) percent of its annual total expenditures excluding transfers to other city funds;
    b. that will adequately fund annual Other Post Employment Benefit (OPEB) trust as determined from prior year actuarial report; and
    c. that covers a minimum level of three and half (3.5) months of regular health insurance fund operating expenditures.
    d. To the extent all of the above conditions are met, transfers of surplus fund balance amounts can be utilized to reimburse other city funds for prior year accumulations based upon percentage of funding provided by each fund.

GRANT MANAGEMENT POLICY

The City, through individual departments, shall actively pursue grant resource opportunities and utilize grant funds to supplement and enhance the City's goals and objectives. Grant application, approval, and administration shall be finalized with the knowledge and participation of the Finance Department and the City Administrator's Office. Grants providing funding of City staff positions must be finalized with the knowledge and participation of the Human Resources Department. The activities of the grant and the expenditure of grant funds will be performed in accordance with the approved application and resulting agreement with the grantor and in accordance with all grant conditions.

1. The City shall generally not solicit grant funds from government and private agencies less than $1,500.
2. All departments may apply for any grants that contribute to the overall mission and goals of the City. Department Managers must approve all grant applications for their respective departments. Department Managers shall report accurate data and information on all applications, consistent with the City's reports, records, and operations.
3. Prior to submitting the grant application to the granting entity, Department Managers must input the application information into the Grant Master module in Munis, and attach complete scans of the grant application and any program or guides into Tyler Content Manager.
4. The Finance Department must be notified that a grant application has been entered for Finance Department review.
5. Electronically submitted grants must include the Director of Finance as an authorizing agent or person. The grantee should be listed as "City of Hagerstown", not the requesting department.
6. Prior to submission of a grant application, the Department seeking the grant must complete all necessary Human Resources Department, Finance Department, City Administrator, and Mayor & Council approvals. This approval requirement applies to both first time and ongoing grants, and will include the following:
    - The Department Manager must approve all new and ongoing grant applications of less than $30,000 and less than $25,000 in City matching funds. The Department must notify the Finance Department of the grant application for review prior to submission.
    - Prior to submission, the Department Manager along with both the Director of Finance and the City Administrator must approve all new grant applications between $30,000 and $50,000 and requiring less than $25,000 in City matching funds, and all ongoing grants greater than $30,000 and requiring less than $25,000 in City matching funds. The Department Manager, Director of Finance, and City Administrator are the only

personnel authorized to sign applications, agreements, contracts and grant documents on behalf of the City for grants of $30,000 or greater.

- Prior to submission, the Department Manager, the Director of Finance, the City Administrator and the Mayor and Council must approve all grant applications that meet any of the following conditions:
    i. Any new grant funding the addition of a new position. Additionally, approval from the Human Resource Director is required for position additions.
    ii. Any new grant in excess of $50,000.
    iii. Any new or ongoing grant requiring City matching of funds of $25,000 or more.
    iv. Any new or ongoing grant requiring either Mayor or Council approval of or understanding of the City's ongoing obligations to retain the grant.

7. The Department Manager shall notify the Finance Department of whether the grant has been awarded or denied and make necessary updates to the grant status in the Grant Master. Copies of the grant award notification, approved grant budget, and conditions must be scanned and attached to the Grant Master through Tyler Content Manager.
8. Upon notification from the Department originating the grant, the Finance Department will establish a new project number for the grant, and set up the appropriate budget, income, and expenditure accounts in the City's General Ledger system. The Finance Department will notify the Department of the new project and account numbers.
9. Grant financial records, supporting documentation and all other records pertinent to the grant shall be retained by the City permanently following the submission of the final report to the grantor. Copies of all applications, award letters, budget notices, award conditions, reimbursement requests, expenditures, quarterly reports, performance measures, and close out reports must be scanned and attached to the Grant Master through Tyler Content Manager.
10. Federal and State grants are subject to annual audits by the City's external auditors and must comply with certain standards. The Finance Department will prepare the Schedule of Expenditures of Federal Awards and State Financial Assistance (SEFA) to comply with the City's Single Audit requirements.

