

City of Westminster

Fiscal Year 2014 Adopted Budget



Prepared by City of Westminster Department of Finance
Tammy Palmer, Director of Finance



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Westminster
Maryland**

For the Fiscal Year Beginning

July 1, 2012

Christopher P. Morill

President

Jeffrey R. Egan

Executive Director

Acknowledgements

This document could not have been prepared without the cooperation, support, and leadership of the Mayor, the City Council, the Finance Committee, and the department directors and managers. The purpose of preparing a budget is to put forth the annual financial plan of the City, to show what services it is providing to our citizens and how much it will cost to do so. Numerous individuals spent many hours developing goals, objectives and performance measures, and then correlating them with available resources. This is a difficult task as there is always an increasing demand for City services in an era of decreasing revenues.

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Mayor's Budget Message

To the Citizens of Westminster:

The following document represents the fiscal year 2014 (FY2014) budget for your review. It is based on our policy that the City should be able to provide citizen services based on the revenue received from taxes, fees, and charges for services and not be dependent upon Federal, State or County resources for daily operating services.

In FY2011, the City approved a 14 cent tax increase dedicated to funding General Fund critical capital projects including roads, storm drain repairs and renovations, street lighting, renovations on City buildings and parks and playgrounds. As major work has been accomplished in the past two years, a \$.01 reduction in the capital projects property tax rate was granted in FY2013 and FY2014.

The City has continued to search for additional grant funds to supplement these capital project funds. We have received a grant for \$318,000 from the Department of Housing and Community Development to repair or replace 246 ramps in the downtown Westminster area. The City has also been awarded a \$500,000 grant to partner with Habitat for Humanity in completing the five remaining homes on Union Street and has also been awarded \$68,000 from the Maryland Energy Agency for energy efficiency and renewal energy projects. These grant funds will go for one time only projects, not operating expenses.

The Water and Sewer rates remain the same and the performance of the funds is expected to remain constant, however, the MDE mandated Enhanced Nutrient Removal upgrade of the Waste Water Treatment Plant will place an additional burden in the future on the sewer fund.

Short term factors that influenced this budget include a 3% cost of living increase for the employees-- the first increase in five years. The City has continued its health insurance program with the Local Government Insurance Trust and has received a \$198,000 rebate for controlling health care costs. The credit for the Law Enforcement Officers Pension System ended this year, resulting in an increased pension contribution for the Police Department.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Kevin R. Utz", is written over a light blue horizontal line.

Kevin R. Utz, Mayor



About Westminster

DIRECTORY OF OFFICIALS AND ADVISORY BODIES

Mayor and Council

Mayor and City Council
Mr. Kevin R. Utz, Mayor
Dr. Robert Wack, Council President
Ms. Suzanne Albert, Council President Pro-Tem
Mr. Tony Chiavacci, Councilman
Mr. Dennis Frazier, Councilman
Mr. Paul Whitson, Councilman

Management Team

<u>Title</u>	<u>Name</u>
City Administrator	Marge Wolf
Chief of Police	Jeff Spaulding
Director of Finance	Tammy Palmer
Director of Housing and Preservation	Tom Beyard
Director of Planning and Development	Steve Horn
Director of Public Works	Jeff Glass
Director of Recreation and Parks	Abby Gruber
Human Resources Manager	Darlene Childs
Information Technology Manager	Robert Miller

Boards and Commissions

Planning and Development Commission

Margaret R. Bair, Chairperson
Nancy B. Palmer, Vice Chair
Suzanne Albert, Ex-Officio
Kevin W. Beaver
Lori Welsh Graham

Board of Zoning Appeals

Edward Cramer, Chairman
Dan Hoff, Vice-Chairman
Tom Bethune

Recreation and Parks Advisory Board

Andy Biller, Chairman
Lisa Aughenbaugh
Chris Ambrose
Jay Voight
Matt Purkins
Tony Chiavacci

Historic District Commission

Kristen McMasters, Chairperson
Dean Camlin, Vice Chair
Greg Goodell
Kevin Wagman
Arlette Michell
Grace Kelly-Lawler

Tree Commission

Melinda Byrd, Chair
Steve Allgeier, Vice-Chair
Roland Backhaus
Cindy May-West
Neil Ridgely
Richard Wilbur
Brian Rhoten, Forestry Activist
Eric Schlitzer, City Arborist

COMMUNITY PROFILE

Located in the geographic center of Carroll County, the City of Westminster serves as the County Seat. Westminster is conveniently located near Maryland's largest cities and several state capitals, like Annapolis and Harrisburg, PA as well as the nation's capital. It is approximately 35 miles northwest of Baltimore; 32 miles east of Frederick; 56 miles north of Washington, DC; 57 miles northwest of Annapolis, Maryland's capital; and 60 miles south of Harrisburg, Pennsylvania's state capital.



Although William Winchester laid out the original lots of Westminster in 1764, it was not until shortly after the creation of Carroll County that the City of Westminster was incorporated in 1838. From its original corporate area of approximately .745 square miles, the City of Westminster grew to its current size of 6.3829 square miles through a series of 47 approved annexations. All but two of those annexations have occurred since January 1, 1970. As the city grew in size, its population has also continuously grown over the past four decades from 7,207 in 1970 to 16,731 in 2000. Today's population is estimated at 18,775.

The City contains approximately 7,522 households, divided among a number of established neighborhoods and new residential developments. While the City's housing stock is primarily single family, there are a large percentage of multi-family dwelling units comprised of several apartment complexes in the outlying areas of the city and numerous single-family conversions in the residential areas around the downtown business district. Westminster has a preservation ethic and is home to two National Register Districts. The City of Westminster National Register District, established in 1980, encompasses much of the older residential areas of the city and its downtown. The second district is located on the campus of McDaniel College, and incorporates several of the oldest buildings in the southeast portion of the campus.



While many big-box stores and restaurant chains are located along Westminster's MD-140 shopping corridor, Downtown Westminster continues to provide a unique and quality shopping, dining and cultural experience within a small town atmosphere. To enhance its regional exposure, Downtown Westminster has recently expanded its social media presence through the establishment of a Facebook page and a Twitter account, along with a weekly blog on Westminster Patch. Designated as a nationally accredited Main Street Program, Downtown Westminster has a broad mix of local retail and service establishments, making it a shopper's delight.

Much to the delight of the local dining community, its locally-owned restaurants and eateries not only feature fine regional cuisine such as that offered by Rafael's and Harry's Grille, but also great ethnic food such as traditional Irish fare at O'Lordan's Irish Pub; Italian at Giulianova's and Paradiso Ristorante; Mexican at Papa Joe's. An added bonus for the Westminster dining community is the participation of the downtown restaurants in both the Downtown Westminster Restaurant Week in April and Carroll County Restaurant Week in August.

Downtown Westminster is also home to the largest community events – FallFest, Flower & Jazz Festival, First Thursday's, and Art in the Park, and our parades: Memorial Day, Antique Fire Equipment, FallFest, McDaniel Homecoming, Halloween, and Holiday. Culturally, Downtown Westminster is bookended by the Carroll Arts Center on West Main Street and the Historical Society of Carroll County, with its cultural heritage exhibits of Carroll County and the Piedmont area of Maryland on East Main Street. The Carroll Arts Center, with its 263-seat theatre and two art galleries, hosts numerous concerts, films, lectures, plays, recitals and showings throughout the year. Between these two facilities lay several new art galleries; City Park where the Month of Sundays

Concert Series is held; Mary Lou Dewey Park where the Songs at 6:30 Concert Series is held; the public library, and restaurants that present live entertainment.



Westminster is home to McDaniel College, a private four-year college of the liberal arts and sciences founded in 1867 as Western Maryland College. Located on the west end of Main Street, approximately 1,600 undergrad students and 1,745 part-time grad students from 37 states and 17 countries attend McDaniel College. McDaniel College hosts numerous sports, music, and cheerleading camps during the summer, along with the King of the Hill lacrosse tournaments and Common Ground on the Hill's Traditions Weeks.

The City of Westminster operates under a Mayor-Council form of government. The Mayor is elected to a four-year term. The Common Council is composed of five members who also are elected to serve four-year terms. The qualified voters of Westminster vote for three members of the Common Council on the Tuesday after the second Monday of May, while the Mayor and the remaining two Council members are voted to office on the Tuesday after the second Monday of May every four years thereafter.

In 2006, The Mayor and Common Council established the position of City Administrator, who serves as the Chief Administrative Officer of the City.

Carroll County Government provides primary and secondary education, building permits and inspections, libraries and social services and the Westminster Volunteer Fire Company provides fire protection and emergency medical services for the citizens of Westminster.

The City of Westminster provides a full range of services. The services provided by the City include: planning, zoning and development; police protection; water, sewer and refuse; street maintenance, snow removal and other public works functions; public housing assistance; and recreation and parks services.

STATISTICAL DATA

Community Profile

Date Founded:	1764
Date of Incorporation:	1838
Form of Government:	Mayor and Council

Demographic Profile

Area

2012	6.382 sq mi
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Climate

Average Summer High Temperature	85°
Average Winter High Temperature	43°
Average Annual Precipitation	41.9"
Average Annual Snowfall	35.7"

Population₁

	Total	% Change
2012 ₂	18,746	
2010	18,590	+11.1
2000	16,731	+28.03
1990	13,608	+48.37
1980	8,808	-

Median Age₁

2010 (US Census)	33.3 years
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Age Composition₁

	Total	% Change
<i>Under 5</i>	1280	6.9
5 – 9	1,149	6.2
10 – 17	1,831	9.8
18 – 19	879	4.7
20 – 29	3,366	18.1
30 – 39	2,284	12.3
40 – 59	4,556	24.5
60 – 70	1,111	7.0
70 – 79	856	4.6
80 +	1,078	5.8

Population of Primary Trade Area₁

125,477 (2005)

Households and Housing Units₁

Total Households	7,161
Non-family Households	3,044
Homeownership Rate	53.6%
Living in Same House 1+ Years	85.9%

Household Income₁

Median Household Income	\$ 48,117
City Population Below Poverty Level	14.9%
Median House Value Owner Occupied	\$249,600

Economic Profile

2010 Employee Statistics

By NAICS Code₄

Westminster, MD

Employees, Total (by Place of Work)		10,986
Forestry, Fishing, Hunting, and Agriculture Support	6	0.05%
Mining	21	0.19%
Utilities	21	0.19%
Construction	444	4.04%
Manufacturing	1,131	10.29%
Wholesale Trade	311	2.83%
Retail Trade	1,748	15.91%
Transportation and Warehousing	615	5.60%
Information	278	2.53%
Finance and Insurance	229	2.08%
Real Estate and Rental and Leasing	71	0.65%
Professional, Scientific and Technical Services	331	3.01%
Management of Companies and Enterprises	75	0.68%
Admin, Support, Waste Mgt, Remediation Services	263	2.39%
Educational Services	1,619	14.74%
Health Care and Social Assistance	2,529	23.02%
Arts, Entertainment and Recreation	166	1.15%
Accommodation and Food Services	712	6.48%
Other Services (Except Public Administration)	416	3.79%
<u>Total Number of Firms</u>		1,908

Footnotes:

1 US Census

2 Carroll County Planning

3 City of Westminster

4 CLRsearch.com: www.clrsearch.com/Westminster-Demographics/MD/Quality-of-Life

Top Ten Employers In & Near Westminster⁴

As of January 31, 2013

Carroll Hospital Center	Health Care	1,759
Random House	Warehousing & Distribution	722
McDaniel College	Higher Education (Private)	621
Carroll Lutheran Village	Retirement / Assisted Living	437
English American Tailoring	Clothing Manufacturer	385
C.J. Miller, LLC	Paving & Excavating Contractor	334
Knorr Brake*	Railroad Brake Manufacturer	320
S. H. Tevis / Modern Comfort	Oil / Fuel, Heating & AC	232
PFG/Carroll County Foods	Wholesale / Dist Distribution	211

*Knorr Brake as of June 1, 2013

Largest Public Employers In & Near Westminster⁴

Carroll County Public Schools	Education (K-12)	3,630
Carroll County Commissioners	Local Government	587
Carroll Community College	Higher Education (Public)	621
City of Westminster	Local Government	148

Taxes³

2013 Total Property Assessed Value	1,599,127,933
Property Tax Rate	\$.57

Building Permits³

Commercial Year	Permits	Value
2012	138	10,551,932

2011	215	15,406,100
2010	204	18,125,985
2009	182	12,828,633
2008	205	52,078,829
2007	248	6,400,691

Utility Rates & Statistics of City Owned Utilities³

Fixed Quarterly Charge

Meter Size	AWWA Meter Eqv.	Inside City		Outside City	
		Water	Sewer	Water	Sewer
Tier 1 - 5/8	1.00	\$23.09	\$19.13	\$24.71	\$26.88
Tier 1 - 3/4	1.00	\$23.09	\$19.13	\$24.71	\$26.88
Tier 2 - 1	2.50	\$57.72	\$47.82	\$61.78	\$67.19
Tier 2 - 1 1/2	5.00	\$115.44	\$95.64	\$123.57	\$134.39
Tier 2 - 2	8.00	\$184.70	\$153.02	\$197.71	\$215.02
Tier 2 - 3	16.00	\$369.39	\$306.04	\$395.41	\$430.04
Tier 2 - 4	25.00	\$577.18	\$478.19	\$617.83	\$671.94
Tier 2 - 6	50.00	\$1,154.35	\$956.38	\$1,235.66	\$1,343.88
Tier 2 - 8	80.00	\$1,846.96	\$1,530.21	\$1,977.06	\$2,150.21

Water Usage Charge

Tier 1 Rates

Unit Rate per 1,000 gallons		Inside City		Outside City	
		Water	Sewer	Water	Sewer
0 - 18,000		\$3.92		\$5.29	
over 18,000		\$9.79		\$13.24	

Tier 2 Rates

Unit Rate per 1,000 gallons	Inside City	Outside City
Water	\$5.29	\$7.15

Sewer Usage Charge

Everyone	Inside City		Outside City	
	Sewer	Water	Sewer	Water
Unit Rate (per 1,000 gallons)	\$4.63		\$6.93	

Utility Statistics

Water

Water Mains In Miles	161
Water Systems	2
Water Treatment Plants	2
Fire Hydrants	438
Storage Tanks	4
Water Tank Capacity MG	2.5
Finished Water Reservoir MG	1
Stand Pipe Capacity MG	3.5
Average Daily Water Production MG	2.6
Number Of Accounts	9100

Sewer

Sewer Lines (In Miles)	160
Sewer Treatment Plants	1
Sewer Pumping Stations	11
Average Daily Capacity MG	5
Average Daily Sewage Treated	4.51

Footnotes:

- 1 US Census
- 2 Carroll County Planning
- 3 City of Westminster
- 4 CLRsearch.com: www.clrsearch.com/Westminster-Demographics/MD/Quality-of-Life

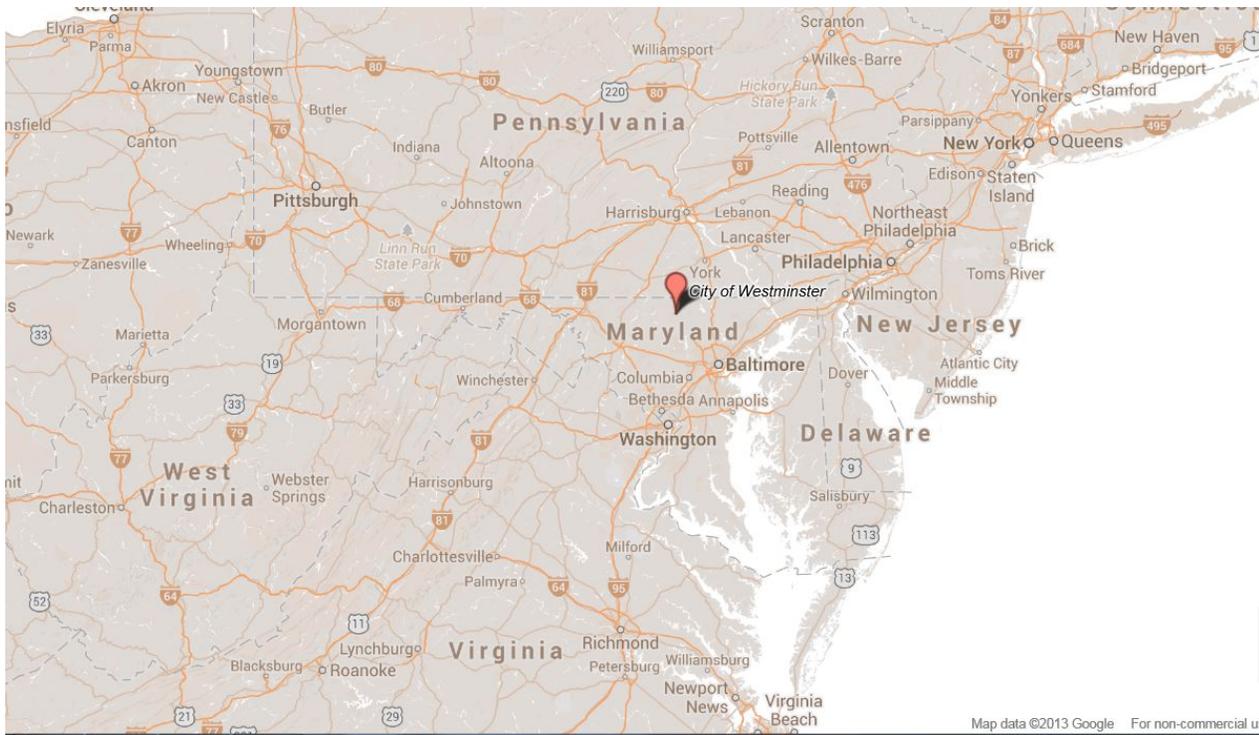
Police Protection Statistics

Uniformed Police Officers	44
Civilian Personnel	13
Total Calls for Service	12,310
Hours of Foot Patrol	2,020
DUI Arrests	129
Traffic Collisions	879
Adult Arrests	680
Juvenile Arrests	153

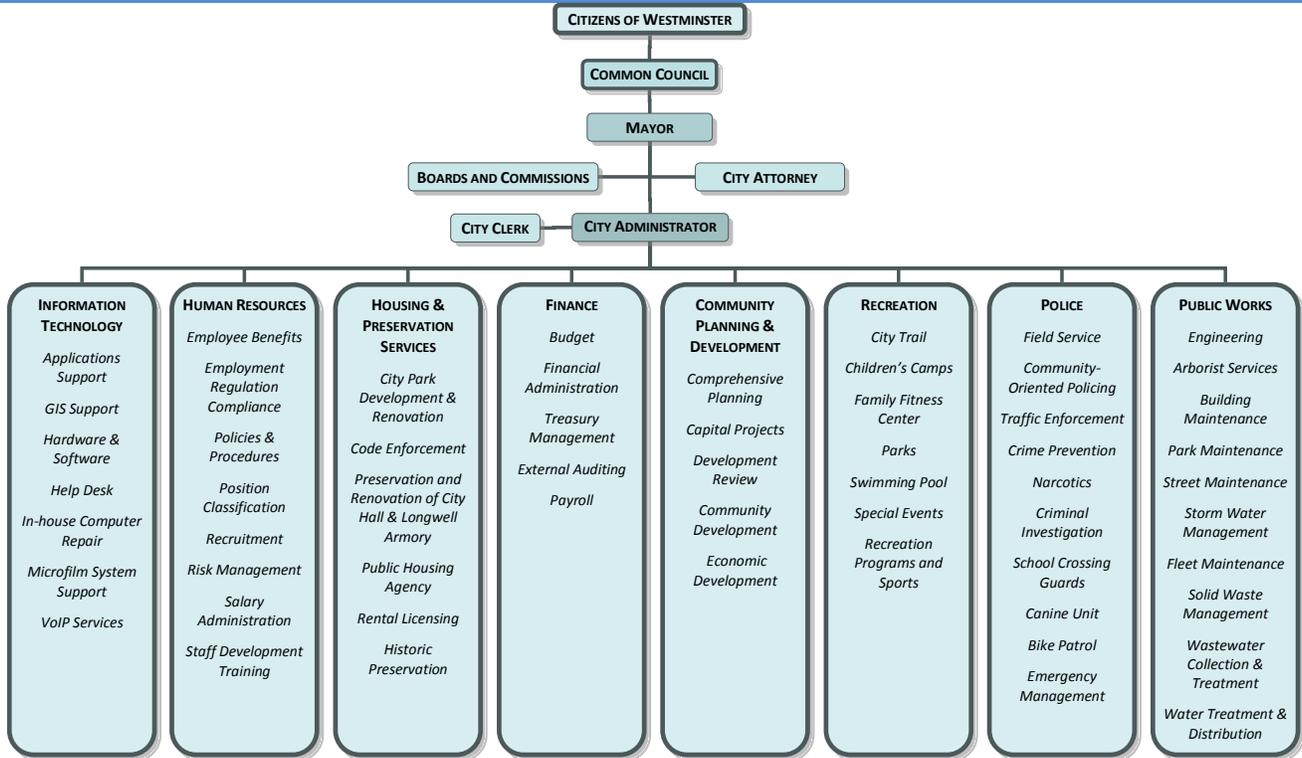
Parks and Recreation Statistics

Parks	14
Playgrounds for Pre-K thru School Age	9
Multi-purpose Fields	4
Basketball Courts	4
Tennis Courts	7
Skate Park	1
Plazas	2
Walking Trail (2 miles)	1

REGIONAL MAP



ORGANIZATIONAL CHART



Budget Background

DEVELOPMENT, ADOPTION, AND STRUCTURE OF THE BUDGET

DEVELOPMENT

The Budget Document is the key fiscal planning document for the City. It is developed as a product of goals and objectives established via the City's enterprise planning processes. The primary flow is from the State of Maryland Comprehensive Plan, to the Carroll County comprehensive plan for the Greater Westminster Environs, to the City of Westminster Comprehensive Plan, which is manifest through the Capital Improvements Plan (CIP), which is in turn annualized through the operating and capital budget appropriations by the Common Council.

The State of Maryland requires comprehensive plans to be updated every ten years. The 2009 Comprehensive Plan Update began in October 2007 followed by the coordination of the first Westminster resident survey in the summer of 2008. The City hosted a series of community workshops in the fall of 2008 that offered residents the opportunity to voice their ideas about the future of their community. In the winter of 2009, the planning staff combined the results of the survey and the feedback from the workshops, to create the 2008 Community Vision Report. This report served as the base of the Comprehensive Plan Update process. Each element in the 2009 Comprehensive Plan begins with a description from the 2008 Community Vision Report. The City of Westminster 2009 Comprehensive Plan was adopted on September 28, 2009 and is available on the City's website: http://www.westgov.com/citygov/citygov_complan.html

The 2009 Comprehensive Plan is an update of the vision and goals set forth in the 2004 Comprehensive Plan. After adopting the 2004 Comprehensive Plan, the City encountered a new challenge that reshaped

Westminster's outlook on its future. In September 2006, after reviewing the City's final Water Capacity Management Plan, the Maryland Department of the Environment (MDE) directed the Carroll County Environmental Health Department to no longer approve building permits that would result in a net increase in water demand on the City's water system. The water dilemma has placed a strain on the growth of Westminster. Since 2006, the City has received limited development pressure due the limited water supply available to allocate to new developments. Future growth cannot occur in Westminster without the water in place to supply the new developments.

The 2009 Comprehensive Plan update presented another obstacle to the future growth of Westminster: land. After conducting the Development Capacity Analysis for residential land within the City limits, it was determined that the City has 106 acres of remaining vacant residential land. At the projected rate of growth for the next 20 years, Westminster could be built-out by 2024.

In order to build out the land, the City's has maintained a major focus on the Water Resources element of the plan for the past two budget cycles in order to provide the water necessary for additional development. In addition to developing new water sources, the City is now focusing on wastewater processing through the development of a new Enhanced Nutrient Removal (ENR) system, and expansion of current wastewater treatment facilities to accommodate the new water source capacities. The projects required to enable continued growth are included in the Capital Improvements Plan and in the recently approved budgets for the enterprise funds. These efforts will allow the City to meet the objectives of its vision.

CITY OF WESTMINSTER VISION STATEMENT

In order to provide for the overall direction of the *City of Westminster Comprehensive Plan*, the City developed the following Vision Statement in 1998 and reaffirmed it in the 2004 Comprehensive Plan. That vision statement still applies today:

“The residents of Westminster will experience a high quality of life through the adequate provision of public facilities; well maintained and adequate housing, business facilities, infrastructure and public spaces; a high level of safety throughout the community; and a diversity of jobs, housing, population, and services and commodities. This high quality of life will contribute to an enhanced level of community pride and involvement, resulting in a strong sense of place with respect to the City of Westminster and its citizenry.”

This Vision will be accomplished by:

1. Maintaining and improving existing development, in part through historic preservation;
2. Supporting the revitalization of Downtown Westminster;
3. Demonstrating a high quality of design in new development;
4. Providing better pedestrian access, thus making residents less dependent on motor vehicles;
5. Providing adequate recreation opportunities for residents of all ages;
6. Providing an adequate transportation system that also addresses alternative means of travel;
7. Welcoming new residents and visitors, so that these people share an appreciation for Westminster's heritage;
8. Preserving and restoring natural resources; and
9. Encouraging diversity in population, housing types, employment opportunities, services and commodities, and community organizations, thus providing opportunities for residents to live, work, conduct business, shop, and participate in social activities in their own community.

The legal and logistical process for developing the City budget is prescribed in the City Code and Article 23A, 2b (2), of the State of Maryland Annotated Code:

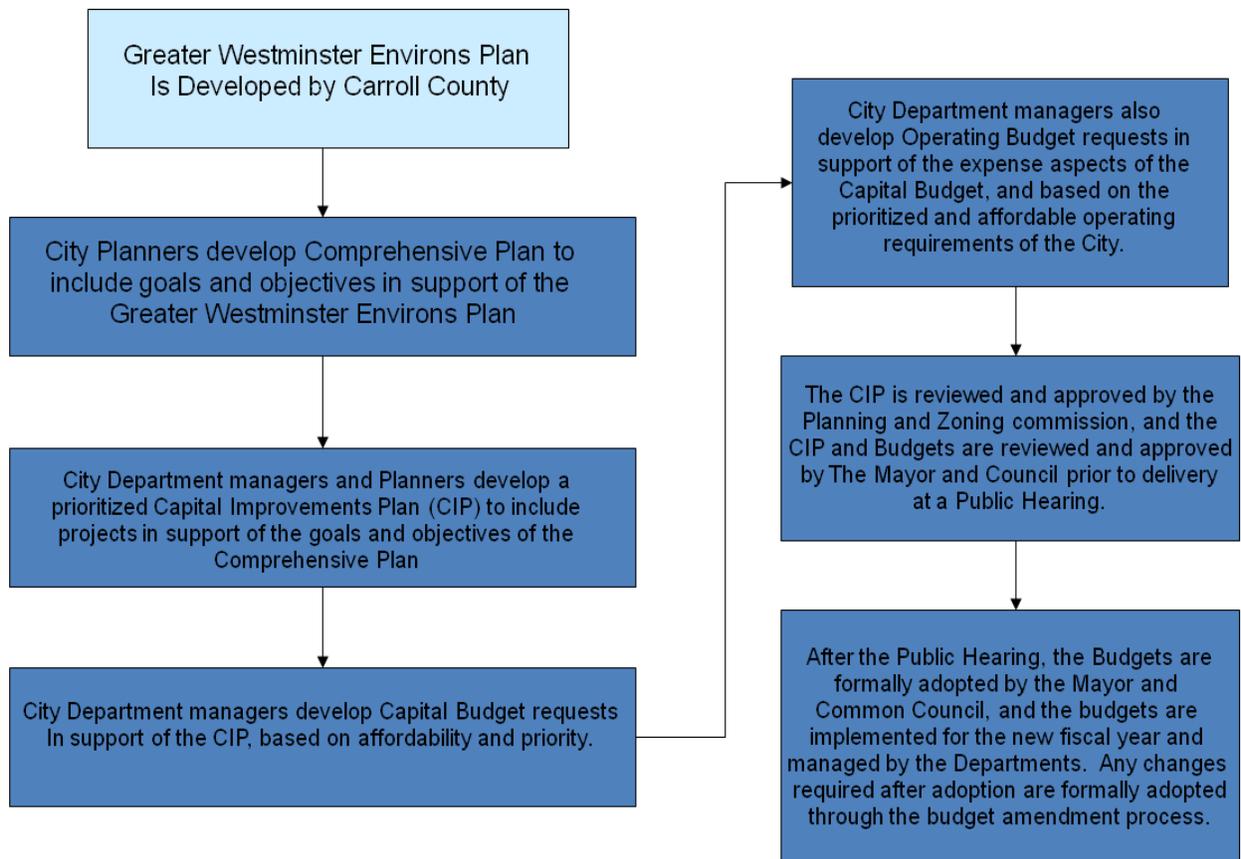
(b) *Express powers.*- In addition to, but not in substitution of, the powers which have been, or may hereafter be, granted to it, such legislative body also shall have the following express ordinance-making powers:

(2) To expend municipal funds for any purpose deemed to be public and to affect the safety, health, and general welfare of the municipality and its occupants, provided that funds not appropriated at the time of the annual levy, shall not be expended, nor shall any funds appropriated be expended for any purpose other than that for which appropriated, except by a two-thirds vote of all members elected to said legislative body.

Each Department Head develops departmental budgets that are then correlated by the Finance Director, reviewed and approved by the City Administrator, and presented by the Mayor to the Common Council for review and adoption. The capital items from the Capital Improvements Plan are approved by the Planning Commission prior to inclusion in the operating budget. The budget reflects both operating and capital items in single form, although the expenditure requirements for each are designated separately. The Finance Director prepares the revenue budgets. Please refer to the *Appendix I – Revenue Book*, for a discussion of the major sources of revenue.

Any substantive change in the budget as appropriated by the Mayor and Council requires the adoption of a budget amendment. This includes items in excess of \$10,000, or anticipated expenditures that have not been appropriated meeting the same threshold.

BUDGET DEVELOPMENT FLOW CHART



BUDGET SCHEDULE

FY2014 Budget Schedule

Jan - March 2013	Reviewed in regular Department Head meetings
April 8, 2013	Review preliminary budget with Finance Committee
April 11, 2013	Capital Plan submitted to Planning and Zoning for review and recommendation
April 15, 2013	Budget Workshop
April 22, 2013	Public Hearing and Introduction of Budget Ordinance
May 13, 2013	Adoption of Budget Ordinance

Public Housing Agency

April 8, 2013	Public Hearing and adoption of PHA Administrative Plan and annual PHA Plan
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ADOPTION

The budget ordinance was formally adopted on May 13, 2013.

STRUCTURE

The accounts of the City are organized on the basis of 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 equities, revenues and expenditures. Budgets for the following funds are included in this document:

- ***General Fund*** – The *General Fund* is the general operating fund for the City. It is used to account for all financial activity related to general government, public safety, public works, recreation, finance.
- ***Special Revenue Funds*** – Special Revenue Funds are used to account for the proceeds of the specific revenue sources that are restricted by legal and regulatory provisions to finance specific activities. The *Public Housing Fund* is the fund pertaining to all aspects of Public Housing and is funded by HUD grants. The *Capital Projects Fund* is the fund pertaining to priority one capital projects and is funded by a separate real estate tax.
- ***Enterprise Funds*** – Enterprise Funds are used to account for those activities of the City which are financed and operated in a manner similar to private business enterprises where costs and expenses including depreciation, are recovered principally through user charges. The *Water Fund* pertains to providing public drinking water and it is funded by service charges. The *Sewer Fund* pertains to providing public sewer service and it is funded by service charges.

Each fund has separate revenue sources and expenditures, although some department expenditures are spread across all funds where functions require enterprise support for general government activities, such as Human Resources, Technology and Finance. The Budget Summary on subsequent pages outlines these funds.

DEPARTMENTAL MATRIX

	General Fund	Water Fund	Sewer Fund	Housing Fund
COMMUNITY SUPPORT	X	X	X	
FACILITIES	X	X	X	X
FINANCE	X	X	X	X
EXECUTIVE & LEGISLATIVE	X	X	X	X
HUMAN RESOURCES	X	X	X	X
PLANNING, ZONING, & DEVELOPMENT	X			
HOUSING & PRESERVATION SERVICE	X			X
PUBLIC SAFETY	X			
PUBLIC WORKS	X	X	X	
PARKS AND RECREATION	X			
TECHNOLOGY	X	X	X	X
PUBLIC HOUSING AGENCY				X
UTILITIES		X	X	
WASTEWATER			X	
WATER		X		

General Government activities are budgeted and accounted for on a modified accrual basis. Under this basis, revenues are recorded when susceptible to accrual, i.e. both measurable and available. Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recorded when the liability is incurred, if measurable, except for debt service which is recognized when due.

The enterprise funds (Water, Sewer) are budgeted and accounted for on a full accrual basis. This means that revenues are recognized when they are earned, i.e. water use fees are recognized as revenue when bills are produced, and expenditures are recognized when the liability is incurred.

Following is the Strategic Plan, followed by the Fund Budgets followed by the Department sections that delineate the functions and resource requirements of each department, and the significant performance measures by which progress is measured for the key programs and initiatives. After the department discussions are appendices that highlight key operational aspects of the City's operations.

STRATEGIC PLAN

The City's budget plan incorporates each one of its visions in several areas: through the operating budget, through the capital budget, through the enterprise budgets and through the revenue fund budgets. The strategic plan of the City is to be completely self-sufficient operationally and to take full advantage of funding resources to achieve the long-term visions.

The City's priority goals as outlined by the 2009 Comprehensive Plan are as follows:

1. Provide housing for population growth
2. Explore and develop new water resources

3. Expand the wastewater capacity

The strategic plan to accomplishing these goals was initiated in 2011. In FY 2011, the Mayor and Council re-prioritized improvements to the infrastructure including roads, storm drain repairs and renovations, street lighting, repairs and replacement of public works equipment, renovations on City buildings and maintenance on City parks and playgrounds. The Common Council approved a 14 cent tax increase dedicated to funding these critical capital projects. In each of the two subsequent years, the tax was reduced \$.01 as capital resources grow. The City is successfully accomplishing replacement and repair of its recurring capital expenditures. The impact of capital investments is less stressful on the City's overall financial status because the capital fund tax relieves most of the stress. In addition, the City is improving and maintaining current infrastructure and providing a revenue stream for future infrastructure to support additional housing. With the infrastructure in place, the City can explore additional housing resources.

The Mayor and Council are also initiating a project to construct and maintain a broadband network within the City. This project is being funded with special benefit assessment revenues.

Furthermore, the City is implementing several green initiatives. These initiatives are generally supported with grants and outside funding agencies. These initiatives include new windows, new furnaces, new lights in most facilities including parking garages and geothermal projects.

It is expected that the broadband network and the green initiatives will attract residents and businesses to the community. The impact of these projects on the budget is expected to be minimal because the funds and revenue streams are already in place to support the projects. The green initiatives will save future expenditures. Attracting new residents and businesses will grow the tax base. Because the City has implemented the Capital Tax Revenue fund and the special capital benefit fees, future infrastructure for new residents and businesses will be supported.

The plan to explore and develop new water resources is accomplished through user fees and benefit assessment revenues. The City has several capital projects where new water sources are the objective including development of Gesell Well, Greenvale Mews Well, Little Pipe Creek intake and well drilling in the Big Pipe Creek area. In FY2009, the City hired Municipal and Financial Services Group to conduct an analysis of the rates for the City's water and wastewater services. The study was adopted by the Mayor and Council in 2009 and is being implemented. In addition, new development is required to pay benefit assessment fees and this revenue stream is used to find new water resources. The impact to the budget to explore new water resources is minimal because the user rates are being adjusted annually and the benefit assessment fees are in surplus.

The plan to expand the wastewater capacity revolves around an aggressive project to include an Enhanced Nutrient Removal project and an expansion project to the existing facilities. The City has received extensive design and engineering services regarding this project. It is expected that about 70% of the project will be funded with Bay Restoration Funds, 10% with special benefit assessment revenues and 20% will be bonded. In addition, the water and wastewater rate study was implemented to assure continued operational and maintenance costs on the expansion and improvements. The impact on the budget for this project is significant. Although the user rates are being adjusted annually to accommodate changes to the system, the costs associated with this project exceeds revenue raised by user rates and surplus special benefit revenues. The impact of the additional debt is discussed later in this plan.

As the economic climate improves, the Mayor and Council continue to improve services and grow the City. Long-term projects include implementing broadband infrastructure, enhanced nutrient removal and expansion of the sewer facilities, expanding park facilities, increasing water resources, and developing green initiatives and

energy conservation programs. These projects and programs will be funded by a combination of the capital fund tax, capital benefit assessment funds and outside grants.

Adopted Budget

SUMMARY

BUDGET OVERVIEW

After a five-year restriction on employee salary increases, the Mayor and Council approved a 3% cost of living increase for employees in the 2014 General Fund Operating budget. In addition, the Mayor and Council approved a \$.01 reduction in the Capital tax. A new department, Housing and Preservation Services was added to the general government structure. Since the services provided by this department were already provided by other departments, the revenue and expense of the general government were not affected by the change. Furthermore, the significant cost-cutting measures over the past five years allowed the City to absorb the increase in salaries and reduction in taxes without a significant impact to the overall budget.

The \$.13/\$100 capital tax has been reduced to \$.12/\$100 to continue to fund Priority 1 capital efforts. This fund is expected to raise \$1,895,800 in revenue in FY2014. The projects budgeted for FY2014 include unfinished projects from FY2013 and are listed below:

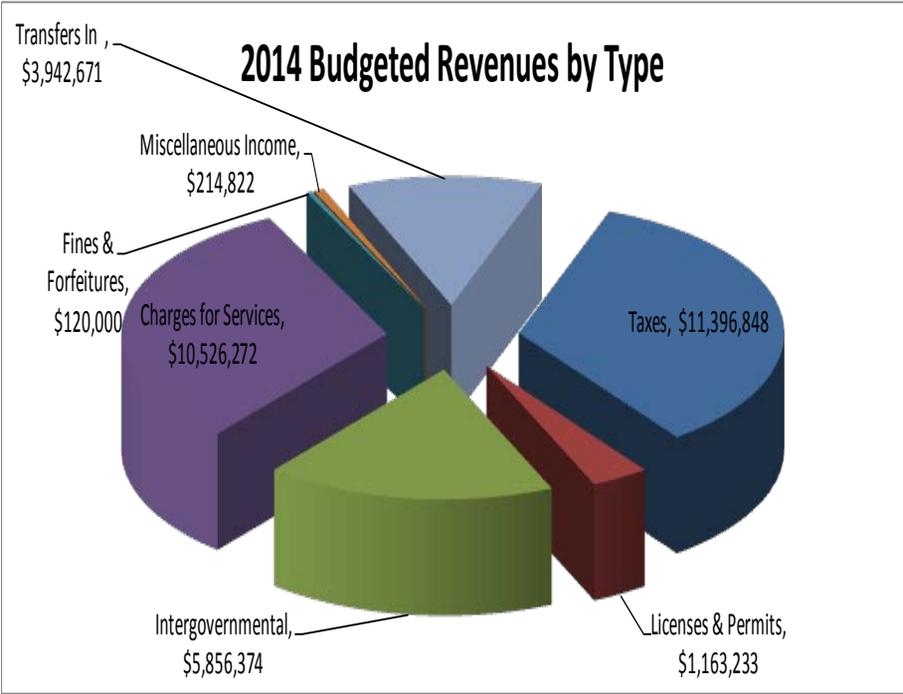
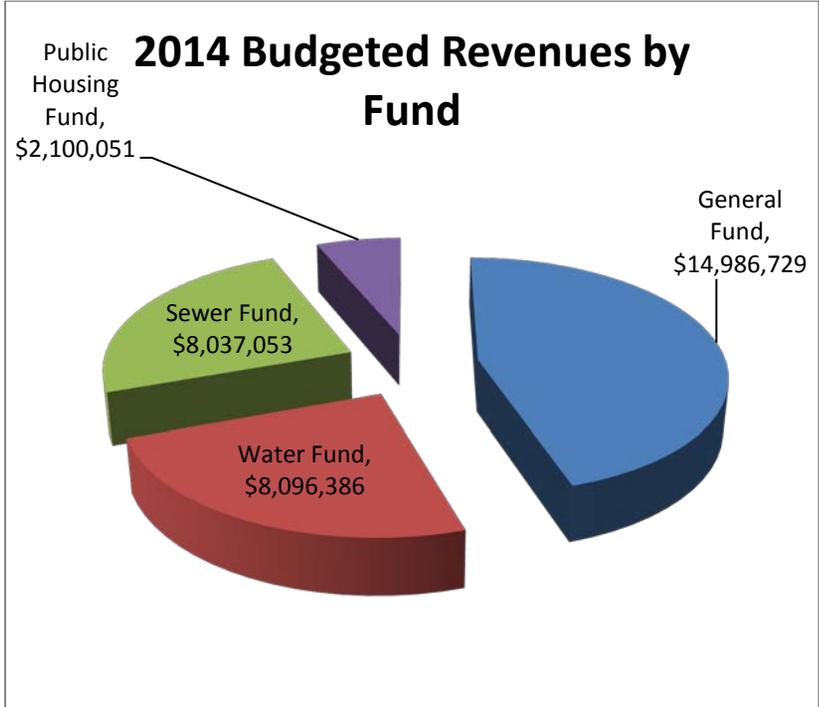
- \$1,092,000 for street and sidewalk improvements
- \$ 539,700 in repairs and renovations to various City owned buildings and parks
- \$ 510,400 for replacement vehicles and equipment:
- \$ 87,000 in technology improvements

The Public Housing Agency fund is guided by the funding provided by the US Department of Housing and Urban Development. HUD has revised its proration formula, and only a portion of the qualified fee is being distributed. This places an additional burden on the City to provide for any shortfall in funds. The FY2014 budget calls for \$283,051 of funding to be transferred from Equity in the Public Housing Agency fund. If this trend continues, the unallocated surplus in the Housing Fund will be depleted by FY2015. At this time, Housing and Urban Development holds in excess of \$1,000,000 of equity for the City.

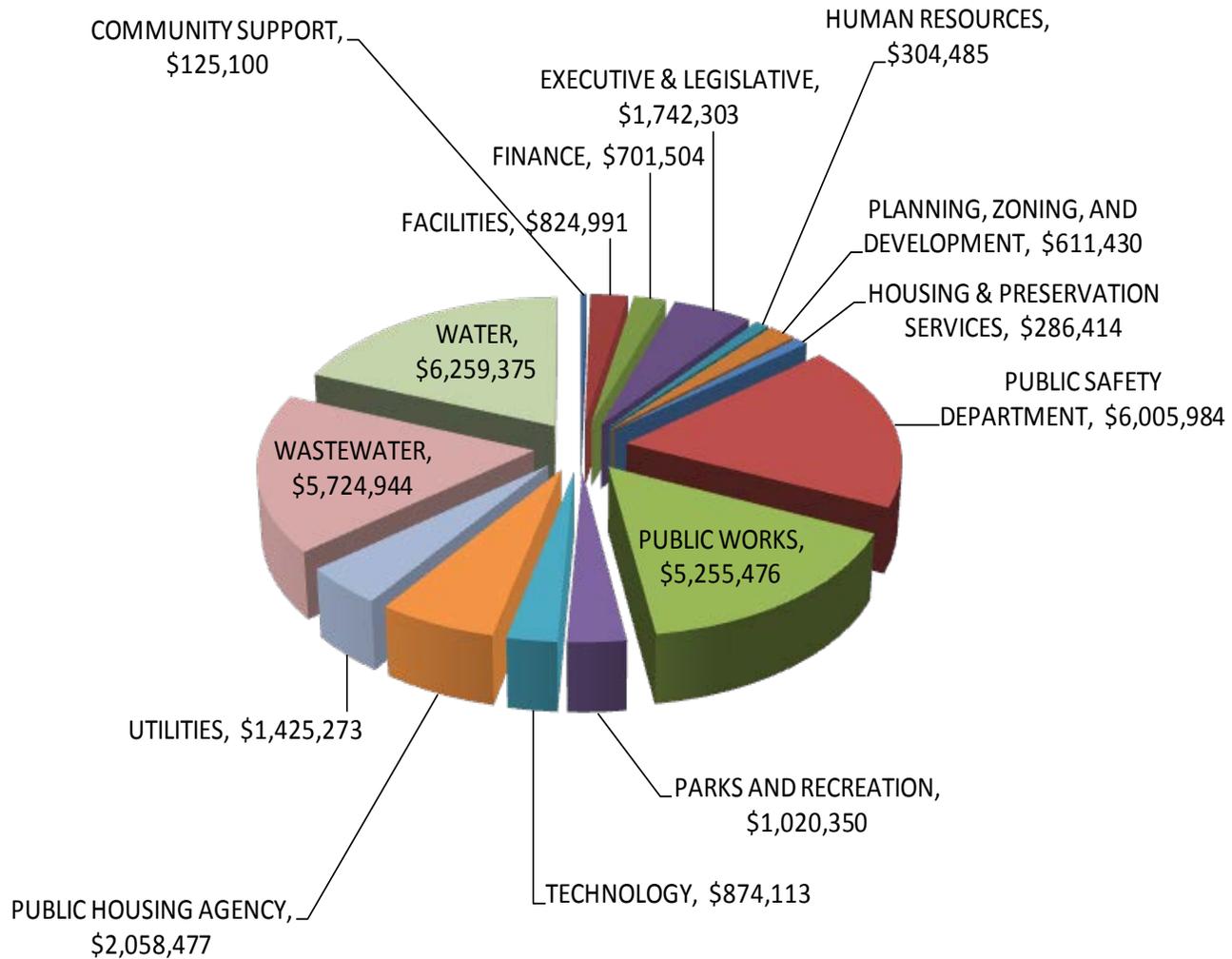
The Mayor and Council did not change rates for water or sewer services for FY2014. The Enterprise funds are seeing declining revenues and increasing expenses. The FY2014 budget includes an update to the Water/Sewer Rate Study. The original rate structure was intended to provide for an operational reserve for the water and sewer infrastructures, and a 3R reserve (Repair, Replacement and Rehabilitation) to provide funds to pay for unexpected major repairs, and planned replacement or rehabilitation of equipment. The reserves can be used to pay for capital costs in order to avoid or minimize the amount that would otherwise be recovered through user fees (and possibly result in a significant rate increase). Additionally, the ENR Project and the expansion of the sewer system have seen significant revisions to cost analysis post-design. Those projects are estimated to cost in excess of \$39,000,000. This will be the most expensive project the City has undertaken and will require considerable planning and financial management.

The total budget including capital project costs is \$33,220,220.

Government-wide revenues and expenses total \$33,220,219 with General and Housing Fund comprising 51% percent of the total Government-wide budget and Enterprise Funds comprising 49%. The charts below demonstrate the distribution of revenues and expenses government-wide.