GENERAL FUND AGENCY CONTRIBUTION POLICY (Amended October 18, 2019)

1. The City of Hagerstown for many years has funded grants to local community agencies using annual appropriations in the General Fund as the source of this financial support. The purpose of this policy is the following:
    1) To establish the level of General Fund funding support for agency contributions.
    2) To define the City's timeline for this process.
    3) To specify the City's requirements for the information to be provided by agencies seeking funding.
    4) To outline the schedule for the City's distribution of funds to agencies receiving a grant of more than $5,000.
2. The Mayor and Council have established funding to be allocated toward 8 recipients identified by the City as core agencies. These agencies include the following:
    a) Washington County Free Library
    b) Washington County Museum of Fine Arts
    c) Maryland Theatre
    d) Maryland Symphony Orchestra
    e) Hagerstown Municipal Band
    f) Community Rescue Services
    g) Hagerstown Neighborhood Development Partnership
    h) Washington County Historical Society
3. The Mayor and Council have established a $0 contingency for General Fund Agency Contributions.
4. The Mayor and Council have established that the total funding level range for General Fund Agency Contributions is between $205,000 - $284,600 to include funding all current obligations.
5. If needed, the Mayor and Council will consider changes to these funding levels for General Fund Agency Contributions in future fiscal years by the end of October.
6. The City will distribute application packets to community agencies in November.
7. Applications from agencies are due no later than the 2nd Friday of January. Submission of funding requests will not be received after this date.
8. The Mayor and Council will approve Community Agency funding from the General Fund by the end of May.

9. Agencies will be notified of the Mayor and Council's funding decision by mid-June for contributions to be available beginning July 1.
10. The City of Hagerstown will consider a number of factors/criteria in approving funding requests. Agencies requesting more than $5,000 in funding should include the following in their applications for funding:
    1) A full description of how the requested grant from the City would be used to support agency operations, services, and capital improvements.
    2) A summary of other local government funding sources and amounts including any grants received from Washington County or other municipalities.
    3) A copy of the agency's most recent budget.
    4) A copy of the agency's most recent financial report or audit prepared by an independent auditing firm.
    5) A description of how the agency supports the goals of the City for downtown revitalization, expansion of the arts, culture, and education, neighborhood vitality, quality of life.
    6) Agency service data related specifically to providing service and assistance to residents of the City of Hagerstown.
11. As part of the application and approval process, an agency may be requested to make a presentation of their funding request and service information to Mayor and Council during a public work session.
12. The City will distribute grant funds to the agencies on a quarterly reimbursement basis beginning on October 1 of each year for those organizations receiving a grant of more than $5,000. Other agencies can receive the full amount of their grant in July, the first month of the City's fiscal year.

Definitions of terms used in preparation of the Budget are listed below and in the pages that follow.

Accounting System – The total structure of records and procedures that identify, record, classify, summarize, and report information on the financial position and results of operations of a government.

Accrual Basis of Accounting – The method of accounting where transactions are recognized when they occur, regardless of the timing of related cash flows.

AFSCME 1540 – The American Federation of State County and Municipal Employees, Local 1540. The collective bargaining unit that represents general personnel.

AFSCME 3373 – The American Federation of State County and Municipal Employees, Local 3373. The collective bargaining unit for sworn Police personnel.

Appropriations – The legal authorizations made by the Mayor and Council to the departments, offices, and agencies of the City which approves their budgets and allows them to make expenditures and incur obligations for purposes with the accounts approved.

Assessable Base – The total value of all real and personal property in the City which is used as a basis for levying taxes. Tax exempt property is excluded from the assessable base.

Assigned Fund Balance – The portion of net resources intended for a specific use by the City, as determined by the designee of the Mayor and Council.

Balanced Budget – A budget that has operating revenues equal to operating expenditures.

Bloom-Carlile Fund - The Bloom-Carlile Trust Fund was established to segregate funds received from the estates of S. Martin Bloom, Annie Gill Carlile, and others from the general accounts of the City. The donors' intent was to establish a permanent endowment fund. The income earned on investment of the fund is used to provide assistance to the poor and needy of Hagerstown.