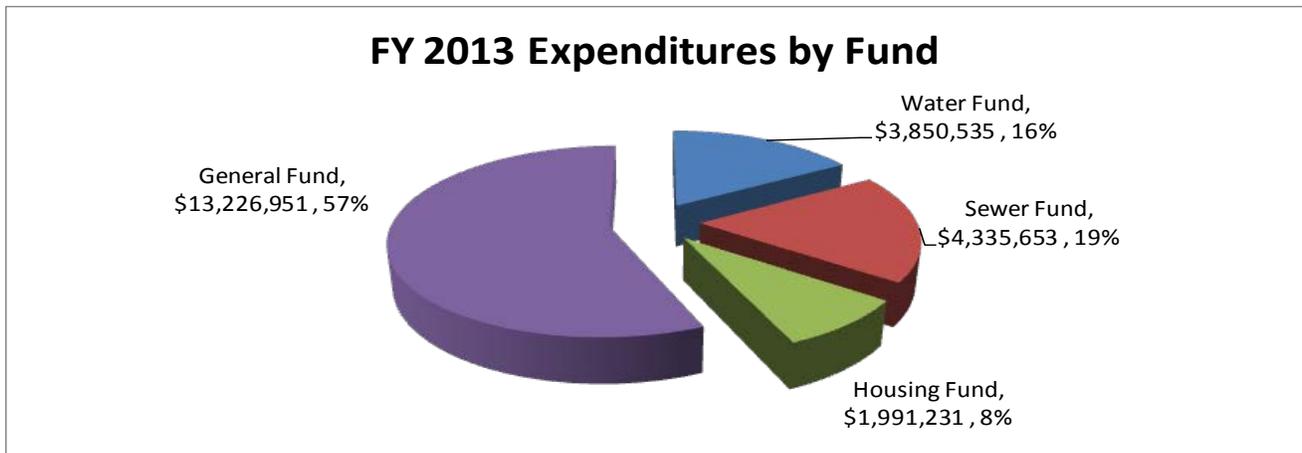
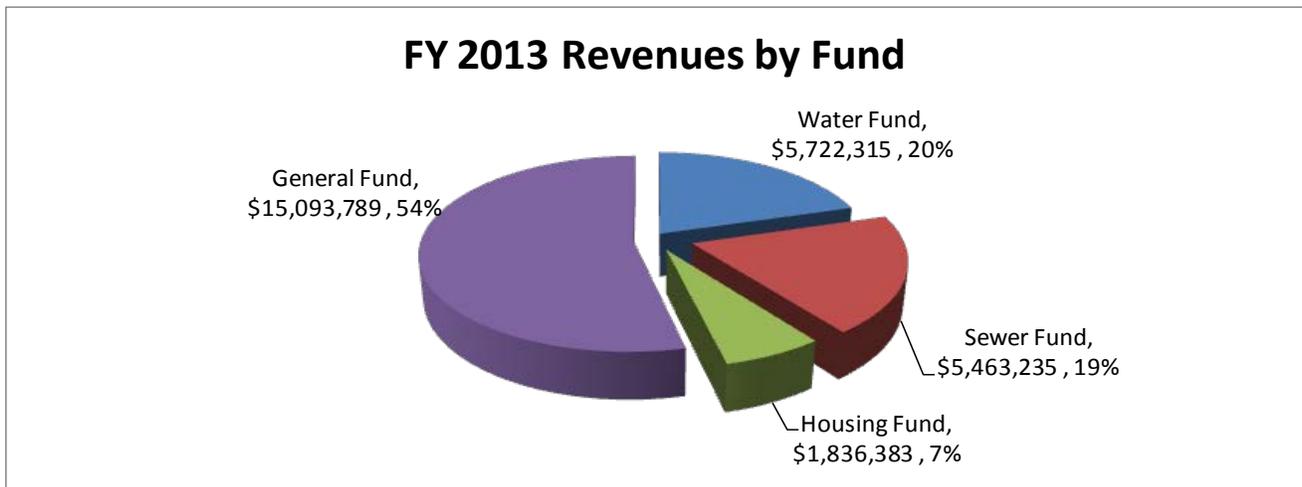
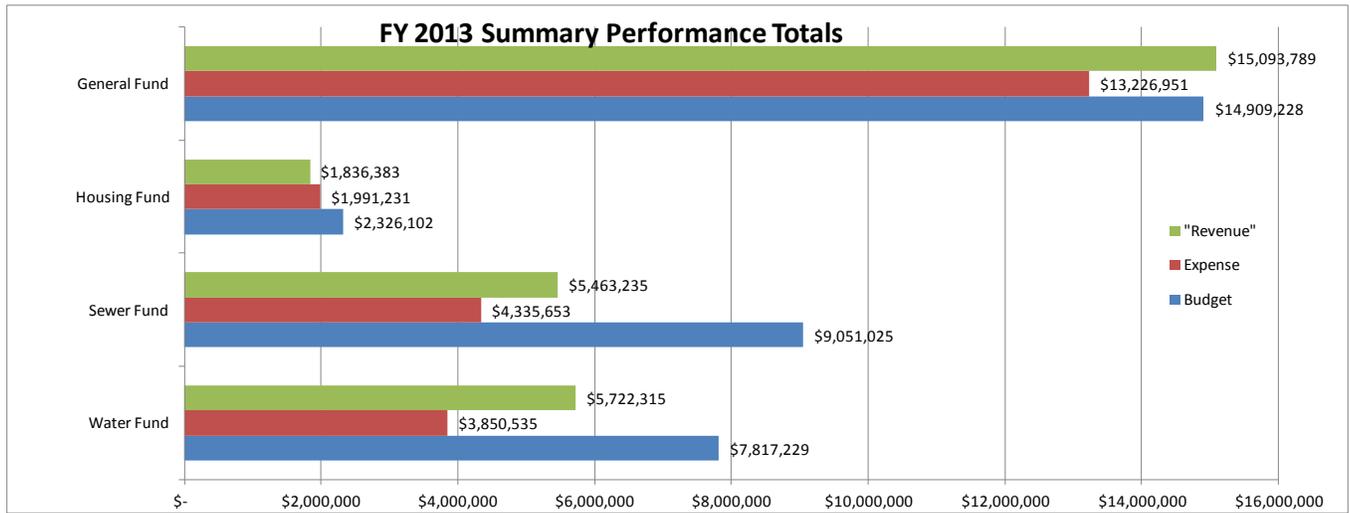


2014 Budgeted Expenditures by Department

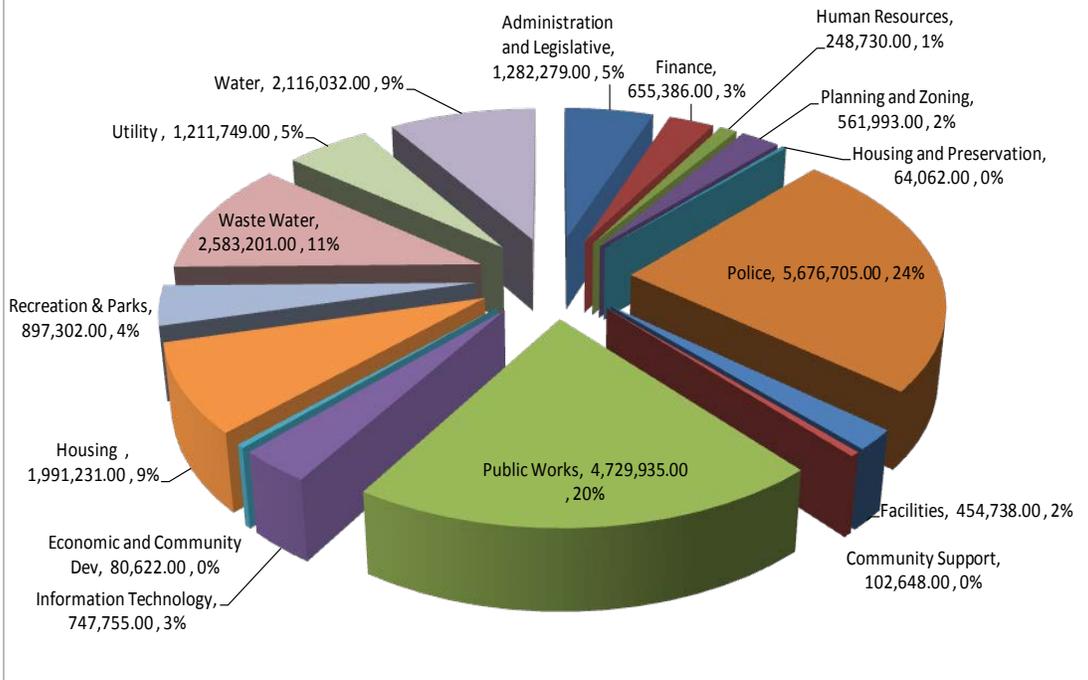


2013 RESULTS

Revenues exceeded expenditures in all funds except Housing, which required the use of the equity balance.



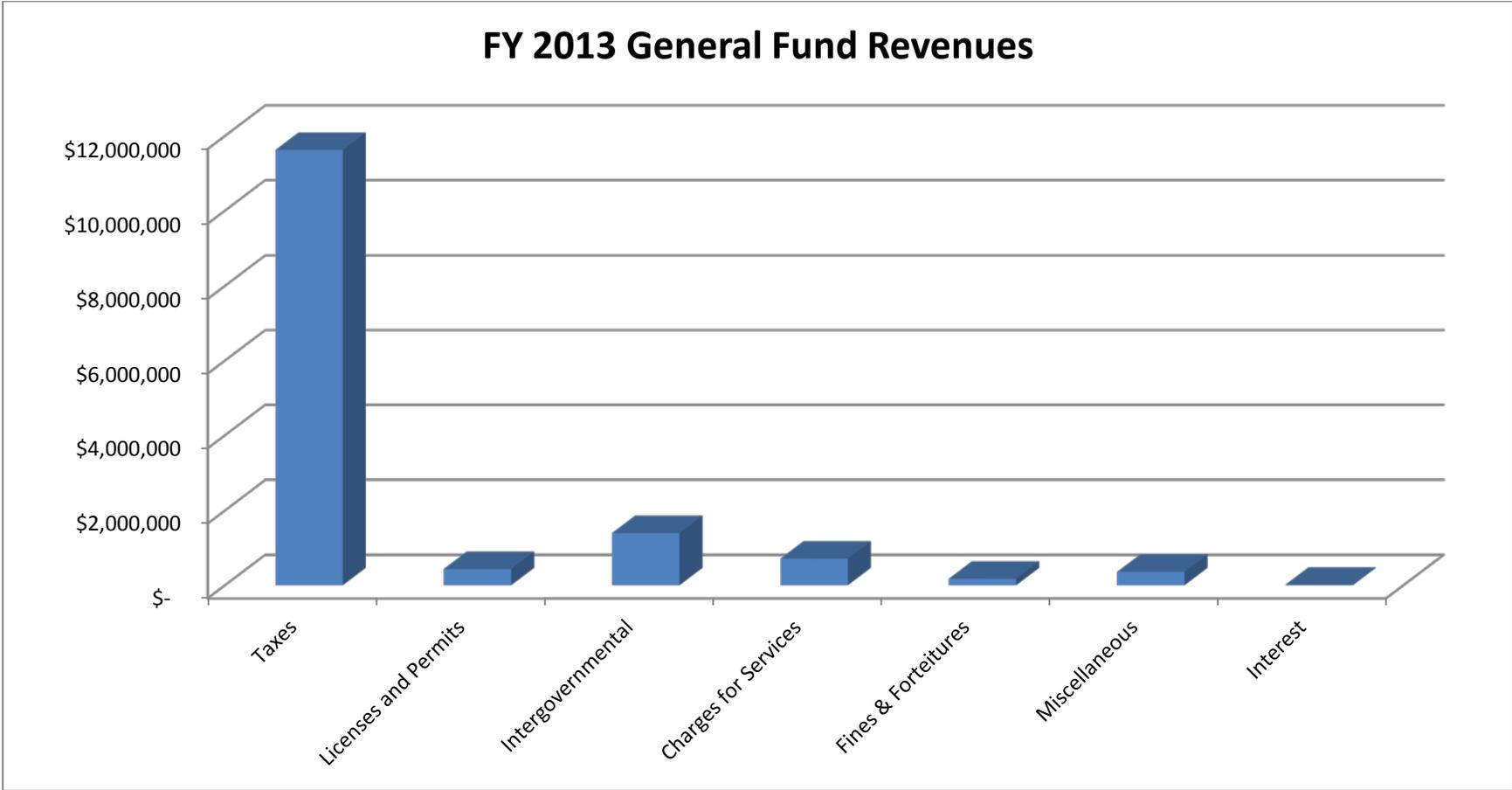
FY 2013 Expenditures by Department



GENERAL FUND

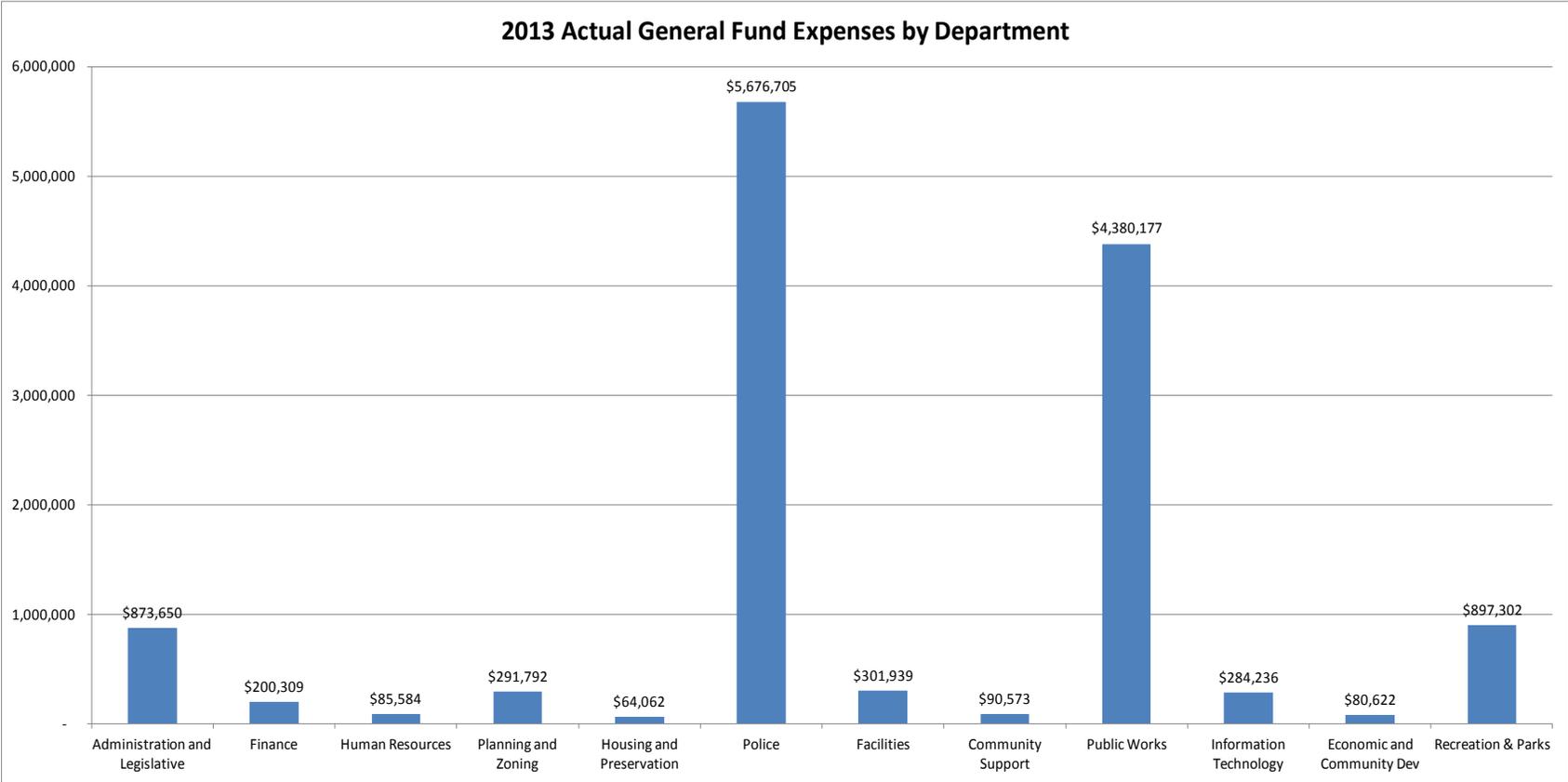
GENERAL FUND REVENUES

The General Fund’s largest revenue is tax providing 79% of the fund’s revenues. The next largest revenue is Intergovernmental funding making up 9% of total revenue. All other revenue classes are less than 5% of the total revenues each.



GENERAL FUND EXPENSES

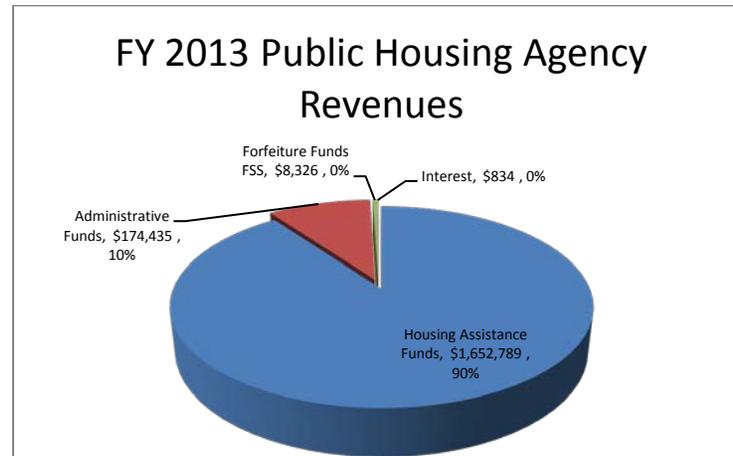
General Fund expenses are made up mostly of Public Safety (43%) and Public Works (33%) expenses. All other expenses are supporting departments.



HOUSING FUND

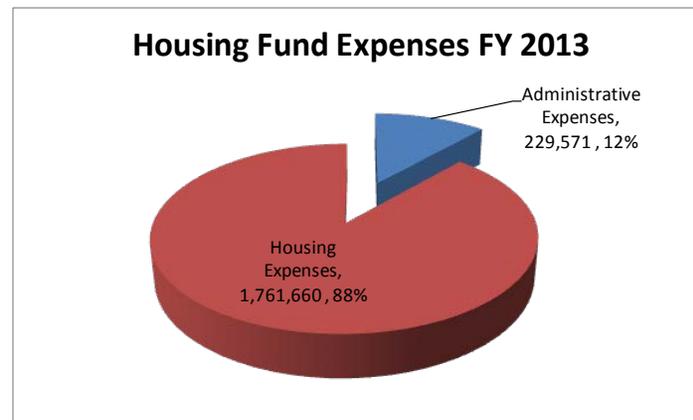
HOUSING FUND REVENUES

The Public Housing Agency's largest revenue is the Housing Assistance Funds. HUD changed the funding allocations requiring use of equity reserves. It is expected that funding levels will return to level for Housing Assistance Funds, but not for Administrative funds. HUD is currently funding Administration Costs at 69%.



HOUSING FUND EXPENSES

Housing Expenses amount to \$1,991,231. As mentioned earlier, this is the only fund where expenses exceed revenues. The Department of Housing and Urban Development will continue to under-fund the program until all reserves are exhausted. It is expected that all reserves will be exhausted in 2015.



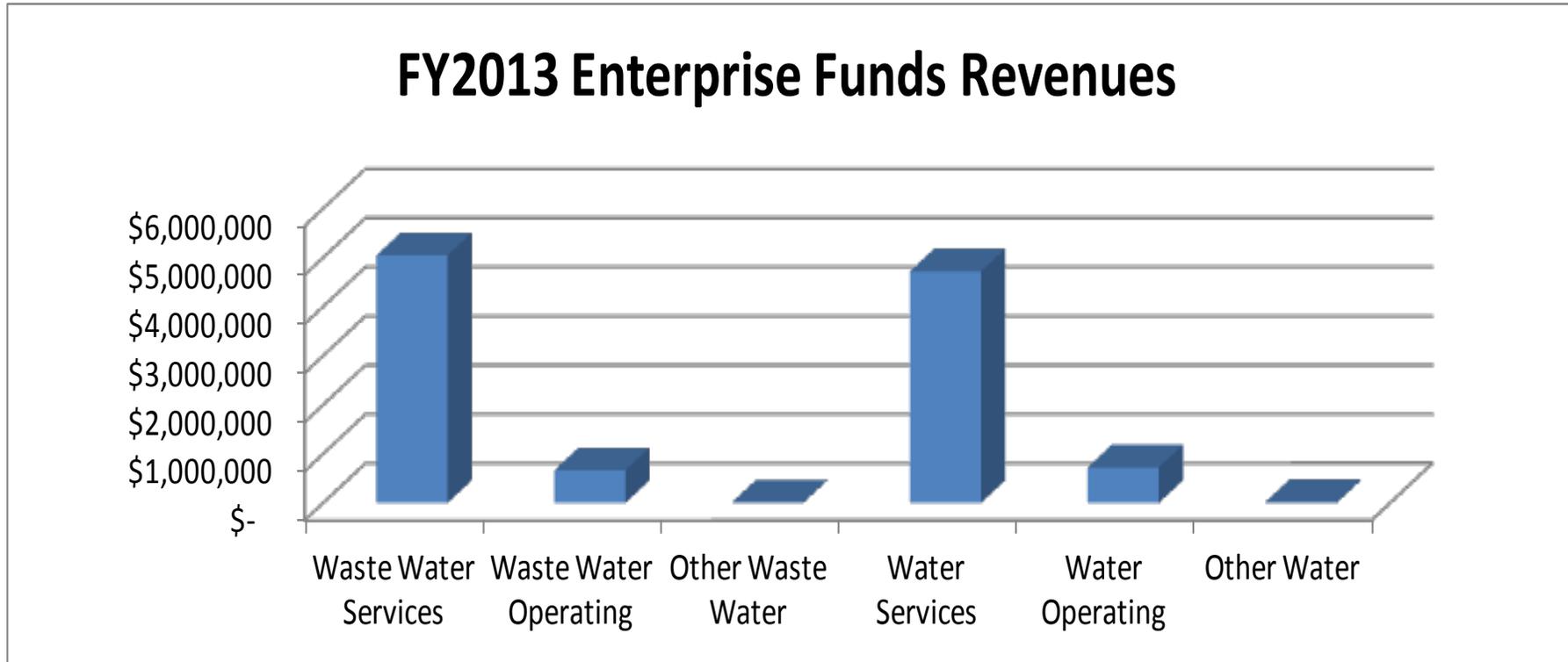
GENERAL AND HOUSING FUNDS – CHANGES IN EQUITY

General & Housing Fund	Actual FY 2012	Estimated FY 2013	Budget FY 2014
Net Assets - Beginning	40,053,317	44,093,809	45,805,802
Taxes	13,134,343	11,800,530	11,396,848
Charges for Services	1,443,285	1,394,324	1,424,085
Intergovernmental	4,643,433	3,350,448	3,864,412
Interest	34,368	10,415	9,200
Miscellaneous	145,750	374,456	67,000
Total	19,401,179	16,930,173	16,761,545
General Government	1,658,564	1,816,191	2,192,830
Public Safety	5,537,316	5,676,705	6,005,984
Public Works	4,176,521	4,682,116	5,368,451
Recreation and Culture	1,231,756	897,302	1,020,350
Community Dev & Housing	2,510,928	2,145,866	2,499,165
Interest	245,602		
Sewer Services			
Water Services			
Total	15,360,687	15,218,180	17,086,780
Change in Assets	4,040,492	1,711,993	(325,235)
Net Assets Ending	44,093,809	45,805,802	45,480,567

ENTERPRISE FUNDS – WATER AND SEWER

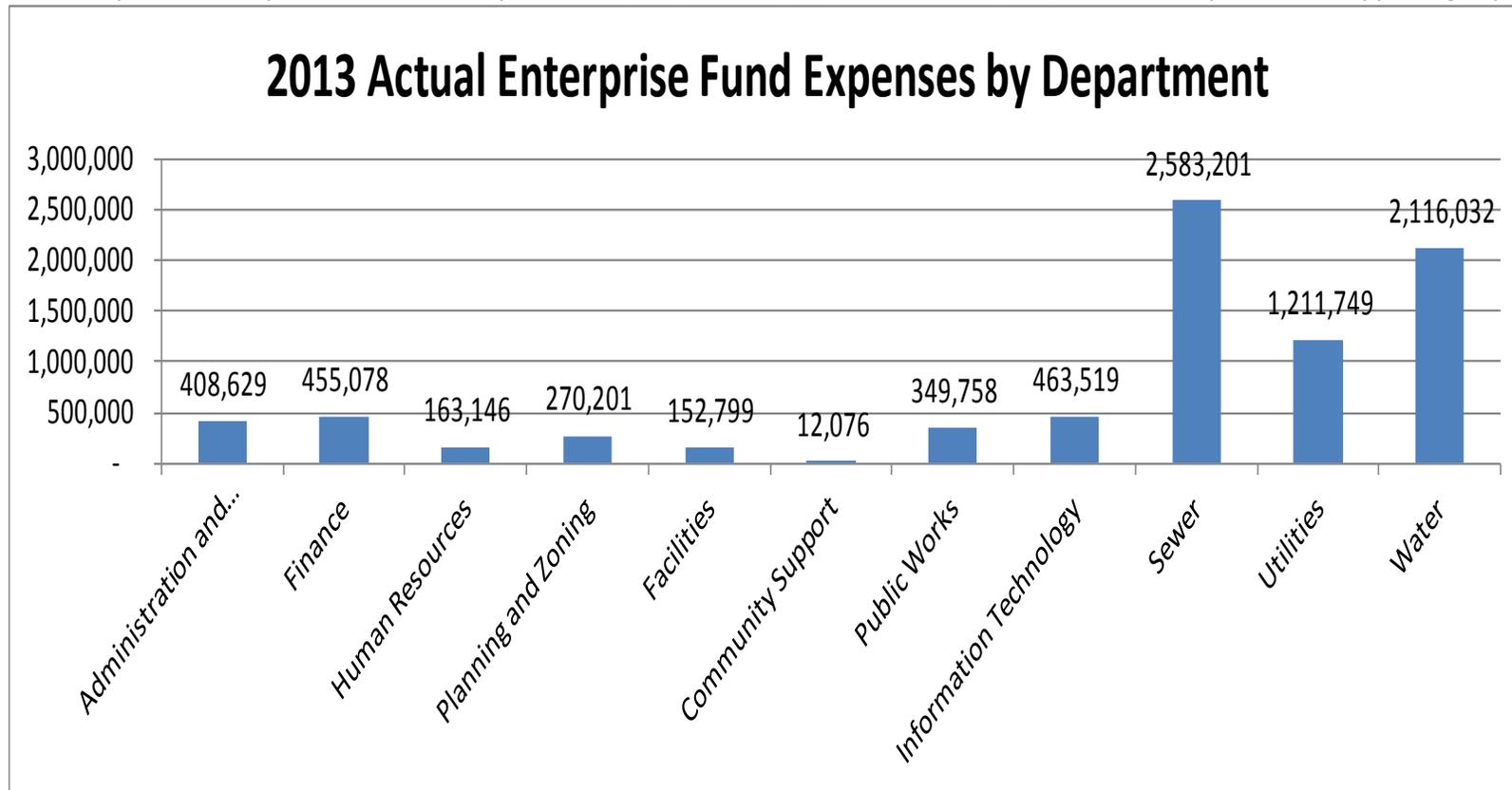
ENTERPRISE FUNDS – WATER AND SEWER REVENUES

Water and Waste Water revenues fell about 5% below last year's revenues. This is attributed to conservation measures by end-users.



ENTERPRISE FUND EXPENSES

The Enterprise Fund expenses consist mainly of Water (26%), Sewer (31%), and Utilities (15%). All other expenses are supporting departments.



ENTERPRISE FUND CHANGES IN EQUITY

Enterprise Funds	Actual FY 2012	Estimated FY 2013	Budget FY 2014
Net Assets - Beginning	52,338,811	55,012,354	58,011,716
Taxes	-	-	-
Charges for Services	10,756,362	11,095,263	10,470,819
Intergovernmental	995,845	56,051	1,980,000
Interest	16,730	17,380	15,000
Miscellaneous	60,182	16,855	8,000
Total	11,829,119	11,185,549	12,473,819
General Government	-	1,760,573	2,041,005
Public Safety	-	-	-
Public Works	-	502,557	670,442
Recreation and Culture	-	-	-
Community Dev & Housing	-	12,076	12,400
Interest	-	-	-
Sewer Services	4,990,870	3,189,075	6,493,681
Water Services	4,164,706	2,721,906	6,915,911
Total	9,155,576	8,186,187	16,133,439
Change in Assets	2,673,543	2,999,362	(3,659,620)
Net Assets Ending	55,012,354	58,011,716	54,352,096

ALL FUNDS SUMMARY – FUND BALANCES AND CHANGES IN EQUITY

Fund balances are budgeted to be significantly reduced in FY 2014. Over the past several years, the Capital Tax used only for General Fund capital expenditures has been accumulating because the budgeted Capital Projects have not been completed. In addition, the Water and Sewer Rates were adjusted in 2009 to accumulate to fund capital projects that have yet to be completed. The budgeted deficit for FY 2014 is entirely transfers in from fund balances for capital projects.

City-Wide	Actual FY 2012	Estimated FY 2013	Budget FY 2014
Net Assets - Beginning	92,392,128	99,106,163	103,817,518
Taxes	13,134,343	11,800,530	11,396,848
Charges for Services	12,199,647	12,579,873	11,809,505
Intergovernmental	5,639,278	3,350,448	5,856,374
Interest	51,098		24,200
Miscellaneous	205,932	384,871	148,438
Total	31,230,298	28,115,722	29,235,365
General Government	1,658,564	3,576,765	4,233,835
Public Safety	5,537,316	5,676,705	6,005,984
Public Works	4,176,521	5,184,673	6,080,467
Recreation and Culture	1,231,756	897,302	1,020,350
Community Dev & Housing	2,510,928	2,157,941	2,469,991
Interest	245,602		
Sewer Services	4,990,870	3,189,075	6,437,581
Water Services	4,164,706	2,721,906	6,972,012
Total	24,516,263	23,404,367	33,220,220
Change in Assets	6,714,035	4,711,355	(3,984,855)
Net Assets Ending	99,106,163	103,817,518	99,832,663

CASH FUND BALANCE RESULTS

As shown below, cash balances have been accumulating over the past several years. It is expected that these surpluses will be used for budgeted capital projects, not yet completed.

General Fund Opening Balances:

	<u>July 1, 2010:</u>	<u>July 1, 2011:</u>	<u>July 1, 2012:</u>	<u>July 1, 2013</u>
• General Operating Funds:	\$2,165,255	\$ 4,161,830	\$5,988,153	\$ 7,868,076
• Police Forfeiture Funds:	\$ 61,190	\$ 63,305	\$ 54,210	\$ 55,061
• Capital Projects Funds:	\$ 118,891	\$ 928,273	\$1,579,781	\$ 1,899,612
• Community Development:	\$ 253,625	\$ 255,739	\$ 474,891	\$ 475,953
• Benefit Assessment Funds:	<u>\$ 695,510</u>	<u>\$ 819,421</u>	<u>\$ 870,266</u>	<u>\$ 985,652</u>
○ Total General Fund:	<u>\$3,294,471</u>	<u>\$6,228,568</u>	<u>\$8,967,301</u>	<u>\$11,284,354</u>

Sewer Fund Opening Balances:

• Sewer Fund Operating Funds:	\$1,286,565	\$2,523,013	\$3,390,753	\$ 4,484,765
• Benefit Assessment Funds:	<u>\$3,159,634</u>	<u>\$3,390,595</u>	<u>\$3,638,037</u>	<u>\$ 3,868,050</u>
○ Total Sewer Fund:	<u>\$4,446,199</u>	<u>\$5,913,608</u>	<u>\$7,028,790</u>	<u>\$ 8,352,815</u>

Water Fund Opening Balances:

• Water Fund Operating Funds:	\$2,202,248	\$3,367,771	\$4,273,236	\$ 5,083,930
• Benefit Assessment Funds:	<u>\$3,225,036</u>	<u>\$3,452,259</u>	<u>\$3,685,835</u>	<u>\$ 3,705,480</u>
○ Total Water Fund:	<u>\$5,427,284</u>	<u>\$6,820,029</u>	<u>\$7,959,071</u>	<u>\$ 8,789,410</u>

Public Housing Agency Opening Balances:

• PHA Operating Funds:	\$ 459,223	\$ 67,048	\$ 3,536	\$ 0
• PHA HAP Equity Funds:	\$ 192,726	\$ 739,805	\$ 480,815	\$ 394,157
• PHA Admin Equity Funds:	\$ -	\$ -	\$ 78,154	\$ 17,619
• PHA FSS Escrow Funds:	<u>\$ 30,056</u>	<u>\$ 35,831</u>	<u>\$ 20,366</u>	<u>\$ 13,999</u>
○ Total PHA Fund:	<u>\$ 682,005</u>	<u>\$ 842,684</u>	<u>\$ 582,871</u>	<u>\$ 425,775</u>

Total City of Westminster Balance:	<u>\$13,849,959</u>	<u>\$19,804,890</u>	<u>\$24,538,033</u>	<u>\$28,852,354</u>
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DEBT SERVICE

Debt is issued by fund, based on regulations provided by the State of Maryland, and the City of Westminster’s Charter and Code. The main requirement is that debt is largely restricted to capital projects, although it may, in some instances, be issued to cover operating expense. The only limit on debt issuances is debt covering operating expenses and it shall not exceed ten percent of the City’s operating expense budget for the general fund for the fiscal year in which the debt is incurred. The City currently has no debt related to operating expenses. The City’s Code as it relates to debt can be found online at <http://ecode360.com/12119283#13347276>.

The General Fund carries debt for the development of the two public parking garages financed in 2002 and 2005 utilizing CDA bonds from the State of Maryland. The City refunded the 2002 bond to a lower interest rate that reduced the cost of the debt by approximately \$184,180 in fiscal year 2013. The 2002 bond is now referred to as the 2012 bond.

The Mayor and Council have approved a pilot project to extend a fiber optic network through a portion of the City. If the pilot project is successful, the Mayor and Council will consider extending the project city-wide. It is anticipated that the City will incur significant debt to extend the network city-wide. At this time, project costs and timeline are unknown. This additional debt service is expected to be absorbed through reductions in future budget appropriations and revenues from the project.

Water Fund debt is focused on three major water system projects, Well #7, the Medford Quarry Emergency Pipeline, and the Cranberry Water Treatment Plant. The Sewer Fund currently has no debt. However development of the State of Maryland mandated Enhanced Nutrient Removal Wastewater Treatment Plant will result in the City issuing approximately \$12,000,000 in debt to cover its portion of the plant costs. The City will also utilize approximately \$27,000,000 in Bay Restoration Funds/Grants for the project. The project is scheduled to be started in 2014 with \$3,000,000 of City funds allocated in the current budget. The project is scheduled to be completed in 2016. The sewer rate structure has been modeled to build sufficient reserve funding for the annual debt service requirements. The City has contracted to review the rate structure in this budget year.

The current outstanding debt and future debt service on existing bonds is shown below. At this time, the exact amount of future debt service on projects not yet bonded is unknown. The starting dates, principal amounts and terms for future projects have not been determined.

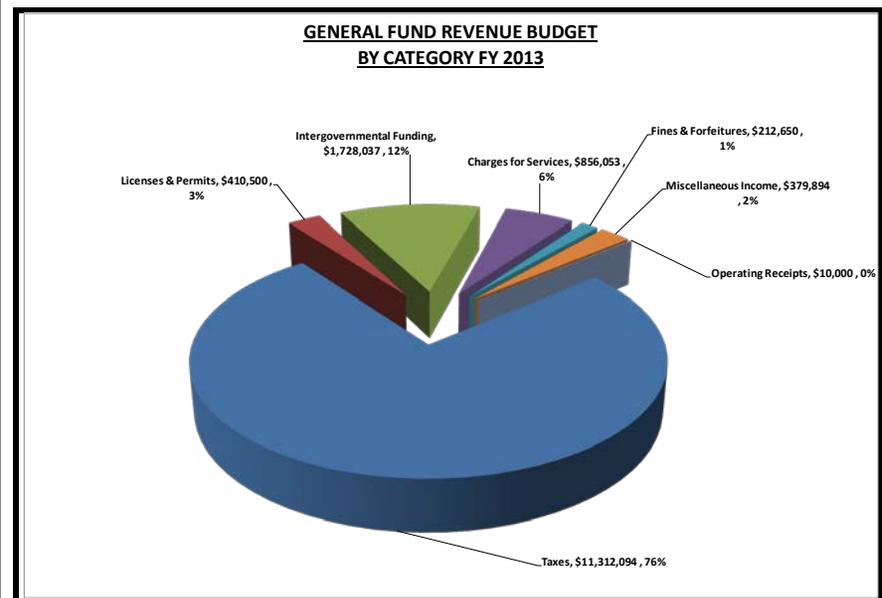
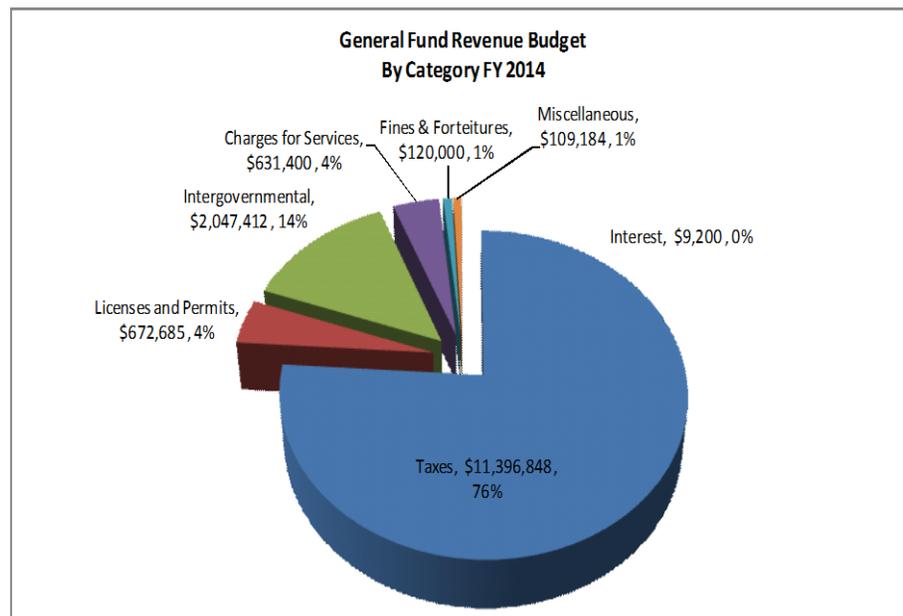
Debt Instrument	Project Name	Balance June 30, 2013	Future Payments			
			FY2014		FY2015	
			Principle	Interest	Principle	Interest
General						
2005 Infrastructure Bond A	Parking Garages	3,755,500	157,500	157,734	164,200	151,434
2012 Infrastructure Bond B	Parking Garages	1,394,900	148,000	22,794	148,500	21,521
<i>Total General Fund</i>		<i>5,150,400</i>	<i>305,500</i>	<i>180,528</i>	<i>312,700</i>	<i>172,955</i>
Water						
Drinking Water Bond 2000	Westminster Carfarro Well #7	587,089	66,965	15,264	68,706	13,523
Drinking Water Bond 2007	Cranberry WTP Upgrade	7,694,690	552,341	76,947	557,864	71,424
Drinking Water Bond 2008	Medford Quarry Connection	3,642,529	204,614	87,421	209,524	82,510
<i>Total Water Fund</i>		<i>11,924,308</i>	<i>823,920</i>	<i>179,632</i>	<i>836,094</i>	<i>167,457</i>
Sewer						
None						



GENERAL FUND FY2014 BUDGET

For Fiscal Year 2014, the General Fund revenue base was expected to remain flat as compared to the prior year. The Mayor and Council lowered the Priority One Capital Tax on Real Property by \$.01. This results in a reduction of \$157,980 in tax revenues. Highway Users Funds were supplemented with a one-time grant in the amount of \$322,558. To date, these funds have not been restored to former levels by the State. State Police Aid also was increased by about \$140,000. While other portions of the State are seeing declines in income tax, the City has seen a steady incline. It is expected that income taxes will start to level this year. The reduction in real estate taxes is offset with other revenues and reductions in expenses and does not change the overall percentage of revenues in taxes collected by the City.

GENERAL FUND REVENUES

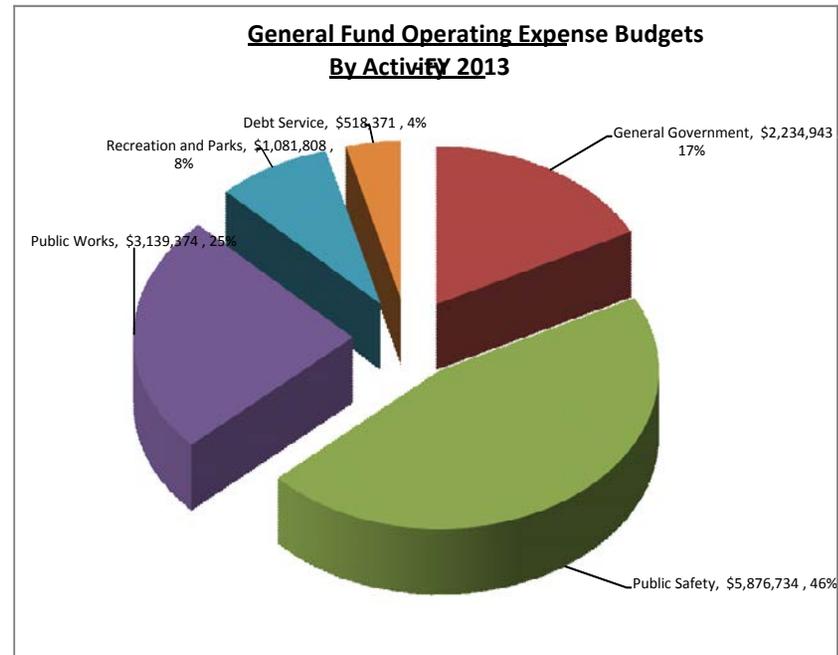
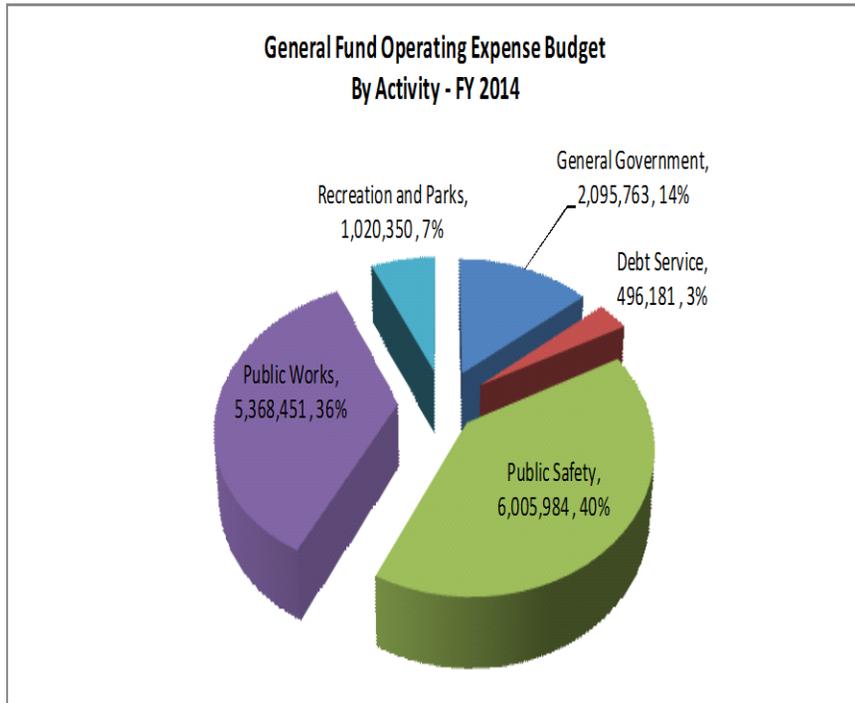


Revenue Budget FY 2014									
General Fund	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget	FY 2012 Actual	FY 2013 Budget	FY 2013 Actual thru 6/30/13	FY 2014 REQUEST	FY 2015 Projection	FY 2016 Projection
Account Number									
100.410000 Taxes									
100.411101 Real Property (Full Year Levy)	\$8,092,793	\$8,070,979	\$8,104,070	\$8,138,608	\$7,047,063	\$6,917,313	\$ 6,951,095	\$7,020,606	\$7,090,812
100.411201 Personal Property	\$0	\$18,253	\$0	\$12,776	\$0	\$18,300	\$12,000	\$12,120	\$12,241
100.411202 Railroad & Public Utilities	\$200,000	\$203,982	\$92,247	\$203,063	\$202,797	\$195,424	\$203,000	\$205,030	\$207,080
100.411203 Business Personal Property	\$304,000	\$614,472	\$392,311	\$513,995	\$558,306	\$627,104	\$558,000	\$563,580	\$569,216
100.411301 Tax Credits	(\$644,223)	(\$372,050)	(\$216,648)	(\$171,488)	(\$209,843)	(\$7,863)	(\$5,000)	(\$5,050)	(\$5,101)
100.411501 Prior Years Additions/Abatements	(\$10,000)	(\$73,253)	(\$25,000)	(\$31,768)	(\$36,992)	(\$26,374)	\$0	\$0	\$0
100.412101 Penalties & Interest	\$50,000	\$69,346	\$42,752	\$66,454	\$35,000	\$24,639	\$50,000	\$50,500	\$51,005
100.413101 Income Taxes	\$1,200,000	\$1,424,517	\$1,057,252	\$1,637,528	\$1,484,632	\$1,825,099	\$1,600,000	\$1,616,000	\$1,632,160
100.414101 Admission & Amusement	\$225,000	\$183,369	\$159,685	\$242,019	\$150,000	\$210,009	\$130,000	\$131,300	\$132,613
Total Taxes	\$9,417,570	\$10,139,615	\$9,606,669	\$10,611,187	\$9,230,962	\$9,783,651	\$ 9,499,095	\$9,594,086	\$9,690,027
100.420000 Licenses & Permits									
100.421101 Street Usage Permits	\$0	\$525	\$0	\$225	\$0	\$350	\$0	\$0	\$0
100.421102 Parking - Longwell Garage	\$50,000	\$49,294	\$50,000	\$37,186	\$50,000	\$50,596	\$50,000	\$50,500	\$51,005
100.421103 Parking - Surface Lots	\$65,000	\$43,355	\$50,000	\$44,304	\$50,000	\$39,221	\$40,000	\$40,400	\$40,804
100.421104 Parking-West Square Garage	\$0	\$29,983	\$15,000	\$20,853	\$20,000	\$20,151	\$20,000	\$20,200	\$20,402
100.422101 Beer, Wine & Liquor	\$6,500	\$11,665	\$6,500	\$10,865	\$5,000	\$10,915	\$10,000	\$10,100	\$10,201
100.422102 Traders	\$20,000	\$74,509	\$20,000	\$74,345	\$10,000	\$78,103	\$50,000	\$50,500	\$51,005
100.423101 Building & Equipment Permits	\$4,000	\$4,335	\$2,500	\$5,370	\$4,000	\$6,408	\$5,000	\$5,050	\$5,101
100.423102 Cable Television Franchise Fees	\$150,000	\$65,546	\$183,233	\$202,289	\$200,000	\$221,756	\$215,000	\$217,150	\$219,322
100.423103 Other	\$0	\$75	\$0	\$100	\$0	\$75	\$1,890	\$1,909	\$1,928
100.423104 Utility Permits	\$0	\$41,500	\$30,000	\$19,000	\$25,000	\$17,500	\$20,000	\$20,200	\$20,402
100.423105 Zoning Permits	\$0	\$7,600	\$5,000	\$3,000	\$5,000	\$7,800	\$5,000	\$5,050	\$5,101
100.423106 Rental Licensing Program	\$0	\$0	\$0	\$0	\$37,500	\$40,500	\$70,000	\$70,700	\$71,407
100.423107 Sign Permits	\$0	\$4,600	\$2,500	\$2,682	\$4,000	\$2,250	\$3,000	\$3,030	\$3,060
Total Licenses and Permits	\$295,500	\$332,987	\$364,733	\$420,219	\$410,500	\$495,625	\$489,890	\$494,789	\$499,737
100.430000 Intergovernmental									
100.431102 Bullet Proof Vest Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$2,800	\$2,828	\$2,856
100.431100 Grants from Federal Agencies						\$42,880	\$25,000	\$0	\$0
100.432101 State Police Aid	\$189,338	\$240,512	\$189,338	\$234,012	\$189,338	\$234,012	\$363,992	\$367,632	\$371,308
100.432102 Program Open Space-State & Cnty	\$0	(\$720)	\$0	\$0	\$90,000	\$0	\$0	\$0	\$0
100.432104 Traffic Safety & Overtime Funding	\$25,000	\$24,744	\$21,272	\$14,395	\$20,100	\$10,720	\$14,000	\$14,140	\$14,281
100.432105 Domestic Violence Grant	\$50,000	\$47,592	\$52,000	\$51,269	\$52,000	\$45,309	\$55,000	\$55,550	\$56,106
100.432108 Community Development Projects	\$620,000	(\$59,547)	\$200,000	\$85,566	\$0	\$0	\$0	\$0	\$0
100.432114 Community Legacy Façade Grant					\$75,000	\$64,434	\$50,000	\$50,500	\$51,005
100.432116 Highway Users	\$33,000	\$58,151	\$208,916	\$206,389	\$135,739	\$134,727	\$468,958	\$135,000	\$136,350
100.432117 Local Transportation Infrastructure Aid							\$116,332	\$16,000	\$16,160
100.433102 Service Link Housing Programs			\$17,500	\$174,412	\$17,500	\$18,710	\$17,500	\$17,675	\$17,852
100.433103 County Town Agreement	\$841,000	\$905,603	\$899,216	\$892,529	\$850,000	\$894,536	\$895,000	\$903,950	\$912,990
100.433104 Roads	\$0	\$12,829	\$12,842	\$12,830	\$10,000	\$12,830	\$12,830	\$12,958	\$13,088
100.433107 Tree Commission Workshop	\$5,000	\$9,630	\$7,353	\$5,575	\$5,000	\$6,905	\$5,000	\$5,000	\$5,000
100.433108 Public Safety Overtime Grants		\$8,810	\$2,432	\$11,716	\$14,500	\$24,001	\$21,000	\$21,210	\$21,422
100.433125 City Park Building Renovations	\$0	\$193,984	\$0	\$0	\$0	\$0	\$0	\$0	\$0
100.433126 Community Parks & Playgrounds	\$140,000	\$0	\$0	\$0	\$143,000	\$0	\$0	\$0	\$0
100.433127 BJAG Grants						\$25,000	\$2,000	\$2,000	\$2,000