Bond – A written promise to pay a specified amount of money, called the principal amount, at specific dates in the future called maturity dates along with interest at specific rate.

Bond Anticipation Notes – Short-term interest-bearing notes issued by a government in anticipation of bonds to be issued at a later date. The notes are retired from proceeds of the bond to which they are related.

Bonds Issued – Bonds sold.

Bond Rating – A rating that indicates the probability of timely repayment of principal and interest on bonds issued.

Budget – A financial plan containing estimated revenues and expenses for an organization. The plans are prepared by the individual departments and reviewed and submitted by the City Administrator to the Mayor and Council for their review and approval.

Budget Year – The fiscal year for which the budget is being considered. (See also FISCAL YEAR.)

Business Revolving Loan Fund - This fund is designed to assist in the recruitment, retention and expansion of businesses within the City of Hagerstown, Maryland.

Capital Budget – The annual adoption of project appropriations by the Mayor and Council. Project appropriations are for the amount necessary to carry out a capital project's expenditure plan, including multi-year contracts for which a total appropriation covering several years planned expenditures may be required.

Capital Improvements Program (CIP) – The annual updated 6-year plan or schedule of projected expenditures for buildings, public facilities, and other improvements which are of significant value and have a useful life of several years. The City's program includes estimated project costs, sources of funding, and timing of work for each project. The capital improvement program is the basis for the annual CIP appropriations and any new bond issues.

Capital Expenses (Outlays) – Departmental expenditures which generally result in the acquisition of furniture, equipment, and/or computers, which have a value of less than $5,000 ($10,000 for Enterprise Funds), and have a useful economic life of more than one year. Capital expenses are reflected in the budget document in each department requesting the items.

Capital Projects – A specific activity or element of the Capital Improvements Program involving expenditures and funding for the creation of permanent facilities or other public assets that have a relatively long useful life.

CDBG – See Community Development Block Grant

CIP – See Capital Improvements Program

Committed Fund Balance – Portion of net resources with imposed limitations set at the highest level of decision making authority. Such authority includes ordinances, resolutions of the Mayor and Council and the City's charter. Formal action at the same level of authority is required to remove such limitations.

Community Development Block Grant (CDBG) – A general purpose, federal grant primarily used to promote rehabilitation and development of residential and commercial neighborhoods, and to meet all urgent community development needs.

Current Year – The fiscal year that is prior to the budget year.

Debt Issuance – The sale or issuance of any type of debt instrument, such as bonds.

Debt Limit – The statutory or constitutional maximum debt that an issuer can legally incur.

Debt Ratios – The ratios that provide measures of assessing debt load and ability to repay debt, which play a part in the determination of credit ratings. They also are used to evaluate the City's debt position over time against its own standards and policies.

Debt Service – The payment of principal and interest on borrowed funds such as bonds.

Deficit – The amount by which a government's budget outlays exceed its budget revenues for a given period, usually a fiscal year.

Dental Care Fund – Similar to the Health Insurance Fund, this Fund manages the Dental Insurance. It allocates the costs by billing a pre-established internal "insurance" rate for each fund's employees, retirees, and dependents. This charge represents funding sources from which the dental care related administrative and reimbursement costs are paid.

Department – The major organizational divisions in the City government with overall responsibility for one or more activities or functions of the City.

Depreciation – An allocation made for the decrease in value of physical assets through wear, deterioration, or obsolescence. It allocates the asset's cost over its useful life.

Distinguished Budget Presentation Award – A voluntary program administered by the Government Finance Officers Association (GFOA) to encourage governments to publish efficiently organized and easily readable budget documents and to provide peer recognition and technical assistance to the fiscal officers preparing them.

Economic Redevelopment Fund - This fund is used to account for activities related to the purchase and redevelopment of targeted properties in the City's downtown central business district. These activities are primarily funded by federal and state grants.

Electric Fund - This fund is used to account for the activities of the City's electric distribution operations.