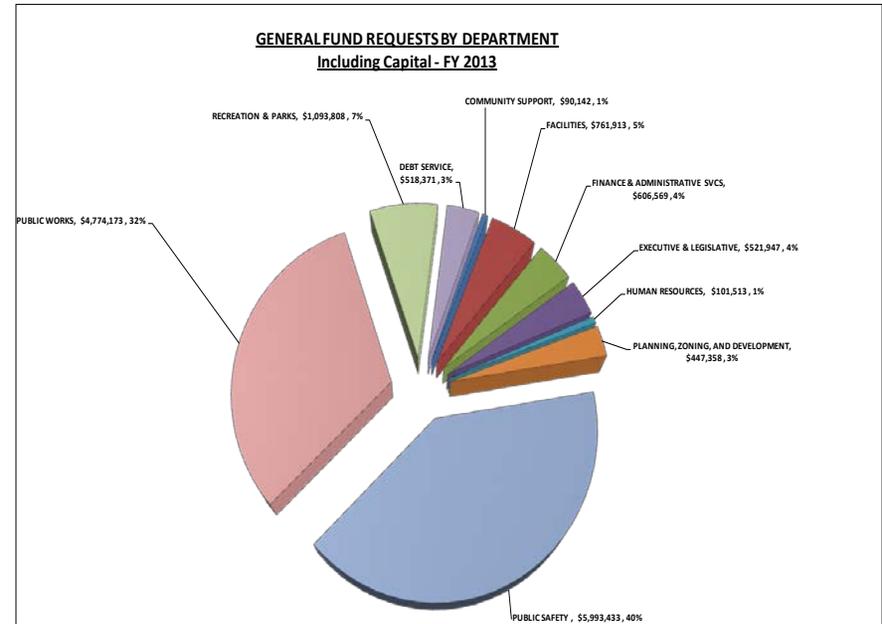
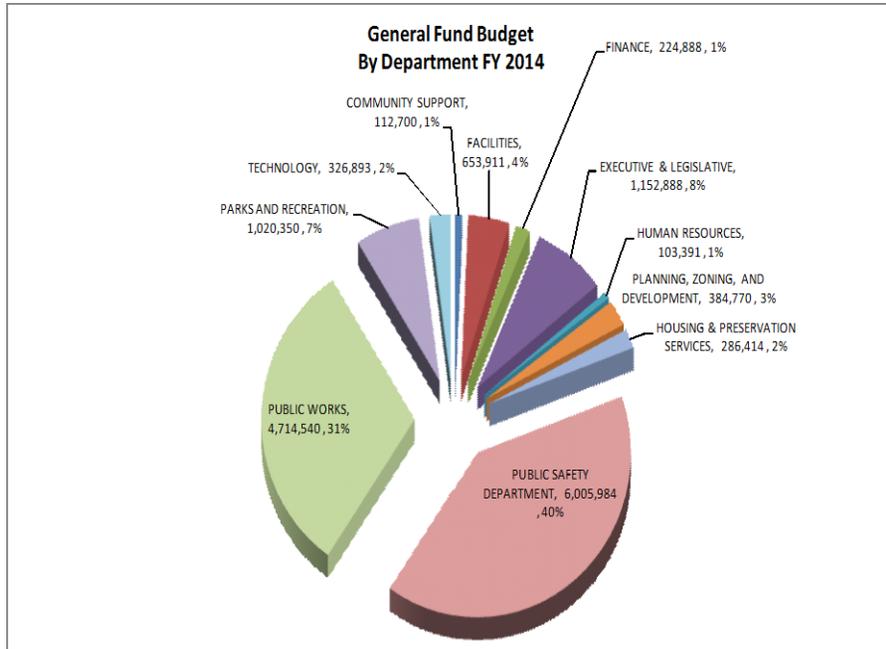
General Fund	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget	FY 2012 Actual	FY 2013 Budget	FY 2013 Actual thru 6/30/13	FY 2014 REQUEST	FY 2015 Projection	FY 2016 Projection
100.440000 Charges for Services									
100.441101 Sale of Maps & Pubs		\$132		\$50		\$50			
100.442102 Parking Meters	\$150,000	\$145,652	\$135,000	\$146,484	\$140,000	\$129,605	\$145,000	\$146,450	\$147,915
100.464101 Parking Maintenance Fees		\$3,296		\$14,664		\$8,980	\$9,000	\$9,090	\$9,181
100.444101 Swimming Pool Fees	\$40,000	\$85,221	\$55,000	\$94,519	\$65,000	\$91,067	\$95,000	\$95,950	\$96,910
100.444102 Concessions	\$250	\$250	\$250	\$380	\$250	\$450	\$400	\$404	\$408
100.444103 Family Center	\$250,000	\$298,462	\$275,000	\$299,761	\$275,000	\$260,150	\$285,000	\$287,850	\$290,729
100.444104 Summer Camp	\$40,000	\$52,571	\$40,000	\$23,956	\$45,000	\$70,984	\$50,000	\$50,500	\$51,005
100.44417 Recreational Programs	\$39,700	\$56,165	\$57,650	\$47,460	\$51,500	\$38,530	\$47,000	\$47,470	\$47,945
100.444115 Plan Application & Review Fees	\$8,000	\$16,150	\$16,000	\$13,084	\$16,000	\$7,050	\$0	\$0	\$0
100.444123 Construction Inspection Fees	\$0	(\$148)	\$25,000	\$5,720	\$0	\$1,033	\$0	\$0	\$0
100.444124 Zoning & Annexation Fees	\$0	\$2,563	\$2,000	\$50	\$2,500	\$5,367	\$0	\$0	\$0
Total Charges for Services	\$527,950	\$660,314	\$605,900	\$646,128	\$595,250	\$613,266	\$631,400	\$637,714	\$644,091
100.450000 Fines & Forfeitures									
100.451100 Fines and Forfeitures	\$0	\$245	\$500	\$178	\$500	\$5,140	\$500	\$505	\$510
100.451101 Meter Violations	\$10,000	\$11,753	\$16,000	\$4,185	\$4,650	\$3,315	\$4,500	\$4,545	\$4,590
100.451102 City Summons	\$45,000	\$29,589	\$35,000	\$14,220	\$13,500	\$14,463	\$11,000	\$11,110	\$11,221
100.451103 Municipal Infractions	\$3,000	\$4,810	\$3,000	\$4,555	\$4,000	\$4,390	\$4,000	\$4,040	\$4,080
100.451105 Police-Red Light Cameras	\$0	\$198,306	\$175,000	\$215,141	\$190,000	\$150,605	\$100,000	\$100,000	\$100,000
Total Fines and Forfeitures	\$58,000	\$244,703	\$229,500	\$238,279	\$212,650	\$177,913	\$120,000	\$121,200	\$122,412
100.460000 Miscellaneous Income									
100.461102 Interest OPEB MD Local Govt Inv Pool	\$125	\$0	\$0		\$40,000	\$0			
100.461104 Interest - Savings Accounts	\$15,000	\$7,934	\$10,000	\$9,350	\$7,500	\$6,611	\$7,500	\$7,575	\$7,651
100.461106 Interest-Grant Account	\$800	\$921	\$0	\$789	\$0	\$1,062	\$700	\$707	\$714
100.461108 Interest - Spec Cap Ben Assess	\$1,000	\$1,354	\$1,000	\$1,223	\$1,000	\$2,742	\$1,000	\$1,010	\$1,020
100.462105 Rents	\$5,200	\$5,200	\$6,000	\$6,783	\$5,000	\$5,080	\$5,000	\$5,050	\$5,101
100.463100 Contributions and Donations	\$0	\$665	\$7,310		\$0	\$250	\$0	\$0	\$0
100.463101 Farmers Market						\$2,456	\$2,000	\$2,020	\$2,040
100.463103 Developers				\$12,536		\$9,307		\$0	\$0
100.463110 Historic District Commission	\$10,000	\$9,774	\$5,000		\$5,000		\$0	\$0	\$0
100.464201 Miscellaneous	\$35,000	\$93,705	\$0	\$113,480	\$50,000	\$252,679	\$50,000	\$50,000	\$50,000
100.464250 Police Discretionary Fund	\$0	\$16,397	\$15,000	\$6,306	\$15,000	\$12,163	\$5,000	\$5,050	\$5,101
100.464302 All from Unappro Surplus	\$595,400	\$0	\$222,627	\$0	\$220,041	\$25,934	\$42,184	\$0	\$0
Total Miscellaneous Income	\$662,525	\$303,002	\$433,989	\$150,467	\$510,593	\$318,284	\$113,384	\$71,412	\$71,626
100.490000 Operating Receipts									
100.494501 Disposal of Assets	\$0	\$4,515	\$0	\$22,802	\$10,000	\$66,587	\$5,000	\$5,050	\$5,101
100.513112 Special Capital Benefit Assessment	\$50,000	\$95,057	\$96,000		\$260,803	\$107,520	\$182,795	\$100,000	\$100,000
Total Operating Income	\$50,000	\$99,572	\$96,000	\$22,802	\$270,803	\$174,107	\$187,795	\$189,673	\$191,570
	\$12,914,883	\$13,221,781	\$12,947,660	\$13,777,775	\$12,832,935	\$13,076,910	\$13,088,976	\$13,219,866	\$13,352,064
Capital Fund									
950.410000 Taxes									
950.411101 Real Property (Full Year Levy)	\$2,574,979	\$2,433,867	\$2,578,568	\$2,514,705	\$2,163,775	\$2,014,396	\$1,895,753	\$1,914,711	\$1,933,858
950.461104 Interest - Savings Accounts	\$0	\$3,877	\$0	\$2,725	\$0	\$2,483	\$2,000	\$2,020	\$2,040
Total Capital Fund	\$2,574,979	\$2,437,744	\$2,578,568	\$2,517,430	\$2,163,775	\$2,016,879	\$1,897,753	\$1,916,731	\$1,935,898
TOTAL GENERAL FUND REVENUE BUDGET	\$15,489,862	\$15,659,525	\$15,526,227	\$16,295,205	\$14,996,710	\$15,093,789	\$14,986,729	\$15,136,596	\$15,287,962

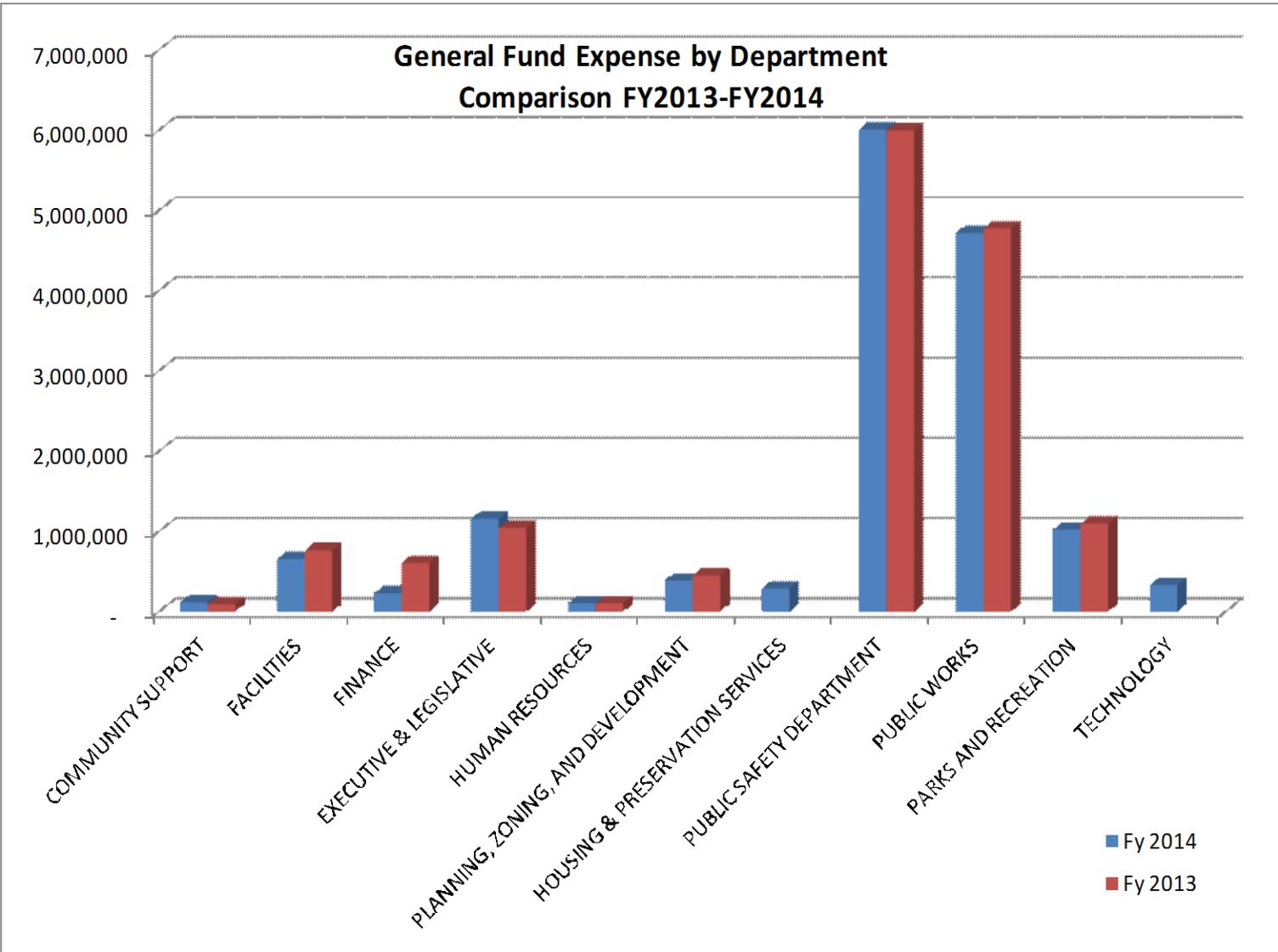
GENERAL FUND EXPENSES

By Activity



By Department





HOUSING FUND FY2014 BUDGET

The Housing Fund budget remains approximately the same as prior years with no additional requirements from City sources. Additional equity fund balance is anticipated to be required as the costs per voucher continue to rise.

HOUSING FUND REVENUES

Housing Fund	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget	FY 2012 Actual	FY 2013 Budget	FY 2013 Actual	FY 2014 REQUEST	FY 2015 Projection	FY 2016 Projection
110.492102 Annual Contributions Earned	\$1,862,046	\$1,898,143	\$1,891,986	\$1,743,244	\$1,569,500	\$1,648,064	\$ 1,600,000	\$ 1,616,000	\$ 1,632,160
110.492103 HAP Repayments	\$0	\$0	\$0	\$0	\$2,500	\$4,725	\$ 3,000	\$ 3,030	\$ 3,060
110.492104 HUD Admin Fee Distribution	\$204,547	\$208,411	\$216,544	\$185,348	\$209,070	\$166,276	\$ 200,000	\$ 202,000	\$ 204,020
110.492110 Transferred from Equity	\$57,430	\$111,973	\$253,213	\$0	\$463,782		\$ 283,051	\$ 285,892	\$ 288,061
110.494201 Interest Operating	\$18,690	\$2,406	\$1,083	\$2,230	\$2,250	\$834	\$ 500	\$ 505	\$ 510
110.494301 Admin Repayments	\$25,000	\$7,099	\$46,188	\$7,564	\$2,500	\$4,725	\$ 3,000	\$ 3,030	\$ 3,060
110.494302 Admin - Port In Subsidy Payments	\$64,798	\$139,193	\$46,188	\$62,844	\$24,000	\$3,116	\$ 10,000	\$ 10,100	\$ 10,201
110.494303 Admin - Port In Admin Fees				\$3,237		\$318	\$ 500	\$ 505	\$ 510
110.494305 HAP - FSS Forfeiture Revenue						\$8,236			
Total	\$2,232,511	\$2,367,225	\$2,455,202	\$2,004,467	\$2,273,602	\$1,836,294	\$ 2,100,051	\$ 2,121,062	\$ 2,141,583

HOUSING FUND EXPENSES

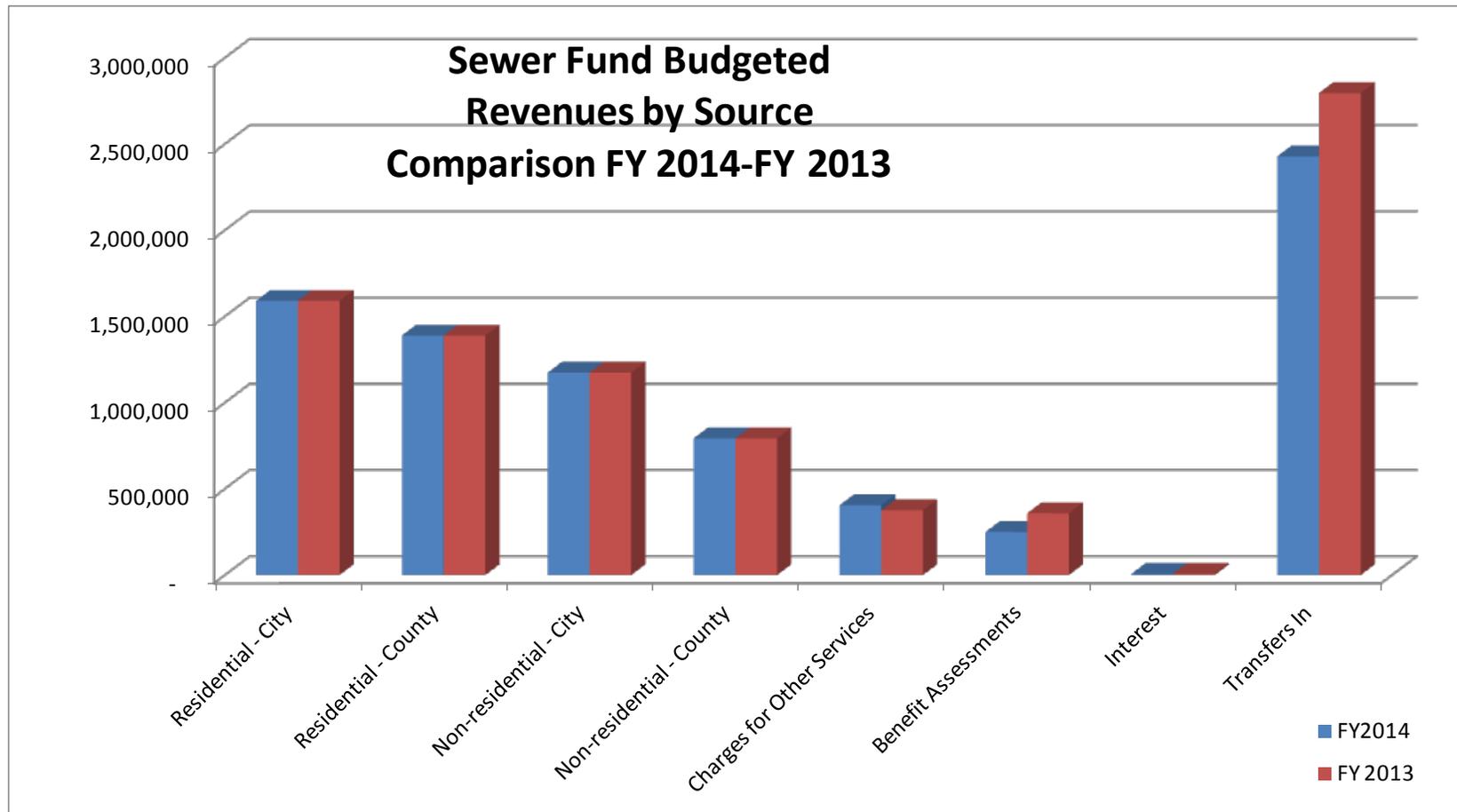
HOUSING AND PRESERVATION SERVICES	FY 2011 BUDGET	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 REQUEST	FY 2015 Projection	FY 2016 Projection
Salaries	\$ 18,525	\$ 18,525	\$ 37,050	\$ 154,983	\$ 156,533	\$ 158,098
Benefits	\$ 22,600	\$ 21,128	\$ 23,859	\$ 49,881	\$ 50,379	\$ 50,883
TOTAL PERSONNEL EXPENSES	\$ 41,125	\$ 39,653	\$ 60,909	\$ 204,864	\$ 206,912	\$ 208,981
Administration	\$ 9,126	\$ 8,350	\$ 7,250	\$ 11,550	\$ 11,666	\$ 11,782
Professional Services	\$ 1,500	\$ 3,000	\$ 75,000	\$ 70,000	\$ 70,700	\$ 71,407
TOTAL OTHER OPERATING EXPENSES	\$ 10,626	\$ 11,350	\$ 82,250	\$ 81,550	\$ 82,366	\$ 83,189
Capital Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL CAPITAL REQUIREMENTS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL PLANNING, ZONING, & DEVELOPMENT	\$ 51,751	\$ 51,003	\$ 143,159	\$ 286,414	\$ 289,278	\$ 292,171

SEWER FUND FY2014 BUDGET

Both the Sewer and Water funds were analyzed in 2008 to determine if the then existing rate structure was sufficient to meet both the operating cost structures, and future growth capacity requirements, as required by the City Code and Charter. As expected, based on the frequency and dollar amounts intra-loan and transfer transactions required to cover costs, the pricing structures were found to be insufficient, and a revised structure was put in place in July, 2009. The new rate structure simplified consumer categories to a two tier structure, and brought parity to rates charged to "in city" customers, and those outside of the city limits.

Relative to the Sewer Fund the projections for an upgraded wastewater treatment plant are likely to require \$8M - \$10M of City funding, in addition to \$17M that will be provided by the State of Maryland, Department of the Environment. The debt service on the City's portion of the project costs is expected to require approximately \$700K, annually. The revenue projections from the rate model provide for compiling funds for the 1st year debt service for the ENR project. However the Common Council did not enact the projected sewer rate increase which will require a greater increase in subsequent years.

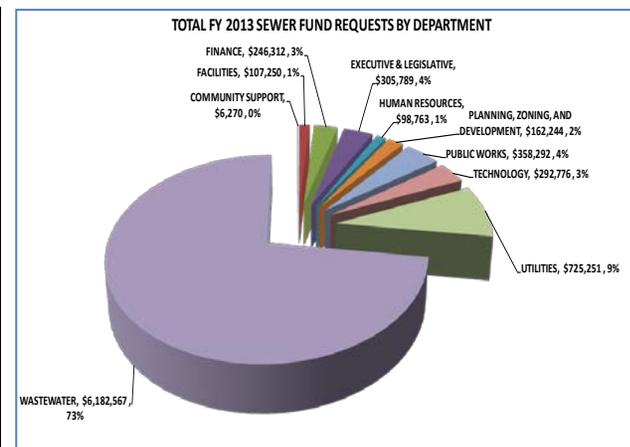
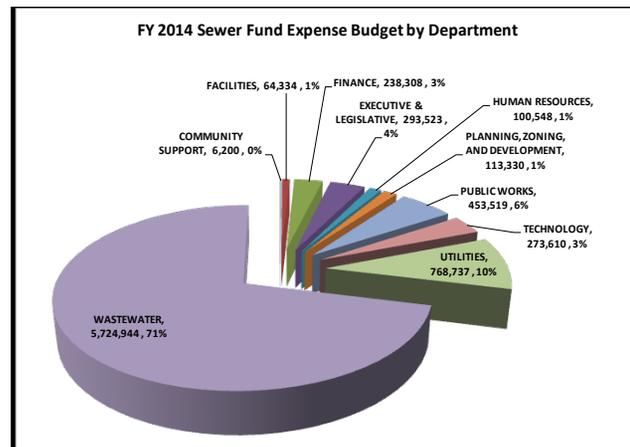
SEWER FUND REVENUES

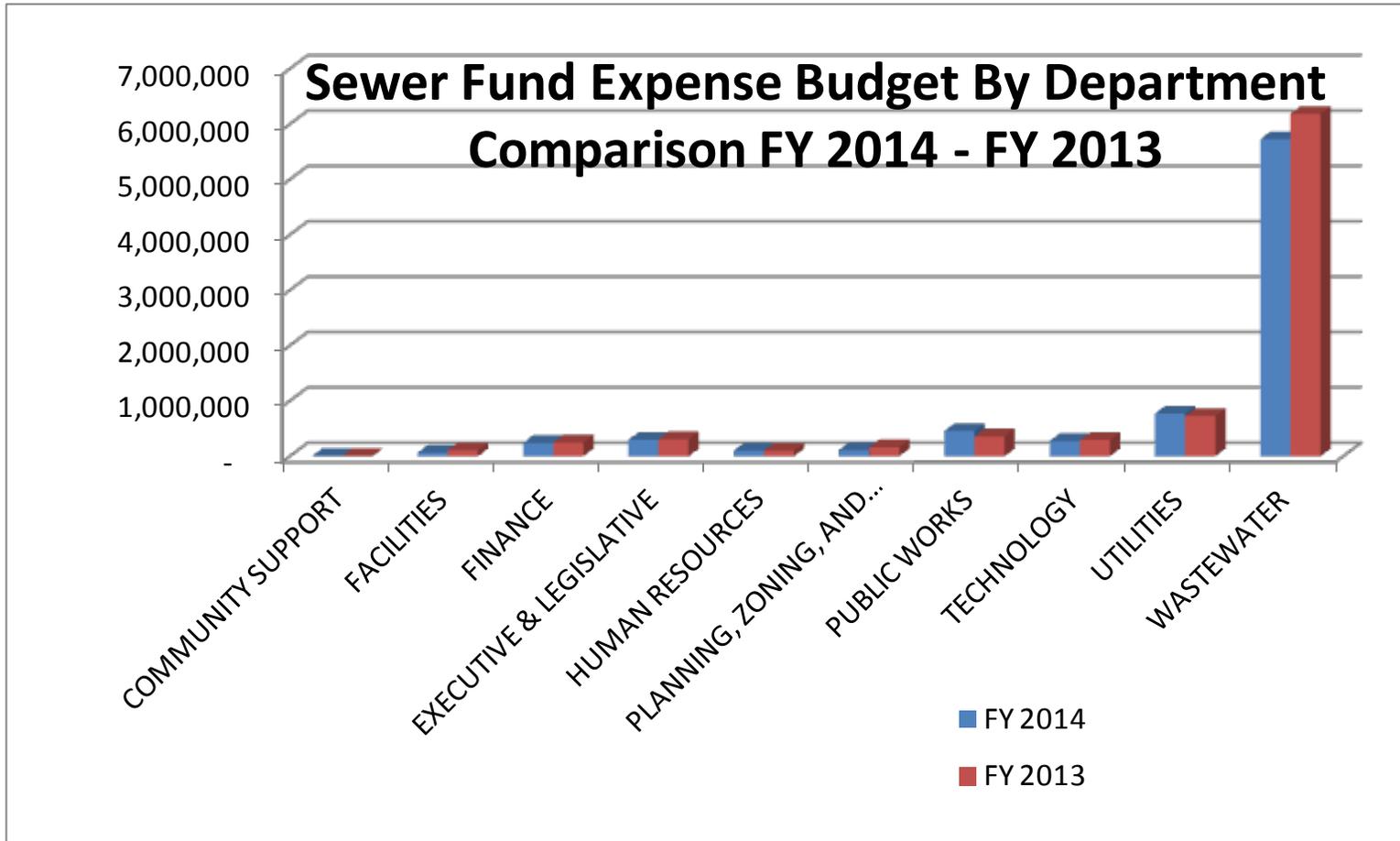


SEWER FUND REVENUE	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget	FY 2012 Actual	FY 2013 Budget	FY 2013 Actual thru 6/30/13	FY 2014 REQUEST	FY 2015 Projection	FY 2016 Projection
200.510000 Operating Income								\$0	\$0
200.511101 Residential - City	\$1,480,615	\$1,911,521	\$1,744,363	\$1,857,093	\$1,589,978	\$1,861,787	\$1,589,978	\$1,605,878	\$1,621,937
200.511102 Residential - County	\$1,291,620	\$1,293,165	\$1,727,005	\$1,348,855	\$1,389,476	\$1,224,905	\$1,389,476	\$1,403,371	\$1,417,404
200.511105 Non-residential - City	\$1,353,156	\$859,349	\$1,196,830	\$861,791	\$1,174,562	\$928,644	\$1,174,562	\$1,186,308	\$1,198,171
200.511106 Non-residential - County	\$798,261	\$716,864	\$972,846	\$640,797	\$792,970	\$702,335	\$792,970	\$800,900	\$808,909
200.511160 Reclaimed water - City	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
200.511161 Reclaimed water - County	\$0	\$0	\$0	\$0	\$5,000	\$0	\$0	\$0	\$0
200.513101 Penalties	\$25,000	\$41,787	\$25,000	\$36,694	\$25,000	\$41,101	\$36,000	\$36,360	\$36,724
200.513102 Service Connection - City	\$0	\$1,600	\$0	\$0	\$1,000	\$0	\$0	\$0	\$0
200.513103 Service Connection - County	\$0	\$0	\$0	\$0	\$500	\$0	\$0	\$0	\$0
200.513107 Transfer from Contributed Capital	\$0	\$204,213	\$0	\$186,312	\$0	\$0	\$0	\$0	\$0
200.513112 Benefit Assessments	\$100,000	\$226,673	\$137,400	\$251,683	\$358,523	\$220,190	\$249,808	\$100,000	\$100,000
200.513113 Carroll County Septage Facility	\$250,000	\$319,365	\$280,000	\$432,518	\$300,000	\$367,343	\$320,000	\$323,200	\$326,432
200.513118 Transfer from Benefit Assessment Account	\$822,464	\$0	\$273,151	\$0	\$490,362	\$0	\$0	\$0	\$0
200.513122 BRF Administrative Fees	\$0	\$6,928	\$5,000	\$11,398	\$6,000	\$9,134	\$6,000	\$6,060	\$6,121
200.513123 New Service Application Fees	\$0	\$1,850	\$1,000	\$750	\$1,500	\$1,950	\$1,800	\$1,818	\$1,836
200.513126 Construction Inspection Fees	\$0	\$599	\$25,000	\$150	\$0	\$533	\$0	\$0	\$0
200.513127 Miss Utility Billings	\$10,000	\$28,713	\$15,000	\$15,283	\$15,000	\$14,388	\$15,000	\$15,150	\$15,302
200.513402 Interest	\$1,000	\$9,157	\$8,500	\$7,631	\$9,500	\$8,368	\$7,000	\$7,070	\$7,140
200.513501 Customer Billing	\$10,000	\$22,900	\$10,000	\$21,317	\$15,000	\$22,149	\$15,000	\$15,150	\$15,302
200.464201 Miscellaneous	\$91,833	\$8,345	\$29,950	\$30,174	\$6,143	\$16,435	\$11,200	\$5,050	\$5,101
200.513120 Transfers In	\$15,281,700	\$0	\$2,385,700	\$223,335	\$2,305,000	\$43,975	\$2,428,259	\$0	\$0
Total Sewer Fund Revenues	\$21,515,649	\$5,653,029	\$8,836,745	\$5,925,781	\$8,485,514	\$5,463,237	\$8,037,053	\$5,506,314	\$5,560,376

SEWER FUND EXPENSES

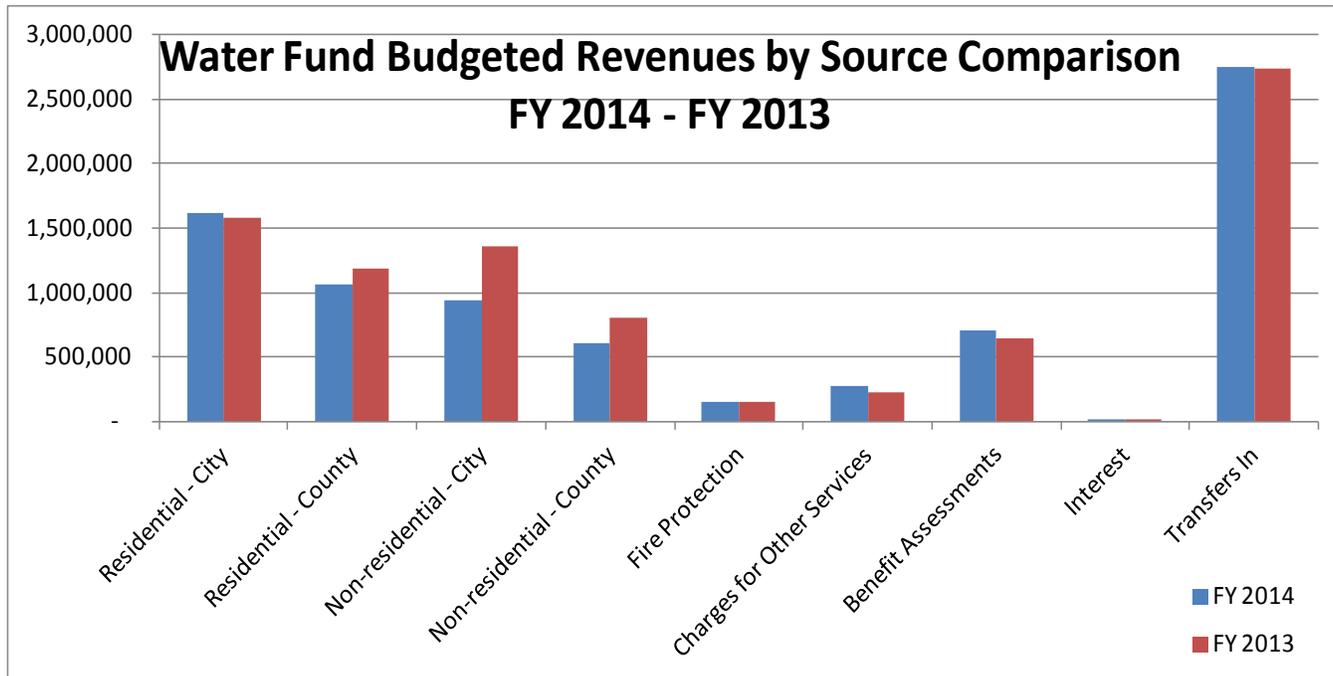
Department	2010	2011	2012	2013	2014
Sewer Operations	4,902,662	19,808,018	6,444,645	6,182,567	5,724,944
Utility Operations	748,901	767,578	753,306	725,251	768,737
Facilities	56,044	57,412	111,811	107,250	64,334
Subtotal Sewer Operations	5,707,607	20,633,008	7,309,762	7,015,068	6,558,015
General Administrative	312,063	286,129	305,501	305,789	293,523
Finance	219,438	262,024	274,363	246,312	238,308
Technology	227,399	166,573	270,150	292,776	273,610
Human Resources	107,820	98,855	106,884	98,763	100,548
Planning & Development	242,793	155,487	143,155	162,244	113,330
Public Works	239,955	196,597	420,787	358,292	453,519
Community Support	5,460	6,143	6,143	6,270	6,200
Subtotal Supporting Operations	1,354,928	1,171,808	1,526,983	1,470,446	1,479,038
Total Sewer Fund Expenses	7,062,535	21,804,816	8,836,745	8,485,514	8,037,053





WATER FUND FY2014 BUDGET

WATER FUND REVENUES

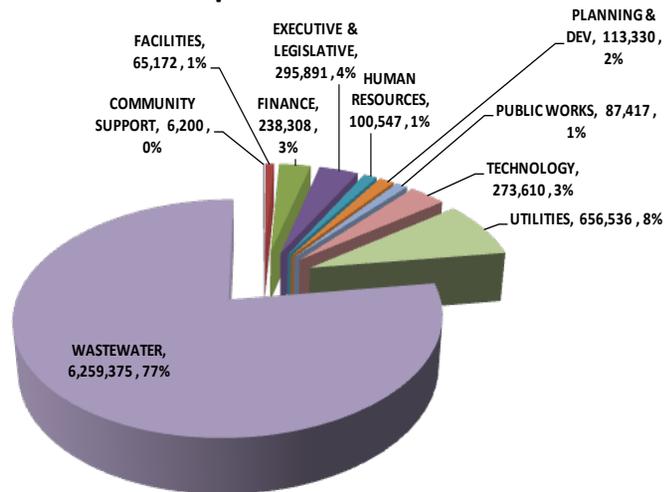


WATER FUND REVENUE	FY 2011	FY 2011	FY 2012	FY 2012	FY 2013	FY 2013	FY 2014	FY 2015	FY 2016
	Budget	Actual	Budget	Actual	Budget	Actual thru 6/30/13	REQUEST	Projection	Projection
300.511101 Residential - City	\$1,472,142	\$1,983,430	\$1,611,892	\$1,908,308	\$1,573,941	\$1,906,466	\$1,611,933	\$1,628,052	\$1,644,333
300.511102 Residential - County	\$1,207,147	\$1,309,290	\$1,314,726	\$1,361,891	\$1,185,550	\$1,239,963	\$1,057,503	\$1,068,078	\$1,078,759
300.511105 Non-residential - City	\$1,583,181	\$1,094,241	\$1,170,600	\$1,110,128	\$1,352,724	\$1,154,295	\$941,277	\$950,690	\$960,197
300.511106 Non-residential - County	\$886,604	\$788,124	\$756,452	\$721,229	\$806,134	\$744,941	\$603,673	\$609,710	\$615,807
300.512111 Private Fire Protection - City	\$48,000	\$166,834	\$55,000	\$160,939	\$150,000	\$162,541	\$153,000	\$154,530	\$156,075
300.512112 Private Fire Protection - County	\$30,000	\$1,000	\$0	\$0	\$1,000	\$0	\$0	\$0	\$0
300.513101 Penalties	\$25,000	\$41,051	\$30,000	\$34,508	\$35,000	\$37,080	\$37,000	\$37,370	\$37,744
300.512100 Other Service Charges	\$0	\$14,750	\$0	\$22,100	\$0	\$15,700	\$14,400	\$14,544	\$14,689
300.513102 Service Connection - City	\$0	\$0	\$0	\$0	\$0	\$1,205	\$0	\$0	\$0
300.513103 Service Connection - County	\$0	\$3,000	\$1,000	\$0	\$1,000	(\$3,000)	\$0	\$0	\$0
300.513104 Meter Installation - All	\$10,000	\$10,990	\$10,000	\$5,630	\$5,000	\$10,608	\$8,500	\$8,585	\$8,671
300.513105 Meter Installation - County	\$0	\$3,075	\$3,000	\$900	\$3,000	\$2,853	\$3,000	\$3,030	\$3,060
300.513112 Benefit Assessments	\$1,651,942	\$214,037	\$651,436	\$229,322	\$645,111	\$206,516	\$699,101	\$280,000	\$280,000
300.513123 New Service Application Fees	\$0	\$1,900	\$0	\$800	\$1,000	\$2,000	\$1,800	\$1,818	\$1,836
300.513126 Construction Inspection Fees	\$0	\$302	\$0	\$150	\$0	\$533	\$0	\$0	\$0
300.513127 Miss Utility Billings	\$10,000	\$28,713	\$15,000	\$15,283	\$15,000	\$14,465	\$15,000	\$15,150	\$15,302
300.462101 Rents	\$100,000	\$171,163	\$140,000	\$179,663	\$160,000	\$206,240	\$180,000	\$181,800	\$183,618
300.464201 Miscellaneous	\$0	\$9,223	\$4,950	\$32,689	\$6,143	\$10,896	\$9,200	\$9,292	\$9,385
300.513402 Interest - MD Local Gov't Inv Pool	\$8,300	\$10,944	\$8,000	\$9,099	\$8,000	\$9,012	\$8,000	\$8,080	\$8,160
300.513124 Transfers In	\$1,636,000	\$121,335	\$3,201,000	\$110,699	\$2,733,000	\$0	\$2,753,000	\$0	\$0
Total Water Fund Revenues	\$8,668,316	\$5,973,402	\$8,973,056	\$5,903,338	\$8,681,603	\$5,722,314	\$8,096,387	\$4,970,729	\$5,017,636

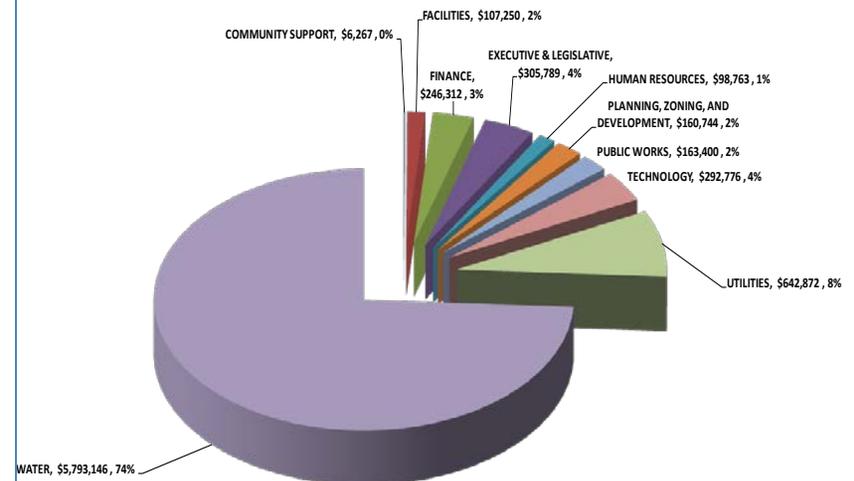
WATER FUND EXPENSES

Department	2010	2011	2012	2013	2014
Water Operations	6,380,552	7,456,105	6,992,471	5,793,146	6,259,375
Utility Operations	632,015	646,078	624,435	642,782	656,536
Facilities	56,514	57,412	111,811	107,250	65,172
Subtotal Sewer Operations	7,069,081	8,159,595	7,728,717	6,543,178	6,981,083
General Administrative	312,221	286,129	305,696	305,789	295,891
Finance	238,480	292,630	274,400	246,312	238,308
Technology	227,779	166,573	270,091	292,776	273,610
Human Resources	107,986	98,855	106,883	98,763	100,547
Planning & Development	242,793	155,487	143,155	160,744	113,330
Public Works	242,605	196,597	171,972	163,400	87,417
Community Support	5,460	6,143	6,143	6,267	6,200
Subtotal Supporting Operations	1,377,324	1,202,414	1,278,340	1,274,051	1,115,303
Total Sewer Fund Expenses	8,446,405	9,362,009	9,007,057	7,817,229	8,096,386

FY 2014 Water Fund Budget Expenses by Department



TOTAL FY 2013 WATER FUND REQUESTS BY DEPARTMENT



Departmental Information

LEGISLATIVE AND EXECUTIVE SERVICES

This section of the budget covers the expenses of the Mayor and Common Council, legal services, City Clerk, and the office of the City Administrator. These departments set policy and direction for the City and ensure that those policies are implemented, reviewed, and evaluated.

MAYOR AND COMMON COUNCIL



Seated (l-r): Council President Halstad, Mayor Utz. Standing (l-r): Councilman Whitson, Councilman Chiavacci, Councilman Wack, and Councilman Frazier.

The Mayor and Common Council are the elected officials who determine City policy and direction. They meet on the second and fourth Mondays of each month and schedule special meetings and public hearings when necessary. The Mayor and Common Council enact City ordinances and resolutions and adopt the annual budget for the City. Standing Council Committees include Finance and Personnel; Economic Development and Community Affairs; Public Works; and Public Safety.

COUNCIL MANAGEMENT OBJECTIVES AND ACCOMPLISHMENTS

- Set policy and direction for the City of Westminster.
- Represent the interests of the City and its citizens at the local, state, and federal levels.
- Ensure the adequacy of emergency services, citizen services, recreational/cultural opportunities, and water and sewer services.
- Oversee standing City boards, commissions, and committees.
- Appoint and oversee special committees and task forces as needed.

COUNCIL BUDGET COMMENTS

- Salaries for the Mayor and Council Members are established in the Code and have not changed since June 1985.
- The Mayor receives an annual salary of \$10,000, the Council President receives \$3,000, and the Council Members each receive \$2,400.

PERSONAL BACKGROUND INFORMATION

Mayor Kevin R. Utz is a lifelong resident of Westminster, having grown up on Bond Street just outside of the City Limits, where his parents have lived for 55 years. Mayor Utz resides in the Avondale Run community, where he raised his three children, Brad, Jenni and Julie. He is very active in business in Westminster and is a Captain and former Chief of the Westminster Fire Engine as well as an EMS responder. He served on the City Council from 2005-2009, having retired from the Maryland State Police after 28 years of service. Mayor Utz is an accomplished community leader with excellent consensus building skills, leading disparate groups in accomplishing common goals. The Mayor will dedicate his term to working tirelessly to improve the infrastructure, water resources, and public safety. The Mayor plans on having an open-door policy for dialogue with his constituents. His term expires in May 2013.

Council President Damian L. Halstad served on the Common Council from 1993 to 2005 and returned to a fourth term in 2009. He lives with his wife, Leigh, and their three sons on Willis Street. Mr. Halstad is a partner in the Westminster law firm of Hoffman, Comfort, Offutt & Scott, LLP, where he has practiced for nineteen years. He holds degrees from Loyola College (B.A.), Johns Hopkins University (M.A.), and the University of Maryland School of Law (J.D.). He has served on a number of Boards and Commissions, and was a founding member of the Greater Westminster Development Corporation. His term expires in May, 2013.

Dr. Robert Wack was appointed to a vacant seat on the Council in January 2003, and was elected to a four year term in May 2003. He was reelected to a second term in May 2007 and a third in 2011. He currently serves as the Chair of the Finance Committee, represents Westminster on the Cable Regulatory Commission, and co-chairs the Growth and Annexation Committee. He also chaired the Mayor's Technology Task force in 2006. Dr. Wack is the Director of Pediatric Services at Frederick Memorial Hospital, and like his colleagues on the Council, is extremely active in the community. He lives with his wife and 3 children on West Green St. His term expires in May, 2015.