Encumbrance – A firm commitment to pay for future goods and services formally documented with a contract or agreement that may extend over more than one budget year. Both encumbrances and planned expenditures on a project must fit within an agency's appropriation.

Enterprise Fund – A fund used to account for operations that are financed and operated in a manner similar to private business enterprises, where the costs of providing goods or services to the general public are financed or recovered primarily through user charges. The City has six enterprise funds: Electric, Water, Wastewater, Parking, Golf Course, and Property Management.

Estimated Actual (Revenue, Expenditures) – Projected amounts to be paid or collected for the current year estimate through analysis of year-to-date financial trends or schedules.

Excise Tax Fund – This fund accounts for the City's share of the County excise taxes collected by the City. There is a building excise tax on all building construction in Washington County. Effective March 2014, the City stopped assessing and collecting the City's portion of this fee and instead administers and collects only the County's portion less two percent (2%) for the administrative oversight provided**.**

Expenditure – An actual payment made by check, inter-fund transfer, or by recordation of an amount due for goods received or services rendered.

Expenditure Summary – A top-level summary of expenditures by category for each department. The expenditure summary is a component of the departmental Program Summary in the budget document.

Fees – Income resulting from a billing for services or sale made by the City. For example, building permit fees, license fees, and service fees for water, wastewater, and electric, etc.

Fiscal Policies – The City's financial management policies relating to the operating budget, revenues, capital improvements program, general fund balance levels, liability coverage and workers compensation risk management, debt, investments, purchasing, Electric Fund dividend transfer, and Community Betterment Fund use.

Fiscal Year – An organization's accounting or financial year. The City's fiscal year starts July 1 and ends June 30.

Fixed Asset – Assets of a long-term character which are intended to continue to be held and used. Examples of fixed assets include items such as land, buildings, machinery, furniture, and other equipment.

Flexible Spending Fund - This fund was established to account for the City Employee Flexible Spending Account (FSA) Program. Funds are designated on a pre-tax basis to this fund by employees participating in the FSA Program for unreimbursed medical and dependent care costs and reimbursements are made to employees for these costs up to the annual amounts each employee chose to designate. Employer FICA savings are contributed to this fund and are used to pay for administrative costs.

Full-Time Staffing – Indicates the authorized number of full-time employees in each department by position type. Part-time staffing reflected on the full-time staffing schedule does not include temporary and seasonal positions. Full-time staffing levels are reflected in each Program Summary.

Fund – A fiscal and accounting entity with a self-balancing set of accounts recording cash and all other financial resources or assets, together with all related liabilities or outside claims to those assets; and the remaining unclaimed net worth or residual equity in those assets, which are segregated for the purpose of carrying on specific activities or attaining specific program objectives.

Fund Balance – The cumulative difference between expenditures and revenue accumulated over the life of a fund. A negative fund balance is usually referred to as a deficit.

FY – See Fiscal Year.

GAAP – See Generally Accepted Accounting Principles.

GASB – See Governmental Accounting Standards Board.

General Fund – The major operating fund of the City used to account for all financial resources and activities, except those accounted for in one of the City's other funds.

Generally Accepted Accounting Principles (GAAP) – Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles as determined through common practice or as promulgated by the Governmental Accounting Standards Boards, Financial Accounting Standards Board, or various other accounting standard setting bodies.

GFOA – See Government Finance Officers Association.

Golf Course Fund - This fund is used to account for all activities relating to the City's public golf course.

Governmental Accounting Standards Board (GASB) – This organization was established as an arm of the Financial Accounting Foundation in April 1984 to promulgate standards of financial accounting and reporting with respect to activities and transactions of state and local governmental entities.

Governmental Fund – The funds through which most government functions are financed. The City's governmental funds are the General, Debt Service, Capital Projects, and Special Revenue Funds.

Grants – A transfer of county, state or federal monies to the City, usually for specific programs or activities.