Tony Chiavacci lives on Willis Street in Westminster with his wife Kelly and their five children. He owns a local business, Kojak Graphic Communications, in downtown Westminster. He is a graduate of Westminster High School and of Frostburg State College with a BA in Business Administration. Upon graduation from college, he was commissioned into the US Army Military Police Corp. and was honorably discharged after the first Gulf War. He is currently the Chairman of the City's Public Safety Commission, Vice Chair of the City's Public works committee, and serves on the City's Recreation and Parks Board. He is additionally on the board of the Carroll County Public Schools Education Foundation, President of the Westminster Area Recreation Council, and coaches a number of athletic teams including lacrosse, football, and basketball. His term expires in May 2013.

Dennis Frazier has worked for Loyola High School and the Carroll County Public School system as a teacher and wrestling coach for the past 32 years. He is an Iron Man World Wrestling champion. Mr. Frazier has been married to his wife, Debbie, for 32 years and has two children, Sarah and Christopher; he resides in the Furnace Hills area. His term expires in 2015.

Paul Whitson was born in West Virginia, but he moved to Carroll County and graduated from South Carroll High School in 1974. He received his BS in Music Education from Gettysburg College in 1978, and was a teacher from 1978 until 2005 at several schools. In 2003, he received his MS in Music Education from Towson State University. Since 1987, Mr. Whitson has been self-employed teaching music lessons and has personally performed or directed groups in varied venues, including two at the White House. He is a member of Grace Lutheran Church in Westminster. His term expires in 2015.

MUNICIPAL ELECTIONS

Municipal Elections take place on the Tuesday after the second Monday in May. The Mayor and the five Council Members serve four-year terms. The 9,772 registered voters cast their ballots in two precincts.

LEGAL COUNSEL

The City Attorney provides legal advice to the Mayor and Common Council, the City Administrator, and the various City Departments. The City Attorney attends Council meetings, provides research, and issues legal opinions as requested. The City Attorney also represents the City in all administrative and court proceedings not covered by insurance counsel.

Elissa Levan of Brenna, Sullivan and McKenna, serves as the City attorney, supported by Karen Ruff.

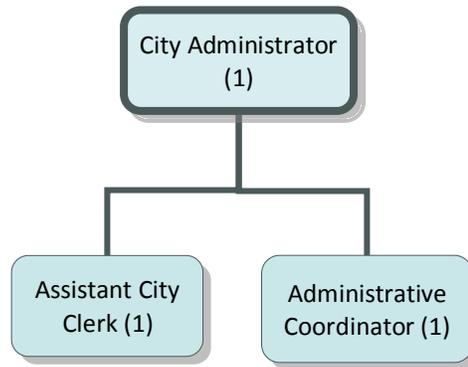
In addition to other duties, the City Attorney drafts all municipal legislation, approves all legal instruments for legal sufficiency, and ensures that legal requirements are met for all meetings and other City transactions.

OFFICE OF THE CITY ADMINISTRATOR

The purpose of the general government operation is to provide staff support to the Mayor and Common Council, prepare the agenda and background information for regular Council meetings and Special meetings, provide the technology hardware and software for all departments, approve contracts, purchases, and personnel actions, provide supervision and coordination for all City Departments, and ensure communication with all levels of employees.

The City Administrator represents the City in interactions and negotiations with other municipalities, State and local governments, and non-profit organizations.

POSITION SUMMARY SCHEDULE



	Grade	Authorized FY '12	Authorized FY '13	Authorized FY '14
City Administrator	Q	1	1	1
Assistant City Clerk	I	0	1	1
Staff Assistant	F	1	0	0
Administrative Coordinator	D	1	1	1

CITY ADMINISTRATOR PERFORMANCE MEASURES IN FY2013

Comprehensive Performance Measures

- Secured and maintained adequate water supplies to serve current and projected growth
 - Continued work to bring Gesell Well and Little Pipe Creek intake into the water system
 - Completed exploration phase of the Union Mills project
 - Initiated exploration and drilling on the Union Mills property
- Ensured adequate wastewater treatment operation in terms of quality and quantity
 - Continued engineering and design for ENR upgrade for waste water treatment plant
 - Implemented water reuse agreement with Performance Food Group
 - Continued storm water management projects
- Provided open and effective communication with the public
 - Maintained the City web page
 - Continued to enhance services available over the web site
 - Produced monthly newsletters
 - Inaugurated a web page, face book address and weekly blog for Main Street activities.
- Promoted the creation of workforce housing choices
 - Submitted a grant application in conjunction with Habitat for Humanity for the remaining five Union Street lots.
- Enhanced inter-jurisdictional coordination with Carroll County
 - Participated in the Water Resources coordinating council.
 - Updated the Town/ County agreement
 - Participated in the 2030 Carroll County visioning exercise
- Enhanced coordination with other public and private entities
 - Achieved Banner City Status with the Maryland Municipal League
 - Received the MML Employee of the Year Award for Jeff Glass, Director of Public Works
 - Maintained membership in the MCCMA
 - Participated in Excellence for Local Government program.
 - Nominated a City program for the MML Award of Excellence
 - Participated in Leadership Carroll Program

Other Goals

- Economic Development
 - Coordinated services with the Carroll Community College and County Economic Development PATH project
 - Implemented a rental licensing and inspection program
- Intergovernmental and organizational activities
 - Continued good working relationships with other governmental entities and organizations
 - Continued participation in professional organizations
 - Served as a graduate level instructor in the Academy for Excellence
 - Served on the Carroll County Water Resources Coordinating Council
 - Served on the HSP Street Summit Task Force

CITY ADMINISTRATOR GOALS FOR FY2014

Comprehensive Plan Goals

- Secure and maintain adequate water supplies to serve current and projected growth
 - Initiate drilling on Union Mills property
 - Develop a process for allocating water available from the Gesell Well
- Ensure adequacy of wastewater treatment operation in terms of quality and quantity
 - Finalize engineering and design for ENR upgrade at the wastewater treatment plant
 - Finalize funding for the ENR upgrade for the wastewater treatment plant upgrade
- Provide open and effective communication with the public
 - Redesign, update and maintain City web page
 - Continue to enhance services available over the website
 - Implement Rental Licensing internet payment program
 - Implement Active Network software for Recreation and Parks activities
 - Produce monthly newsletters
 - Continue Main Street face book and blog efforts
 - Implement Constant Contact newsletter
- Promote the creation of workforce housing choices
 - Explore option of transferring PHA program to Human Services Program or Carroll County
 - Continue to market the five Union Street buildable lots
- Enhance inter-jurisdictional coordination with Carroll County
 - Participate in the Water Resources Coordinating Council
 - Participate in multijurisdictional WIP and MPDES activities
 - Continue the Town/County Agreement activities
 - Participate in Carroll County 2030 visioning exercise
- Enhance coordination with other public and private activities
 - Achieve Banner City status with the Maryland Municipal League
 - Nominate a City employee for the MML Employee of the Year Award
 - Maintain membership in the MCCMA
 - Participate in the Excellence for Local Government program
 - Nominate a City program for the MML Award of Excellence
 - Participate in Leadership Carroll program

Other Goals

- Reorganize the business advisory groups into one entity
- Continue coordination of small business services with Carroll Community College and County economic development
- Develop a structured succession program
- Serve on the Strategic Planning group for the Academy for Excellence in Local Government
- Participate on the HSP Street Summit Task Force

LEGISLATIVE AND EXECUTIVE SERVICES BUDGET

LEGISLATIVE AND EXECUTIVE SERVICES	FY 2011 BUDGET	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 REQUEST	FY 2015 Projection	FY 2016 Projection
Salaries	\$ 185,909	\$ 204,014	\$ 221,517	\$ 287,373	\$ 290,247	\$ 293,149
Benefits	\$ 40,908	\$ 51,956	\$ 48,177	\$ 78,449	\$ 79,233	\$ 80,026
TOTAL PERSONNEL EXPENSES	\$ 226,817	\$ 255,970	\$ 269,694	\$ 365,822	\$ 369,480	\$ 373,175
Administration	\$ 65,518	\$ 38,101	\$ 56,850	\$ 55,800	\$ 56,358	\$ 56,922
Election & Code Revision	\$ 18,999	\$ 7,488	\$ 7,500	\$ 10,500	\$ 10,605	\$ 10,711
Legal Expenses	\$ 109,000	\$ 120,000	\$ 120,000	\$ 105,000	\$ 106,050	\$ 107,111
Non Departmental Expenses	\$ 600,816	\$ 774,352	\$ 773,930	\$ 709,000	\$ 716,090	\$ 723,251
Debt Service	\$ 437,649	\$ 557,439	\$ 515,435	\$ 496,181	\$ 501,143	\$ 506,154
TOTAL NON-DEPARTMENTAL EXPENSES	\$ 1,231,982	\$ 1,497,380	\$ 1,473,715	\$ 1,376,481	\$ 1,390,246	\$ 1,404,148
TOTAL EXECUTIVE & NON-DEPARTMENTAL	\$ 1,458,799	\$ 1,753,350	\$ 1,743,409	\$ 1,742,303	\$ 1,759,726	\$ 1,777,323

COMMUNITY SUPPORT AND CONTRIBUTIONS

The City of Westminster provides contributions and support to a number of organizations providing musical, cultural, and civic services to the residents—The Carroll Arts Theatre, Municipal Band, Historic District Commission, Tree Commission, and Human Services Programs of Carroll County service linked housing.

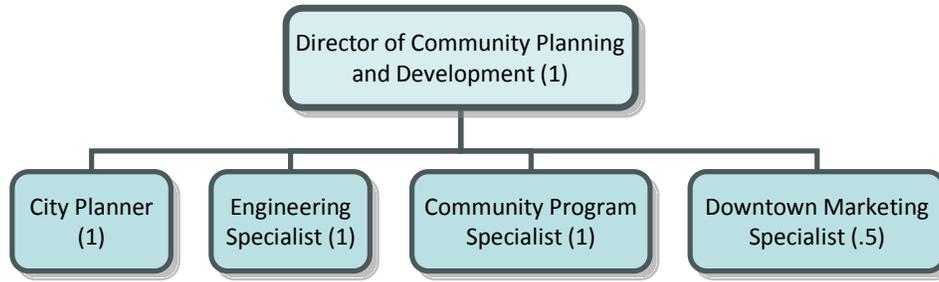
COMMUNITY SUPPORT BUDGET

COMMUNITY SUPPORT	FY 2011 BUDGET	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 REQUEST	FY 2015 Projection	FY 2016 Projection
Davis Library	\$ -	\$ -	\$ 12,250	\$ 20,000	\$ 20,000	\$ 20,000
City/County National Pollution Payment	\$ 18,429	\$ 18,429	\$ 18,429	\$ 18,600	\$ 18,600	\$ 18,600
Tree Commission Workshop	\$ 17,000	\$ 15,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Historic District Commission	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
HSP Service Linked Housing	\$ 17,500	\$ -	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500
Domestic Violence Grant	\$ 63,100	\$ 61,300	\$ 52,000	\$ 55,000	\$ 55,000	\$ 55,000
Municipal Band and Concerts	\$ 10,000	\$ 10,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Greater Westminster Development Corp	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -
Carroll Arts Center	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL COMMUNITY SUPPORT	\$ 150,029	\$ 113,729	\$ 114,179	\$ 125,100	\$ 125,100	\$ 125,100

COMMUNITY PLANNING AND DEVELOPMENT

The Department of Community Planning and Development is responsible for: the planning and development of the City of Westminster; the coordinated efforts of planning related Boards and Commissions; and, the promotion of downtown business. The Department is divided into three functional areas: Administration; Planning, Zoning and Engineering; and, Economic and Community Development. Work is coordinated between these various functions so citizens, government agencies, businesses, contractors and others receive professional service in a fair, consistent and efficient manner.

POSITION SUMMARY SCHEDULE



Administration	Grade	Authorized FY '12	Authorized FY '13	Authorized FY '14
Director, Community Planning & Development	M	1	1	1
Planning and Zoning				
City Planner	H	1	1	1
Engineering Specialist	G	1	1	1
Economic and Community Development				
Community Programs Specialist	H	1	1	1
Downtown Marketing Specialist	(Temp)	.5	.5	.5

COMMUNITY PLANNING AND DEVELOPMENT PERFORMANCE MEASURES

	FY2012	FY2013	FY2014 (Projected)
Administrative Adjustment Hearings	1	1	2
Bond Reductions Processed	25	15	20
Building Permits Issued	148	197	205
BZA Meetings	1	1	2
Façade Improvements Completed	6	5	5
Final Plats Reviewed & Approved	6	4	5
Good Cause Waivers Processed	2	1	2
Grants Awarded	1	3	3
HDC Meetings	10	10	10
P&Z Commission Meetings	10	10	10
Pre-Submittal Conferences Held	9	3	6
Public Works Agreements Prepared	6	6	7
Rezoning Requests Reviewed	1	1	2
Sign Permits Issued	42	30	35
Special Exceptions	1	1	2
Tree Commission Meetings	8	8	8

Water Allocations Approved	12	8	10
Zoning Text Amendment Reviewed	3	3	4

BOARDS & COMMISSIONS

Planning and Zoning Commission

The Westminster Planning & Zoning Commission (PZC) is a group of citizen appointees tasked by law (Article 66B of the State Annotated Code) with the review of all development plans within the City's jurisdiction. The PZC meets the second Thursday of the month.

Member

Margaret R. Bair, Chair
 Nancy B. Palmer, Vice Chair
 Robert Wack, Ex-Officio
 Kevin W. Beaver
 Lori J. Welsh-Graham

Term Expires

May 2015
 May 2013
 May 2015
 August 2017
 May 2014

Board of Zoning Appeals

The Westminster Board of Zoning Appeals reviews applications for variances and special exceptions to the City's Zoning Code. The Board meets on an as needed basis.

Member

Thomas Bethune
 Edward Cramer, Jr.
 Daniel Hoff
 Laura Matyas, Alternate

Term Expires

July 2013
 May 2013
 July 2013
 July 2013

Tree Commission

The Westminster Tree Commission meets on an as needed basis and promotes the preservation of the City's tree inventory. The Commission conducts the annual Forestry Workshop, participates in the annual Arbor Day celebration, and sponsors the Legacy and Heritage Tree recognition programs. Westminster has been recognized as Tree City USA since 1989.

Member

Melinda Byrd (Chair)
 Steve Allgeier (Vice Chair)
 Roland Backhaus
 Cindy May
 Richard L. Wilbur
 Brian Rhoten (non-voting)

Term Expires

April 2014
 December 2013
 April 2013
 March 2015
 October 2014

PLANNING ACCOMPLISHMENTS FY2013

The Office of Planning, Zoning and Engineering is primarily responsible for: zoning administration; long-range planning; development plan review; and record and plan archiving. Staff of this office coordinates the planning activities of City government related to land use, transportation, water/sewer, and environmental and historic concerns. Staff also provides administrative and technical support to planning related boards and commissions of the City, assists in the preparations of the Capital Improvements Program (CIP), and prepares the Comprehensive Plan.

- Participated in the Mayor’s 2012 Downtown Business Roundtable initiative and assisted in the ongoing implementation of resulting Action Plan.
- Facilitated an aggressive downtown marketing plan consolidating downtown business and activity promotions into an annual calendar of events.
- Managed the Westminster Tree Commission 2012 Community Forestry Workshop held in October; began preparations for the 2013 event.
- Coordinated a Holiday Open House at City Hall, hosted by the Historic District Commission, featuring downtown business participation and donations.
- Provided technical assistance relating to zoning and land use for 250+ inquires from the public; including residents, real estate appraisers and developers.
- Coordinated a traffic study and report preparation for the Colonial Avenue communities seeking relief from traffic circulation issues.
- Coordinated the Development Tier Mapping project with the City’s GIS staff to satisfy compliance requirements with the Maryland Department of Planning.
- Conducted monthly meetings of the City Planning & Zoning Commission.
- Administered the activities of the Rental Licensing Committee and drafted the initial Rental Licensing Program documents; presented the proposals to the Carroll County Landlords Association and the Association of Realtors.

ZONING PERFORMANCE MEASURES FY2013

The Office of Zoning is responsible for administering the Zoning Ordinance of the City of Westminster. Staff of this office renders decisions regarding the interpretation of the zoning ordinance, reviews and processes building permits, conducts fieldwork and provides zoning enforcement.

- Prepared and processed 197 building permit applications for residential, commercial and industrial projects.
- Prepared and issued 35 letters in reference to compliance with the City’s Zoning Ordinance.
- Reviewed and made recommendations to the Mayor and Common Council of Westminster on the following **Zoning Text Amendments:**

Case No.	Code Section	Nature of Request
ZTA-12-02	Amend Chapter 164; Article XVII, “Signs”; 164-121 “On-premises business signs”	Allows a second on-premises business sign within the “N-C” District
ZTA-13-01	Amend Chapter 164; Article VIIA, “Mixed Use Infill Zone”	Allows Mixed Use Infill District as a floating zone

Planning and Zoning administers and coordinates the review of development plans and public works documents to assure compliance with appropriate governmental and regulatory requirements. Staff also provides technical assistance to citizens, developers and others regarding the City’s review and approval process, development design and construction criteria, and other related information.

- Reviewed and wrote recommendation letters on the following development projects that were reviewed by staff and/or approved by the Westminster Planning & Zoning Commission:

Project Name	Type of Project
Nurseries' Properties, 2 nd Resubdivision	Resubdivision Plat
Susquehanna Bank	Plat & Site Plan
Re-Use Water Line PFG	Site Plan
Ridge Terrace II	Plat
Winters Place II	Site Plan
Carroll Hospital Regional Cancer Center	Site Plan
McDaniel College Stadium	Site Plan
Roops Mill (Phase I)	Final Subdivision Plat
Wakefield Valley (F1)	Preliminary Subdivision Plat - Amended

- Performed technical review of preliminary plans, development plans, final plats, site plans and related drawings.
- Completed 3 pre-submittal conferences that included coordinating with Carroll County officials and explaining the submittal and review process with the owner/developer of properties.
- Processed the recording of 3 final plats.
- Prepared and processed 6 public works agreements (PWA), including obtaining all surety letters and finalizing all construction drawings, including all required signatures.
- Processed 15 surety reductions, which included coordinating with City inspection staff and financial institutions, verifying the completion of work, and preparing release letters for signature.
- Provided 6 complete construction plan drawing sets for the City's construction inspection staff.
- Provided 3 as-built Mylar sets and digital files for inclusion in the *File Manager System*.
- Recorded 2 Record Deeds with the Lands Records Office.
- Recorded 25 Property Liens and 9 Releases.

ECONOMIC AND COMMUNITY DEVELOPMENT

The Office of Economic & Community Development is responsible for the coordination of economic and community development efforts as they relate to the revitalization of Downtown Westminster. Staff of this office serves in the role of liaison to the Westminster Town Center Corporation, works with City staff to realize commercial revitalization and community redevelopment efforts downtown, and provides valuable outreach to existing and potential downtown merchants and businesses.

ECONOMIC DEVELOPMENT PERFORMANCE MEASURES FY2013

- Facilitated \$2,556,784 in completed Downtown private sector investment; the establishment of 5 new businesses; and the creation of 14 new full-time and 11 new part-time jobs in 2012.
- Assisted in the completion of 5 commercial façade improvement projects, with 2 other projects in progress.
- Awarded Downtown Westminster Gift Certificates as prizes during Westminster Shopopoly resulting in “on average” spending of an additional 75 cents per dollar of the gift certificate value when redeemed.
- Recruited and underwrote the participation of 11 downtown restaurants in the 2nd Annual Downtown Westminster Restaurant Week held April 20th – 28th 2012.

- Assisted the Carroll County Economic Development Department with the Carroll County Restaurant Week held in August 2012 and recruited 8 Downtown businesses that participated.
- Kicked off the Farmer's Market on Saturday, May 19th. Built on the success of the Saturday Farmer's Market with Tuesday Market hours.
- Expanded the Thursday evening 'Songs at 6:30 Concert Series'.
- Began a weekly blog on Westminster Patch called Main Street Matters.
- Distributed Be SMART door hangers promoting energy conservation, to the Homeowner's Association and the Main Street Commercial District and the Maple Street Residential Area.
- Met one-on-one with three entrepreneurs about locating their businesses in Downtown Westminster and was successful.
- Sustained excellent coordination efforts with the Carroll County Office of Tourism and its Visitor Center on cooperative advertising efforts; provided Downtown Westminster map pads for Visitor Center staff and included City activities and events in their Calendar of Events.
- Continued the implementation of the Business Visitation Program by visiting 5 other business districts and encouraging quality businesses in those districts to consider Westminster if and when they plan to expand.
- Provided financial, logistical and advertising/marketing support for the successful Midnight Madness in Downtown Westminster on Friday, September 28th.
- Provided the advertising/marketing support for the Miracle on Main Street Holiday Event that was held on Saturday, November 24th. Prepared press releases and advertisements for the event that brought in more than 22,000 spectators.
- Participated in the Main Street Maryland Small Business Saturday marketing campaign.
- Encouraged downtown businesses to participate and offer discounts in the annual Downtown Westminster Merchant Discount Guide for the McDaniel College Community for the 2012/2013 school year.

COMMUNITY DEVELOPMENT PERFORMANCE MEASURES FY2013

- Prepared and submitted, on behalf of the Mayor & Common Council, an FY 2012 Community Development Block Grant application for \$318,875 to the Maryland Department of Housing and Community Development. Grant funds will be used to modify, reconstruct and install ADA compliant curb ramps.
- Prepared and submitted, on behalf of the Mayor & Common Council, an FY 2013 Community Legacy Grant application for \$150,000 to the Maryland Department of Housing and Community Development, Division of Neighborhood Revitalization. The City was granted \$50,000 to assist Downtown businesses with façade improvements.
- Assisted Habitat for Humanity Carroll County with a Maryland Neighborhood Conservation Initiative grant application for \$763,613 to the Maryland Department of Housing and Community Development. If approved, grant funds will be used to build five new townhomes for low income families.
- Helped to coordinate and oversee the 2012 Spring Clean-Up Day in conjunction with McDaniel College and Carroll Community College that brought together over 70 volunteers.
- Completed three (3) Community Legacy residential façade improvement projects. The total value of the projects was \$35,664.80, with \$14,907.80 of the total from Community Legacy.
- Settled on the sales of four (4) houses constructed as part of the Episcopal Housing Corporation project at Union Crossing.

COMMUNITY PLANNING AND DEVELOPMENT GOALS FOR FY2014

- Promote the City's sustainability and resource conservation initiatives.
- Commence with the update of the 2009 Westminster Comprehensive Plan toward a goal of adoption in 2014.
- Continue to coordinate the update of local National Flood Insurance Program (NFIP) mapping in cooperation with MDE and Carroll County.

- Aggressively market and promote downtown businesses and activities in the most cost efficient and effective manner.
- Work closely with City and County agencies in the development of new and expanded water supply sources for current and future uses.
- Continue to take advantage of existing and new grant funding opportunities in support of the needs of City residents, businesses and institutions.

COMMUNITY PLANNING AND DEVELOPMENT FY2013-2014 WORK PLAN

Comprehensive Plan Goal	FY 2013-2014 Action
<p>Goal C1: Promote a ‘destination Westminster strategy and plan’ to ensure a quality visitor and resident experience.</p> <p>Goal C2: Partner with the Carroll County tourism Office to enhance the image and identity of Westminster as an attractive destination in the marketplace.</p>	<p>*Collaborate with Carroll County’s municipal government Main Street offices and the County Tourism Office on a strategic marketing plan that promotes Westminster as a business and tourism destination.</p>
<p>Goal R5: Create a healthy, reliable, and sustainable future by continually increasing the effectiveness of how the City of Westminster utilizes and manages energy and water resources.</p>	<p>*Continue to implement programs in accord with the City’s Sustainable Community designation.</p> <p>*Seek new funding opportunities, under programs like ‘Smart Energy Community’, to assist in the implementation of efficient energy projects relating to solar power, geothermal energy and improved fuel efficiencies for the City’s fleet.</p>
<p>Goal L1: Ensure new development is compatible with the community vision for the future of Westminster.</p> <p>Obj. 2: Infill development along MD 27 and Main Street should support downtown redevelopment efforts and plans.</p> <p>Goal L3: Provide a sustainable balance of commercial, industrial and residential land to meet existing and future demand.</p> <p>Goal L4: While recognizing infill development is the preferred method of growth, plan for the expansion of City boundaries to accommodate growth in the future.</p>	<p>*Consider new opportunities to boost mixed use development options within and proximate to the downtown area.</p> <p>*Initiate the update to the 2009 City of Westminster Comprehensive Plan: consider alternatives to the current zoning plan to promote greater residential densities downtown; incorporate energy efficiency measures as a common element throughout the Plan’s recommended actions; create and include strategies that boost economic investment and job growth downtown.</p>

COMMUNITY PLANNING AND DEVELOPMENT BUDGET

PLANNING, ZONING & DEVELOPMENT	FY 2011 BUDGET	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 REQUEST	FY 2015 Projection	FY 2016 Projection
Salaries	\$ 327,004	\$ 396,146	\$ 407,148	\$ 365,140	\$ 368,791	\$ 372,479
Benefits	\$ 118,537	\$ 86,741	\$ 133,662	\$ 122,215	\$ 123,437	\$ 124,671
TOTAL PERSONNEL EXPENSES	\$ 445,542	\$ 482,887	\$ 540,810	\$ 487,355	\$ 492,228	\$ 497,150
Administration	\$ 36,362	\$ 43,826	\$ 13,000	\$ 10,575	\$ 10,681	\$ 10,788
Professional Services	\$ 30,200	\$ 34,500	\$ 27,000	\$ 28,500	\$ 28,785	\$ 29,073
Community Development initiatives	\$ 1,500	\$ 95,000	\$ 5,000	\$ 50,000	\$ 50,500	\$ 51,005
Annexations	\$ 750	\$ 375	\$ -	\$ -	\$ -	\$ -
Economic Development Initiatives	\$ 16,000	\$ 20,310	\$ 30,000	\$ 35,000	\$ 35,350	\$ 35,704
TOTAL OTHER OPERATING EXPENSES	\$ 84,812	\$ 194,011	\$ 75,000	\$ 124,075	\$ 125,316	\$ 126,569
Capital Projects	\$ 24,000	\$ 8,000	\$ -	\$ -	\$ -	\$ -
TOTAL CAPITAL REQUIREMENTS	\$ 24,000	\$ 8,000	\$ -	\$ -	\$ -	\$ -
TOTAL PLANNING, ZONING, & DEVELOPMENT	\$ 554,354	\$ 684,898	\$ 615,810	\$ 611,430	\$ 617,544	\$ 623,719

FINANCE

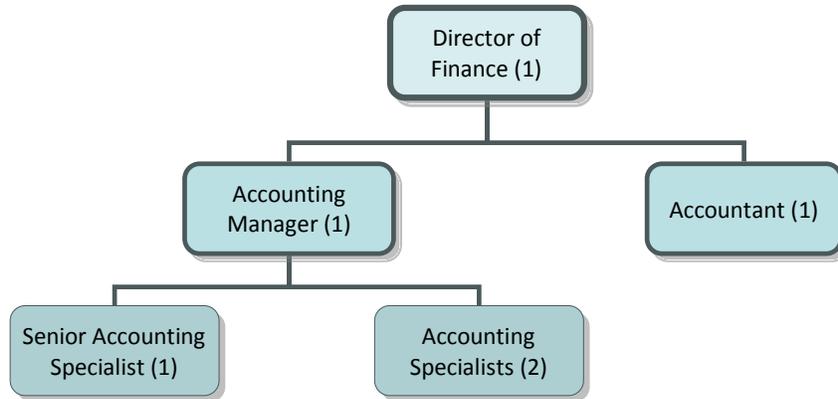
The Department of Finance is responsible for all financial and accounting activities of the City of Westminster. After six years as Director, Gary Ehlers retired in September and Director Tammy Palmer was hired in November. No interruption of services was experienced as a result of the transition. Tammy serves as City Treasurer, in the capacity of Director. Many of these activities are prescribed by the City Code to specify the administration of the Department, collection of revenues, and the proper disbursement of funds to meet approved expenditures. In addition, these activities are further guided by sound financial and accounting business practices to meet the needs of the community.

The Treasury Operations group provides accounting, compliance, and reporting support for the City. In addition to these functions, the budget is developed and administered in Finance. Shirley Hampt is the Manager of Accounting and Assistant City Treasurer, providing support for most treasury functions. She is supported by Kelly Constantine, Senior Accounting Specialist, as well as Connie Bell and Diane Hollasch, Accounting Specialists. The City has utilized temporary contractual help for the Cashier position.

In general, the Department of Finance is responsible for the following:

- Development, preparation, and administration of the City's budget.
- Collection of taxes, general revenue and other City income.
- Utility billing.
- Billing for general city services such as parking, benefit assessment, etc.
- External audit of the City's finances.
- Preparation of reports and the maintenance of necessary and proper records in connection with such duties as the Common Council shall prescribe.
- Communication to the City Administrator as to the financial state of the City.

POSITION SUMMARY SCHEDULE



	Grade	Authorized FY '12	Authorized FY '13	Authorized FY '14
Director of Finance	M	1	1	1
Manager, Accounting	J	1	1	1
City Accountant	H	1	1	1
Senior Accounting Specialist	F	1	1	1
Accounting Specialist	E	2	2	2

FINANCE ACCOMPLISHMENTS FOR FY2013

Audit

McGladrey & Pullen completed their 3rd audit for the City for FY 2012. The City improved substantially over the prior year’s performance, reducing the number of findings. All findings were addressed and corrected.

Fund Balance & Reporting

Financial Performance Reports were developed for the City Administrator on a monthly basis. These provide fund balances, trend data, and projections indicative of the City’s financial performance and position.

Accounting

Several procedural changes were made in accounting for efficiency. Additional changes were made to provide cross-training and backup for all accounting functions.

Budget

The City received the Government Finance Officers Association Distinguished Budget Presentation Award for the FY 2012 Budget Document.

FINANCE PERFORMANCE MEASURES

	FY2012
Utility Bills Issued	42,256
Amount Billed-Utility Bills	\$10,800,069
90 day outstanding amount-Utility Bills	\$59,380
Payment agreements executed-Utility Bills	21
Shut off notices mailed-Utility Billing	1,950
Number of customers-Utility Billing	9,667
Payments made by website	6,033
Payments made by credit card	7,141
Accounts Payables Checks Issued	4,641
Number of Vendors-Accounts Payable	982
1099's issued	147
Payroll Checks Issued	5,478
Number of Employees	240
W2's Issued	240
Personal Property Tax Bills Issued	963
Amount Billed-Personal Property Tax	\$720,542
30 day overdue amount	\$25,322
On-time delivery of paychecks	100%
On-time filing of Annual Audit	100%
On-time billing of Taxes (all)	100%

FINANCE GOALS FOR FY2014

- Audit financial and accounting procedures for efficiency and accuracy.
- Continue to configure the accounting software to create standard reports and accounting functions.
- Receive a GFOA Distinguished Budget Presentation Award for the FY2014 budget submission.

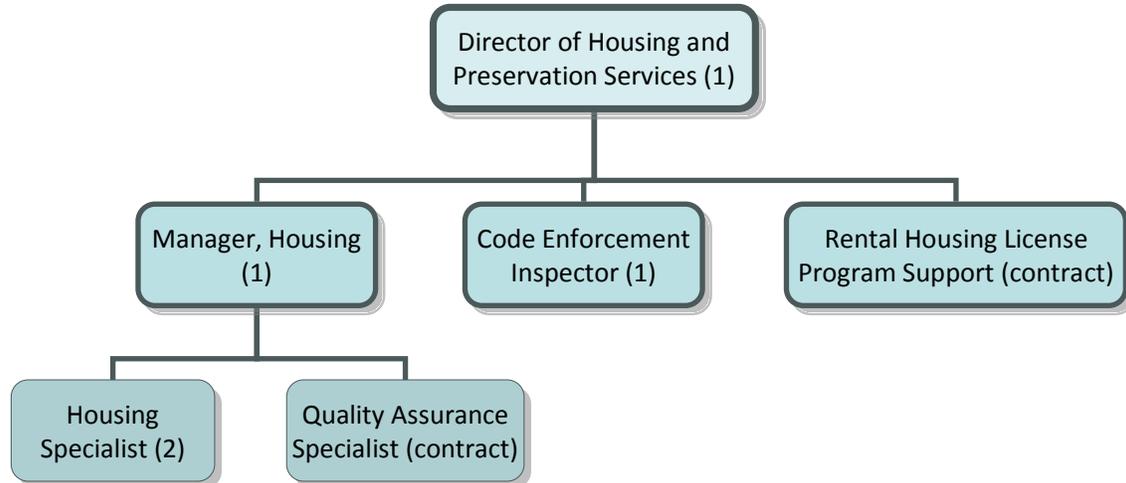
FINANCIAL OPERATIONS BUDGET

FINANCE	FY 2011 BUDGET	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 REQUEST	FY 2015 Projection	FY 2016 Projection
Salaries	\$ 426,990	\$ 371,397	\$ 403,204	\$ 401,512	\$ 405,527	\$ 409,582
Benefits	\$ 159,142	\$ 142,975	\$ 124,643	\$ 141,192	\$ 142,604	\$ 144,030
TOTAL PERSONNEL EXPENSES	\$ 586,132	\$ 514,372	\$ 527,847	\$ 542,704	\$ 548,131	\$ 553,613
Administration	\$ 19,755	\$ 95,250	\$ 35,405	\$ 28,800	\$ 29,088	\$ 29,379
Accounting & Audit Fees	\$ 75,000	\$ 75,000	\$ 75,000	\$ 45,000	\$ 45,450	\$ 45,905
Professional Services	\$ 95,000	\$ 45,000	\$ 30,000	\$ 30,000	\$ 30,300	\$ 30,603
Bank Fees & Charges	\$ 26,168	\$ 30,000	\$ 45,000	\$ 55,000	\$ 55,550	\$ 56,106
Taxes	\$ 8,262	\$ 10,000	\$ 6,000	\$ -	\$ -	\$ -
TOTAL OTHER OPERATING EXPENSES	\$ 224,186	\$ 255,250	\$ 191,405	\$ 158,800	\$ 160,388	\$ 161,992
TOTAL FINANCE	\$ 810,318	\$ 769,622	\$ 719,252	\$ 701,504	\$ 708,519	\$ 715,605

HOUSING AND PRESERVATION SERVICES

The Department of Housing and Preservation Services (“DHPS”) was created January 7, 2013 through the reorganization of a variety of functions between various City departments. The new department is responsible for public housing, rental licensing, code enforcement, historic preservation and specified historic building and park development projects. The DHPS divided into the following functional areas: public housing agency, code enforcement and the rental housing license program. Work is coordinated between these various functions, and other City departments and related government agencies, to provide services to the public in a seamless, fair and consistent manner.

POSITION SUMMARY SCHEDULE



	Grade	Authorized FY '12	Authorized FY '13	Authorized FY '14
Director of Housing and Preservation Services	M	1	1	1
Manager, Housing	J	1	1	1
Code Enforcement Inspector	E	1	1	1
Housing Specialist	C	2	2	2

HISTORIC DISTRICT COMMISSION

The Westminster Historic District Commission meets on the second Wednesday of every month. A principal effort of the Commission is to protect and celebrate the preservation of the City’s architectural heritage. The Commission also administers the City’s historic tax credit program. The Historic District Commission is staffed by non-voting City staff.

Member	Term Expires
Kristen L. McMasters, Chair	October 2015
Dean R. Camlin	August 2015
Gregory R. Goodell	August 2015
L. Kevin Wagman	October 2015
D. Arlette Mitchell	March 2016
Grace Kelly-Lawler	October 2013
Sherri Hosfield Joseph	January 2016

ADMINISTRATION

The Director of the DHPS is Thomas Beyard. In this capacity, he directs and oversees all operations of the department and serves as Executive Director of the Public Housing Agency and Code Official for the City of Westminster. He also administers the City’s new Rental Housing License Program that was adopted by the Mayor and Common Council of Westminster on January 28, 2013, with an effective date of June 1, 2013. Additionally, the Director also coordinates historic preservation activities in the City of Westminster and oversees specified historic building and park development projects.

PUBLIC HOUSING AGENCY

The Office of Housing Services is the Public Housing Agency (PHA) for the HUD Section 8 Housing Choice Voucher program. The day to day operation of the program is managed by Cindy Valenzisi, Manager of Housing. The PHA is allocated 293 vouchers for rent subsidies, and a grant of \$1,734,833 for subsidy payments for the calendar year. To address any shortfalls, HUD now requires PHAs to utilize fund balance for requirements in excess of funding levels.

The PHA also receives an Administrative Grant of approximately \$152, 645, based on the average unit months leased. Use of these funds provides housing assistance for 300+ citizens of Westminster, in addition to providing home ownership opportunities for several qualified recipients. Fund balance may also be required in the upcoming year for excess administrative costs.

The Director of the DHPS serves as the Executive Director of the PHA. The Program is also staffed with two Housing Specialists, Rebecca Hurd, and Matt Gronaw. The Manager and Housing Specialists are certified in one or more disciplines of HUD housing program management and operations. In lieu of the Manager of Housing completing inspections, the staff is looking at other options.

PUBLIC HOUSING AGENCY PERFORMANCE MEASURES FOR FY2013

- The PHA utilized 100% of the subsidy funding, exceeding HUD’s goal of expending at least 97% or more of the funding allocation, without exceeding total available funding. Meeting these major goals helps ensure sufficient funding is available to meet the requirements of units under contract.
- The PHA identified over \$171,187 in payments made based on fraudulent activities by voucher holders, and collected over \$13,280 in repayments. Half of the fraud payment collections are returned to the HUD

subsidy payment fund, and the remainder is directed to the PHA to cover the costs of operating the program. Since the current Manager of Housing assumed her position, a total of \$372,208 in fraudulent payments was identified.

- In addition to collecting repayments, the PHA, in conjunction with the HUD Office of Inspector General, prosecuted several of the most significant fraud cases in court.
- Completed the seamless move of PHA offices from City Hall to 56 W. Main Street that was transparent to the public.

PUBLIC HOUSING AGENCY GOALS FOR FY2014

- Maintain rating as High Performing agency via Section 8 Management Assessment Program (SEMAP) ratings.
- Increase the number of unit months leased by 10% in order to increase Administrative funding.
- Synchronize and integrate PHA activities with the City’s new Rental Housing License Program.

CODE ENFORCEMENT

The Office of Inspection Services was created in January 2008 to implement the City of Westminster Code Enforcement Program. Trevor Hess, the Code Enforcement Inspector, working under the direction of the Director of DHPS/Code Official, handles various Code Enforcement activities, including the administration of the City’s Property Maintenance Code and supporting zoning inspections. When a complaint is received by the City, the Code Enforcement Inspector completes the initial inspection, issues a notice of violation, if necessary, and completes all follow-on inspections. If the violation is mitigated within the established timeframe, the case is closed. However, if the violation is not mitigated, the Code Enforcement Inspector issues a citation and requests a court date. The City may abate the violation and bill the property owner, and also reserves the right to seek a court injunction to gain compliance.

CODE ENFORCEMENT PERFORMANCE MEASURES FOR FY2013

- Approximately 6% increase in code violations compared to previous year.
- Total compliance rate of 75%.
- Total prosecution rate of 11%.
- Collected over \$3,300 in fines at the City front desk.
- Collected in over \$7,500 in judgments and liens relating to code enforcement.
- Total number of court cases that were prosecuted was 23.
- Worked with Rental Licensing Task Force to develop “pass-fail” inspection checklist.
- Continued use of outside contractor to complete code-related mowing services.
- Worked to aggressively track and record property maintenance liens to insure that the taxpayers were made whole, plus interest, for code enforcement expenses.
- Completed the following code enforcement inspections:

Violation Type	Number of Violations	Compliances	Number of Fines	% of Total Violations
Grass/Weeds	148	117	17	29%
Untagged Vehicles	63	35	13	12%
Trash/Rubbish	48	42	16	9%
Snow Removal	0	0	0	0%
Property Maintenance	38	17	3	7%

Private Inspection	40	34	0	8%
Rental Registration	26	15	0	5%
Water Violations	25	24	0	5%
Condemnations	7	5	0	1%
Sidewalks	13	8	1	3%
Trees/Hedges	30	23	1	6%
Zoning	45	45	1	9%
Solid Waste	27	17	3	5%
Totals	510	382	55	100.00%

CODE ENFORCEMENT GOALS FOR FY2014

- Integrate inspection activities with new Rental Housing License Program, including use of “pass-fail” inspection checklist.
- Improve documentation and tracking of “complaints” that are received and inspected by the City.
- Participate in educational activities of the Maryland Municipal Code Enforcement and Zoning Officials Association.
- Continue the distribution of education fliers for residents regarding bulk trash warning notices.
- Partner with the Carroll County Bureau of Permits and Inspections to locate illegal rental apartments and bring them into compliance.

RENTAL HOUSING LICENSE PROGRAM

On January 28, 2013, the Mayor and Common Council of Westminster approved Ordinance No. 839, creating a Rental Housing License Program in the City of Westminster. The Rental Housing License Program becomes effective June 1, 2013. Thereafter, every residential rental unit (single-family, duplex, townhouse, apartment, condominium, rooming/boarding house, etc.) in Westminster must be licensed annually by the City before it can be rented or leased. The annual license fee is \$20 per unit.

Completed Rental Housing License Applications, along with required fees, are due annually by June 30th. However, for the first year of the program, the timely filing period was extended to July 31, 2013. License fees are not prorated. Increasingly higher license fees apply to applications that are filed late. June 1st of each year is the start date. By signing and submitting a Rental Housing License Application, the landlord affirms that all their rental units comply with the requirements of the City’s Property Maintenance Code.

The Rental Housing License Program includes a “complaint driven” inspection process. Complaints may be filed by telephone, mail, email or in person. A complaint includes any statement made by an individual or a Federal, State, County or City department or agency, received by the City in any manner. Upon receipt of a complaint, the City’s Code Enforcement Inspector will investigate the complaint and take appropriate actions to either issue a notice of violation or close the case.

The Rental Housing License legislation creates a “Habitual Offender” designation. A “Habitual Offender” is a property owner with continuing violations resulting in the payment of three fines or three convictions within a 12 month period. Designation as a “Habitual Offender” will result in increased license fees and fines for property owners.

If the property owner of a residential rental property lives over 50 miles from Westminster, the property owner must designate a local agent residing within 50 miles of Westminster. The property owner must also keep the agent contact information current.

Effective June 1, 2013, landlords in Westminster will be impacted by the 2010 decision of the Maryland Court of Appeals in the case of McDaniel vs. Baranowski regarding summary ejection (eviction).

Please feel free to contact the City's Rental Housing License Program office at 410-848-9000. Additionally, you may also review Frequently Asked Questions about the Rental Housing License Program on the City's website at www.westminstermd.gov.

RENTAL HOUSING LICENSE PROGRAM PERFORMANCE MEASURES FOR FY2013

- Provided staff support to the City's Rental Licensing Task Force that worked for over a year.
- Coordinated all program start-up activities including public notification, development of forms, data storage and all related activities.

RENTAL HOUSING LICENSE PROGRAM GOALS FOR FY2014

- Work with the City's IT and Finance departments to identify all City landlords affected by the program.
- Provide seamless and consistent execution of new program to the public.
- Work with the City's IT department and an outside vendor to develop a web-based application, payment and licensing process that could serve a model for other City activities.

HISTORIC PRESERVATION AND SPECIFIED BUILDING AND PARK PROJECTS

With the creation of the DHPS in early 2013, historic preservation and specified historic building and park development projects became part of the department's area of responsibility. In regard to historic preservation, the DHPS coordinates historic preservation activities in Westminster, in conjunction with the Westminster Historic District Commission and staff of the City's Department of Community Planning and Development. The DHPS is also responsible for coordinating the preservation, renovation and rehabilitation of historic Westminster City Hall, located at 1838 Emerald Hill Lane. The DHPS is also responsible for the preservation, renovation and rehabilitation of Longwell Armory and the development and renovation of City Park. In relation to City Hall and City Park, activities of the department are carefully coordinated with the efforts of personnel from the City's Departments of Public Works and Recreation and Parks.

The main focus of the DHPS in relation to building work has been efforts involving window replacements at City Hall and Longwell Armory. The work will soon begin on window replacements at City Hall and Longwell Armory. Additionally, the City is seeking grant funds from the State of Maryland to replace the Great Seal of Maryland that was originally located on the front of the Longwell Armory. The major recreation-related project is the artificial turf field study for City Park. Numerous other projects are planned for completion, and the availability of funds will determine scheduling and completion dates.

HISTORIC PRESERVATION AND BUILDING/PARK PROJECT PERFORMANCE MEASURES FOR FY2013

- Completed City Hall and Longwell Armory window replacement project.
- Historic District Commission members assisted in Christmas 2012 reception at City Hall.

HISTORIC PRESERVATION AND BUILDING/PARK PROJECT GOALS FOR FY2014

- Replace Great Seal of Maryland on Longwell Armory, depending on availability of grant funds.
- Complete feasibility study of artificial turf fields at the City Playground.

HOUSING AND PRESERVATION SERVICES BUDGET

PUBLIC HOUSING AGENCY BUDGET

PUBLIC HOUSING AGENCY	FY 2011 BUDGET	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 REQUEST	FY 2015 Projection	FY 2016 Projection
Salaries	\$ 126,482	\$ 147,254	\$ 139,618	\$ 132,418	\$ 133,742	\$ 135,080
Benefits	\$ 72,706	\$ 58,380	\$ 52,989	\$ 58,309	\$ 58,892	\$ 59,481
TOTAL PERSONNEL EXPENSES	\$ 199,188	\$ 205,634	\$ 192,607	\$ 190,727	\$ 192,634	\$ 194,561
Administration	\$ 38,446	\$ 59,349	\$ 82,600	\$ 39,750	\$ 40,148	\$ 40,549
Housing Assistance Payments	\$ 1,927,785	\$ 2,210,382	\$ 2,062,925	\$ 1,828,000	\$ 1,846,280	\$ 1,864,743
Facilities				\$ 41,574	\$ 42,000	\$ 42,000
TOTAL OTHER OPERATING EXPENSES	\$ 1,966,231	\$ 2,269,731	\$ 2,145,525	\$ 1,909,324	\$ 1,928,428	\$ 1,947,292
TOTAL PUBLIC HOUSING AGENCY	\$ 2,165,419	\$ 2,475,365	\$ 2,338,132	\$ 2,100,052	\$ 2,121,062	\$ 2,141,853

DEPARTMENT OF HOUSING AND PRESERVATION SERVICES BUDGET

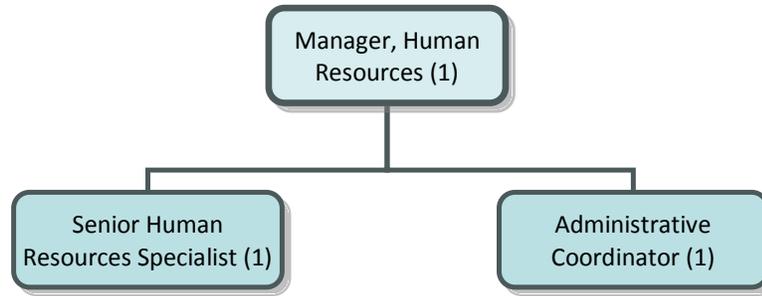
HOUSING AND PRESERVATION SERVICES	FY 2011 BUDGET	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 REQUEST	FY 2015 Projection	FY 2016 Projection
Salaries	\$ 18,525	\$ 18,525	\$ 37,050	\$ 154,983	\$ 156,533	\$ 158,098
Benefits	\$ 22,600	\$ 21,128	\$ 23,859	\$ 49,881	\$ 50,379	\$ 50,883
TOTAL PERSONNEL EXPENSES	\$ 41,125	\$ 39,653	\$ 60,909	\$ 204,864	\$ 206,912	\$ 208,981
Administration	\$ 9,126	\$ 8,350	\$ 7,250	\$ 11,550	\$ 11,666	\$ 11,782
Professional Services	\$ 1,500	\$ 3,000	\$ 75,000	\$ 70,000	\$ 70,700	\$ 71,407
TOTAL OTHER OPERATING EXPENSES	\$ 10,626	\$ 11,350	\$ 82,250	\$ 81,550	\$ 82,366	\$ 83,189
Capital Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL CAPITAL REQUIREMENTS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL PLANNING, ZONING, & DEVELOPMENT	\$ 51,751	\$ 51,003	\$ 143,159	\$ 286,414	\$ 289,278	\$ 292,171

HUMAN RESOURCES

The Human Resources Department provides support to City administration, supervisors, and employees by developing and maintaining personnel and risk management policies and programs. The staff is committed to efficient service, employee health and safety, fair and equitable employment practices, and equal employment opportunity. The department has responsibilities in the following areas:

- Benefits
- Employee/Management Relations
- Liability, Property, & Automobile Insurance
- Performance Evaluation
- Policy Development
- Risk Management
- Wellness
- Compensation and Classification
- Employee Safety
- OSHA and DOT Mandated Programs
- Personnel Records Management
- Recruitment
- Training
- Worker's Compensation

POSITION SUMMARY SCHEDULE



	Grade	Authorized FY '12	Authorized FY '13	Authorized FY '14
Manager, HR	J	1	1	1
Senior HR Specialist	F	1	1	1
Administrative Coordinator	D	1	1	1

EMPLOYEE BENEFITS

INSURANCE

The City strives to provide a comprehensive benefits package to employees, including medical, dental, vision, life, short-term and long-term disability insurance, and an employee assistance program. A Health Care Committee, that includes employee and management members throughout City departments, meets to discuss and review benefit plan options and provide follow-up communication to employees. This committee gives members an opportunity to learn about insurance plans and trends, and discuss ideas on ways to offer a comprehensive benefits program to employees, while trying to limit increasing costs for both the City and its employees. The City joined the Local Government Insurance Trust's (LGIT) Maryland Local Government Insurance Cooperative (MLGHC) in July 2011. By participating in the cooperative, the City has the potential of receiving a claims fund surplus at the end of the plan year if medical claims fall below the amount projected by the Benecon actuaries. The City's first full year in the cooperative was very successful and resulted in the City receiving a claims surplus check.