Health Care Fund (HCF) - The City manages a self-insurance program for health care for its active and retired employees and their dependents in this Internal Service fund. Under this self-funded plan the City pays a standard monthly administrative fee for each covered member and accepts claim risks up to a specific stop loss for each individual covered. In addition, a second level of insurance called the aggregate stop loss assures that the City does not pay more than a maximum of projected expenses. All funds to which employees are assigned participate in the HCF. It allocates to costs by billing a pre-established internal insurance rate for each fund's employees, retirees and dependents. This charge represents the funding sources for the HCF from which all health care related administrative and medical reimbursements costs are paid.

IAFF – International Association of Fire Fighters, Local Number 1605. The collective bargaining unit for sworn Fire personnel.

IBEW – International Brotherhood of Electrical Worker, Local 307. The collective bargaining unit for electrical personnel.

Income & Other Taxes - Taxes levied by one government but shared on a predetermined basis with another government. Previously titled, State & County Shared Taxes.

Infrastructure – The physical assets of a city (streets, water, wastewater, public buildings, and/or parks) upon which the continuance and growth of a community depend.

Interfund Transfers – Payments made from one operating fund to another as a contribution to defray a portion of the recipients fund's costs.

Intergovernmental Revenues – The revenues from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.

IT – Department of Information and Technology.

Levy – (Verb) To impose taxes or special assessments for the support of governmental activities. (Noun) A tax or special assessment imposed by a government.

Liabilities – Debts or other legal obligations arising out of transactions in the past that must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances.

Liability Coverage Service Fund – An internal service fund used to provide for potential uninsured liability claims.

Line-Item Budget – The traditional form of budgeting, where proposed expenditures are based on individual types of expenditures within a department or program. The Hagerstown City Budget is a line item budget with summary and program information to aid in obtaining a more complete picture of the budget.

Long-Term Debt – Debt or obligations of the City with a final maturity or payment date of greater than one year.

Major Budget Highlights – A component of the Program Summary that explains significant changes or highlights in each department's proposed budget as compared to the previous year's budget.

Major Budget Year Initiatives – A component of the Program Description that details departmental goals for the fiscal year. These objectives are tied to the City's overall strategic plan.

Matured Bonds Payable – A liability account reflecting unpaid bonds that have reached or passed their maturity date.

MGD – Million Gallons per Day.

Modified Accrual Basis Of Accounting – The accrual basis of accounting adapted to the governmental fund type. It is a modified version of the full accrual basis of accounting in that it, in general, measures financial flow (tax and spend) of an organization, rather than capital accumulation (profit or loss).

Net Bonded Debt – Gross bonded debt less any cash or other assets available and earmarked for its retirement.

Non-Departmental Operating Expenditures – Operating expenditures which are not charged directly to specific departments but are a cost to the City as a whole, such as debt service payments and general liability insurance.

Nonspendable Fund Balance – Portion of net resources that cannot be spent either (a) because of their form, or (b) because they must be maintained intact.

Non-Union – Employees not represented by one of the 4 collective bargaining units.

Obligations – Amounts that a government may be required legally to meet out of its resources. They include not only actual liabilities, but also unliquidated encumbrances.

Operating Budget – The portion of the City's budget that provides resources for the day-to-day operations of the City.

Ordinance – A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and resolution is that the latter requires less legal formality and has a lower legal status. Ordinarily, the statutes or

charter will specify or imply those legislative actions that must be enacted by ordinance and those which may be enacted by resolution.

Parking Fund - This fund is used to account for the activities of the City's parking lots and decks.

Pay-As-You-Go – Capital expenditures which are funded from current revenues.

Payment In Lieu Of Taxes – Payments made by entities not legally required to pay taxes in order that they may receive the same services as private taxpayers.

Per Capita – Per unit of population; by or for each person.

Performance Indicators – A component of the Program Description that reflects statistical indicators of levels of service or performance measures by department. Current fiscal year and budget year are projected.

Personnel (Costs) – Expenditures that include salary costs for full-time, part-time, temporary and contract employees, overtime expenses and all associated fringe benefits.

Prior Year(s) – The fiscal year(s) preceding the current year.

Program Description – One of the major sections of the budget document that serves as an introduction for each department, and includes the department's function, program objectives, and performance indicators.