The City will continue to participate in the cooperative for the third year in FY14. Administrative support of the MLGHC is provided by The Benecon Group, a benefits and consulting group contracted by LGIT. The cooperative offers medical benefits to employees through a CIGNA plan. A 13.3% increase is projected for FY2014. This increase has been offset by the prior year's claims surplus refund. The employee's contribution toward medical premiums will be held at the same dollar amount as the prior year.

The CIGNA plan includes in-network services, co-payments for office visits, urgent care, emergency room, prescriptions, and 100% covered preventive services. All other medical services require an upfront deductible before claims are paid at the 90% level. At the end of each plan year, CIGNA provides the City with a Consultative Analytics Report that covers plan costs, trends, population demographics, summary claims information, pharmacy utilization, summaries of risks based on health assessments, a summary of disease management outcomes, and an overall medical snapshot. This report can be used by the City as a tool in determining the overall health needs of plan participants that will give the wellness program direction for the best return on investment. CIGNA follows up this report with wellness program support.

The Benecon Group provides various services to MLGHC participants including assistance with compliance policies, health care reform updates, and various training topics. In FY2013, The Benecon Group reduced fees, and offered COBRA administration at no cost to cooperative members. The City contracted with The Benecon Group to administer and distribute all COBRA documentation. By electing to contract this service to The Benecon Group, the time that staff spent on COBRA administration was eliminated, and compliance risk was greatly reduced.

The City also offers dental, vision, life and accidental death and dismemberment, short-term and long-term disability benefits through United Healthcare. The disability plans provide income to employees who are unable to work because of a disability caused by illness or non-work related injury, and the life policy gives employees a benefit equal to the annual salary.

WELLNESS PROGRAM

The rising cost of health insurance is an issue that the City continues to face every year. The Human Resources and Recreation Departments are working together to slow these rising costs by promoting a healthier lifestyle to employees. A Wellness Committee, made up of employee members with an interest in health, exercise, and overall wellness assists in promoting this philosophy. The mission of the City Wellness Program is to establish and maintain a worksite that encourages environmental and social support for a healthy lifestyle. Employees are encouraged to participate in events and programs as employee involvement is the key factor for a successful wellness program.

The Employee Wellness Program offers many opportunities to participate in wellness activities, and includes free memberships to the City's own Family Center gym, health assessments, preventive health screenings, challenges, and workshops focused on healthy lifestyles and preventive health topics.

The Human Resources staff organizes an annual Employee EXPO, a wellness and benefits event held in the Family Center Gym each November. This is a coordinated effort with assistance from Wellness Committee members, and the Recreation and Street Departments on the day of the event. The goal of the EXPO is to promote health and wellness, and to provide benefits information and assistance from providers. This year's theme was the "Fabulous Fifties" with rock-n-roll, poodle skirts and a soda shop lunch featuring grilled burgers, and ice cream sundaes. The event was again a great success with 93 employees and retirees attending. The EXPO provided attendees with the opportunity to gather information from the 17 participating vendors, and get various health screenings including blood pressure checks. They could also to get free flu shots and a seated massage. In addition, attendees were able to have a healthier version of the root beer float made by the City's own Family Center employees.

RETIREMENT AND PENSION

The City has long been a member of the Maryland State Retirement and Pension System. The State system requires that all eligible employees participate in the pension system that is available to them.

All regular full-time and part-time employees, except sworn police officers, are enrolled in the Alternate Contributory Pension Selection System (ACPS). Sworn Police Officers are enrolled in the Law Enforcement Officers Pension System (LEOPS). The City has one employee currently enrolled in the "old retirement system." This plan is closed to new enrollments.

The City's contribution is based on the employee's base salary at fiscal year end. Payment is made to the State once per year, and is due by December 31st. In addition, the State began collecting an Administrative Cost Fee in FY13. This fee is determined for each fiscal year, and is assessed per member. The fee per member in FY14 is \$143.88 annually. The various State pension plans, service retirement years and age, and employee and City contribution rates are shown in the chart below.

				Employee Contribution Rate			City Contribution Rate		
Pension Plan	Service Retirement Years	Service Retirement Age	Projected # Enrolled FY2014	FY 2012	FY 2013	FY 2014	FY 2012	FY 2013	FY 2014
ACPS (Employees enrolled after 7/1/11)	Rule of 90 (age plus years of service)	65 (with 10 years of service)	24	7%	7%	7%	10.94%	8.99%	10.00%
ACPS (Employees enrolled prior to 7/1/11)	30	62	91	7%	7%	7%	10.94%	8.99%	10.00%
LEOPS	25	50	40	6%	6%	7%	33.09%	28.71%	31.76%
Old Retirement Plan (Closed)	30	60	1	7%	7%	7%	14.83%	12.88%	13.89%

In addition, all employees are eligible to participate in the Nationwide Retirement Solutions 457 Deferred Compensation Plan. The City offers all regular full-time and regular part-time employees not enrolled in the LEOPS plan a matching contribution through a 401(a) Matching Program. The matching contribution for FY2014 is 2%.

EMPLOYEE SERVICE AWARD PROGRAM

The City highly values its employees, and provides an employee recognition program to acknowledge employee service milestones. Employees receive service award certificates, along with a gift bearing the City emblem beginning at year five and continuing for each five-year milestone until retirement. Retiring employees are also honored with recognition awards upon retirement.

EMPLOYEE OF THE MONTH AND EMPLOYEE OF THE YEAR

An Employee of the Month and Employee of the Year Award program was implemented in July 2011. These awards recognize outstanding achievements, accomplishments, performance and contributions to the City. An employee or a group of employees are eligible to be nominated for these awards. Monthly winners are recognized by the City Administrator during the year, and the Employee of the Year is recognized at the annual holiday luncheon.

POSITIONS AND COMPENSATION

The City desires to be competitive in its identified market in providing compensation to top quality, qualified employees. The City adopted a Salary Administration Policy to insure fair and equitable compensation practices. Annual 3% step increases are subject to approval during the budget process, and eligibility is determined by the employee's job performance. Supervisors evaluate employee performance on an annual basis. The supervisor meets with each employee in person to review the evaluation, provide feedback, and make appropriate recommendations for optimal job performance, goals, and career development.

Other pay incentives are provided to employees, such as hourly shift differentials for evening and night shifts, and acting pay for performing duties in a higher pay grade. Longevity bonuses, subject to approval during the budget process, are in place for employees that fall beyond the last step on the pay scale.

RECRUITMENT

The Human Resources Department utilizes various media to externally advertise open positions, including newspapers, websites, professional journals and newsletters, colleges, City bulletin boards, the Carroll County Business and Employment Resource Center, the Maryland Job Service, the City's webpage, and the City's own

job hotline to attract a diverse group of applicants. The Human Resource Department created an Employment Opportunities Information brochure, which is provided to each applicant. Applications can be downloaded from the City webpage, requested in person or by phone, and can be mailed, emailed, or faxed to applicants.

The City encourages current employees to apply for promotional vacant positions. These positions are posted internally so that employees have the opportunity to apply. The City promotes a drug free workplace, and each new employee is required to pass a pre-employment drug test. Upon hire, new employees attend an orientation that covers benefits, policies, and safety. Each employee receives an Employee Handbook for reference on City benefits and employment policies.

RISK MANAGEMENT

Risk Management falls under the Human Resources Office. Responsibilities include the renewal of policies, maintenance of coverage and claims filing for the City's automobile, liability, property, equipment, boiler and machinery, electronic data processing equipment, crime, bond, flood, and workers' compensation insurance plans. The City participates in the Local Government Insurance Trust (LGIT) for liability and automobile insurance. For FY2014, the rates for these insurance products are fairly consistent with the prior year with the exception of liability insurance rates which have increased due to industry trends. The workers' compensation insurance gross percentage rate for the sworn police classification has increased while the non-clerical/non-sworn police classification saw a reduction in gross rate. The clerical rate remained the same. The City continues to receive an experience modification credit which reduces the total cost of workers' compensation insurance. Due to positive claims experience and the City's cooperation with the insurance provider on loss control measures, this discount remains constant for FY14.

There are annual onsite inspections and safety and health surveys at the various departments as required by State law and the insurance companies. These identify risks, exposures, and possible equipment failures. Insurance claims for accidents and damage and near-miss situations are investigated and reviewed for possible ways to avoid the same type of incidents in the future. This proactive approach is an important factor in minimizing employee injuries and decreasing future claims.

The City has a Safety Committee in place with its members spanning the various departments. The committee provides an interdepartmental communication mechanism which promotes continuity for safety procedures and training. In addition, the committee reviews and makes recommendations for safety policy needs. This past year the committee completed the annual review of the safety policies, reviewed the Certification of Hazard Assessment recordkeeping, the MOSH self-inspection checklist for compliance and the building safety inspection checklist. The committee supported City wide uniform safety training and testing, and provided guidance for the departmentalized Emergency Action Plans. Various employee training needs including the requirements under the new Hazard Communication Standard were brought before the committee.

Many employees in the Public Works and Police Department are required to be fit-tested and trained to wear respiratory protection in the performance of some duties. Most Public Works employees are also required to obtain a Commercial Driver's License as a requirement of the job, are mandated to have Department of Transportation (D.O.T.) physicals, and must participate in a random drug and alcohol testing program as regulated by the D.O.T.

TRAINING

Although the various departments provide specific positional training, the Human Resources department coordinates training in the following areas:

- Cardiopulmonary Resuscitation (CPR)/First Aid/Automated External Defibrillator (AED)/Bloodborne Pathogen
- Customer Service

- Defensive Driving
- Employee Assistance Program (EAP)
- Respiratory Protection Training
- Sexual Harassment and Illegal Discrimination
- Supervisor Reasonable Suspicion for Drugs and Alcohol (D.O.T.)
- Supervisor Skills Trainings

In FY13, Human Resources coordinated with the Local Government Insurance Trust to provide 2-hour sessions of the Preventing Harassment in the Workplace training for City employees. CPR/First Aid/AED/Bloodborne Pathogen biennial training was provided for Public Works, and administrative personnel that had not previously taken the training. Respiratory Protection training is provided to Public Works each year after fit testing has been completed. In addition, Defensive Driving training was provided to newly hired Public Works employees to ensure that all employees in this department receive this training.

AWARDS

Each year, the Local Government Insurance Trust presents an award to a member that exhibits exemplary efforts to effectively process claims. The City of Westminster was the 2012 honoree and was presented with the award at the LGIT Annual Meeting in December. The award was given to the City because it has excelled in developing efficient protocols to report claims to LGIT in a timely manner and to partner with the claims staff to facilitate claims investigations. In addition, City supervisors have been very responsive to LGIT staff investigation inquiries. According to LGIT, the collaboration between the City of Westminster and LGIT's Claims Department exemplifies the solid relationship between LGIT and its members.

HUMAN RESOURCES PERFORMANCE MEASURES

Recruitment	FY2012	FY2013	FY2014 (Projected)
Full-time external employment advertisements	6	10	8
Part-time external employment advertisements	0	0	0
Temporary/Seasonal external advertisements	19	6	10
Employment applications	270	380	300
Full-time new hires	12	13	10
Part-time new hires	0	0	0
Temporary/summer new hires	31	29	30
Full-time resignations and retirements	11	12	10
Temporary and summer terminations	27	27	27
Fingerprint background checks	35	26	26

Risk Management	FY2012	FY2013	FY2014 (Projected)
Liability, Property & Automobile claims filed	19	16	16
Worker's Compensation claims filed	22	19	20
Employees w/Commercial Driver's Licenses	52	49	50
D.O.T. physicals	37	32	32
Random drug/alcohol tests	27	28	28
Respirator fit tests	94	90	90

Training	FY2012		FY2013		FY2014 (Projected)	
	Sessions	Attendees	Sessions	Attendees	Sessions	Attendees
CPR/First-Aid/AED	2	30	4	53	2	30
Defensive Driving	1	4	1	6	1	5
D.O.T. Drugs and Alcohol	2	26	0	0	2	26
Preventing Harassment in the Workplace	2	33	8	163	0	0
Respiratory Protection	3	51	4	54	4	54

HUMAN RESOURCES GOALS FOR FY2014

- Continue to improve the Employee Wellness Program and enhance the program to encourage employee participation.
- Continue to update Human Resources policies for changes and legal requirements, and develop an updated Employee Handbook.
- Continue to monitor training needs to promote a safe work environment and reduce risks for employees and the City.
- Continue to monitor new health care regulations and requirements under The Affordable Care Act.
- Develop a succession plan for replacing vacancies created by retirements.

HUMAN RESOURCES BUDGET

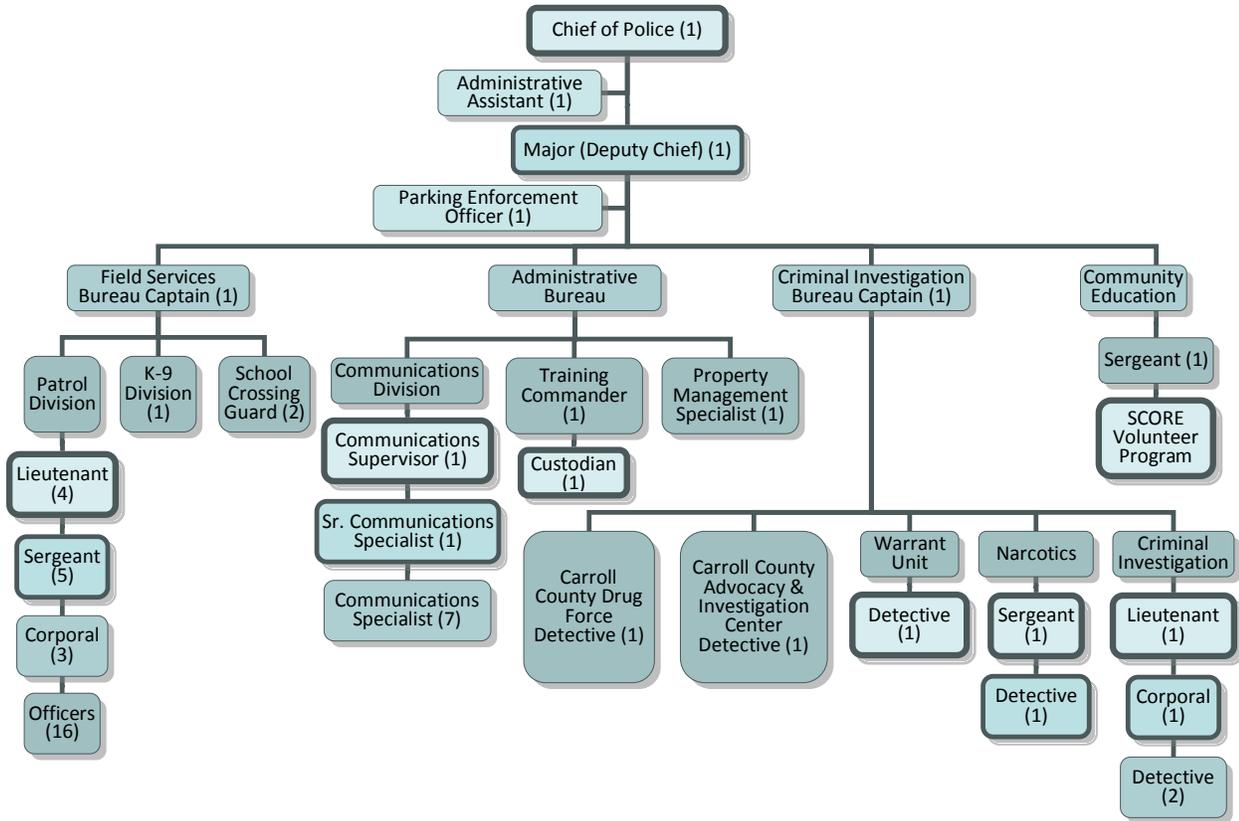
HUMAN RESOURCES	FY 2011 BUDGET	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 REQUEST	FY 2015 Projection	FY 2016 Projection
Salaries	\$ 139,679	\$ 138,679	\$ 141,341	\$ 143,309	\$ 144,742	\$ 146,190
Benefits	\$ 67,443	\$ 71,242	\$ 61,414	\$ 66,191	\$ 66,853	\$ 67,522
TOTAL PERSONNEL EXPENSES	\$ 207,122	\$ 209,921	\$ 202,755	\$ 209,500	\$ 211,595	\$ 213,711
Administration	\$ 26,910	\$ 27,600	\$ 27,234	\$ 27,685	\$ 27,962	\$ 28,241
Employment Testing	\$ 24,000	\$ 33,500	\$ 26,500	\$ 22,500	\$ 22,725	\$ 22,952
Employee Wellness Program	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,565	\$ 6,631
Professional Services	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,100	\$ 10,201
Employment Advertising	\$ 13,240	\$ 10,000	\$ 10,000	\$ 12,000	\$ 12,120	\$ 12,241
Employee Activities	\$ 20,650	\$ 19,551	\$ 14,551	\$ 16,300	\$ 16,463	\$ 16,628
TOTAL OTHER OPERATING EXPENSES	\$ 101,300	\$ 107,151	\$ 94,785	\$ 94,985	\$ 95,935	\$ 96,894
TOTAL HUMAN RESOURCES	\$ 308,422	\$ 317,072	\$ 297,540	\$ 304,485	\$ 307,530	\$ 310,606

WESTMINSTER POLICE DEPARTMENT

The Westminster Police Department is a full-service municipal police agency that provides community-oriented law enforcement services to the City of Westminster. The Department, which was established in 1839 when the first "City Bailiff" was hired by the "City Burgess and Commissioners" to keep order in the business district, has grown into what is now a progressive police department employing 44 sworn police officers and 13 civilian employees.

The Police Department is commanded by Chief Jeffrey Spaulding, a 40-year law enforcement veteran. Major Ronald Stevens serves as the Deputy Chief and second in command. The Department is comprised of three functional Bureaus. The **Field Services Bureau** provides uniformed patrol service to all areas of the City 24-hours a day / 365 days a year. In addition to their patrol duties, our officers also conduct foot and bike patrols, handle special events occurring throughout the year, conduct traffic and pedestrian safety programs, and provide police canine services. The **Criminal Investigations Bureau** is responsible for the service of arrest warrants, the investigation of major crimes, and the investigation of drug violations occurring in the City. Additionally, two members of the Bureau are assigned to countywide multi-jurisdictional task forces that handle drug and child abuse/sex crime investigations around Carroll County. The **Administrative Bureau** handles a diverse group of responsibilities critical to the efficient operation of the Department to include our Police Dispatch Center, automated enforcement, fleet and facilities management, staff training and development, and our police records functions.

POSITION SUMMARY SCHEDULE



Civilian	Grade	Authorized FY '12	Authorized FY '13	Authorized FY '14
Communications Supervisor	G	1	1	1
Administrative Assistant, Certified	E	1	1	1
Property Management Specialist	E	1	1	1
Senior Communications Specialist	E	1	1	1
Communications Specialist	D	7	7	7
Parking Enforcement Officer	C	1	1	1
Cadet	B	1	0*	0
Custodian	A	1	1	1
Sworn	Grade	Authorized FY '12	Authorized FY '13	Authorized FY '14
Chief of Police	P	1	1	1
Deputy Chief (Major)	M	1	1	1
Captain	J	3	3	2
Lieutenant	I	6	6	6
Sergeant	H	7	7	7
Corporal	G	7	7	5
Probationary Police Officer/Private First Class	F	20	20	22

*Three (3) positions were eliminated in FY13 due to budget considerations: Administrative Captain (Sworn), Detective (Sworn), and Police Cadet (Civilian). The Detective position was later reinstated during FY13.

**Two (2) Corporal positions have been eliminated through attrition per administrative decision. Both of these positions were converted into Probationary Police Office/ Private First Class positions.

WESTMINSTER POLICE DEPARTMENT PERFORMANCE MEASURES

REVIEW OF UNIFORM CRIME REPORT STATISTICS – 2008 THROUGH 2012

	2008	2009	2010	2011	2012	5-Year Average
Homicide	0	0	1	0	0	.2
Robbery	8	12	15	19	23	15.4
Aggravated Assault	100	111	84	75	98	93.6
Burglary	96	93	77	112	105*	96.6
Theft	558	633	587	581	665	604.8
Auto Theft	18	17	11	18	13	15.4
Total Part 1 Crime	780	866	775	805	904*	826

*Overnight on October 11, 2012, twenty (20) storage lockers within the Westminster Self-Storage facility on Woodward Road were forcibly entered. Because most of these lockers were rented to different people, UCR regulations require that they be treated as separate burglaries. As a result, the burglary and total Part 1 crime totals have been significantly increased by one event.

REVIEW OF PRODUCTIVITY INDICATORS – 2008 THROUGH 2012

	2008	2009	2010	2011	2012	5-Year Average
State Citations	4,077	4,076	3,389	3,069	2,280*	3,378.2
Traffic Collisions	771	814	930	890	879	856.8
Missing Persons	34	28	33	15	35	29
Calls for Service	14,877	11,785**	12,073	11,957	12,130	12,564.4
Foot Patrol Hours	1,868	1,819	2,624	1,927	2,020	2,051.6
Bike Patrol Hours	507	386	224	34	70	244.2
DUI Arrests	148	93	115	94	129	115.8
Total Sworn Staffing	45	45	45	45	44	44.8

*Implementation of the E-Tix program resulted in a significant decrease in the issuance of traffic citations during 2012. This relates to the "50 written warning" requirement mandated by the Maryland State Police prior to the issuance of state citations.

** A new Computer-Aided Dispatch (CAD) system was brought on-line on January 1, 2009. The new CAD system counts calls for service in a different manner than was used by the legacy system. As a result, the call volume appears lower in calendar years 2009 through 2012. Call volume increased approximately 1.5% from 2011 to 2012

TOTAL ARRESTS FROM 2008 THROUGH 2012

	2008	2009	2010	2011	2012	5-Year Average
Adult Arrests	866	714	737	700	680	739.4
Juvenile Arrests	268	199	205	144	153	193.8
Total Arrests	1,134	913	942	844	833	933.2

The Police Department made a total of 833 arrests in 2012. Of these, 680 were adult arrests and 153 were juvenile arrests. This total is a 1.3% decrease in total arrests from the 2011 total of 844 arrests. Over the past 5 years the Department has averaged 933.2 total arrests per year. *Sworn vacancies and medical/administrative issues had an adverse impact on the number of arrests in 2012.*

Total traffic collisions occurring in the City decreased by 1.2% during 2012, down from 890 collisions in 2011 to 879 collisions in 2012. Of these 879 collisions, 578 were minor accidents not requiring a formal collision report (per Maryland motor vehicle law). Only 301 collisions (34% of the total) required a formal report in 2012, up 25 collisions from 276 such collisions in 2011. A total of 2,280 traffic citations were issued in 2012, down 789 citations from the 2011 enforcement level. This significant decrease is attributed to the assignment of an officer to patrol the Main Street business district for 5-hours each evening, thereby eliminating the opportunity for traffic enforcement by that officer during the evening rush hour period. Additionally, the "50 written warning" requirement of the ETix Program also resulted in a decrease in traffic citations during 2012. The Department affected a total of 129 arrests for driving under the influence of alcohol and/or drugs during 2012, 35 more than were made in 2011.

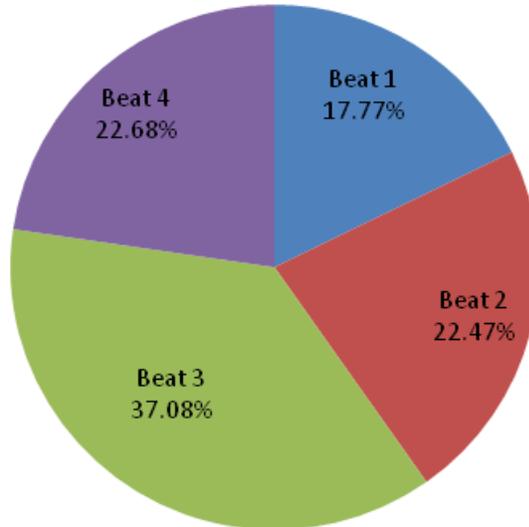
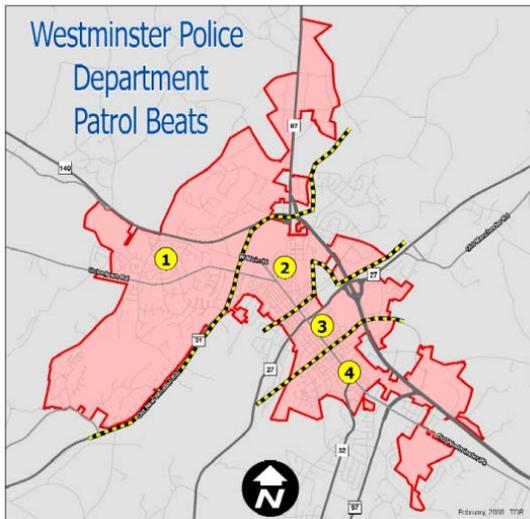
WESTMINSTER POLICE DEPARTMENT 2012 IN REVIEW

The Police Department experienced some significant staffing challenges during 2012. There were several retirements and resignations during the year, as well as long-term medical and administrative issues that further impacted staffing. Operational shortfalls were addressed through schedule adjustments and the judicious use of overtime and grant funding. At the current time, the Department has one (1) sworn vacancy. Efforts are ongoing to fill that vacancy.

Part 1 crimes are serious crimes to include murder, rape, robbery, aggravated assault, burglary, theft and auto theft (Source – Uniform Crime Reporting Program, Maryland State Police). Part 1 crime in Westminster increased by 12.3% in 2012, up from 805 crimes in 2011 to 904 crimes in 2012. The most significant increases related to theft (+84 cases) and aggravated assault (+23 cases) categories. During 2012 robberies increased by 21% (an increase of only 4 cases but still above the 5-year average of 15.4 robberies), burglaries decreased by 6.3% (7 fewer cases) and auto thefts decreased by 27.7% (5 fewer cases). Total crimes (a total of Part 1 and Part 2 crime) decreased by .2% in 2012, with the largest number of reported crimes being thefts and minor assaults. NOTE – All rapes in Carroll County are handled by the Carroll County Advocacy and Investigation Center. Those statistics are not reflected in this report.

Calls for police service in Westminster increased by 173 calls (+1.4%) in 2012. The highest number of police calls for service in 2012 occurred in Beat 3 (37.08%) – the center city area which includes Town Mall and Cranberry Square.

2012 CALLS FOR SERVICE BY BEAT



WESTMINSTER POLICE DEPARTMENT ADMINISTRATIVE INITIATIVES

During 2012 the Westminster Police Department continued their partnership with the Carroll County law enforcement on a collaborative effort known as the **Law Enforcement Interoperability Project**. During the course of this multi-year effort, the Westminster Police Department has outfitted all of our patrol vehicles with mobile data computers (MDC) operating on the Capital Area Wireless Information Network. Additionally, grant funding was obtained to procure and implement a common police Records Management System (RMS) with mobile functionality. Utilizing this common RMS, all police reports generated in the County (excluding the Maryland State Police) are entered into a common records system – regardless of jurisdiction – thus permitting seamless data sharing and crime analysis. Additionally, the system permits every patrol officer to complete their police reports in the field, rather than inside a police facility as had previously been required. During 2012 the Westminster Police Department completed their transition from their legacy RMS to the new mobile Records Management System. Additionally, all data in the legacy RMS was converted and transferred into the new RMS, thus allowing us to discontinue use of the antiquated legacy system.

In March of 2012 the **Automated Enforcement Program** (Red Light Cameras) completed its second year of service at two high-accident intersections in the City (Route 140/Route 97 and Route 97/Nursery Road). The following is a synopsis of program activity during Year 2:

- Two additional camera sites were discontinued in 2012 based upon an updated analysis of citation and collision data. As a result, only one intersection is now being monitored by red light cameras (Route 97 and Nursery Road).
- A total of 2,620 potential violations were captured on camera.
- 2,414 violations were approved for the issuance of citations.
- 26 violators contested their citations in court – all were convicted.
- This violator-funded program was operated at no cost to City taxpayers.

During 2012 the Police Department fully implemented their **ETix Program**. ETix devices, which attach to the in-car computer system, permit patrol officers to scan and automatically enter driver's license and registration information into a software program. The program then prints out traffic citations and warnings on an in-car printer for issuance to the violator. ETix equipment greatly reduces the amount of time required to document each traffic violation. Additionally, all State citations are transmitted electronically to the District Court, greatly

reducing the administrative burden associated with the transmittal of citations to the Court. During 2012 the Department procured and installed ETix devices in all of their patrol vehicles – each of these devices procured with grant or forfeiture funding.

During 2012 the City partnered with the Carroll County Government on the purchase of new **800 MHz digital radio equipment** for the Police Department. The purchase, which was approved in the FY2013 operating budget, provides new mobile (car) and portable (walkie-talkie) radios which will function on the digital radio system which the County will be bringing on-line in the next two years. The radio equipment is being purchased from Motorola pursuant to the State bid process. The Department has already received the entire inventory of portable radios which have been issued to the field. The entire project should be completed in calendar year 2013.

WESTMINSTER POLICE DEPARTMENT PERSONNEL INITIATIVES

On December 4th Chief Spaulding and several members of the Police Department attended the **2012 Governor’s Crime Prevention Awards Program** which was held in Glen Burnie, MD. During the ceremony the Westminster Police Department received recognition in Category A (“Departments who have incorporated an overall outstanding crime prevention program as an integral part of their daily operations”). Additionally, Lt. Ken Carlisle of our SCORE Uniformed Volunteer Program received recognition in Category C (“Individual citizens who have made an outstanding effort in working with the law enforcement agency in their community to further the cause of proactive crime prevention”).

In the fall of 2011 the Department completed a **Sergeant’s promotional testing process** to fill the vacancy created by the retirement of Sergeant Mike Bible. At the conclusion of the promotional process, Cpl. Will Valentine for promotion to Sergeant. He was formally promoted during a brief ceremony at Police Headquarters on January 31, 2012.

In the fall of 2012 the Department completed a **Lieutenant’s/Sergeant’s promotional testing process** to fill the vacancy created by the retirement of Lieutenant Chris Ilyes. At the conclusion of the promotional process, Sergeant Wayne Mann was selected for promotion to Lieutenant. This promotion created a vacancy at the Sergeant’s level. At the conclusion of the promotional process, PFC Stephen Launchi was selected for promotion to Sergeant. Both Lieutenant Mann and Sergeant Launchi were formally promoted during a brief ceremony at Police Headquarters on November 21, 2012.

The annual **Police Department Awards Ceremony** was held at Carroll Arts Center on March 30th, 2012. A number of employees and volunteers were recognized for their tremendous contributions during 2011 to include:

2011 Police Officer of the Year
Corporal Radcliffe Darby

2011 Civilian of the Year
Mary Jo Gaff

2011 Volunteer of the Year
Kenny Carlisle

WESTMINSTER POLICE DEPARTMENT OPERATIONAL INITIATIVES

Members of the Patrol Division continued to focus their efforts on the **Downtown Business Corridor Initiative** throughout the year in response to community concerns about disruptive behavior in the area. A variety of strategies have been employed to address “quality of life” problems in the area to include the assignment of foot and bike patrol officers during certain hours each day and the use of the “Disorderly House” ordinance. Outreach efforts in this area are ongoing.

During 2012 the Police Department implemented new ***“less-than-lethal” technology*** to provide our field staff with additional options when dealing with potentially violent offenders or persons who are physically resisting arrest and thus creating a risk of serious injury to themselves and the officers involved. Utilizing forfeiture funding, the Department trained and equipped a number of patrol officers with Taser electronic control devices. These devices were successfully utilized during 2012 to resolve potentially violent encounters with offenders and suicidal subjects without injury to officers or members of the public.

In March of 2012 the Police Department partnered with the Carroll County Office of Public Safety to expand the ***Supra Key Box Program*** within the City of Westminster. Under this program, certain facilities within the City pay to place a hardened key lock box on the exterior of their facility near one of their main entrances. Inside the lock box is an entry key which can be used by emergency responders to gain entry in to the facility without the need for forced entry. The use of Supra key boxes can significantly reduce the time required to gain entry into a facility in an emergency while at the same time eliminating the damage and cost associated with forced entry. While this program has been used by local fire departments for some time, police departments have not been included. Supra keys have been issued to Patrol supervisors and a back-up key has been placed in the lock box in the WPD Dispatch Center.

In April Chief Spaulding represented the City of Westminster in a ***statewide emergency preparedness exercise*** which was managed locally in the County Emergency Operations Center (EOC). The exercise, which took place over a 6-hour period, dealt with a simulated earthquake centered in the Hanover area of Anne Arundel County with widespread damage reported around the State. Local exercise participants utilized the County’s ***“WebEOC”*** software to coordinate local efforts and communicate with the State EOC. Several important lessons were learned during the exercise which will enhance local response and mitigation efforts in the future. Chief Spaulding is the designated Emergency Manager for the City of Westminster.

In May Chief Spaulding represented the City of Westminster as part of a ***table top exercise*** relating the distribution of the strategic pharmaceutical stockpile which was conducted at Carroll Community College. Public health and public safety partners from around the County also participated in the 6-hour exercise. The exercise dealt with the simulated aerial release of anthrax during a major event at the Carroll County Farm Museum. Several important lessons were learned in the course of the exercise which will better prepare the City to respond to emergencies in the future.

In May the Westminster Police Department was presented with first place recognition in the ***2011 Law Enforcement Challenge Program*** – a year-long traffic safety program hosted by the Maryland Chiefs of Police Association, the Maryland Sheriff’s Association and the Maryland Highway Safety Office. WPD received first prize honors for Maryland police agencies with 35 to 45 sworn police officers. The program challenges police agencies to focus their educational and traffic enforcement efforts on seatbelt, drunk driving and aggressive driving violations during specific periods throughout the year. This is the 13th time WPD has received first place honors in their category in the past 15 years.

The Westminster Police Department and the Carroll County Core Service Agency are spearheading a countywide training initiative designed to provide first responders with additional skills for dealing with individuals experiencing a mental health crisis. The training, entitled ***“Mental Health First Aid”*** is a 12-hour course which teaches public safety professionals how to provide assistance to individuals experiencing a mental health crisis or who are in the early stages of a mental health disorder. Participants learn the signs and symptoms of the most common mental health problems, where and how to get help, and strategies that can be employed in the field to mitigate the problem and enhance responder/patient safety. During 2012, 4 local MHFA instructors were trained, to include Lieutenant Misty Budzinski of the Westminster Police Department. Five MHFA training classes were presented during 2012. This is an ongoing effort.

In October the Police Department assisted with the **planning and response to Hurricane Sandy** which affected the County between October 26th and October 30th. All essential employees were placed on 12-hour shifts, off-duty personnel were placed on operational status and the Department staffed both the County Emergency Operations Center and the City's Tactical Operations Center in Police Headquarters. Fortunately, the City was spared any major damage as a result of the storm. Collectively, the City incurred more than \$26,300 in expenses (I.E. salary, overtime and equipment expenses) as a result of the storm. A FEMA reimbursement request in that amount has already been filed with the County Office of Emergency Management.

During the holiday season the Police Department once again collaborated with the Carroll County Sheriff's Office to conduct the **Holiday Crime Prevention Patrol Initiative** in our commercial areas. Two WPD police officers and two sheriff's deputies were assigned to patrol the Route 140 shopping district during peak shopping hours in advance of the Christmas holiday. An additional officer was assigned to the Main Street shopping district. This year the Maryland State Police also provided staffing to augment this effort. After business hours, these officers shifted their focus to aggressive driving and drunk driving patrols along the Route 140 corridor. This was the 9th year of this effort and once again this year there have been no major crimes in the assigned area during the hours of the initiative.

WESTMINSTER POLICE DEPARTMENT COMMUNITY INITIATIVES

In March Chief Spaulding facilitated a day of training entitled "**Justice and Law Day**" for 2011-2012 class of Leadership Carroll. Throughout the day the class met with local judges and law enforcement leaders to gain a better understanding of the inner workings of the local criminal justice system. The training included visits to both District and Circuit Court, discussions with judges, the State's Attorney and the Public Defender, and a tour of the Detention Center. Chief Spaulding provided two blocks of training relating to law enforcement resources in the County and local crime trends. This is the sixth year that Chief Spaulding has facilitated this portion of the Leadership Carroll program. Chief Spaulding is a 2006 graduate of the program.

During the spring of 2012 members of the Westminster Police Department participated in two local events recognizing and supporting those in our community with development disabilities. On March 29th, Chief Spaulding and other agency representatives participated in the **Tournament of Champions** held at McDaniel College. On April 25th, Chief Spaulding and others participated in the **Carroll County Special Olympics Spring Games** which were held at Winters Mill High School.

During the 2012 school year Sergeant Keith Benfer of our Community Education Section taught the **D.A.R.E. Program** curriculum to all 6th grade students at four middle schools in the greater-Westminster area. The program is 10-lessons in length during which the students are taught how to make good choices and stay away from dangerous drugs.

School safety programs relating to drug safety, personal safety and seatbelt safety were presented to the 2nd and 4th graders at six elementary schools in the greater-Westminster area. Additionally, the 8th graders at East Middle, West Middle and St John School were taught about the perils of prescription drugs, alcohol and tobacco, and illegal drugs. During the current school year, these programs will be presented to a total of more than 1,200 students in the greater-Westminster area.

On June 6th officers and staff from the Westminster Police Department joined together with other officers from around Carroll County to demonstrate their ongoing support of Special Olympics through their participation in the **27th Annual Law Enforcement Torch Run for Special Olympics**. Troopers, Officers and Deputies representing every law enforcement agency in the County ran and cycled the Special Olympics "Flame of Hope" from the far reaches of the County to McDaniel College in Westminster. There, those flames were united in one unified flame

which was carried down Main Street by more than 200 officers to its final destination at the Westminster Family Center. Following a ceremony which honored 9 local Special Olympics Athletes who participated with the officers in the Torch Run, everyone retired to the John Street Quarters to enjoy a wonderful luncheon. The Maryland Law Enforcement Torch Run has the distinction of being the single largest fundraising program for Special Olympics in the world - raising more than \$3.3 million dollars in 2012 to support Special Olympics activities here in Maryland.

In August the Department hosted the **5th Annual "Shop With A Cop - Back To School" event**. This year the Department partnered with the Westminster Office of Housing. Eighty-six students participated in the event, shopping for all of their school supplies for the upcoming school year with a police officer. Lunch was provided for the students and officers, and then the students enjoyed a game of kickball with the officers.

In August the Youth Intervention Officers from the Westminster Police Department, the Maryland State Police and the Carroll County Sheriff's Office hosted the **14th Annual "Camp C.O.P.S."** for more than 100 local students. Camp C.O.P.S. is a week-long summer camp which helps local youth from ages 10 to 14 to better understand law enforcement in a "police academy" environment. Participants learned self-discipline and team work by participating in challenging activities such as basic first aid, close order drill, crime scene processing and a variety of team competitions.

On August 7th the Department once again facilitated the annual **"National Night Out"** observances in Westminster. A total of five (5) communities partnered with the Police Department on this national event to highlight community involvement in crime prevention activities. Local events included great food, face painting, games for the children, McGruff the Crime Dog, and crime prevention presentations by members of the Police Department.

On the weekend of September 29th and 30th Chief Spaulding, Captain Jim DeWees and Lieutenant Rob Stryjewski of the Maryland State Police sat on the roof of the Westminster Dunkin Donuts store for 31-hours in an effort to raise money for Special Olympics Maryland. This was the fourth year for this initiative, known as **"Cops on Rooftops"**, which involved a total of seven sites across Maryland. Due to the incredible generosity of the Carroll County community, \$6,300 was raised locally to support the life-changing programs of Special Olympics. Collectively more than \$32,000 was raised statewide by law enforcement in just one weekend.

On October 24th the Westminster Police Department and Westminster WalMart Store were presented with the **2012 Community Business Partnership of the Year Award** at the 2012 Carroll County Philanthropy Awards sponsored by the Community Foundation of Carroll County. The award was presented in recognition of our "Shop With A Cop" program which is now in its 9th year. Since the inception of this program in 2004, more than 200 deserving children from local families have been provided with a quality holiday experience. Additionally, hundreds of local children have been provided with school supplies to better prepare them to succeed in school.

In December the Westminster Police Department hosted the **9th Annual "Shop With A Cop" event** in partnership with the Westminster Wal-Mart Store. Twenty-one children from 8 families had the opportunity to shop with the officers and members of WPD for Christmas presents for their family members – all of the gifts and gift cards were provided through local donations. After shopping, the families were invited for a lunch with Santa and a holiday party with members of the Police Department. A wonderful time was had by all. Throughout the 9-year history of the "Shop With A Cop" Program here in Westminster, holiday gifts have been provided to 218 children in 85 local families. Additionally, donations of televisions and gaming systems have been made to several local shelters here in Westminster.

WESTMINSTER POLICE DEPARTMENT GOALS FOR FY2014

Comprehensive Plan Goal	FY'13-14 Action	Completion Date
Objective 1. Provide residents with an adequate level of public safety and police protection services that can accommodate and sustain future population growth.	Develop and implement a local warrants initiative to reduce the backlog of open arrest warrants in our warrant files. This initiative will include the use of the MVA Warrant Flagging System.	December 2013
Objective 2. Increase operational efficiency and community safety through the implementation of data-driven policing.	Develop and implement a program to focus patrol and enforcement efforts in known problem areas based upon a timely analysis of local crime data.	March 2014
Objective 3. Increase operational efficiency and community safety through the implementation of data-driven policing.	Research and implement the inclusion of WPD police report data in the National Capital Region Law Enforcement Information Exchange (NCR LinX) data sharing system.	December 2013
Objective 4. Enhance traffic safety in the City through the use of new and innovated traffic enforcement strategies.	Develop and implement a crosswalk safety program in the City which incorporates both educational and enforcement components.	June 2014
Objective 5. Maintain police protection in accordance with national standards of service to ensure the Westminster area is well-equipped to meet public safety needs.	Identify and implement Dispatcher certification training for all Communications Division personnel . This initiative will include training WPD Dispatch staff as instructors so that they may provide this training locally and at no additional cost.	June 2014
Objective 6. Maintain police protection in accordance with national standards of service to ensure the Westminster area is well-equipped to meet public safety needs.	Continue the process of reviewing and updating the WPD General Order Manual to reflect best practices and current legal/professional standards. FY'14 efforts will include the implementation of (1) Speed Enforcement Protocols and (2) Special Operating Procedures for the Communications Division.	June 2014

WESTMINSTER POLICE DEPARTMENT BUDGET

PUBLIC SAFETY	FY 2011 BUDGET	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 REQUEST	FY 2015 Projection	FY 2016 Projection
Chief's Office Salaries	\$ 346,157	\$ 314,613	\$ 320,855	\$ 326,176	\$ 329,438	\$ 332,732
Administrative Bureau Salaries	\$ 566,465	\$ 632,633	\$ 570,872	\$ 580,780	\$ 586,588	\$ 592,454
Field Office Bureau Salaries	\$ 1,751,360	\$ 1,686,381	\$ 1,694,835	\$ 1,725,956	\$ 1,743,216	\$ 1,760,648
Criminal Investigations Bureau Salaries	\$ 560,255	\$ 560,475	\$ 513,221	\$ 569,460	\$ 575,155	\$ 580,906
Total Salaries	\$ 3,224,237	\$ 3,194,102	\$ 3,099,784	\$ 3,202,372	\$ 3,234,396	\$ 3,266,740
Chief's Office Benefits	\$ 157,091	\$ 133,724	\$ 136,090	\$ 166,305	\$ 167,968	\$ 169,647
Administrative Bureau Benefits	\$ 304,526	\$ 334,452	\$ 222,628	\$ 334,796	\$ 338,144	\$ 341,525
Field Office Bureau Benefits	\$ 938,590	\$ 1,008,474	\$ 922,245	\$ 965,751	\$ 975,409	\$ 985,163
Criminal Investigations Bureau Benefits	\$ 293,742	\$ 341,743	\$ 267,347	\$ 292,186	\$ 295,108	\$ 298,059
Total Benefits	\$ 1,693,949	\$ 1,818,393	\$ 1,548,310	\$ 1,759,038	\$ 1,776,628	\$ 1,794,394
TOTAL PERSONNEL EXPENSES	\$ 4,918,186	\$ 5,012,495	\$ 4,648,094	\$ 4,961,410	\$ 5,011,024	\$ 5,061,134
Chief's Office	\$ 25,150	\$ 27,585	\$ 11,500	\$ 17,700	\$ 17,877	\$ 18,056
Administrative Bureau	\$ 393,370	\$ 487,541	\$ 782,380	\$ 486,240	\$ 491,102	\$ 496,013
Field Office Bureau	\$ 208,900	\$ 126,502	\$ 140,250	\$ 72,500	\$ 73,225	\$ 73,957
Criminal Investigations	\$ 14,000	\$ 13,000	\$ 12,600	\$ 13,000	\$ 13,130	\$ 13,261
Westminster Volunteer Fire Department	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 252,500	\$ 255,025
Facilities	\$ 57,650	\$ 65,409	\$ 56,910	\$ 52,134	\$ 52,655	\$ 53,182
TOTAL OTHER OPERATING EXPENSES	\$ 949,070	\$ 970,037	\$ 1,253,640	\$ 891,574	\$ 900,490	\$ 909,495
Capital Projects	\$ 97,000	\$ 186,000	\$ 184,374	\$ 153,000	\$ 154,530	\$ 156,075
TOTAL CAPITAL REQUIREMENTS	\$ 97,000	\$ 186,000	\$ 184,374	\$ 153,000	\$ 154,530	\$ 156,075
TOTAL PUBLIC SAFETY	\$ 5,964,256	\$ 6,168,532	\$ 6,086,108	\$ 6,005,984	\$ 6,066,043	\$ 6,126,704

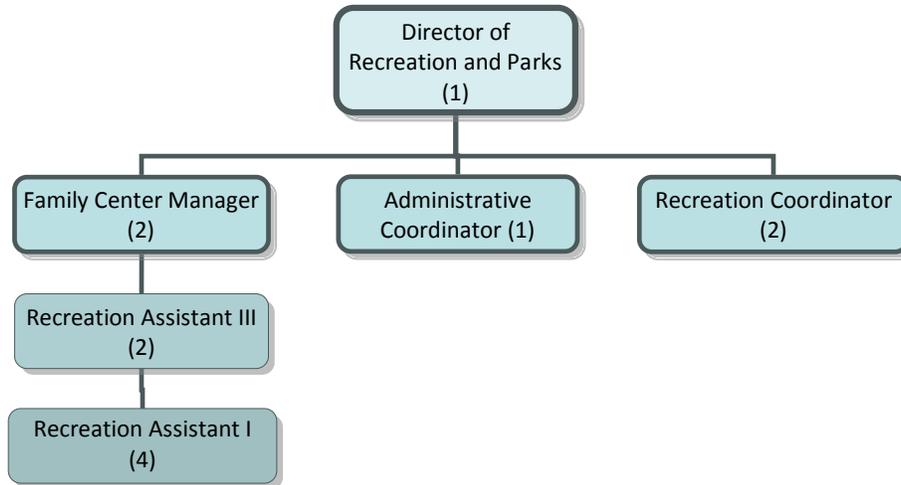
RECREATION AND PARKS

The City of Westminster Recreation and Parks Department is dedicated to providing citizens with safe, enjoyable activities, events and park services. The department is committed to organizing and promoting a variety of recreational activities to promote family interaction and personal enjoyment. To further enhance the department's mission, partnerships have been developed with a number of community organizations in an effort to bolster the health and well being of the citizenry.

Consisting of 14 parks totaling 50 miles of open space; the city of Westminster offers a multitude of outdoor amenities. Resources to be enjoyed include: nine parks with play equipment for Pre- K and school age children, four multi-purpose athletic fields, four basketball courts, seven tennis courts, climbing boulders, six pavilions, two plazas, a skate park and a two-mile long walking and biking trail. Additionally, the Department offers a Family Fitness Center, Municipal Pool and Community Building to further serve the leisure needs of the community.

The Family Fitness Center is committed to providing an affordable option to individuals and families encouraging members to adopt positive lifestyle choices. Offering a full service weight room featuring selectorized and free weight equipment, a large assortment of cardiovascular equipment and on-staff trainers to instruct on proper equipment use, the Family Fitness Center gives citizens the tools to maintain health. Additionally, the group fitness program boasts more than 30 fun-filled classes weekly including cardio, yoga, spinning and Zumba.

POSITION SUMMARY SCHEDULE



	Grade	Authorized FY '12	Authorized FY '13	Projected FY '14
Director, Recreation & Parks	M	1	1	1
Recreation Coordinator	E	0	0	2
Administrative Coordinator	D	0	0	1
Family Center Manager	E	2	2	2
Recreation Assistant III (Group Fitness)	C	2	2	2
Recreation Assistant I	A	4	5	4

RECREATION AND PARKS SPECIAL EVENTS

MONTH OF SUNDAYS CONCERT SERIES

Each Sunday in July a variety of great music is offered at the Westminster City Park. Concerts are free and open to the public and concessions are available for purchase. Donations of personal care items, baby food, formula, paper goods, and cleaning supplies are accepted for the homeless and low-income individuals served by Human Services Programs of Carroll County. The concert series is presented in joint cooperation with the City of Westminster Recreation Department, the Carroll County Department of Recreation and Parks and the Human Services Programs of Carroll County Inc.

FLOWER AND JAZZ FESTIVAL

The Westminster Flower and Jazz Festival is held in Downtown Westminster the Saturday before Mother’s Day. Several nurseries offer a variety of plants, flowers, and shrubs for purchase. Delicious food and great entertainment are offered throughout the day. Students from local middle and high schools get the chance to showcase their talents. There are over 100 craft vendors displaying a wide variety of unique items. Many downtown businesses are offered FREE spaces in front of their stores to promote their business. The Carroll County Health Departments Safe Kids program encourages “Sports Safety” with a variety of interactive games and displays. This event is open to the public and Moms receive a free gift. The Flower and Jazz Festival is sponsored in part by Coffey Music and the Carroll County Times.

EASTER EGG HUNT

A traditional egg hunt for children one-eight is held annually at Westminster City Park, boasting 4,000 filled eggs and 100 special prize eggs. The Westminster 4-H Rabbit Club provides a rabbit petting experience, Westminster City Police are on-site with the D.A.R.E. van, Carroll County Safe Kids program is present with information and goodies and Westminster City's Street Department provides construction equipment for the children to enjoy. Participants will also enjoy face painting, a basket raffle and concessions available for purchase.

TWILIGHT EASTER EGG HUNT

A new program for kids nine-twelve, who are too old for participation in the traditional egg hunt but still enjoy the excitement of hunting eggs! The inaugural twilight egg hunt will be held at King Park at dusk. The first 100 participants will receive a flashlight to help with the hunt for thousands of eggs.

WESTMINSTER FALLFEST

Fallfest is a four day community event with fun for everyone. The Westminster Fallfest parade strolls through Downtown marking the official start of this popular event. The festival is comprised of rides, games, food, entertainment, craft, commercial, and non-profit vendors. "Fantastic Friday", Midnight Madness and WTTR's Karaoke contest add to the excitement. Hundreds of volunteers from local organizations and area schools help manage the event.

ELECTRIC HOLIDAY PARADE

The Electric Holiday Parade, known as "Miracle on Main" is held the Saturday after Thanksgiving. Starting at Monroe Street this magical parade continues down Pennsylvania Avenue to Main Street ending at Longwell Ave. Over seventy-five local businesses have participated in the parade with a variety of groups, bands, floats and vehicles.

TREE LIGHTING

This community event rings in the holiday season in historic Downtown Westminster with seasonal sounds of the Westminster Municipal Band, carols, and the arrival of Santa. A holiday bake sale table and hot chocolate are available. At the conclusion of the tree lighting visitors are encouraged to gather across the street at the Carroll County Library for a special event just for children named Santa's Treat.

SANTA'S TREAT

Santa's Treat is a free children's event held in the Carroll County Library following the electric holiday parade and the tree lighting ceremony. This festive event sponsored by the Westminster Lions Club, hosts over 300 children. Activities include crafts, games, entertainment and refreshments. Santa's Treat relies heavily on student volunteers and generosity from local businesses.

CORBIT'S CHARGE CIVIL WAR BALL

Corbit's Charge Civil War Ball includes period dancing, dance instruction, and light refreshments. Live music and Dance Masters guiding and teaching Civil War Era dances make this event interactive and engaging. Participants are encouraged to attend in 1860's Civil War era attire, but any formal attire is welcome. Dances include the Virginia Reel and the Grand March Waltz. Participants arrive from Maryland, Virginia, West Virginia, Pennsylvania, New Jersey and Delaware.

PARENT'S NIGHT OUT

A new program created to give parents a safe, affordable place to take their children while they spend quality time together or alone. Children of all ages are invited to participate in crafts, games, sports, movies and dinner. Parents are given coupons to use at downtown businesses and restaurants.

MOTHER/SON & DADDY/DAUGHTER DATE NIGHTS

These events are geared toward boys and girls in kindergarten through 8th grade. The evening includes dinner, dancing, games, door prizes, a photo of couple, parting gifts and much more. Mother/Son and Daddy/Daughter Date Nights are held annually in May and October, respectively at Martin’s of Westminster.

REC ON THE MOVE

This award-winning program is on a mission to get children “unplugged” and playing. Rec on the Move creates opportunities and activities for kids who might not have the chance to participate in structured programs. Armed with sporting goods, games, crafts, activities and snacks, the skilled staff at Westminster City Recreation engages children in meaningful group activities. Rec on the Move visits a multitude of sites including Charles Street Tot Lot, Dutterer Park, Westminster Ridge Senior Community and the Carroll County Public Library.

SCHOOL’S OUT FUN DAY

A new program introduced in 2012 as a way to keep children physically active and social on days when schools are not in session. School’s Out Fun Day is an affordable alternative to babysitters and day care. Children play games and sports, create craft projects, watch movies and occasionally take short field trips to local establishments such as The Pottery Loft and the Carroll Arts Center.

RECREATION & PARKS PERFORMANCE MEASURES

	FY2012	FY2013	FY2014 (Projected)
Park Visitors	124,660	130,000	135,000
Team Sports Users	77,400	80,000	80,000
Volunteer Hours	344	350	350
Pavilion Rentals	120	164	170
Facility & field permits processed	205	205	205
Pool Members - City	173	180	200
Pool Member – County	61	75	80
Swim Team Members	110	120	120
Swim lessons participants	300	310	310
Summer Camp Enrollments	83	141	160
Tot Camp Enrollments	21	28	0
Total members	1,700	1,710	1,725
Number of check-ins	74,000	73,000	73,500
Group Fitness Class attendance	14,500	15,500	14,500
Guest Visits	2,500	2,200	2,000
Gym rental hours	900	922	900
Number of rental patrons	9,100	10,000	10,000
Approximate yearly traffic	85,600	90,700	85,500
May Mother/Son Date	300	300	300
Daddy/Daughter Date	300	300	300
Egg Hunt	1,000	1,200	1,350
Twilight Egg Hunt	0	0	100

Flower and Jazz Festival	6,000	6,000	6,000
Santa's Treat	400	400	500
Tree Lighting Ceremony	1,000	1,200	1,200
Parent's Night Out	93	155	165
Recreation on the Move	150	350	400
School's Out Fun Day	0	249	300
Month of Sundays Summer Concert Series	4,500	3,800	4,500
Westminster Fallfest	45,000	45,000	45,000
Corbit's Charge Ball	35	30	40
Volunteer Hours	4,000	4,000	4,000

RECREATION & PARKS ACCOMPLISHMENTS FOR FY2013

ADMINISTRATION ACCOMPLISHMENTS

- Partnered with Carroll County Rape Crisis for annual fundraising event.
- Completed OSHA/MOSHA safety training.
- Attended MRPA semi-annual meeting.
- Attended Sexual Harassment Training.

DEPARTMENTAL ACCOMPLISHMENTS

- Initiated the installation of Active Network's online recreation management program.
- Received certifications as Pool Operators and Playground Safety Inspectors.
- Appointed to serve on the Safety Committee.

SPECIAL EVENTS ACCOMPLISHMENTS

- Served on the Board of Westminster Fallfest.
- Continued responsibility for the Community Garden at East Middle School.
- Created several new programs to include the Trick or Treat Trail, Zumbatomic, School's Out Fun Day and Westminster's Got Talent.
- Initiated Recreation and Parks Month celebrations with an event or program every day during the month of July.
- Expanded the success of Rec on the Move to now include schools and the Carroll County Library.
- Continued a successful Partnership with the Westminster Lions Club to accomplish Santa's Treat.
- Continued a partnership with the ARC to keep parks clean and accessible.
- Participated in City sponsored events such as Corbit's Charge Ball.
- Secured a \$500 donation from Koons Toyota of Westminster for Santa's Treat.

PARK ACCOMPLISHMENTS

- Partnered with the Friendship Valley Elementary School Garden Club to manage Butterfly Garden care and maintenance.
- Adjusted rental times for pavilions to consist of 2 set time blocks, increasing pavilion rentals by 25%.
- Utilized Jaycee Park, City Park, Dutterer Park and Uniontown Road Athletic fields for Westminster Area Recreation Council's youth sports programs.

MUNICIPAL POOL ACCOMPLISHMENTS

- Voted Carroll's Best Swimming Pool by the Carroll County Times reader poll!
- Completed off season pool upgrades including installation of ADA compliant lifts.
- Achieved 100% satisfactory rating on all pool inspections conducted by Maryland State Health Department.
- Re-appropriated funds for removal and replacement of tube slide.
- Offered pool punch cards for discounted gate fees.
- Created family oriented activities conducted at the Municipal Pool.
- Provided summer employment for 12 students
- Implemented weekly in-service training, as well as safety training for pool staff.

SUMMER CAMP ACCOMPLISHMENTS

- Increased camp enrollments 14% over last summer.
- Met Maryland Department of Health and Mental Hygiene standards.
- Provided employment for 18 high school and college students.
- Engaged older children in the Counselor in Training Program.
- Enrolled campers in Carroll County Public Library's Summer Reading Program.
- Reorganized camp structure, grouping campers by age/grade.

FAMILY FITNESS CENTER ACCOMPLISHMENTS

- Upgraded the third floor yoga room with a fresh coat of paint and installed a mildew-resistant laminate floor.
- Partnered with the ARC of Carroll County, Service Coordination and Mosaic to train volunteers in cleaning the facility, helping to offset the cost of building maintenance.
- Updated AED/CPR certificates for all staff.
- Partnered with the Forbush School and East Middle School to develop reward programs for students.
- Hosted AFAA Certification Classes in exchange for education credits for staff.
- Certified in AFAA Group Fitness, Injury prevention & rehab, yoga and Zumbatomic.
- Hosted a new children's program, ZumbaTomic.
- Organized the 13th annual 5K benefit walk/run for the City's Flower and Jazz Festival raising \$2,000.
- Conducted fundraisers for the Fitness Center including the Harvest Fun Run and Christmas Raffle which collectively raised over \$1,000.
- Collected 400 lbs of food for Carroll County Food Sunday.
- Hosted several free blood pressure checks and American Red Cross blood drives.
- Organized a fifteenth year celebration with a member party complete with healthy food, vendors, and demonstrations.
- Partnered with Knorr Brake Corporation to provide low-cost fitness memberships for their employees.
- Re-painted many areas of the facility and cleaned carpets.
- Promoted Westminster City Recreation and the Family Center at various events, such as Trick-or-Treat Trail, Santa's Treat and a Community Women's Health Fair.
- Continued to upgrade and maintain fitness equipment.

RECREATION & PARKS GOALS FOR FY2014

- Create new and maintain existing partnerships with community organizations to increase participation at Recreation and Parks facilities and to enhance programs and events.
 - Partner with the Westminster Lions Club, Koons Toyota of Westminster, Westminster Stingrays Swim Team, Westminster Kiwanis and Westminster Fallfest to assist with our Programs and Events.

- Create innovative events to increase usage of pool facilities with special incentives and programs geared toward families.
- Continue to develop new innovative programming for all ages.
- Improve information and resources in all parks.
 - Install clean up stations for pet waste in more city parks.
 - Update wooden picnic benches to all metal benches in pavilions.
 - Replace all park signs with updated rules and regulations
 - Add mile markers along the city's trail system
- Promote health and wellness for city residents and employees
 - Continue to offer affordable, low cost fitness center memberships to citizens.
 - Monitor and meet the demand for group fitness programs.
 - Encourage and improve safety awareness during group fitness classes.
 - Obtain certifications for new aerobics instructors.
 - Explore creative ways to increase revenue and supplement appropriations with fundraisers, including partnering with Carroll County Recreation to sponsor a community Mud Run in August.
 - Continue to maintain, update and replace fitness center equipment.
 - Re-coat the gym floor and assist with building upgrades.
 - Institute a new weekly Zumbatomic program to offer fun, healthy activities for local children to help fight childhood obesity.

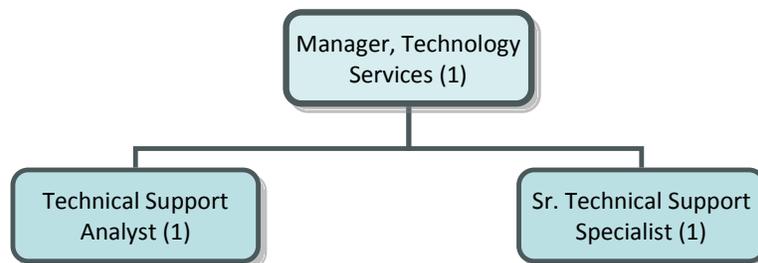
RECREATION & PARKS BUDGET

RECREATION & PARKS	FY 2011 BUDGET	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 REQUEST	FY 2015 Projection	FY 2016 Projection
Administration	\$ 87,427	\$ 86,927	\$ 94,883	\$ 74,984	\$ 75,734	\$ 76,491
Family Center	\$ 292,671	\$ 278,407	\$ 278,407	\$ 279,111	\$ 281,902	\$ 284,721
Summer Camps	\$ 66,090	\$ 67,090	\$ 67,090	\$ 67,520	\$ 68,195	\$ 68,877
Program & Events	\$ 91,812	\$ 125,221	\$ 125,221	\$ 106,046	\$ 107,106	\$ 108,178
Swimming Pool Operations	\$ 41,420	\$ 41,420	\$ 41,420	\$ 43,960	\$ 44,400	\$ 44,844
Parks & Playground Operations	\$ 8,236	\$ 8,236	\$ -	\$ -	\$ -	\$ -
Total Salaries	\$ 587,656	\$ 607,301	\$ 607,021	\$ 571,621	\$ 577,337	\$ 583,111
Administration	\$ 39,846	\$ 35,882	\$ 36,926	\$ 35,642	\$ 35,999	\$ 36,359
Family Center	\$ 142,999	\$ 160,202	\$ 148,039	\$ 160,895	\$ 162,504	\$ 164,129
Summer Camps	\$ -	\$ 9,003	\$ 9,003	\$ 8,105	\$ 8,186	\$ 8,268
Program & Events	\$ 47,327	\$ 73,492	\$ 57,091	\$ 55,812	\$ 56,370	\$ 56,934
Swimming Pool Operations	\$ -	\$ 5,559	\$ 5,558	\$ 5,129	\$ 5,180	\$ 5,232
Parks & Playground Operations	\$ -	\$ 1,105	\$ -	\$ -	\$ -	\$ -
Total Benefits	\$ 230,172	\$ 285,243	\$ 256,617	\$ 265,583	\$ 268,239	\$ 270,922
TOTAL PERSONNEL EXPENSES	\$ 817,828	\$ 892,544	\$ 863,638	\$ 837,204	\$ 845,576	\$ 854,032
Administration	\$ 19,100	\$ 21,700	\$ 56,920	\$ 18,725	\$ 18,912	\$ 19,101
Family Center	\$ 7,500	\$ 22,500	\$ 22,500	\$ 22,500	\$ 22,725	\$ 22,952
Summer Camps	\$ 24,300	\$ 24,300	\$ 24,300	\$ 24,300	\$ 24,543	\$ 24,788
Program & Events	\$ 39,000	\$ 39,000	\$ 39,000	\$ 39,000	\$ 39,390	\$ 39,784
Swimming Pool Operations	\$ 32,200	\$ 35,200	\$ 39,700	\$ 47,655	\$ 48,023	\$ 48,394
Parks & Playground Operations	\$ 35,750	\$ 35,750	\$ 35,750	\$ 30,965	\$ 31,018	\$ 31,071
TOTAL OTHER OPERATING EXPENSES	\$ 157,850	\$ 178,450	\$ 218,170	\$ 183,146	\$ 184,610	\$ 186,090
Capital Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL CAPITAL REQUIREMENTS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL RECREATION & PARKS	\$ 975,678	\$ 1,070,994	\$ 1,081,808	\$ 1,020,350	\$ 1,030,187	\$ 1,040,122

TECHNOLOGY SERVICES

This division provides a single focus for all computing and network communications technology infrastructure in the City of Westminster's organizations, and provides additional resource for the accomplishment of strategic projects. Support is also provided for all desktop computing, as well as the enterprise computing environment that enables the City's financial system, email, and Internet access. The day to day operation of Technology Services is managed by Bob Miller. Adam Magaziner is a technical support analyst providing high level technical support and application support, Dave Davidson is a technical support specialist focusing on the Help Desk, and Sonia Davis provides Geographical Information Systems application support for the user community. Contract funding will provide ongoing support, in addition to funding from other department computer services funding.

POSITION SUMMARY SCHEDULE



	Grade	Authorized FY '12	Authorized FY '13	Authorized FY '14
Manager, Technology Services	J	1	1	1
Technical Support Analyst	J	0	1	1
Senior Technical Support Specialist	F	1	1	1

TECHNOLOGY ACCOMPLISHMENTS FOR FY2013

- Completion of the Recreation Online Management System and integration with the FAS.
- Completion of the VoIP based Unified Communications System.
- Created and filled Senior Technical Support Analyst Position.
- Began implementation of online registration management system for support of the Rental Housing Licensing Program.
- Built network for new City offices and supported moves into new space.
- Completion of broadband feasibility study for FTTP in Westminster.

TECHNOLOGY PERFORMANCE MEASURES

	FY2011	FY2012	FY2013
Server System Availability	99.99%	99.999%	99.999%
Incidents Received	900	500	500
Incidents Resolved	900	500	500
Average Incident Resolution Time	1 hours	1 hours	1 hours
Mean Time To Failure – Servers	11 months	11 months	11 months
Mean Time To Repair – Servers	20 minutes	20 minutes	20 minutes
Network Availability	99.98%	99.98%	99.98%

Technology Services performance measures are based on the level of Server Availability, and the response to incidents reported by Users. Analyzing mean time to failure (MTTF) and mean time to recovery (MTTR) ratios can help server administrators determine the causes of downtime and the obstacles to efficient recovery. Administrators can then implement preventive measures, such as failover plans or proactive system monitoring, to minimize future downtime.

Downtime costs can be divided into three categories: hard costs, semi-hard costs, and soft costs. Hard costs are attributed to the hardware, software, and IT staff time and resources required to remedy an outage situation; semi-hard costs include lost business or transaction time during an outage; and soft costs include items such as lost end-user productivity, public relations damage control, public confidence, and lost business opportunities. Quantifying semi-hard costs and soft costs is difficult, but not doing so significantly understates the actual cost of downtime.

Server administrators can minimize downtime by increasing system availability (see chart below). Systems achieve high availability when the number of failures and the time required recovering from failure decrease. To determine the best method for decreasing these factors, administrators should collect and analyze the availability data for their particular systems to determine what areas are most vulnerable to failure.

Level of Availability	Availability	Downtime per year
Commercial or Standard	99.5%	43.8 hours
Highly Available	99.9%	8.75 hours
Fault Resilient	99.99%	53 minutes
Fault Tolerant	99.999%	5 minutes
Continuous	100%	0 minutes

TECHNOLOGY GOALS FOR FY2014

- Continue support for the implementation of additions to the Financial Accounting System.
- Replacement of the SAN environment at both datacenter and DR locations.
- Provide support for the migration of the GIS environment to the server environment.
- Continue documentation for processes and procedures according to adopted ITIL standards.
- Selection and implementation of an Enterprise Content Management System with full GIS integration.
- Continue efforts to bring FTTP to Westminster businesses and residents.
- Continue to develop online payment and management system for Rental Housing Licensing Program with Infopathways.

TECHNOLOGY BUDGET

The budget for Technology is comprised of a consolidated view of departmental, routine expenditures for the ongoing support of the desktop and enterprise computing environments, and capital for the continued implementation of the Technology Strategic Plan. All network connectivity expense for the enterprise has been consolidated in addition to contract service requirements.

To date the City has elected to lease enterprise computing equipment to minimize capital cash expenditures, and to provide for in place enhancement and expansion of the environments as new capabilities are brought on line, and as new technology is identified to further exploit computing resources. Budget additions reflect funding for a disaster recovery facility, Voice over Internet Protocol communications, and server virtualization.

Additional funds have been appropriated for the implementation of the Purchasing and Inventory modules for the Financial Accounting System, as well as increased software maintenance costs for the FAS modules.

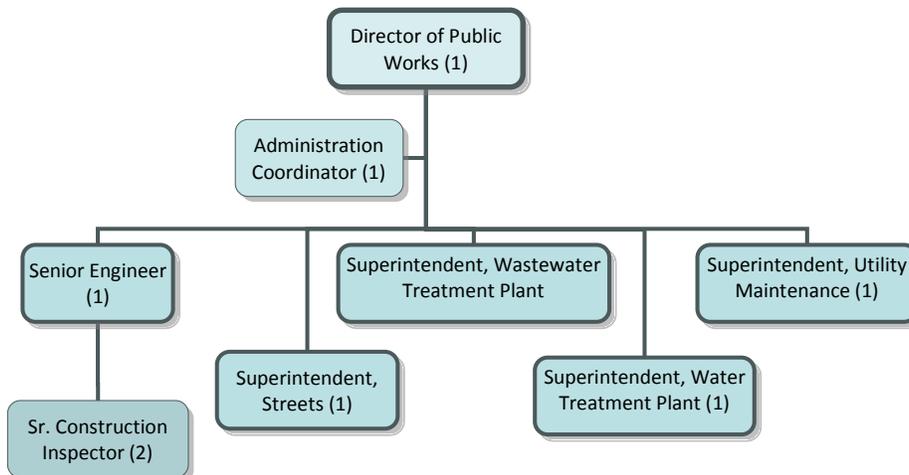
TECHNOLOGY SERVICES	FY 2011 BUDGET	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 REQUEST	FY 2015 Projection	FY 2016 Projection
Salaries	\$ 117,695	\$ 112,096	\$ 191,496	\$ 229,273	\$ 231,566	\$ 233,881
Benefits	\$ 58,950	\$ 56,514	\$ 75,047	\$ 108,810	\$ 109,898	\$ 110,997
TOTAL PERSONNEL EXPENSES	\$ 176,646	\$ 168,610	\$ 266,543	\$ 338,083	\$ 341,464	\$ 344,879
Administration	\$ 13,920	\$ 50,375	\$ 42,750	\$ 13,380	\$ 13,514	\$ 13,649
Software	\$ 109,000	\$ 105,000	\$ 202,500	\$ 150,000	\$ 151,500	\$ 153,015
Communications & Network Services	\$ 69,424	\$ 81,035	\$ 116,700	\$ 114,750	\$ 115,898	\$ 117,056
Computer Services	\$ 62,500	\$ 165,000	\$ 62,400	\$ 62,400	\$ 63,024	\$ 63,654
Computer Hardware	\$ 21,250	\$ 77,400	\$ 33,000	\$ 34,500	\$ 34,845	\$ 35,193
TOTAL OTHER OPERATING EXPENSES	\$ 276,094	\$ 478,810	\$ 457,350	\$ 375,030	\$ 378,780	\$ 382,568
Capital Projects	\$ 254,649	\$ -	\$ 187,000	\$ 161,000	\$ 84,000	\$ 84,000
TOTAL CAPITAL REQUIREMENTS	\$ 254,649	\$ -	\$ 187,000	\$ 161,000	\$ 84,000	\$ 84,000
TOTAL TECHNOLOGY SERVICES	\$ 707,389	\$ 647,420	\$ 910,893	\$ 874,113	\$ 804,244	\$ 811,447

PUBLIC WORKS

The Department of Public Works oversees five major divisions: Engineering, Streets and Sanitation, Utility Maintenance, Water Treatment, and Waste Water Treatment. The Director works closely with staff on a daily basis regarding budgeting, policy decisions, complaints/ conflict resolution, coordination and cooperation with other agencies, personnel issues, technical expertise, and engineering.

Public Works provides assistance to all other City departments ranging from project management and bomb threat emergencies, to painting and hanging pictures. The Director works closely with contracted engineers for capital projects in the Civil Engineering field and in areas of technology related treatment enhancements at the Water and Wastewater Plants. This office is charged with the responsibility of acquiring new water sources to meet the needs of the system during drought conditions and holds a seat on the County Water Resources Coordination Council.

POSITION SUMMARY SCHEDULE



Public Works Administration	Grade	Authorized FY '12	Authorized FY '13	Authorized FY '14
Director of Public Works	P	1	1	1
Administrative Coordinator	D	1	1	1
Engineering				
Senior Engineer	J	1	1	1
Senior Construction Inspector	G	2	2	2

ENGINEERING

The Office of Engineering is responsible for City capital projects and the inspection of development infrastructure that will become part of the inventory to be operated and maintained at taxpayer expense. The Senior Engineer works closely with contracted engineers of their respective disciplines and acts as project manager, coordinating activities associated with funding, construction and inspection. The City annual pavement overlay project is also implemented by this office. The engineer supervises two construction inspectors who are responsible for insuring proper installation of infrastructures associated with development that will become a component of the City operational and maintenance inventory.

ENGINEERING ACCOMPLISHMENTS FOR FY2013

Big Pipe Creek Pipeline

This project is a joint venture between the City and Carroll County, consisting of the construction of a raw water pipeline from the Union Mills area to Cranberry Reservoir, utilizing a phased approach. The first phase will be to install the pipeline and utilize ground water as the source. A second phase incorporates the pipeline, but also includes a sideline intake from Big Pipe Creek with additional offsite storage. The last and final stage incorporates the pipeline and offsite storage, potentially abandons the use of ground water and sideline intake, and installs the planned in-line reservoir identified in the County water and Sewer Master Plan. This final phase offers the best scenario providing the most amount of water storage and best water quality for future uses. Completion of the Geo-Physical field reconnaissance occurred during the fall of 2012. Currently, exploratory drilling is anticipated in the spring of 2013.

Gesell Property Well

This project, coordinated with Carroll County, has resulted in a single well that produces approximately 250 gallons per minute. This project was put out to bid and an engineering firm has been selected. During the ongoing engineering work, the water allocation permit was finalized to 330,000 GPD. This quantity was derived from a combination of the well its self and a raw water intake from Little Pipe Creek. Both water sources were combined following a suggestion from MDE to maximize the yield from the common watershed. Accordingly, a design change order was necessary to include the Little Pipe Creek intake and pumping station. Engineering documents and drawings are approximately 95% complete. Construction is expected to begin in 2013 and take approximately one year to complete.

Radon Removal and Salt Storage Facility

This project has been divided into two phases. The first phase is constructing an improved access road, necessary to handle bulk chemical deliveries. The access road was bid in conjunction with a County storm water project to capitalize on the on-site balanced cut and fill potential for both projects. Completion of the roadway is anticipated in the spring of 2013. The second phase of the project constructs the water treatment aspect of the work which is necessary to degasify well water associated with the Vo-Tech well and also constructs a bulk Salt storage facility to reduce material costs necessitated by Nitrate removal. Project advertisement and bidding is expected in summer 2013 with a one year construction term.

Enhanced Nutrient Removal

This project upgrades the Wastewater Treatment Plant to ENR standards and provides a bio-solids drying system which would enable the materials use as a fuel source or granular fertilizer. Engineering design has been approved and was initiated in early 2012 with construction to follow immediately. Significant discussion with MDE involving final cost share and a revisiting of engineering design approaches has delayed this project and execution of engineering contracts. Total cost of the ENR project is estimated at \$37 million dollars and represents the largest capital project in Westminster's history. The Engineering Design Report is scheduled for completion in early 2013 with detailed engineering design to follow immediately thereafter. Construction is expected to take 24 months and will start at the completion of design.

Wakefield Community Trail

This project constructs the last leg of the trail system. Design has been completed for quite some time but currently waits adequate funding for construction.

Inflow and Infiltration Study

This project studies sections of the largest collector sewer pipelines in search of infiltration of groundwater. The goal is to eliminate means of infiltration and return hydraulic capacity at the Wastewater Treatment Plant. The potential success of this study may reduce the need for expansion of the current Plant capacity for years into the future and provide near term relief to an already taxed sewer budget. Areas of need have been identified that range from joint grouting to excavation and total replacement. Estimated costs for currently identified areas of deficiency are \$1.2 million.

Annual Street Overlay Program

This project is an ongoing systematic approach to street rehabilitation including inspection and associated grading of pavement condition, scheduling of projected streets based on needs and grouping to minimize mobilization demobilization costs to maximize the rehabilitation effort. FY2013 completed \$1.13 million dollars of pavement milling and overlay. This significant measure is afforded by a recent tax increase. Similar funding amounts are scheduled and budgeted for in FY2014.

ADA Improvements

A need for improved ADA access was identified in 2012 with specific regard to sidewalk/curb access points. Funding alternatives were studied which resulted in securing a grant from the Department of Housing and Community Development in the amount of \$318,875. In addition, the project is a joint effort including the Department of Public Safety and Correctional Services, whereby pre-release inmates are utilized for labor and training in effort to reduce recidivism and also reduce project costs. While the grant is a substantial amount it is not sufficient to upgrade all deficiencies identified. The downtown areas will be prioritized in the construction schedule, with an on-going financial effort to continue upgrading inadequate access as necessary. Construction is expected to begin in the spring of 2013.

Re-use Water System

This project is in response to increased water needs for industrial purposes related to business expansion. Treated wastewater effluent will be delivered through an expandable piping system to be used for fire protection and evaporation through refrigeration cooling towers. Utilizing re-use water provides for a recycling effort where potable water needs are not required, the expansion of an existing business and a new revenue stream to offset existing operating expenses. In addition, pipeline/infrastructure costs are borne by the developer and are to be dedicated to the City's inventory upon completion. Construction is underway and is expected to be completed by summer 2013.

PUBLIC WORKS PERFORMANCE MEASURES

	CY2010	CY2011	CY2012	CY2013 (Projected)
Daily Inspections	18	24	32	50
Pre-bid Conferences	3	6	10	12
Construction Progress Meetings	17	20	16	30
Construction Change Orders	13	10	12	10

PUBLIC WORKS GOALS FOR FY2014

- Ensure adequacy of wastewater treatment operations in terms of quantity and quality, while maintaining compliance with regulatory requirements.
 - Provide engineering and design services for ENR upgrade to the Waste Water Treatment Plant.
 - Ensure adequacy of potable water systems in terms of quantity and quality.
 - Construct the Re-Use water distribution system
- Link Westminster area parks and open space with a system of trails, pedestrian pathways, and bicycle routes.
 - Provide engineering and construction management services to City Recreation Parks for the completion of the Wakefield Valley Community Trail.
- Implement priority water supply projects as they become financially feasible.
 - Construct the Gesell Well and Little Pipe Creek intake project.
- Coordinate with State and County agencies to develop long-term water resource strategies.
 - Provide engineering and construction of the Radon removal facility.
 - Pursue the Big Pipe Creek ground water initiative.

PUBLIC WORKS ADMINISTRATION BUDGET

PUBLIC WORKS ADMINISTRATION & ENGINEERING	FY 2011 BUDGET	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 REQUEST	FY 2015 Projection	FY 2016 Projection
Salaries	\$ 301,560	\$ 470,876	\$ 419,045	\$ 406,652	\$ 410,719	\$ 414,826
Benefits	\$ 126,522	\$ 168,914	\$ 153,781	\$ 182,341	\$ 184,165	\$ 186,006
TOTAL PERSONNEL EXPENSES	\$ 428,082	\$ 639,790	\$ 572,826	\$ 588,993	\$ 594,883	\$ 600,832
Administration	\$ 7,151	\$ 11,787	\$ 6,970	\$ 10,200	\$ 10,302	\$ 10,405
TOTAL OTHER OPERATING EXPENSES	\$ 7,151	\$ 11,787	\$ 6,970	\$ 10,200	\$ 10,302	\$ 10,405
Capital Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL CAPITAL REQUIREMENTS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL PUBLIC WORKS & ENGINEERING	\$ 435,233	\$ 651,577	\$ 579,796	\$ 599,193	\$ 605,185	\$ 611,237

FACILITIES

The City of Westminster has established separate budget accounts to capture all costs associated with the various non-utility based facilities the City rents or owns to establish a baseline for future maintenance, rehabilitation, and improvements. This will provide the baseline data required to monitor energy costs.

The City of Westminster's most beautiful and historic buildings, such as City Hall and the Old Armory, are in need of major investment for rehabilitation. It will be a significant financial undertaking to rehabilitate these buildings; therefore, it is prudent to perform a comprehensive needs-based analysis of all City buildings and facilities. A detailed analysis will include a complete inventory of facilities, assessment of current conditions, and investment requirements to prepare a realistic, long-range facilities plan for Westminster. Sufficient funds (161K) were included for repairs necessary to complete the building envelope for City Hall. The following repairs were complete in FY2013:

- Replacement of the rotted porch floor and support columns.
- Installation of energy efficient storm windows.

The following repairs are expected to be completed in spring of 2013:

- Rehabilitation of the interior historic wooden windows at City Hall.
- Rehabilitation of the exterior wooden windows at the Armory building.

In addition, the City owns the buildings which house the Carroll Arts Center and the West End School with various levels of responsibility for insuring and maintaining the property and structures. In all, the City owns six non-utility based properties:

- | | |
|------------------------|-----------------------------|
| • City Hall | 1838 Emerald Hill Lane |
| • Police Department | 36 Locust Street |
| • Recreation and Parks | 11 Longwell Avenue (Armory) |
| • Streets Department | 105 Railroad Avenue |
| • Carroll Arts Center | 91 West Main Street |
| • West End School | 7 Schoolhouse Avenue |

In addition to these six facilities, the City leases the Clock Tower at 66 East Main Street, and is responsible for the maintenance of the clock mechanism. This clock serves as the unofficial symbol of the downtown business section.

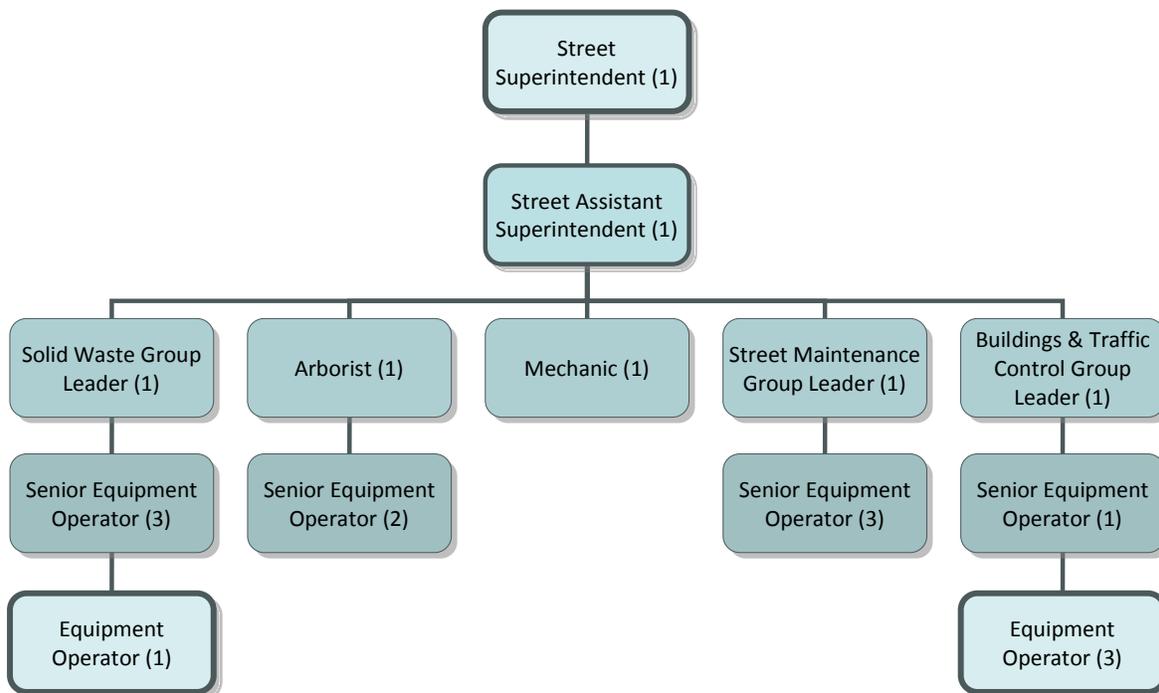
FACILITIES BUDGET

FACILITIES	FY 2011 BUDGET	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 REQUEST	FY 2015 Projection	FY 2016 Projection
36 Locust Lane - WPD (Included in Public Safety)	\$ -	\$ -	\$ -		\$ -	\$ -
11 Longwell Avenue - Recreation & Parks	\$ 81,800	\$ 53,059	\$ 59,103	\$ 56,086	\$ 56,437	\$ 56,792
56 West Main Street - Administrative Office	\$ 141,736	\$ 168,850	\$ 233,488	\$ 212,525	\$ 214,355	\$ 216,203
105 Railroad Avenue - Public Works	\$ 42,800	\$ 31,756	\$ 40,500	\$ 28,110	\$ 28,215	\$ 28,321
1838 Emerald Hill Lane - City Hall	\$ 185,500	\$ 188,583	\$ 144,100	\$ 27,889	\$ 28,105	\$ 28,323
91 West Main Street - Carroll Arts Theatre	\$ 38,500	\$ 60,500	\$ 28,500	\$ 25,094	\$ 25,194	\$ 25,295
7 Schoolhouse Road - West End Place	\$ 3,560	\$ 3,560	\$ 2,160	\$ 3,800	\$ 3,838	\$ 3,876
Babylon Building (Fallfest)	\$ -	\$ -	\$ 3,400	\$ 2,758	\$ 2,773	\$ 2,788
Parks & Playgrounds Facilities	\$ -	\$ -	\$ 280,000	\$ -	\$ -	\$ -
TOTAL OPERATING EXPENSES	\$ 493,896	\$ 506,308	\$ 791,251	\$ 356,262	\$ 358,917	\$ 361,598
Capital Expenses	\$ -	\$ -	\$ -	\$ 468,730	\$ 919,000	\$ 224,250
TOTAL CAPITAL REQUIREMENTS	\$ -	\$ -	\$ -	\$ 468,730	\$ 919,000	\$ 224,250
TOTAL FACILITIES	\$ 493,896	\$ 506,308	\$ 791,251	\$ 824,992	\$ 1,277,917	\$ 585,848

STREETS AND SANITATION

The Street Department oversees all aspects of street maintenance, from lane delineation line painting, to snow and ice control. Additional street department responsibilities include maintenance of parks, lighting, streets, vehicles, storm drains, traffic controls, buildings, curbside debris removal, and holidays and special events.

POSITION SUMMARY SCHEDULE



	Grade	Authorized FY '12	Authorized FY '13	Authorized FY '14
Superintendent	I	1	1	1
Assistant Superintendent	H	1	1	1
Arborist	F	1	1	1
Group Leader	F	3	3	3
Mechanic	E	1	1	1
Senior Equipment Operator	D	3	3	9
Equipment Operator	C	10	10	4

STREETS & SANITATION ACCOMPLISHMENTS FOR FY2013

Storm Drains

- Maintained and repaired storm drains and inlets.
- Assisted the County with mapping of the storm drain system.
- Assisted the County with storm drain outfall inspections.

Traffic Controls

- Maintained, repaired and installed traffic control signs.
- Replaced street signs due to damage from 5 reported accidents and 20 reported acts of vandalism, in addition to regular maintenance.

Streets

- Laid 60 tons of blacktop in alleys
- Invested \$1.2 million dollars in the City annual Street overlay program.
- Maintained and repaired two parking garages including collection of fees at all parking meters.
- Repainted parking areas in City of Westminster parking lots.
- Assisted the County in painting center and edge lane markings.
- Assisted tree contractor with trimming of street trees and traffic control.
- Removed numerous trees damaged by storms.
- Applied Thermo-plastic for crosswalks and stop bars.
- Repaired numerous potholes, as necessary.
- Trained and certified 12 City personnel to ATSSA temporary traffic control standards as required by the Maryland State Highway Administration.
- Initiated GPS/GIS mapping of street signs for federal requirements
- Collected data from GPS and on board salt programs. This allows for tracking the salt usage and location of trucks.

Buildings

- Maintained all City-owned and leased buildings.
- Removed graffiti from parking garages, parks, and other City of Westminster buildings.
- Built offices on second floor of 56 West Main St
- Moved Housing and Human Resources departments from City Hall to 56 West Main Street

Vehicles

- Maintained the City's fleet of vehicles and equipment.
- Continued using new work order system.

Curbside Services

- Continued weekly curbside bulk refuse removal, including yard waste, metal waste, etc.
- Placed dumpsters out for neighborhood cleanup days.
- Placed dumpsters at residences for large quantity of bulk, such as roofing materials, 22 occasions.
- Placed roll off dumpsters with mulch for neighborhood use.

Holiday and Special Events

- Supported special events and holiday activities.
- Installed and removed Christmas decorations and lights, approximately 400 hours.
- Cut, transported and erected 3 Christmas trees for decorating, approximately 100 hours.
- Placed additional US flags out for patriotic holiday and lowered flags several times for patriotic holidays, fallen soldiers and politicians.
- Installed and removed approximately 22 banners across Main Street for Parks and Recreation Permits, and banners and directional signage for Ravens Training Camp.
- Assisted with the Miracle on Main Street Holiday event.
- Directed 2 City clean up days with McDaniel and Carroll Community College.

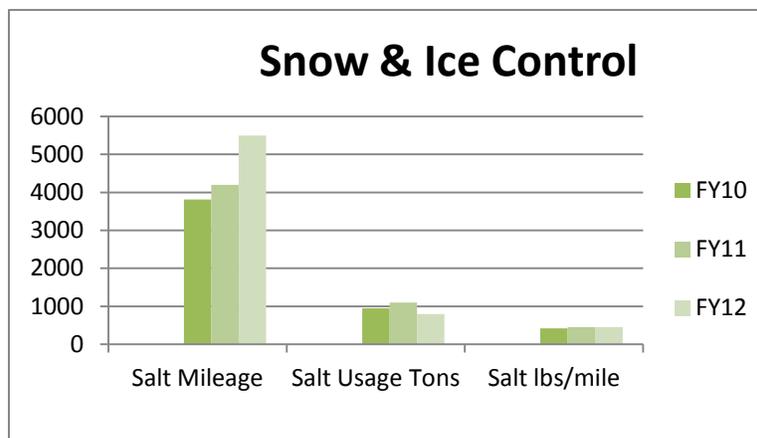
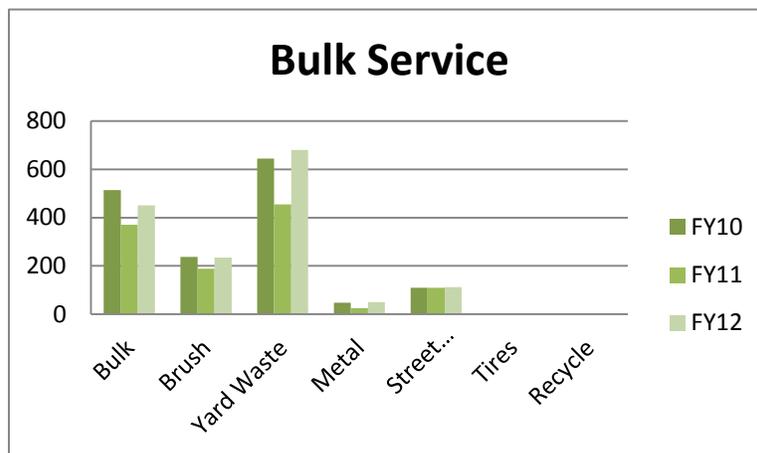
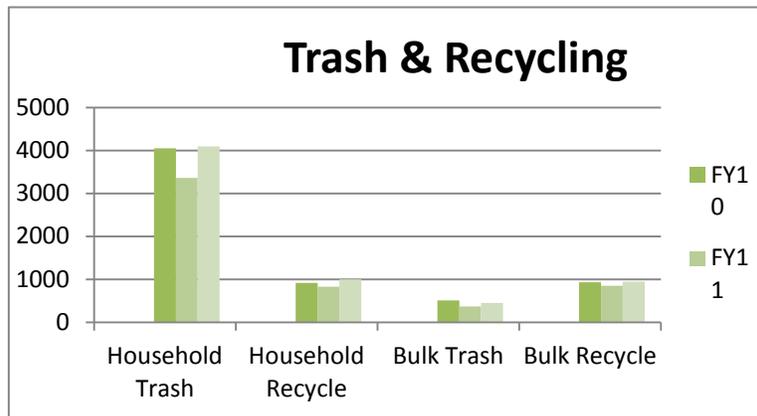
Parks

- Maintained all City parks, open spaces and rights of way, including tree planting.
- Repaired and/or replaced equipment at parks due to vandalism and regular maintenance.
- Held annual tree plantings for Arbor Week in cooperation with the Tree Commission.
- Assisted and attended annual Forestry Workshop.
- Planted and maintained flowerbeds at City Hall, Pennsylvania Avenue, and Main Street.
- Performed landscape inspections and hazard tree assessment as needed.
- Maintained athletic fields, this includes dragging softball fields, aerating, fertilizing, and over seeding for Parks and Recreation.
- Repaired City Park grounds after Fallfest event.
- Replaced fall protection, wood carpet, at parks.
- Removed graffiti from park equipment.