Program Function – A component of the Program Description that describes the primary responsibility of the department.

Program Summary – One of the major sections of the budget document that details each department's budgetary activity. The summary includes the expenditure summary, major budget highlights, and staffing levels.

Projections – The estimate of budget authority, outlays, receipts, or other amounts extending several years into the future. Projections generally are intended to indicate the budgetary implications of existing or proposed programs.

Property Management Fund - This fund is used to account for all activities related to rental properties owned and managed by the City.

Proposed Budget – Reflects the budget or line-item amount recommended by the City Administrator to the Mayor and Council for their review and consideration. It reflects either her/his assessment of what is needed to accomplish the department's objectives, or the limited resources available to accomplish the intended objectives.

Resolution – A special or temporary order of a legislative body that requires less legal formality than an ordinance or statute.

Retained Earnings – The cumulative annual net income or loss of an Enterprise fund's operations since the inception of the fund which are retained for future operation or needs.

Receipts – Collections from the public based on a government's exercise of its sovereign powers. Governmental receipts consist of receipts from taxes, court fines, gifts and contributions, and compulsory licenses.

Restricted Fund Balance – Portion of net resources with imposed limitations set by either (a) creditors, grantors, contributors, or the laws and regulations of other governments, or (b) laws through constitutional provisions or enabling legislation.

Revenue – Income received by the City to support its program of services to the community. It includes sources such as property taxes, admission fees, service charges, Federal and State grants, and parking fines.

Revenue Anticipation Notes – Notes (sometimes called warrants) issued in anticipation of collection of non-tax revenues, retired after the collection of such revenues.

Revenue Bonds – The type of bonds where principal and interest payments are payable exclusively from the earnings of an enterprise funds. In addition to a pledge of revenues, such bonds sometimes contain mortgages on enterprise fund property.

RFP – Request for Proposals, Federal mandate to request proposals from potential contractors for outsourced government services.

Short-Term Debt – Debt or obligations of the City due within one year or less.

Special Assessment – A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

Special Revenue Grant Fund – This fund was created to account for operating grant revenues from various agencies – federal, state, and local.

State & County Shared Taxes – Taxes levied by one government but shared on a predetermined basis with another government.

Stormwater Management Fund - This fund is used to account for the activities resulting from storm water run-off and management of infrastructure for the City's wastewater systems.

Tax Base – All forms of wealth under the City's jurisdiction that are taxable.

Tax Rate – The amount levied for every $100 of assessed property value, as determined by the Maryland State Assessment Department on both real and personal property within the Hagerstown City limits. Beginning 10/1/2000 the assessable base for real property was increased from 40% to 100% of estimated fair market value. The real estate tax rate was reduced to 40% of the prior rate but since the assessment for personal property did not change, its rate stayed the same or 2.5 times the real property rate. Current State law requires this rate differential to be maintained for Counties and the City is following the same policy.

Unassigned Fund Balance – The portion of net resources in excess of the nonspendable, restricted, committed, and assigned balances.

Unfunded Positions - Positions not currently funded that would require an identified funding source and Mayor and Council approval before being funded again.

Wastewater Fund - This fund is used to account for the activities of the City's sewage collection and treatment operations.

Water Fund - This fund is used to account for the activities of the City's water treatment and distribution operations.

Workers Compensation Fund (WCF) - The City manages its uncovered workers' compensation risks and sets aside assets for claim settlement in this Internal Service Fund. WCF services claims for risk of loss to which the City was exposed for workers' compensation injuries. All funds to which employees are assigned participate in the WCF. It allocates the cost of providing claims servicing and claims payments by charging a premium to each fund based on its exposure. This charge considers recent trends in actual claims experience of the City as a whole and makes provision for catastrophic losses.

Working Capital – A term used to describe the unreserved fund balance calculated by subtracting current liabilities from current assets. This is used for the City's enterprise funds.

Zoning – The partitioning of a city, borough, or township by ordinance into sections reserved for different land use purposes (i.e. residential, offices, manufacturing, commercial, etc.)