Lighting

- Replaced bulbs and ballasts on City-maintained streetlights.
- Reported in excess of 50 street light outages to BGE.

STREETS & SANITATION PERFORMANCE MEASURES



	FY2012	FY2013	FY2014 (Projected)
Tons of refuse collected	3,362	4,010	4,131
Tons of recyclable material collected	827	971	1,080
Recyclable rate	25%	25%	26%
Bulk trash collection	371	530	492
Brush collected	189	335	282
Yard waste/leaves collected	455	609	805
Tons of metal collected	32	25	15
Street lights repaired	50	50	75
Hours provided to special events	1,610	1,700	2,000
Linear feet of yellow curb painted	2,200	2,100	2,200
General information calls	1,500	100	50
Bulk pickup service calls	100	50	20
Parking meter housing replacements	5	5	5
Vehicle maintenance work orders completed	100		
Linear feet of cracks sealed	0	50	100
Storm drains repaired	10	15	15
Grates and catch basins cleaned	150	100	100
Storm drain grates opened	8	8	5
Tons of salt spread	1,100	420	800
Pounds of salt per lane mile	420	338	400

- Inventory all street trees in Westminster and keep the inventory up-to-date through an annual update.
 - Collect GPS data on signs and trees to be plotted on GIS system.
- Develop priorities for improvements to the transportation system based on safety considerations and existing deficiencies.
 - Finish implementing the sidewalk, roadway and utility repair policy for LGIT that was developed FY2009.
- Review and monitor the transportation system to provide adequate service to existing and future land uses.
 - Use Road Surface Management System to track and plan for needed repairs to streets and to track work completed.
- Promote energy efficiency in all Westminster government facilities.
 - Work with energy audit information to make City buildings more energy efficient.
- Prepare for the new Storm Water Regulations and associated discharge permit including the WIP (Watershed Implementation Plan) that will be due in FY2015.
- Increase use of salt brine for pretreatment of roads during winter storm events.

STREETS & SANITATION BUDGET

STREETS & SANITATION DIVISION	FY 2011 BUDGET	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 REQUEST	FY 2015 Projection	FY 2016 Projection
Salaries	\$ 969,398	\$ 930,974	\$ 909,342	\$ 911,149	\$ 920,260	\$ 929,463
Benefits	\$ 392,951	\$ 428,558	\$ 409,631	\$ 463,014	\$ 467,644	\$ 472,320
TOTAL PERSONNEL EXPENSES	\$ 1,362,349	\$ 1,359,532	\$ 1,318,973	\$ 1,374,163	\$ 1,387,904	\$ 1,401,784
Administration	\$ 9,600	\$ 10,740	\$ 10,200	\$ 11,900	\$ 12,019	\$ 12,139
Operation	\$ 1,269,700	\$ 1,565,820	\$ 1,039,900	\$ 1,083,200	\$ 1,094,032	\$ 1,104,972
Street Sanitation	\$ 739,000	\$ 745,000	\$ 745,000	\$ 780,000	\$ 787,800	\$ 795,678
TOTAL OTHER OPERATING EXPENSES	\$ 2,018,300	\$ 2,321,560	\$ 1,795,100	\$ 1,875,100	\$ 1,893,851	\$ 1,912,790
Capital Projects	\$ 2,920,500	\$ 2,990,570	\$ 1,704,839	\$ 1,407,020	\$ 1,537,000	\$ 1,900,000
TOTAL CAPITAL REQUIREMENTS	\$ 2,920,500	\$ 2,990,570	\$ 1,704,839	\$ 1,407,020	\$ 1,537,000	\$ 1,900,000
TOTAL STREETS & SANITATION DIVISION	\$ 6,301,149	\$ 6,671,662	\$ 4,818,912	\$ 4,656,283	\$ 4,818,755	\$ 5,214,573

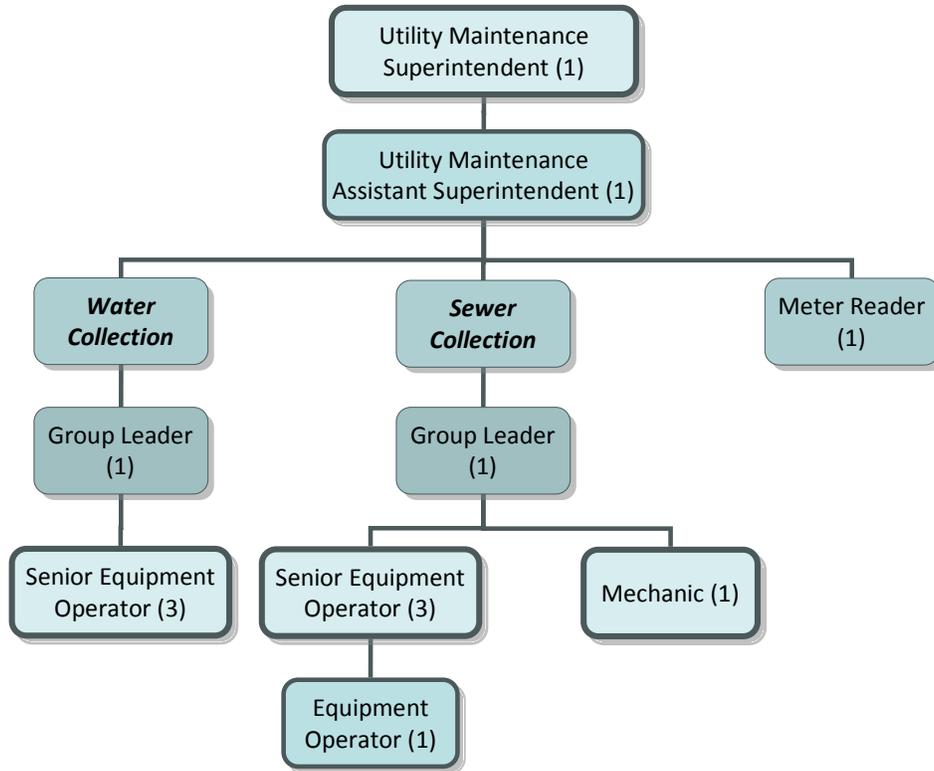
UTILITY MAINTENANCE

Tasked with the job of maintaining the water distribution and wastewater collection systems, the Utility Maintenance department is funded equally by the Water and Sewer Funds.

The sewer collection system is made up of over 160 miles of sewers, ranging in size from 6" to 48". The system contains 11 Sewer Pump Stations and over 2300 manholes. Maintenance duties include video inspection of sewer mains and appurtenances; flushing, cleaning, and repair of sewer mains and manholes; cleaning and repairs on 9,324 house service/lateral line connections.

The water distribution system has over 161 miles of water lines, ranging in size from ¾" to 24". The system also contains over 450 fire hydrants as well as four elevated storage tanks, one finished water reservoir with a floating cover, and two water booster stations. Maintenance duties include the repair of water leaks; installation and repair of water services; reading and maintenance of 9,645 water meters and maintenance of fire hydrants. The department also maintains a 122 million-gallon reservoir and two concrete dams.

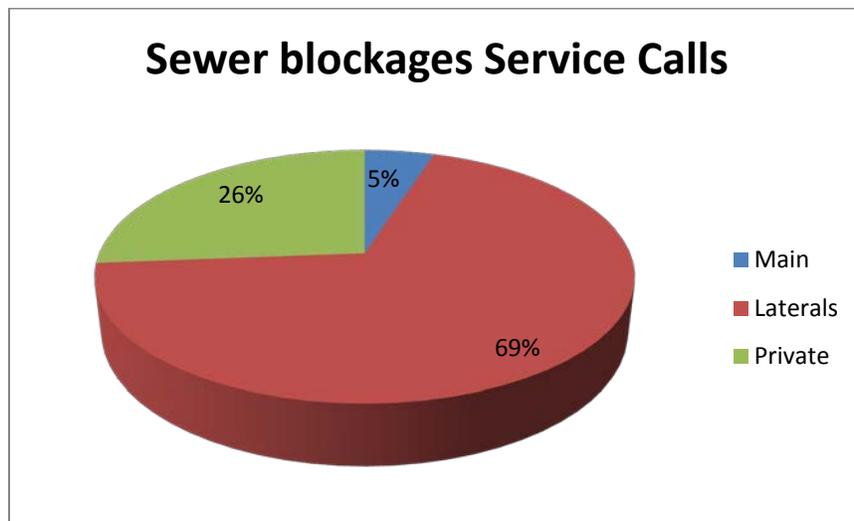
POSITION SUMMARY SCHEDULE



	Grade	Authorized FY '12	Authorized FY '13	Authorized FY '14
Superintendent	I	1	1	1
Assistant Superintendent	H	1	1	1
Group Leader	F	2	2	2
Mechanic	E	1	1	1
Meter Reader	D	1	1	1
Senior Equipment Operator	D	5	7	6
Equipment Operator	C	0	0	1

UTILITY MAINTENANCE PERFORMANCE MEASURES

	CY2012	CY2013	CY2014 (Projected)
Feet of sewer main cleaned/flushed	73,000	50,000	75,000
Upgrades to sewage pump stations	10	9	5
Sewer laterals excavated and repaired	5	21	10
New sewer service installations	0	2	1
Lateral Service Call responses	14	55	40
Miscellaneous Service Call responses	26	21	40
Sewer Main Service Call responses	13	4	10
Work Orders completed	2,136	2,136	2,136
Water Meter readings	38,580	38,580	38,780
Miss Utility Tickets completed	4,835	4,388	4,500
New Water Service installations	2	1	4
Water Related Service Call responses	602	431	500
Water Services renewed	7	2	5
Water Meter/meter top replacements	283	113	100
Hours of leak detection conducted	156	350	200
Number of Fire Hydrants repaired and serviced	53	47	75
Main Service leak responses	14	19	15
House Service leak responses	19	14	20
Private house service leak responses	50	39	55



SEWAGE PUMP STATION ACCOMPLISHMENTS FOR CY2012

- Completed preventive maintenance work orders
- Replaced impeller wear plates at stations 5, 13 & 14

- Removed grease from pump station #5 wet well
- Replaced rebuilt rotating assembly for the pumps at station 5
- Replaced ladder at station #4
- Replaced suction piping at station #7
- Replaced diesel transfer switches at stations 7 & 12
- Replaced motor base at station 1



UTILITY MAINTENANCE ACCOMPLISHMENTS FOR CY2013

- Worked on the Inflow and Infiltration (I&I) Study of the Sewage Collection System. TRB cleaned and televised 27,697 feet of sewer main. The majority of this work took place in the interceptor lines that carries Westminster’s flow to Pumping Station 5 and the Waste Water Treatment Plant.
- Reconditioned the Sawgrass Road water tank by painting the exterior and interior of the tank

UTILITY MAINTENANCE GOALS FOR FY2014

- Use available research and techniques to locate new water supply at the Union Mills Homestead.
- After reviewing the findings from the I & I study, the Utility Maintenance Department will work to find solutions to complete the necessary repairs to the sewer system.

UTILITY MAINTENANCE BUDGET

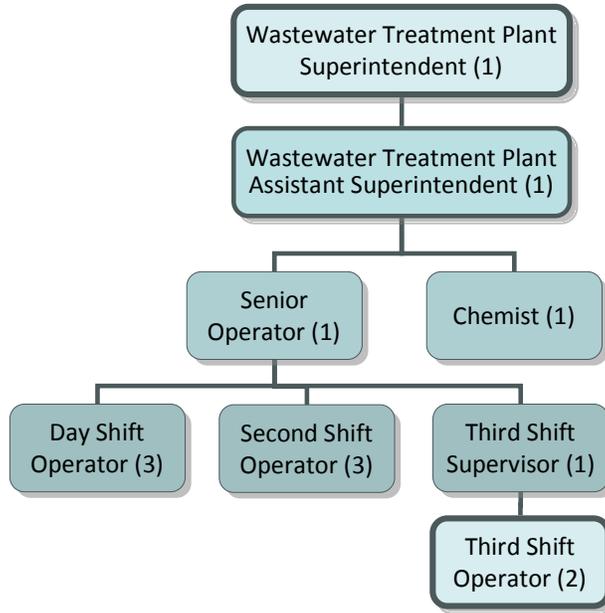
UTILITY OPERATIONS DIVISION	FY 2011 BUDGET	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 REQUEST	FY 2015 Projection	FY 2016 Projection
Salaries	\$ 676,542	\$ 602,188	\$ 582,027	\$ 629,228	\$ 635,520	\$ 641,875
Benefits	\$ 316,114	\$ 328,782	\$ 258,286	\$ 292,997	\$ 295,927	\$ 298,886
TOTAL PERSONNEL EXPENSES	\$ 992,656	\$ 930,970	\$ 840,313	\$ 922,225	\$ 931,447	\$ 940,761
Operating Expenses	\$ 420,000	\$ 461,893	\$ 527,811	\$ 503,048	\$ 508,079	\$ 513,160
TOTAL OTHER OPERATING EXPENSES	\$ 420,000	\$ 461,893	\$ 527,811	\$ 503,048	\$ 508,079	\$ 513,160
TOTAL UTILITY OPERATIONS DIVISION	\$ 1,412,656	\$ 1,392,863	\$ 1,368,124	\$ 1,425,273	\$ 1,439,526	\$ 1,453,921

WASTEWATER TREATMENT PLANT

The Wastewater Treatment Plant is responsible for the operation and maintenance of an advanced level treatment system utilizing Biological Nutrient Removal technology. The plant is designed for 5 MGD (million gallons per day), but can handle in excess of 15 MGD during rain events. The Wastewater Plant operates an in house laboratory that analyzes all required testing with the exception of metals. Wastewater staff also dewater bio-solids generated for off-site removal by a contractor for land application or landfilling. The staff also

operates a septage pre-treatment facility that is financially supported by Carroll County. Recyclables and residuals from the septage facility are further treated through Westminster’s processing along with associated bio-solids dewatering and ultimate disposal at the County landfill.

POSITION SUMMARY SCHEDULE



	Grade	Authorized FY '12	Authorized FY '13	Authorized FY '14
Superintendent	I	1	1	1
Assistant Superintendent	H	1	1	1
Senior Operator	G	1	1	1
Chemist	F	1	1	1
Shift Supervisor	E	2	1	1
Certified Operator	D	7	5	5
Non-Certified Operator	C	1	3	3

WASTEWATER TREATMENT PLANT ACCOMPLISHMENTS FOR FY2013

Maintenance

- Installed spare digester blower in-place of failed aeration tank blower
- Rebuilt 10" influent pump in house.
- Cleaned and removed 60 tons of grit from the Septage Facility tanks.
- Performed routine maintenance on treatment plant equipment.
- Conducted three screw press demonstration trials and one beltfilter press demonstration trial in preparation for replacing the existing plant sludge dewatering equipment.
- Replaced Aeration Tank #3 " A" zone mixer with an Aqua-Aerobics floating mixer

Professional Development

- Tested operators for respirator fit; respirator trained and received DOT physicals.
- Participated in Maryland Center for Environmental training seminars.
- Participated on the Safety and Health Care committees. Mark Mellendick, senior operator is Chair of the Safety Committee.
- Organized Confined Space Training through the Maryland Center for Environmental Training and lock-out tag-out safety training for all public works departments.
- Conducted plant safety meetings.
- Attended the Water Environment Technical Conference and Exhibition for technical training and to investigate new technologies.

Analysis

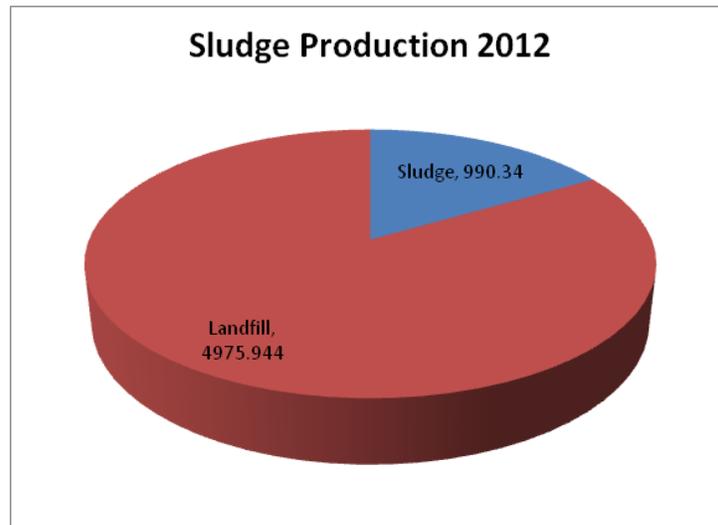
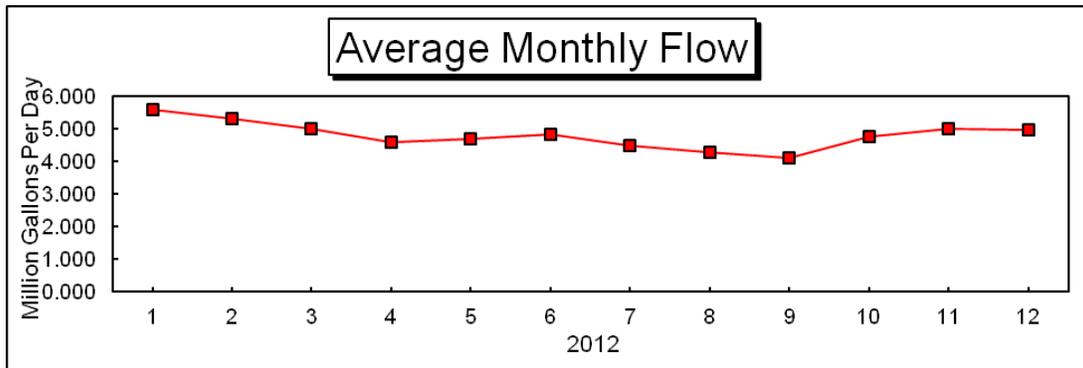
- Conducted quarterly and bi-annual raw wastewater analysis on selected industrial sewer customers and provided the finance office with billing information for sewer surcharges.
- Conducted permit required Biological Monitoring and Toxicity analysis.
- Conducted additional nutrient analysis for the ENR study.
- Collected soil samples on sludge sites.

Plant Operations

- Participated in the PJM curtailment program to shed electric load from the power grid during time of high electric demand.
- Gathered plant data for the ENR study.
- Continued development and calibration of the plant modeling software.

WASTEWATER TREATMENT PLANT PERFORMANCE MEASURES

	CY2011	CY2012	CY2013 (Projected)
Wastewater analysis conducted	33,000	35,000	35,000
Average Daily Flow (MGD)	5.39	4.8	5.0
Annual Sludge Production (wet tons)	5,431	4,976	5,000
Annual Septage Received (MG)	15.52	13.4	14
Annual Septage Sludge Production (wet tons)	1073	990	1100



WASTEWATER TREATMENT PLANT GOALS FOR FY2014

- Refine wastewater treatment plant processes to ensure efficiency and effectiveness.
- Continue efforts for planned ENR upgrade, enabling the current facility to operate at the limits of technology in terms of nitrogen and phosphorus removal.
- Continue Inflow and Infiltration study to determine specific areas with high I&I

WASTEWATER TREATMENT PLANT BUDGET

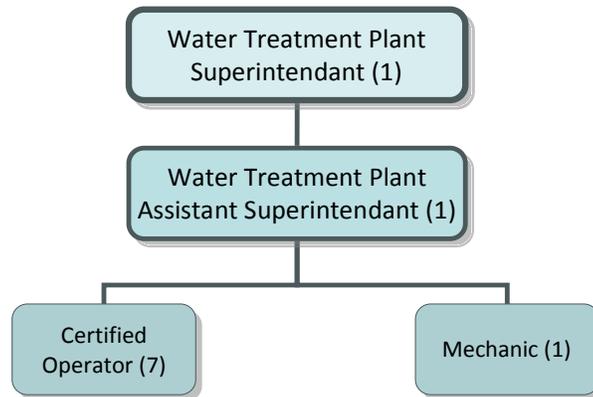
WASTEWATER OPERATIONS DIVISION	FY 2011 BUDGET	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 REQUEST	FY 2015 Projection	FY 2016 Projection
Salaries	\$ 617,994	\$ 599,087	\$ 612,130	\$ 614,296	\$ 620,439	\$ 626,643
Benefits	\$ 314,325	\$ 317,620	\$ 289,587	\$ 312,498	\$ 315,623	\$ 318,780
TOTAL PERSONNEL EXPENSES	\$ 932,319	\$ 916,707	\$ 901,717	\$ 926,794	\$ 936,062	\$ 945,423
Operating Expenses	\$ 1,931,900	\$ 1,864,630	\$ 1,502,850	\$ 1,476,150	\$ 1,488,362	\$ 1,500,695
TOTAL OTHER OPERATING EXPENSES	\$ 1,931,900	\$ 1,864,630	\$ 1,502,850	\$ 1,476,150	\$ 1,488,362	\$ 1,500,695
Capital Projects	\$ 413,700	\$ 3,680,700	\$ 3,778,000	\$ 3,322,000	\$ 18,343,000	\$ 17,823,000
TOTAL CAPITAL REQUIREMENTS	\$ 413,700	\$ 3,680,700	\$ 3,778,000	\$ 3,322,000	\$ 18,343,000	\$ 17,823,000
TOTAL WASTEWATER OPERATIONS DIVISION	\$ 3,277,919	\$ 6,462,037	\$ 6,182,567	\$ 5,724,944	\$ 20,767,424	\$ 20,269,118

WATER TREATMENT PLANT

The Water Treatment Plant department is responsible for the operation of four filter plants - three of which incorporate wells as source water. The filtering means and methodology are Membrane/Micro Filtration, slow

sand with dual media, and Diatomaceous Earth pressure systems. In addition, there are also seven wells that contribute to the system that do not require filtering. Water Plant personnel conduct all daily sampling, and operation and maintenance activities of the wells in addition to the main plant. The planned state of the art membrane filtration plant was placed into full time service on January 5, 2009.

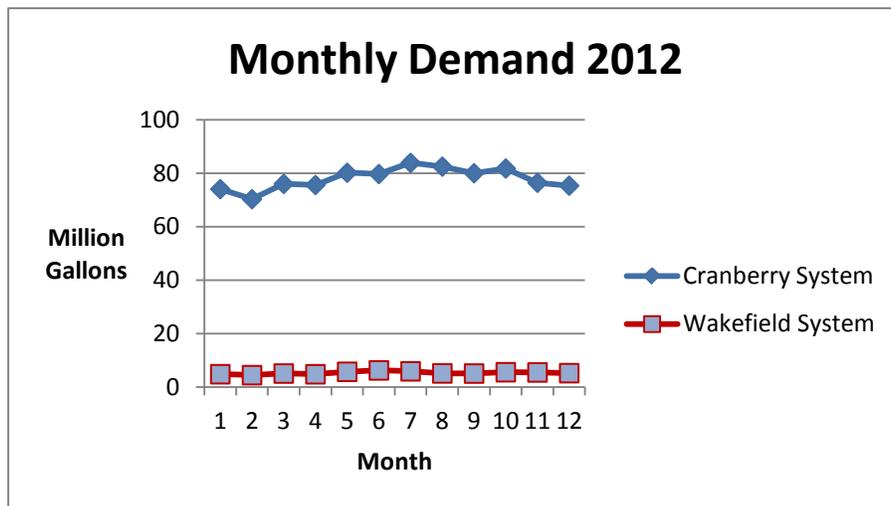
POSITION SUMMARY SCHEDULE



	Grade	Authorized FY '12	Authorized FY '13	Authorized FY '14
Superintendent	I	1	1	1
Assistant Superintendent	H	1	1	1
Mechanic	E	1	1	1
Certified Operator	D	6	3	7
Non-Certified Operator	C	0	4	0

WATER TREATMENT PLANT PERFORMANCE MEASURES

	FY2012	FY2013	FY2014 (Projected)
Millions of gallons delivered to Cranberry System	871	936	940
Millions of gallons delivered to Wakefield System	64	64	65
Number of incidents/interruptions	0	0	0
Quality control tests conducted	21,900	21,900	21,900



WATER TREATMENT PLANT FY2014 GOALS

- Design and construction of the Gesell Property well and treatment facility.
- Design and construction of a Radon removal and Salt storage facility at the Vo-Tech well.
- Design and construction of the Little Pipe Creek Raw Water Pumping Station.
- Continue to refine our treatment processes to further improve the quality of the finished water provided to our customers.

WATER TREATMENT PLANT BUDGET

WATER OPERATIONS DIVISION	FY 2011 BUDGET	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 REQUEST	FY 2015 Projection	FY 2016 Projection
Salaries	\$ 470,584	\$ 494,571	\$ 479,230	\$ 458,519	\$ 463,104	\$ 467,735
Benefits	\$ 198,558	\$ 220,390	\$ 219,048	\$ 234,988	\$ 237,338	\$ 239,711
TOTAL PERSONNEL EXPENSES	\$ 669,142	\$ 714,961	\$ 698,278	\$ 693,507	\$ 700,442	\$ 707,446
Operating Expenses	\$ 1,044,650	\$ 1,474,813	\$ 900,741	\$ 823,221	\$ 831,453	\$ 839,768
Debt Service	\$ 1,062,969	\$ 1,250,541	\$ 1,048,647	\$ 1,048,647	\$ 1,048,647	\$ 1,048,646
TOTAL OTHER OPERATING EXPENSES	\$ 2,107,619	\$ 2,725,354	\$ 1,949,388	\$ 1,871,868	\$ 1,880,100	\$ 1,888,414
Capital Projects	\$ 3,510,000	\$ 4,145,000	\$ 3,141,000	\$ 3,694,000	\$ 474,000	\$ 5,543,000
TOTAL CAPITAL REQUIREMENTS	\$ 3,510,000	\$ 4,145,000	\$ 3,141,000	\$ 3,694,000	\$ 474,000	\$ 5,543,000
TOTAL WATER OPERATIONS DIVISION	\$ 6,286,761	\$ 7,585,315	\$ 5,788,666	\$ 6,259,375	\$ 3,054,542	\$ 8,138,860

Appendix A – Financial Policies

GENERAL

1. The City of Westminster's Departments will carry out the Common Council's goals, objectives, and policies through a service delivery system financed through the Operating and Capital Budgets.
2. The City will take positive steps to improve the productivity of its programs and employees, and will seek ways to eliminate duplicative functions within the City government and between the City of Westminster and other public agencies in the community. Specifically, intensive reviews of the efficiency and effectiveness of certain City services will be periodically undertaken.
3. Whenever feasible, City activities will be considered enterprises if so doing will increase efficiency of service delivery or recover the cost of providing the service from the benefiting entity by user fees.
4. Adequate reserves will be maintained for all known liabilities.
5. Efforts will be coordinated with neighboring governmental agencies to achieve common policy objectives, share the cost of providing governmental services on an equitable basis, and support favorable legislation at the State and Federal level.
6. The City will seek out, apply for, and effectively administer federal, state and foundation grants-in-aid that address the City's current priorities and policy objectives.
7. The City will initiate, encourage and participate in economic development efforts to create job opportunities and strengthen the local economy.
8. City Finance Department personnel will carry out all policies responsibly, ethically, and professionally for the betterment of the City of Westminster.

BUDGET

1. The budget will be developed by the City Department Heads, correlated by the Finance Director, recommended by the City Administrator, and presented to the Common Council by the Mayor for adoption.
2. The budget will be prepared using Government Finance Officer Association (GFOA) budget document development guidelines as a planning document, and will present key economic issues for public discussion.
3. As required by State law, the Common Council shall adopt a balanced budget by an Ordinance appropriating funds prior to the beginning of the fiscal year.
4. All Governmental Fund budgets presented to the City Council for adoption will be balanced in that projected expenditures shall be equal to projected revenues and applied fund balance.
5. The relationship between the Operating and Capital Budgets will be explicitly recognized and incorporated into the budget process. Funding for these budgets shall be sufficient to provide municipal operating services and maintenance or enhancement of fixed assets needed to support public demand for City services.
6. Common Council approval is required to transfer balances from one department to any other department.
7. Three-year projections will be included in the budget presentation and will be updated annually.
8. The financial policies will be included as part of the budget document.

REVENUE POLICIES

1. Budgeted revenue estimates will be based on reasonably conservative and realistic expectations.
2. Non-recurring revenues and financing sources will not be used to finance continuing operations per City Code requirements.
3. Long-term financial commitments for continuing outlays will be avoided unless sustained revenue growth is assured.
4. The City will follow an **aggressive** policy of collecting revenues.
5. The City will establish all user charges fees at a level related to the full costs of providing the service. The City will review fees/charges periodically.

6. The City will consider market rates and charges levied by other area municipalities of similar size for like services in establishing rates, fees and charges. The fee structure will be reviewed during the budget process and will be included in the budget document.
7. Enterprise operations will be self-supporting.
8. With the development of the Water/Sewer Rate Structure model in 2009, the City provided for a “dividend” that may be declared by the Common Council based on successful results within the Enterprise Funds. Should the Common Council elect to do so, at the end of the fiscal year when final results are available, by resolution they may declare a dividend that will be transferred to the General Fund in support of costs incurred by the fund in support of the Enterprise activities.
9. For the FY 2010 – 2011 budget year the Common Council has granted an increase in the real estate property tax rate for the intent of funding capital projects. Any and all revenue received above the FY 2009 – 2010 tax rate is hereby directed into a Capital Projects account to be used only in support of the Common Council appropriated Capital projects.
10. The City of Westminster (City) bills for services provided. These may include, but are not limited to fees associated with levies authorized by legislation, fines issued for violations of Code, and charges for utilities consumed. Each receivable is booked when billed, and is associated with a customer account that represents an obligation to the City. It is assumed that charges incurred will be paid according to the terms and conditions of the obligation, however, not all receivables are honored in full and may not be cost effective for the City to pursue in collection. As a result a receivable may need to be written-off and Bad Debt Expense recorded.

A receivable should be written-off to loss when cost-effective means to collect monies due have been performed and further effort would be more costly than the proceeds received. Cost-effective means include but are not limited to using City resources to provide notice to the obligor as provided for by City policy and Code, and filing liens as the Laws of the State of Maryland provide. Each action taken is documented in accordance with internal control procedures, and is utilized to support the write-off decision.

EXPENDITURE POLICIES

1. The City shall operate on a current funding basis. Expenditures shall be budgeted and controlled so as not to exceed current revenues plus the planned use of fund balance accumulated through prior years.
2. The City shall take immediate corrective actions if at any time during the fiscal year expenditure and revenue re-estimates are such that an operating deficit is projected at year-end. Corrective actions may include a hiring freeze, expenditure reductions, fee increases, or use of contingencies. Expenditure deferrals into the following fiscal year, short-term loans, or use of one-time revenue sources shall be avoided.
3. The City Administrator shall undertake periodic staff and third-party reviews of City programs for both efficiency and effectiveness. Privatization and contracting with other governmental agencies will be evaluated as alternatives to service delivery. Programs that are determined to be inefficient and/or ineffective shall be reduced in scope or eliminated.
4. The City shall make every effort to maximize any discounts offered by creditors/vendors, and partnering with other governmental agencies for resource purchasing shall be encouraged.
5. If budgeted funds are not available, the Director of Finance shall be contacted to assist in locating a source of funds prior to the purchase occurring.
6. The Director of the department should be able to make transfers up to \$10,000. In addition, this change in policy would allow the City Administrator the authority to make transfers up to \$30,000, the Mayor up to \$50,000, and anything over \$50,000 would go to the Common Council for approval even if it is within a department.

CAPITAL IMPROVEMENT PLAN (CIP) POLICIES

1. The City will develop a multi-year plan for capital improvements, update it annually (projects including cost, description, funding source, and CIP) and make all capital improvements in accordance with the plan, and City Code requirements.
2. The City will maintain its physical assets at a level adequate to protect the City's capital investment and to minimize future maintenance and replacement costs. The budget will provide for adequate maintenance and orderly replacement of capital assets from current revenues where possible.
3. Capital projects will be included in an approved City plan for basic services or infrastructure, be part of an adopted maintenance/replacement schedule, minimize operating costs, selected according to the established Capital Improvement Plan; or will promote economic development, create jobs or benefit a target area of the City.
4. The capital budget process works in conjunction with the regular operating budget process. CIP projects are flagged as funded or unfunded depending on whether or not the forecasted operating budget can support or fund the project. All funded CIP projects are included in the operating budget for the current budget year.
5. Carryover or multi-year projects will be included in the CIP.

CAPITAL ASSET MANAGEMENT POLICIES

1. Capital (fixed) Assets are tangible items that are acquired by procurement, transfer, capital lease, donation, or other method that transfers ownership and have the following characteristics:
 - a. (1) Have an estimated useful life of 2 or more years;
 - b. (2) Are not intended for sale in the ordinary course of operations; and
 - c. (3) Are acquired or constructed with the intention of being used, or being available for use, by the entity to conduct business.
2. Capital assets will not be degraded, given away, or allowed to deteriorate except by action of the Council.
3. The capitalization threshold used in determining if a given asset qualifies for capitalization is \$10,000.
4. Adequate insurance shall be maintained on all capital assets consistent with the results of the annual physical count/inspection.

ACCOUNTING, AUDITING, & FINANCIAL REPORTING POLICIES

1. The City Treasurer prepares and presents regular reports to the City Administrator and the Mayor and Common Council that analyze, evaluate, and forecast the City's financial performance, position, and economic conditions.
2. The Finance Committee requires an independent audit be performed annually. This audit is available to the City residents on the website.
3. The City will issue annual financial reports in accordance with generally accepted accounting principles (GAAP) as outlined in the Governmental Accounting, Auditing and Financial Reporting (GAAFR) publication.

PURCHASING POLICY

1. The City shall ensure that all purchasing actions are fair and impartial with no impropriety or appearance of impropriety. All qualified buyers and sellers will have equal access to City business and no individual or firm shall be arbitrarily excluded.
2. To the maximum extent possible, purchasing actions will be conducted in a competitive environment.
3. Purchases and contracts will be made by the City Treasurer. Responsibility for certain purchasing actions may be delegated to other senior City officials by the City Treasurer.
4. All budgeted purchase requisitions are subject to the following approvals:
 - Purchases up to \$10,000 are approved by the Mayor, City Administrator, or Department Head.
 - Purchases above \$10,000 are approved by the Common Council.

- Purchases of budgeted Capital items and vehicles may be authorized by the City Administrator to take advantage of state, county or other local purchasing options. The Common Council will be notified of such purchases.
5. Purchases up to \$100 may be made through petty cash.
 6. The City will maintain yearly open purchase orders to cover purchases from vendors who supply the City with a high volume of the same or similar goods or services during the year.

INVESTMENT POLICY

1. Public funds will be invested in a manner consistent with the greatest safety and protection for the City's investments. This investing of funds will, while protecting the safety of the City's investments, produce the highest investment return for meeting the cash flow requirements of the City and conform to all Maryland State statutes, City ordinances and policies governing the investment of public funds.
2. The standard of prudence to be applied by the City Treasurer in managing the City's overall portfolio shall be the "Prudent Person Rule" which states: "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."
3. The City Treasurer, acting in accordance with the Investment Policy and exercising due diligence, shall be relieved of personal responsibility for an individual security's risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.
4. All investments will be governed by the following objectives:
 - Safety of principal is the primary objective of the City's investment program. Investments of the City shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. To achieve this objective, some diversification may be required in order that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio.
 - The City's investment portfolio shall be designed with the goal of attaining a market rate of return throughout budgetary and economic cycles, taking into account the City's investment risk constraints and the cash flow characteristics of the portfolio.
5. The Common Council will annually review the overall Investment Policy during budget deliberations as it relates to the City's financial objectives and make any necessary modifications to the Policy.
6. Officials and employees involved in the investment process shall refrain from personal business activity which could conflict with proper execution of the investment program, or which could impair their ability to make unbiased investment decisions.
7. The Treasurer will maintain a list of financial institutions and security dealers authorized to provide banking and investment services to the Town.

DEBT MANAGEMENT POLICIES

1. The debt management policies will ensure that future debt service payments can be made without jeopardizing the provision of essential services.
2. There will be an acceptable degree of flexibility to meet unanticipated expenditures.
3. Outstanding debt obligations will not threaten long-term financial stability.
4. The amount of outstanding debt will not place undue burden on community residents and businesses.
5. The City does not limit debt by dollar amount or percentage.
6. Debt issuance is subject to the City of Westminster's Charter requirements and the legal limits set by the State of Maryland.

[Maryland Code](#) > [Debt - Public](#) > § 24

(a) (1) A municipal corporation subject to the provisions of Article 23A, a county, whether subject to the provisions of Article 25, Article 25A, or Article 25B, Baltimore City, a sanitary commission or district, whether organized under the provisions of public general or public local law, but not including the Washington Suburban Sanitary Commission, a public corporation of the State, and a department, commission, authority, public corporation or other instrumentality of a county or municipal corporation, including Baltimore City, that has power under any public general or public local law to borrow money and to evidence the borrowing by the issuance of its general obligation bonds, revenue bonds or other evidences of obligation by whatever name known or source of funds secured, may issue bonds for the purpose of refunding any of its bonds then outstanding, including the payment of any redemption premium and any interest accrued or to accrue to the date of redemption, purchase or maturity of the bonds or other obligations. No refunding bonds shall be issued by any single county, bicounty or multicounty agency or instrumentality without the prior approval of the governing body of each county involved. Refunding bonds issued under the authority of this section may be issued for the public purpose of:

(i) Realizing savings to the issuer in the aggregate cost of debt service on either a direct comparison or present value basis; or

(ii) Debt restructuring that:

1. In the aggregate effects such a reduction in the cost of debt service; or

2. Is determined by the governing body to be in the best interests of the issuer, to be consistent with the issuer's long-term financial plan, and to realize a financial objective of the issuer including, improving the relationship of debt service to a source of payment such as taxes, assessments, or other charges.

(2) The power to issue refunding bonds under this section shall be deemed additional and supplemental to the issuer's existing borrowing power. The procedures for the issuance of refunding bonds shall be the same as those applicable to the bonds or other obligations being refunded, except that:

(i) Refunding bonds may be sold on a negotiated basis without solicitation of bids if the issuer determines in a public meeting that such procedure is in the public interest; and

(ii) Baltimore City may issue bonds to the extent permitted by the Maryland Constitution, to refund obligations previously issued in accordance with the procedures set forth in Article XI, Section 7 of the Maryland Constitution without repeating or further complying with such procedures in the issuance of the refunding bonds.

(3) (i) If bonds to be refunded are secured as unconditional general obligations with a pledge of the full faith and credit and unlimited taxing power of the issuer, the issuer may secure an issue of refunding bonds as unconditional general obligations with a pledge of the full faith and credit and unlimited taxing power of the issuer in the same manner and, with respect to the application of public general and public local law and otherwise, with the same force and effect as the original pledge.

(ii) This paragraph may not be construed to in any way limit the authority granted under this section.

(b) The proceeds of refunding bonds, in amount determined by the issuer, may be deposited in trust with a trust company or other banking institution as trustee, in a trust fund established in the name of the issuer. Money in the trust fund may be invested and reinvested in direct obligations of, or obligations the principal of and the interest on which are guaranteed by, the United States of America or in certificates of deposit or time deposits secured by direct obligations or obligations the principal of, and the interest on which, are guaranteed by, the United States of America. The interest, income and profits, if any, earned or realized on any investment may be deemed to be revenue of a revenue project and may be applied to the payment of the outstanding bonds to be refunded, to the payment of the refunding bonds or otherwise applied in any lawful manner. Money in the trust fund shall be available for the payment of all or any part of the principal, interest and redemption premium, if any, of the bonds or other obligations, or any of them, being refunded and of the refunding bonds, or any of them, and of any other related costs, as the issuer, in its discretion, may prescribe. Proceeds of refunding bonds shall be so invested and applied as to assure that the principal, interest and redemption premium, if any, on the bonds or other obligations being refunded shall be paid in full on their

respective maturity, redemption or interest payment dates. Bonds or other obligations being refunded that are subject to redemption prior to their stated maturity dates may be called by the bond holder. (a) (1) In this section, the following words have the meanings indicated.

(2) "Bond" means a bond, note, certificate of indebtedness, or other obligation for the payment of money issued by a public body.

(3) "Public body" means any county, any municipal corporation subject to the provisions of Article XI-E of the Maryland Constitution, any public corporation, or any other political subdivision of this State, or any of their instrumentalities or agencies. The term does not include the City of Baltimore.

(b) (1) Notwithstanding any other provision of law to the contrary, a public body authorized by law to issue and sell bonds may sell bonds in denominations of \$1,000 or less and in any form, if the public body determines the issuance and sale to be in the public interest.

(2) The authorized public body may sell the bonds in integral multiples.

(c) The provisions of §§ 10 and 11 of this article, and any other provision of law, including without limitation public general law, public local law, or the charter of any public body, requiring the solicitation of competitive bids or the public sale of bonds to the highest bidder or bidders, or regulating the manner of advertising the sale of the bonds or the manner in which the bonds may be sold, do not apply to the bonds issued and sold under this section. Notwithstanding any other provision of law to the contrary, any public body issuing bonds under this section may sell the bonds in any manner that it deems appropriate, including restricting the amount of bonds sold to a single purchaser.

(d) Except as otherwise provided by law, any public body issuing bonds under this section may determine the price or prices for, and the interest rate or rates to be paid on, the bonds.

(e) Any public body issuing bonds under this section shall approve and make available to purchasers of these bonds an official statement or other disclosure document that shall include, without limitation, the following:

(1) A description of the security for the bonds;

(2) A statement of the purposes for which the proceeds of the bonds will be used;

(3) A description of the financial condition of the public body issuing the bonds;

(4) The price or prices for the interest rate or rates to be paid on the bonds; and

(5) A statement of the time or times and place or places of payment of the principal of and interest on the bonds.

(f) No public body issuing bonds under this section may have issued and outstanding at the time bonds are issued more than the greater of:

(1) \$1,000,000 aggregate principal amount of such bonds; or

(2) An aggregate principal amount of such bonds equal to 10 percent of the total outstanding bonded indebtedness of the public body at the time the bonds are issued.

(g) A public body authorized by this section to issue and sell bonds in denominations of less than \$1,000 may in no case exceed the limitations of indebtedness imposed by State law, county charter, county code, or any other provision of law.

(a) (1) In this section, the following words have the meanings indicated.

(2) "Bonds" means general obligation bonds or notes, revenue bonds or notes, or other evidences of obligation by whatever name known or source of funds secured.

(3) "Bonds in registered form" means bonds issued in any form qualifying as "registered form" within the meaning of §§ 103 and 149 of the Internal Revenue Code, as amended, and any regulations promulgated or proposed thereunder, as amended from time to time.

(4) "Public body" means a municipal corporation subject to the provisions of Article 23A, a county, whether subject to the provisions of Article 25, Article 25A, or Article 25B, the Mayor and City Council of Baltimore, a sanitary commission or district, whether organized under the provisions of public general or public local law, a public corporation of the State, and a department, commission, authority, public corporation, agency or other instrumentality of a county or a municipal corporation, including Baltimore City.

(b) Notwithstanding any public general law, public local law, charter or code of any public body, or other provision of law to the contrary, any public body authorized by law to issue and sell bonds may issue and sell

bonds in registered form and may establish such procedures for the registration and transfer of bonds as it may find necessary or appropriate. The power to issue bonds in registered form includes, without limitation, the power to appoint corporate or other authenticating trustees, transfer agents, registrars, and paying or other agents, and the power to enter into agreements with custodian banks and financial intermediaries, and nominees of any of them, in connection with the establishment and maintenance by others of a central depository system for the transfer or pledge of bonds.

[Maryland Code](#) > [Debt - Public](#) > § 31

(a) (1) In this section, the following words have the meanings indicated.

(2) "Bonds" means general obligation bonds or notes, revenue bonds or notes, or other evidences of obligation by whatever name known or source of funds secured, issued by a public body.

(3) "Chief executive officer" means the county executive, mayor, president, chairman, or similar official of a public body.

(4) "Code" means the Internal Revenue Code of 1986 and includes regulations and rulings issued under that Code.

(5) "Financial officer" means the controller, the director of finance or similar official of a public body.

(6) "Public body" means a municipal corporation subject to the provisions of Article 23A, a county, whether subject to the provisions of Article 25, Article 25A, or Article 25B, the Mayor and City Council of Baltimore, a sanitary commission or district, whether organized under the provisions of public general or public local law, a public corporation of the State, and a department, commission, authority, public corporation, agency or other instrumentality of a county or a municipal corporation, including Baltimore City.

(7) "Proceeds" means moneys received from the sale of bonds, and includes any moneys deemed to be proceeds of bonds under the Code.

(b) The financial officer may establish and maintain funds and accounts for the administration, management, investment and accounting of proceeds, including any investment earnings on proceeds, that may be necessary or appropriate from time to time to comply with the Code and to establish or maintain the exclusion from gross income for federal income tax purposes of interest on the bonds.

(c) The financial officer may manage and invest proceeds, including any investment earnings on proceeds, in a manner so as to maintain the exclusion from gross income for federal income tax purposes of interest on the bonds. The financial officer may restrict the yields on investments of proceeds if and to the extent necessary to maintain the exclusion from gross income for federal income tax purposes of interest on the bonds.

(d) The financial officer may prepare and maintain records of the receipt, deposit, investment, management, disbursement and application of proceeds, including any investment earnings on proceeds, that may be necessary or appropriate from time to time to comply with the Code and to maintain or verify the exclusion from gross income for federal income tax purposes of interest on the bonds.

(e) The financial officer may establish a separate rebate fund to be used to make any payments to the United States with respect to investment earnings on proceeds that may be required from time to time by the Code. There may be separate accounts within the rebate fund. Amounts deposited to the rebate fund shall be used only for the purpose of making rebate payments, and no appropriation will be required prior to payment of any required rebates from the rebate fund to the United States. The financial officer may make payments from the rebate fund as required from time to time in order to comply with the Code and to maintain the exclusion from gross income for federal income tax purposes of interest on the bonds. Any excess moneys held in the rebate fund with respect to an issue of bonds after all required rebate payments for that issue have been made, as certified by the financial officer, shall be applied in a manner consistent with the Code.

(f) The financial officer may prepare and file from time to time with the appropriate agency of the United States any forms, information, and reports with respect to the bonds and the expenditure and investment

of proceeds that may be required under the Code.

(g) The financial officer and the chief executive officer of the public body may each:

(1) Take any other or further actions;

(2) Enter into any agreement or covenant regarding the use of proceeds, including any investment earnings on proceeds, the deposit of moneys to the rebate fund and the making of rebate payments; and

(3) Provide certifications of facts and estimates, that may be necessary or appropriate from time to time to comply with the Code and to establish or maintain certifications.

[Maryland Code](#) > [Debt - Public](#) > § 32

(a) The General Assembly finds and determines that it is in the best interests of the citizens of the State and of the various municipal corporations subject to the provisions of Article 23A and counties subject to the provisions of Article 25A or Article 25B to permit each public body, at the times it shall determine to be appropriate, to issue general obligation bonds, revenue bonds, or other evidences of obligation in order to fund any unfunded liability of the public body with respect to any pension plan (hereinafter defined), thereby utilizing favorable market conditions that may exist from time to time to reduce the cost of the pension plan to the public body in question or otherwise structuring and providing for pension plan liability funding in a manner consistent with the financial plans of the public body.

(b) A municipal corporation subject to the provisions of Article 23A or a county subject to the provisions of Article 25A or Article 25B that has power under any public general or public local law or charter to borrow money and to evidence the borrowing by the issuance of its general obligation bonds, revenue bonds or other evidences of obligation, by whatever name known or source of funds secured, may issue bonds ("pension liability funding bonds") for the purpose of funding any unfunded present or contingent liability of any kind under any pension plan. For purposes of this section, the term "pension plan" shall mean any existing pension or retirement plan or system under which the public body is directly or indirectly obligated to pay or cause to be paid retirement, disability, death or other benefits and that is closed to new membership. Pension liability funding bonds issued under the authority of this section may be issued for the public purposes of:

(1) Realizing savings with respect to the aggregate cost of the pension plan being funded, on either a direct comparison or present value basis; or

(2) Structuring or restructuring pension plan costs in a manner that (i) in the aggregate effects a reduction in the total cost of the pension plan as provided in paragraph (1) above or (ii) is determined by the issuer to be in the best interests of the issuer, to be consistent with the issuer's long-term financial plan, and to realize a financial objective of the issuer, including improving the relationship of pension plan costs to a source of payment such as taxes, assessments, or other charges or improving the benefits payable under the pension plan.

The power to issue pension liability funding bonds under this section shall be deemed additional and supplemental to the issuer's existing borrowing power. Except as otherwise provided in this section, pension liability funding bonds shall contain the terms, conditions and covenants, be payable from the taxes or other sources and be issued pursuant to the procedures that are applicable or generally made applicable to the issuer's general obligation bonds, revenue bonds, or other evidences of obligation, as the case may be, which are the same as regards source of payment as the pension liability funding bonds to be issued.

(c) Notwithstanding any limitations or other provisions to the contrary of Articles 23A, 25A, or 25B of the Annotated Code of Maryland, the charter or other authorizing legislation of the issuer, or any other local or general laws within the State, and without in any way limiting the generality of the foregoing, at the discretion of the legislative or other governing body of the issuer, pension liability funding bonds (i) may be issued without regard to any provisions of the issuer's charter or any other laws requiring public referendum before the issuance of public debt by the issuer or requiring that debt be issued only for the

purpose of financing certain projects such as capital projects defined in any charter, or any other provisions that may be inconsistent with this section, (ii) may be sold by the issuer on a negotiated basis without solicitation of bids at a price at, above or below par, (iii) may be issued in one or more series, each series being in the principal amount that the issuer determines to be required to achieve the purpose for the issuance of the pension liability funding bonds, (iv) shall bear interest at fixed rates determined by the issuer or at floating or variable rates established from time to time by a method of determination approved by the issuer, (v) may be issued as serial bonds or as term bonds with provisions for mandatory sinking fund or other annual principal redemption, provided that the principal and interest installments on the bonds need not be equal from year to year and may be consistent with the general financial plan of the issuer, and (vi) shall have a final maturity date not more than 30 years from the date of issue. The first principal installment or mandatory redemption of any pension liability funding bonds shall be payable not more than 3 years from the date of issue.

(d) The proceeds of pension liability funding bonds, in amounts determined by the issuer, may be deposited in trust with a trust company or other banking institution as trustee, in a trust fund established in the name of the issuer. Money in the trust fund may be invested and reinvested in any taxable or tax-exempt securities, obligations, or other investments and at any yields that are determined by the issuer to be consistent with the purposes for which the pension liability funding bonds were issued and with the financial plan of the municipality.

[Maryland Code](#) > [Debt - Public](#) > § 33

(a) (1) In this section the following words have the meanings indicated.

(2) "Authorizing resolution" means an administrative resolution adopted by the legislative body of a county.

(3) "County" means:

(i) Any county in the State or the Mayor and City Council of Baltimore; or

(ii) Any combination of two or more of the jurisdictions specified in item (i) of this paragraph that have entered into an agreement under the provisions of this section.

(4) (i) "Note" means any evidence of indebtedness of a county issued under the provisions of this section.

(ii) "Note" includes a note that is classified as commercial paper or as a refunding note, bonds, refunding bonds, or other obligations.

(5) "State share", with reference to a particular county on a particular date, means the aggregate amount of the anticipated State share of the costs of public school construction and capital improvements, under § 5-301 of the Education Article that:

(i) Has been approved by the Board of Public Works; and

(ii) Has not been advanced to the county.

(b) (1) (i) A county may from time to time borrow money and incur indebtedness through the issuance and sale of notes in anticipation of the receipt of all or part of the county's State share.

(ii) The amount borrowed may not exceed at any one time the amount of the State share in anticipation of the receipt of which the county sells the notes.

(iii) In the calculation of the maximum principal amount of notes that may be outstanding from time to time, the State share may not be reduced with respect to any outstanding notes except on receipt by the county of funds advanced by the State with respect to the State share and payment of notes with those funds.

(2) A county may from time to time enter into an agreement or agreements with one or more other counties to provide for the issuance and sale on a consolidated basis of notes in anticipation of the receipt of all or part of the aggregate State shares of the participating counties.

(c) (1) The principal of the notes may be paid from:

(i) The proceeds of all or part of the State share for a county; or

(ii) Any other revenues that are pledged to the payment of the notes in the authorizing resolution.

(2) The interest on the notes may be paid from any revenues, other than the proceeds of the State share for a county, that are pledged to the payment of the notes in the authorizing resolution.

- (3) (i) The county may pledge its full faith, credit, and taxing power to the payment of the principal and interest on the notes in the authorizing resolution.
- (ii) If the county makes a pledge under the provisions of this paragraph, in each fiscal year that any of the notes are outstanding, the county shall levy or cause to be levied ad valorem taxes on all the assessable property within the corporate limits of the county in rate and amount sufficient to provide for or assure the payment of, when due, the principal and interest on the notes maturing in each fiscal year.
- (iii) If the proceeds from the taxes levied in any fiscal year prove inadequate for the payment, the county shall levy or cause to be levied additional taxes in the succeeding fiscal year to make up any deficiency.

These policies will provide parameters for issuing debt and managing the debt portfolio and provide guidance to decision makers. Adherence to the policy helps to ensure that the municipality maintains a sound debt position.



Appendix B – Revenue Book



Revenue Book

PURPOSE

The purpose of the Revenue Book is to associate narrative aspects of the Revenue Budget to the major sources of revenue that the City depends on for its continued operations. This book is organized by Fund, and closely resembles the presentation of the budget as adopted by the Mayor and Council.

GENERAL FUND REVENUES

The General Fund draws revenue from many sources. The primary category of revenues is taxes. The next largest category is Federal, State, and County revenues generated from grants and payments for services. Each of these is described below with the expected revenue and trend data as it is available.

TAXES – REAL PROPERTY

All property is generally divided into the following categories (Sec. 6-101, Prop. Tax Art.):

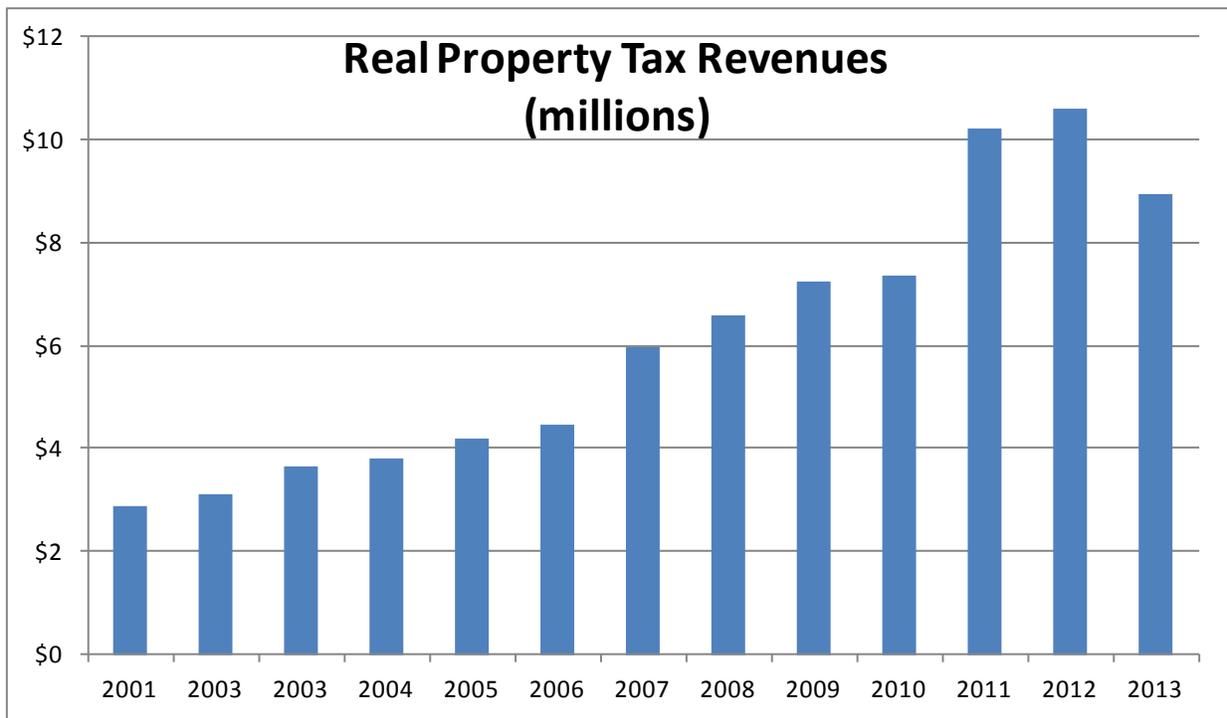
- (1) Government property;
- (2) Leasehold interests;
- (3) Operating property of railroads and public utilities;
- (4) Stock in business of manufacturing or commercial business;
- (5) **Real property**; and
- (6) Tangible personal property.

Real property is divided into the following subclasses (Sec. 8-101, Prop. Tax Art.):

- (1) **land that is actively devoted to farm or agricultural use; marshland;**
- (2) **woodland;**
- (3) land owned by a country club;
- (4) land used for a planned development;
- (5) rezoned real property that is used for residential purposes;
- (6) operating real property of a railroad;
- (7) operating real property of a public utility; and
- (8) all other real property.

Real property taxes are assessment based with a 2014 rate of \$.56 per \$100 of assessed value for the City. The assessments are determined by the Maryland Department of Assessments and Taxation every three years. New assessments were distributed through the County for FY2013 which resulted in a 17% reduction in assessed value. Combined with a \$.01 reduction in the tax rate, the real property tax revenue saw a decrease of 20% FY2013.

The current adjusted assessable base is \$1,579,794,294, resulting in a revenue expectation of \$8,846,848. For the current fiscal year the City has booked just over \$8,960,039 in revenues for real property taxes. The previous year's results were:



As discussed earlier, the decrease in Real Estate Taxes in 2013 is a result of lower assessments and a decrease in the tax rate.

BUSINESS PERSONAL PROPERTY TAXES

In Maryland there is a tax on business owned personal property which is imposed and collected by the local governments. Responsibility for the assessment of all personal property throughout Maryland rests with the Department of Assessments and Taxation. Personal property generally includes furniture, fixtures, office and industrial equipment, machinery, tools, supplies, inventory and any other property not classified as real property. The municipal amount is based on furniture and fixtures, not inventory, and not for the 1st year in business.

JURISDICTION	COUNTY RATE			TOWN/SPECIAL TAXING DISTRICT TAX RATE		
	REAL	*PERSONAL	**UTILITY	REAL	*PERSONAL	**UTILITY
Westminster	1.018	2.515	2.515	0.560	1.100	1.100

The tax rate on real property is \$.56/\$100, and the tangible property rate is \$1.10/\$100 of assessed value. With the inclusion of the Special Assessments module of the accounting software system a more automated billing capability was added. In FY 2013 the City booked more than \$600K in business personal property tax.

INCOME TAXES

STATUTE CITATION: Tax General Article, Section 2-607

SOURCE: Local Income Tax

FORMULA: The Comptroller is required to annually certify the amount of the State income tax liability of the residents of each municipality and special taxing district and to return the greater of either 17% of the county

income tax liability to the respective governments or .37% of the State taxable income of municipal or taxing district residents.

These payments are deducted from the county share of the local income tax. Each county and Baltimore City are required to levy a local income tax equivalent to 1% to 3.20% of the State taxable income of their residents.

If the county tax rate falls below 2.6% of the Maryland taxable income, the amount returned to a municipality will be determined by multiplying the Maryland taxable income by a factor obtained by dividing 2.6% by the county income tax rate.

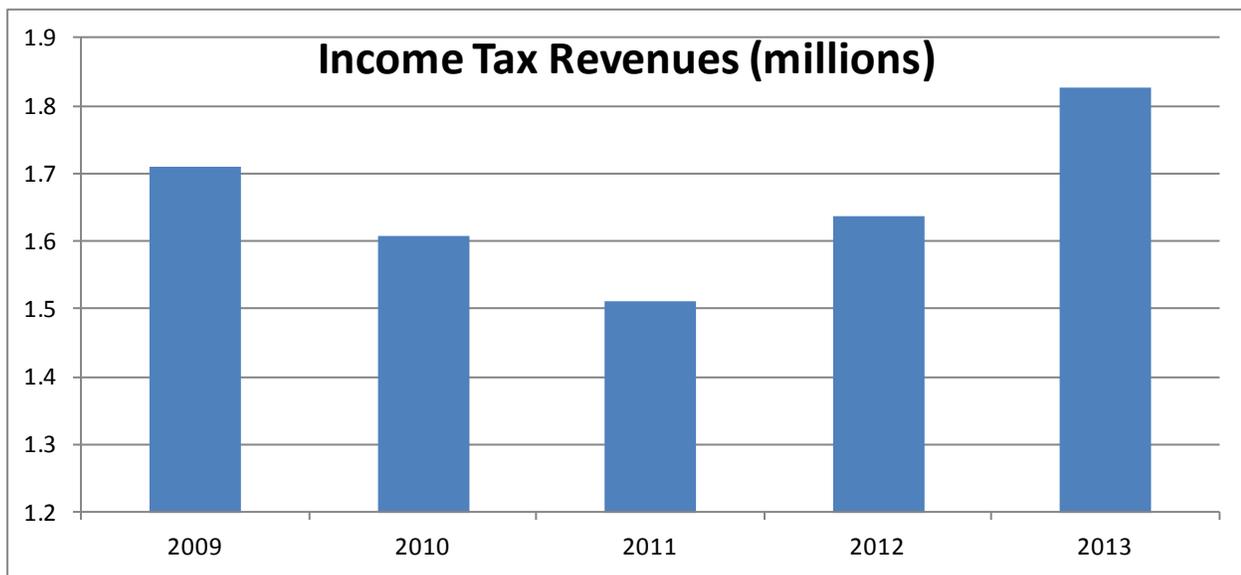
DISTRIBUTION: The State Comptroller pays each municipality and special taxing district its share of the local income tax quarterly. The Comptroller also makes other payments throughout the year to account for delinquent tax returns and finalization of the individual accounts at the end of the fiscal year. In FY 2011 the City received \$1.4M in income tax revenues.

CONDITIONS: None.

CONTACT:

Comptroller of the Treasury
Revenue Administration Division
Telephone: 410/260-7797
E-mail: jfrostbutter@comp.state.md.us

In recent years, Maryland has experienced an upward trend in unemployment reflecting a decrease in Income Tax Revenue. As shown below, income tax revenue is back on trend and is expected to continue to increase. Carroll County was not as affected by statewide unemployment trends.



ADMISSIONS & AMUSEMENTS TAX

STATUTE CITATION: Tax General Article, Sections 4-102 through 4-105; Sections 2-201 and 2-202

SOURCE: Municipal tax on revenue derived from entertainment and amusement activities within the municipal boundaries.

FORMULA: Municipalities may levy a tax on the gross receipts of a wide variety of entertainment and amusement activities which take place within their jurisdiction. The taxable activities generally include:

1. Use of a game of entertainment.
2. Amounts charged for admission within an enclosure in addition to the initial charge for admission.
3. Amounts charged for the use or rental of sporting or recreational equipment or recreational facility.
4. Amounts charged for refreshment, service or merchandise at any hotel room, restaurant, hall, nightclub or other similar place where dancing privileges, live music or other entertainment is provided for the patrons. The Comptroller has divided the activities into 24 categories, including: athletic events, concerts, nightclubs, and use of coin-operated amusement machines. The gross receipts from these activities may be taxed at a rate of up to 10%. Each category may be taxed at a different rate. State authorized exemptions currently include: bowling alleys, boxing and wrestling matches, certain bingo events, charter fishing, concerts, a variety of charitable, religious, and non-profit activities, and arts and entertainment enterprises.

If the activity is also subject to the State sales tax or use tax, the combined total tax on the gross receipts may not exceed 10%. Since the State sales tax is 5%, this means that the local admissions and amusement tax may not exceed 5% on such activities as the rental of boats, golf carts, horses, skates, skis, or the sale of refreshments and merchandise where there is live entertainment.

DISTRIBUTION: Each person or firm subject to the tax is required to pay its respective taxes to the State Comptroller by the 10th of each month. The Comptroller deducts and retains an amount of revenue sufficient to cover the cost of administering the program. The balance of the taxes collected are paid back to the respective governments from which the revenues originated within 20 days of the end of each calendar quarter. The revenue expected by the City of Westminster is approximately \$200K annually.

CONDITIONS:

1. The proper local official must notify the Comptroller at least 60 days in advance of any change in the rate of taxation of on activity.
2. If a municipality levies an amusement tax, the county may not levy an amusement tax on activities within the municipal boundaries.

CONTACT:

Comptroller of the Treasury
Revenue Administration Division
Telephone: 410/260-7790
E-mail: jfox@comp.state.md.us

HIGHWAY USERS TAX REVENUES

STATUTE CITATION: Transportation Article, Sections 8-401 through 8-413 and Sections 8-504 and 2-118(b) (2)

SOURCE: Funds certified to the Gasoline and Motor Vehicle Revenue Account in the Transportation Trust Fund, including: the gasoline tax, vehicle titling tax, vehicle rentals sales and use tax, and specified vehicle registration fees.

FORMULA: Highway user revenues are divided among the State (70%) and the counties and municipalities (30%). Baltimore City receives the greater of \$157.5 million or 11.5% of the State's revenues and the counties and municipalities receive 30% of the State's revenues less the amount distributed to Baltimore City. County area shares are determined by apportioning half of the fund on the basis of each county's proportionate county road mileage (compared to the State total) and the remaining half on the basis of proportionate automobile

registrations within each county area. Deductions may be made by the Comptroller from a county's share if the county has failed to meet the debt service requirements for county transportation bonds issued by the State. The Secretary of Transportation may also reduce local appropriations by the amount necessary to correct individual instances of noncompliance concerning State standards of uniformity for traffic control.

Funds within a county area are then divided between the county and municipalities located within the county. One half of the funds are divided between the county and the municipalities on the basis of proportionate road mileage.

The other half of the funds is divided proportionately between the county and municipalities on the basis of motor vehicle registrations.

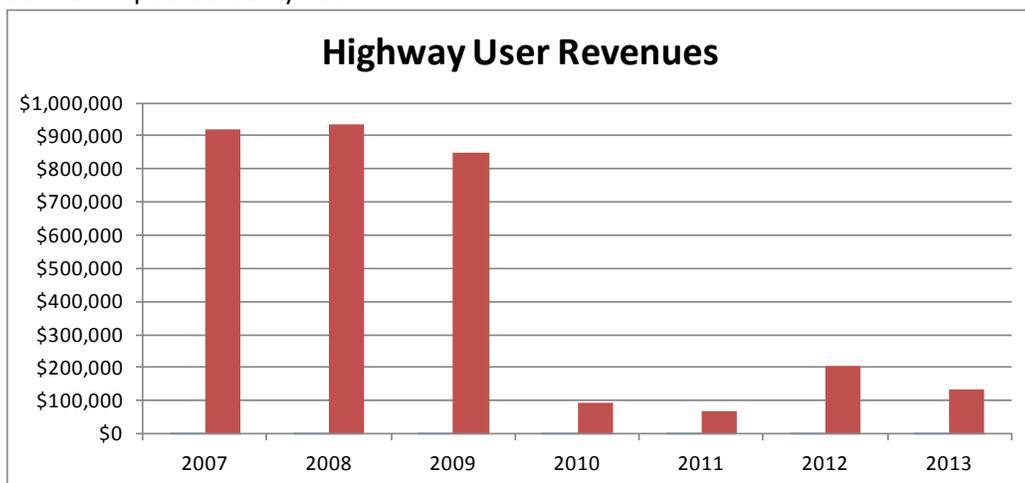
DISTRIBUTION: Distributions are made monthly to municipalities by the State Comptroller.

CONDITIONS: On or before December 31 of each year, each municipality must complete a form officially requesting its share of Highway User Revenues. In addition, a report must be completed indicating any changes within the past year in the amount of road mileage within the municipality. Both the form and the report must be filed with the Bureau of Highway Statistics of the State Highway Administration.

ELIGIBLE USES: Highway user revenues may only be used to pay or finance:

1. The cost of transportation facilities, including airport facilities, highway facilities, port facilities, rail facilities, and transit facilities.
2. The construction, reconstruction, or maintenance of roads or streets.
3. Debt service on bonds or other evidences of obligation lawfully issued by or for the municipality for the construction, reconstruction, or maintenance of roads or streets. Specifications for the construction or reconstruction of streets or roads must be approved in advance by the State Highway Administration.
4. The establishment and maintenance of footpaths, bridle paths or horse trails, and bicycle trails.
5. The matching of the federal share of highway aid if the funds are not otherwise available and the approval of the State Highway Administration, the State Treasurer and the State Comptroller has been granted.

Over the past five years, the State has cut Highway User's Funds significantly in order to fund its own transportation projects. The City has seen a 90% reduction in this revenue. In order for the City to have enough funding to complete its own transportation (and other) projects, the Mayor and Council adopted a Capital Tax of \$.12 for FY2014. The State did offer a one time grant of \$322,000 in FY2014 of Highway User Funds. This grant is not expected to be repeated next year.



LICENSES & PERMITS REVENUES

The City collects revenue for various licenses and permits. Most of these revenues offset the costs associated with the relevant permit. Revenues include parking permits for various public lots and garages, alcohol permits, building permits, and cable television franchise fees.

GRANTS FROM FEDERAL GOVERNMENT

The City's Public Housing Agency receives approximately \$2.2M each year in housing assistance and administrative funding from the US Department of Housing and Urban Development.

POLICE PROTECTION GRANT

STATUTE CITATION: Article 41, Sections 4-401 through 4-406

SOURCE: State Grant

FORMULA: The State allocates funds to county areas (Baltimore City receives \$.50 per capita) based on factors of population density, net taxable income, assessable base, and per capita police expenditures. The funds are divided between a county and its municipalities on the basis of relative police expenditures for the immediately preceding fiscal year. If a municipality accounts for 25% of the police expenditures for a county, the next fiscal year it will receive 25% of the police aid grant for that county.

In addition to the regular police aid grant described above, counties and municipalities receive a supplemental grant each year of \$2.50 per capita (population estimates are provided annually by the State Department of Health and Mental Hygiene).

Municipal governments also receive in police aid an additional \$1,800 per full-time sworn police officer based on the number of police officers employed in the immediately preceding fiscal year.

DISTRIBUTION: Payments are made by the State Comptroller to counties, Baltimore City, and qualifying municipalities in approximately equal amounts each quarter.

CONDITIONS: A municipality must have annual expenditures for police protection that exceed \$5,000 and must employ at least one qualified full-time police officer, as determined by the Superintendent of the Maryland State Police. If a municipality fails to meet the minimum standards of police qualifications for two successive years, the municipality forfeits its police aid grant.

CONTACT:

Maryland State Police

Planning, Research, Inspection Division

Telephone: 410/653-4384 or 410/653-4302

OVERTIME FUNDING

TRAFFIC SAFETY

16.727 COMBATING UNDERAGE DRINKING

Program Description: To support and enhance efforts by states, in cooperation with local jurisdictions, to enforce underage drinking by prohibiting the sale of alcoholic beverages or the consumption of alcoholic beverages by minors.

DOMESTIC VIOLENCE GRANT

16.738 BYRNE– JUSTICE ASSISTANCE GRANT

Program Description: To provide states and units of local government with funds to provide additional personnel, equipment, supplies, contractual support, training, technical assistance, and information systems for criminal justice

Formula Description: The JAG formula includes a state allocation consisting of a minimum base allocation with the remaining amount determined on a population and Part 1 violent crime statistics, and a direct allocation to units of local government. Once the state allocation is calculated, 60 percent of the funding is awarded to the state and 40 percent to the eligible units of local government. State allocations also have a mandatory "pass through" requirement to locals, calculated by the Bureau of Justice Statistics (BJS) from each state's crime expenditures. There is no match required at the federal level although states and units of local government may require match from sub-grantees.

PROGRAM OPEN SPACE

Program Open Space (POS) is a nationally recognized program with two components, a local grant component often called Local side POS and a component that funds acquisitions by the State. The first component provides financial and technical assistance to local subdivisions for the planning, acquisition, and/or development of recreation land or open space areas, including dedicated funds for Maryland's state and local parks and conservation areas. Established under the Department of Natural Resources in 1969, POS symbolizes Maryland's long term commitment to conserving our natural resources while providing exceptional outdoor recreation opportunities for our citizens.

The City generally receives Project Open Space funding from the State of Maryland each year, in varying amounts depending on the State budget appropriations and sharing. The City has recently completed the Wakefield Valley community trail project, the Skate Park, and several other projects with this funding. Carroll County provides a percentage match as budgets allow.

GENERAL FEES

GENERAL GOVERNMENT

Special Capital Benefit Assessment

[Amended 12-11-1995 by Ord. No. 606; 11-27-2000 by Ord. No. 661; 11-22-1999 by Ord. No. 645; 7-22-2002 by Ord. No. 682; 1-27-2003 by Ord. No. 694]

- A. From and after the effective date of this chapter, in any instance in which the City approves a building permit for any building, dwelling, apartment, living unit or other structure within the corporate limits of the City, as herein set forth, a special benefit assessment is hereby levied and imposed upon the affected real property, to be paid by its owner in the amount or amounts as follows:

[Amended 6-14-2004 by Ord. No. 716]

Editor's Note: This ordinance also provided that it take effect 1-1-2005.

Type of Use

Amount of Assessment

Dwellings and Dwelling Units (including mobile homes)

Each single-family dwelling unit or the first unit in a multifamily dwelling unit as defined in Chapter [164](#) of this Code: \$3,200

Each dwelling unit in a multifamily dwelling unit over and above the first unit:

1-bedroom or efficiency	\$2,560
2-bedroom	\$2,720
3-bedroom	\$2,880
4-bedroom	\$3,040

Industrial Manufacturing

Minimum (includes buildings containing up to 5,000 square feet total floor space)	\$3,200
Next 10,000 square feet	\$0.64 per square foot
Next 15,000 square feet	\$0.61 per square foot
All over 30,000 square feet	\$0.58 per square foot

Industrial Warehousing

Minimum (including buildings containing up to 2,000 square feet total floor space)	\$3,200
Next 3,000 square feet	\$0.64 per square foot
Next 5,000 square feet	\$0.58 per square foot
Next 20,000 square feet	\$0.49 per square foot
All over 30,000 square feet	\$0.38 per square foot

Schools and Colleges, Including Dormitories (students and staff)

1 to 100 persons	\$5,440
101 to 250 persons	\$9,600
251 to 400 persons	\$14,080
400 to 1,000 persons	\$18,400
Each additional 400 persons or fraction thereof over 1,000	\$22,400

Hospitals, Care Homes and Nursing Homes

1 to 20 beds	\$5,440
21 to 60 beds	\$9,600
Each additional bed over 60	\$224

Hotels and Motels

1 to 10 rooms	\$3,200
11 to 50 rooms	\$5,440
Each additional bed over 50	\$256

Commercial (retail, wholesale and business offices)

Minimum (includes building containing up to 5,000 square feet total floor space)	\$3,200
Next 5,000 square feet	\$0.64 per square foot
Next 10,000 square feet	\$0.58 per square foot
All over 20,000 square feet	\$0.49 per square foot

B. In any instance in which an existing structure is altered to add additional dwelling units, commercial units or business offices, there shall be imposed a special benefit assessment of \$480 plus \$0.64 per square foot for each unit or office added. However, in no event shall the cumulative assessments for said alterations exceed 75% of the assessment for new construction.

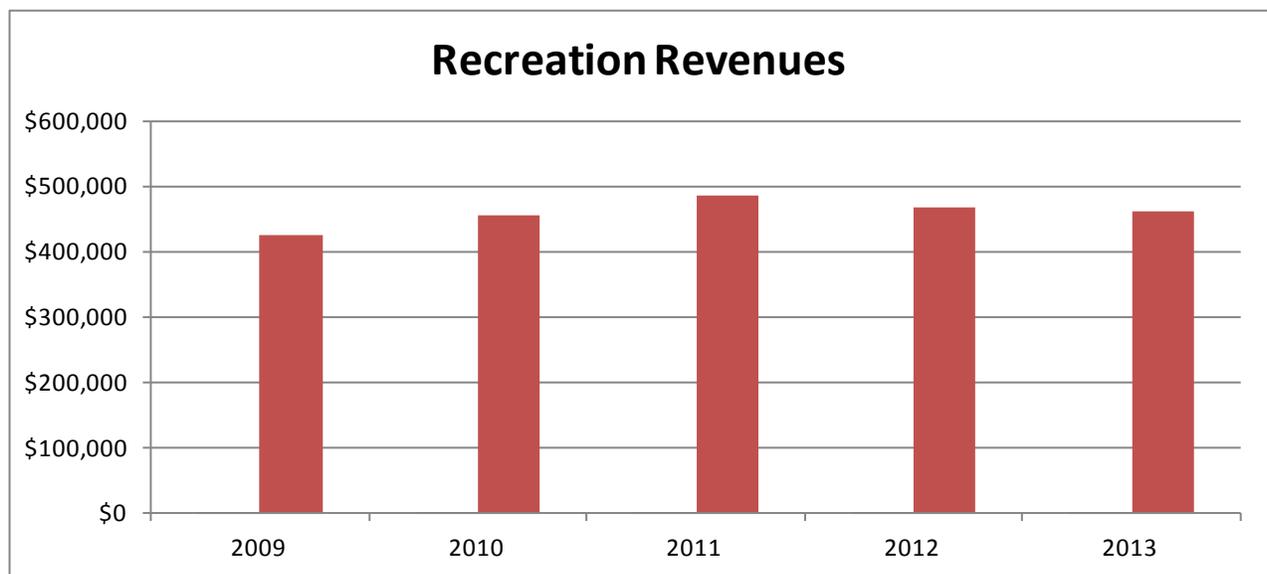
[Amended 6-14-2004 by Ord. No. 716 Editor's Note: This ordinance also provided that it take effect 1-1-2005.]

C. In any instance in which an industrial or commercial structure is altered to add additional square footage, there shall be imposed a special benefit assessment in accordance with the schedule hereinbefore set forth in Subsection A hereof. Expansion of existing structures shall be allowed credit for previously paid special benefit assessments in all types of uses except dwellings and dwelling units and planned unit developments.

D. In any instance in which a school or college expands existing structures or constructs new buildings for nonresident use, there shall be imposed a special capital benefit assessment in accordance with the schedule entitled "Industrial Warehousing." In the instance where a school or college adds or expands its residential buildings, a special capital benefit assessment shall be imposed in accordance with the subsection of the schedule entitled "Dwellings and Dwelling Units," or, in the event of construction of dormitories, the schedule entitled "Schools and Colleges, Including Dormitories" shall be applicable. In any instance in which a school or college expands existing structures

RECREATION PROGRAMS

Recreation Revenues consist of revenues derived of charges for programs and events, pool admissions and membership to the Family Center. All revenues help offset costs of running all recreation programs.



SEWER AND WATER REVENUES

There are two major sources of funding for these two funds:

- Commodity Consumption
- Capital Benefit Assessments

COMMODITY CONSUMPTION

RATE MODEL STRUCTURE OVERVIEW

- Model is “driven” by expenditure level compared to consumption levels
 - Operating Budget Expenditures
 - Capital Improvement Program Projects
 - 90% consumption of anticipated levels

- Model is consumer driven
 - The consumers that “drive” the costs of the systems are the “1 EDU” population, 5/8” and 3/4” meters
 - In peak periods these are the consumers that stress the system thereby driving the costs upward
 - 85% of the consumption is by 81% of the customers; they consume under 18,000 gallons/quarter

- Model has a pricing component
 - 1 EDU is the base pricing, 5/8” and 3/4” meter sizes, assumes 250 gallons consumed each day
 - 1 EDU pricing structure also provides conservation incentive
 - +1 EDU customers (large meters) are priced lower than conservation levels, but higher than small meter consumers

- Revenue balances to operating budget
 - There is a 10% conservation assumption built into the model
 - Operating loans are carried forward into FY2011 – 2012
 - \$1M+ for Water Fund
 - \$.5M for Sewer Fund
 - Loans are projected to repay beginning in 2014
 - Growth projects are modeled to begin in 2014
 - Reserves are calculated for all scenarios

- Model was been developed for a July 1, 2009 implementation
 - The FY 2011 rate structure was also adopted for FY 2012 and FY 2013.

Water and Sewer Proposed Rates

Fixed Quarterly Charge <u>Everyone</u>	Meter Size	AWWA Meter Eqv.	Estimated Monthly Bay Restoration Fee	Proposed July 1, 2009 - June 30, 2010				Proposed July 1, 2010 - June 30, 2011			
				Inside City		Outside City		Inside City		Outside City	
				Water	Sewer	Water	Sewer	Water	Sewer	Water	Sewer
	Tier 1 - 5/8"	1.00	\$2.50	\$22.41	\$18.57	\$23.31	\$26.88	\$23.09	\$19.13	\$24.71	\$26.88
	Tier 1 - 3/4"	1.00	\$2.50	\$22.41	\$18.57	\$23.31	\$26.88	\$23.09	\$19.13	\$24.71	\$26.88
	Tier 2 - 1"	2.50	\$6.25	\$56.04	\$46.43	\$58.29	\$67.19	\$57.72	\$47.82	\$61.78	\$67.19
	Tier 2 - 1 1/2"	5.00	\$12.50	\$112.07	\$92.85	\$116.57	\$134.39	\$115.44	\$95.64	\$123.57	\$134.39
	Tier 2 - 2"	8.00	\$20.00	\$179.32	\$148.56	\$186.52	\$215.02	\$184.70	\$153.02	\$197.71	\$215.02
	Tier 2 - 3"	16.00	\$40.00	\$358.63	\$297.13	\$373.03	\$430.04	\$369.39	\$306.04	\$395.41	\$430.04
	Tier 2 - 4"	25.00	\$62.50	\$560.37	\$464.26	\$582.86	\$671.94	\$577.18	\$478.19	\$617.83	\$671.94
	Tier 2 - 6"	50.00	\$125.00	\$1,120.73	\$928.53	\$1,165.72	\$1,343.88	\$1,154.35	\$956.38	\$1,235.66	\$1,343.88
	Tier 2 - 8"	80.00	\$200.00	\$1,793.17	\$1,485.64	\$1,865.15	\$2,150.21	\$1,846.96	\$1,530.21	\$1,977.06	\$2,150.21

Water Usage Charge

Tier 1 Rates

Unit Rate		
per 1,000 gallons		
0	-	18,000
over	-	18,000

Inside City Water
\$3.80
\$9.51

Outside City Water
\$4.99
\$12.49

Inside City Water
\$3.92
\$9.79

Outside City Water
\$5.29
\$13.24

Tier 2 Rates

Unit Rate	
per 1,000 gallons	

Inside City Water
\$5.13

Outside City Water
\$6.74

Inside City Water
\$5.29

Outside City Water
\$7.15

Sewer Usage Charge

Everyone

Unit Rate (per 1,000 gallons)	
-------------------------------	--

Inside City Sewer
\$4.50

Outside City Sewer
\$6.93

Inside City Sewer
\$4.63

Outside City Sewer
\$6.93

RATE MODEL SUMMARY

- The rate structure in Ordinance 802 provides:
 - Breakeven rates in Year4;
 - Operating loans totaling \$1.49M

- Changing the implementation by phasing over 4 years provides:
 - Artificially lower rates for 4 years, higher rates beginning in 3rd year;
 - Additional loan commitment of \$748K in the Water Fund

Appendix C – Three Year Comparison – Staffing Schedule

THREE YEAR COMPARISON – POSITIONS BY DEPARTMENT

DEPARTMENT	FISCAL YEARS					
	2011/2012		2012/2013		2013/2014	
	FULL-TIME	PART-TIME	FULL-TIME	PART-TIME	FULL-TIME	PART-TIME
City Administrator	3	0	3	0	3	0
Housing & Preservation Services	4	0	4	0	5	0
Technology Services	2	0	3	0	4	0
Finance	6	0	6	0	7	0
Human Resources	3	0	3	0	3	0
Community Planning & Development	5	0	5	0	5	0
Engineering	3	0	3	0	3	0
Recreation & Parks	9	4	9	4	10	2
Police Administrative/Civilian	14	0	14	0	14	0
Police Sworn	45	0	43	0	44	0
Public Works Administration	3	0	3	0	3	0
Streets	20	0	19	0	19	0
Utilities	14	0	13	0	13	0
Wastewater	13	0	13	0	13	0
Water	10	0	10	0	10	0
CITY STAFFING LEVELS	154	4	151	4	156	2

SUMMARY	FISCAL YEARS					
	2011/2012		2012/2013		2013/2014	
	FULL-TIME	PART-TIME	FULL-TIME	PART-TIME	FULL-TIME	PART-TIME
General Operations	35	4	36	4	40	2
Public Safety	59	0	57	0	58	0
Public Works	60	0	58	0	58	0
SUMMARY TOTALS	154	4	151	4	156	2

THREE YEAR COMPARISON – CHANGES IN POSITIONS

	FT	PT	Position	Department	
2010/11 – 2011/12	1		Administrative Coordinator	Public Works	
	1		Assistant Director of Public Works	Public Works	
	1	-1	Program Assistant	Recreation	
	-1		Utilities Specialist	Finance	
Total Staffing Change	1				
	FT	PT	Position	Department	
2011/12 – 2012/13	-1		Staff Assistant	Office of the Administrator	
	1		Assistant City Clerk	Office of the Administrator	
	1		Senior Technical Support Analyst	Technology Services	
	-1		Private First Class CID	Police	
	-1		Captain – Administrative Bureau	Police	
	1		Community Programs Specialist	Planning, Zoning, & Development	
	-1		Cultural & Natural Resources Planner	Planning, Zoning, & Development	
	-1		Equipment Operator	Streets	
-1		Administrative Assistant (Certified)	Utility Maintenance		
Total Staffing Change	-3				
	FT	PT	Position	Department	
2012/13 – 2013/14	1		Private First Class CID	Police	
	1		Cashier	Finance	
	1		Director	Housing & Preservation Services	
	-1		Assistant Director	Recreation & Parks	
	-2		Program Assistant	Recreation & Parks	
	2		Program Coordinator	Recreation & Parks	
			-2	Recreation Assistant I	Recreation & Parks
	1		Recreation Assistant I	Recreation & Parks	
	1		Administrative Coordinator	Recreation & Parks	
1		GIS Technician	Technology		
Total Staffing Change	3				



Appendix D – Salary Structure

POSITIONS BY GRADE

Grade	Job Title	Titles	Positions
A	Custodian, Recreation Assistant I	2	5
B	Cadet	1	1
C	Cashier, Equipment Operator, Housing Specialist, Non-Certified Operator, Parking Enforcement Officer, Recreation Assistant III	6	17
D	Administrative Coordinator, Certified Operator, Communications Specialist, Meter Reader, Senior Equipment Operator	5	35
E	Accounting Specialist, Administrative Assistant – Certified, Code Inspector, Family Center Manager, Mechanic, Police Officer Candidates, Program Coordinator, Property Management Specialist, Senior Communications Specialist, Shift Supervisor	10	14
F	Arborist, Chemist, Group Leader, Probationary Police Officer/Private First Class, Senior Accounting Specialist, Senior HR Specialist, Senior Technical Support Specialist, Assistant City Clerk, Community Programs Specialist	9	34
G	Communications Supervisor, Corporal, Engineering Specialist, Senior Construction Inspector, Senior Operator	5	10
H	Assistant Superintendent, Comprehensive Planner, Sergeant	3	12
I	Administrator - Economic Development, GIS Specialist, Lieutenant, Superintendent	4	12
J	Accountant, Accounting Manager, Captain, Manager – Human Resources, Manager – Housing, Senior Engineer, Manager – Technology, Senior Technical Support Analyst	7	9
K	N/A	0	0
L	N/A	0	0
M	Assistant Director – Public Works, Deputy Chief (Major), Director – Housing & Preservation Services, Director – Planning & Community Development, Director – Recreation & Parks, Director – Finance	6	6
N	N/A	0	0
O	N/A	0	0
P	Chief of Police, Director – Public Works	2	2
Q	City Administrator	1	1
		61	158

GRADE AND STEP TABLES

40 Hour Week, 26 Pays, 3% Steps

Grade		Step 1 (base)	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16
Annual	A	23,566.40	24,273.39	25,001.59	25,751.64	26,524.19	27,319.92	28,139.51	28,983.70	29,853.21	30,748.81	31,671.27	32,621.41	33,600.05	34,608.05	35,646.29	36,715.68
Bi-Weekly		906.40	933.59	961.60	990.45	1,020.16	1,050.77	1,082.29	1,114.76	1,148.20	1,182.65	1,218.13	1,254.67	1,292.31	1,331.08	1,371.01	1,412.14
Hourly		11.33	11.67	12.02	12.38	12.75	13.13	13.53	13.93	14.35	14.78	15.23	15.68	16.15	16.64	17.14	17.65
Annual	B	26,020.80	26,801.42	27,605.47	28,433.63	29,286.64	30,165.24	31,070.20	32,002.30	32,962.37	33,951.24	34,969.78	36,018.87	37,099.44	38,212.42	39,358.79	40,539.56
Bi-Weekly		1,000.80	1,030.82	1,061.75	1,093.60	1,126.41	1,160.20	1,195.01	1,230.86	1,267.78	1,305.82	1,344.99	1,385.34	1,426.90	1,469.71	1,513.80	1,559.21
Hourly		12.51	12.89	13.27	13.67	14.08	14.50	14.94	15.39	15.85	16.32	16.81	17.32	17.84	18.37	18.92	19.49
Annual	C	28,704.00	29,565.12	30,452.07	31,365.64	32,306.60	33,275.80	34,274.08	35,302.30	36,361.37	37,452.21	38,575.78	39,733.05	40,925.04	42,152.79	43,417.38	44,719.90
Bi-Weekly		1,104.00	1,137.12	1,171.23	1,206.37	1,242.56	1,279.84	1,318.23	1,357.78	1,398.51	1,440.47	1,483.68	1,528.19	1,574.04	1,621.26	1,669.90	1,720.00
Hourly		13.80	14.21	14.64	15.08	15.53	16.00	16.48	16.97	17.48	18.01	18.55	19.10	19.68	20.27	20.87	21.50
Annual	D	31,699.20	32,650.18	33,629.68	34,638.57	35,677.73	36,748.06	37,850.50	38,986.02	40,155.60	41,360.27	42,601.07	43,879.11	45,195.48	46,551.34	47,947.88	49,386.32
Bi-Weekly		1,219.20	1,255.78	1,293.45	1,332.25	1,372.22	1,413.39	1,455.79	1,499.46	1,544.45	1,590.78	1,638.50	1,687.66	1,738.29	1,790.44	1,844.15	1,899.47
Hourly		15.24	15.70	16.17	16.65	17.15	17.67	18.20	18.74	19.31	19.88	20.48	21.10	21.73	22.38	23.05	23.74
Annual	E	34,923.20	35,970.90	37,050.02	38,161.52	39,306.37	40,485.56	41,700.13	42,951.13	44,239.66	45,566.85	46,933.86	48,341.88	49,792.13	51,285.90	52,824.47	54,409.21
Bi-Weekly		1,343.20	1,383.50	1,425.00	1,467.75	1,511.78	1,557.14	1,603.85	1,651.97	1,701.53	1,752.57	1,805.15	1,859.30	1,915.08	1,972.53	2,031.71	2,092.66
Hourly		16.79	17.29	17.81	18.35	18.90	19.46	20.05	20.65	21.27	21.91	22.56	23.24	23.94	24.66	25.40	26.16
Annual	F	38,563.20	39,720.10	40,911.70	42,139.05	43,403.22	44,705.32	46,046.48	47,427.87	48,850.71	50,316.23	51,825.72	53,380.49	54,981.90	56,631.36	58,330.30	60,080.21
Bi-Weekly		1,483.20	1,527.70	1,573.53	1,620.73	1,669.35	1,719.44	1,771.02	1,824.15	1,878.87	1,935.24	1,993.30	2,053.10	2,114.69	2,178.13	2,243.47	2,310.78
Hourly		18.54	19.10	19.67	20.26	20.87	21.49	22.14	22.80	23.49	24.19	24.92	25.66	26.43	27.23	28.04	28.88
Annual	G	42,411.20	43,683.54	44,994.04	46,343.86	47,734.18	49,166.20	50,641.19	52,160.43	53,725.24	55,337.00	56,997.11	58,707.02	60,468.23	62,282.28	64,150.75	66,075.27
Bi-Weekly		1,631.20	1,680.14	1,730.54	1,782.46	1,835.93	1,891.01	1,947.74	2,006.17	2,066.36	2,128.35	2,192.20	2,257.96	2,325.70	2,395.47	2,467.34	2,541.36
Hourly		20.39	21.00	21.63	22.28	22.95	23.64	24.35	25.08	25.83	26.60	27.40	28.22	29.07	29.94	30.84	31.77
Annual	H	46,696.00	48,096.88	49,539.79	51,025.98	52,556.76	54,133.46	55,757.47	57,430.19	59,153.10	60,927.69	62,755.52	64,638.18	66,577.33	68,574.65	70,631.89	72,750.85
Bi-Weekly		1,796.00	1,849.88	1,905.38	1,962.54	2,021.41	2,082.06	2,144.52	2,208.85	2,275.12	2,343.37	2,413.67	2,486.08	2,560.67	2,637.49	2,716.61	2,798.11
Hourly		22.45	23.12	23.82	24.53	25.27	26.03	26.81	27.61	28.44	29.29	30.17	31.08	32.01	32.97	33.96	34.98
Annual	I	51,417.60	52,960.13	54,548.93	56,185.40	57,870.96	59,607.09	61,395.30	63,237.16	65,134.28	67,088.31	69,100.95	71,173.98	73,309.20	75,508.48	77,773.73	80,106.95
Bi-Weekly		1,977.60	2,036.93	2,098.04	2,160.98	2,225.81	2,292.58	2,361.36	2,432.20	2,505.16	2,580.32	2,657.73	2,737.46	2,819.58	2,904.17	2,991.30	3,081.04
Hourly		24.72	25.46	26.23	27.01	27.82	28.66	29.52	30.40	31.31	32.25	33.22	34.22	35.24	36.30	37.39	38.51
Annual	J	56,784.00	58,487.52	60,242.15	62,049.41	63,910.89	65,828.22	67,803.07	69,837.16	71,932.27	74,090.24	76,312.95	78,602.34	80,960.41	83,389.22	85,890.89	88,467.62
Bi-Weekly		2,184.00	2,249.52	2,317.01	2,386.52	2,458.11	2,531.85	2,607.81	2,686.04	2,766.63	2,849.62	2,935.11	3,023.17	3,113.86	3,207.28	3,303.50	3,402.60
Hourly		27.30	28.12	28.96	29.83	30.73	31.65	32.60	33.58	34.58	35.62	36.69	37.79	38.92	40.09	41.29	42.53
Annual	K	62,566.40	64,443.39	66,376.69	68,367.99	70,419.03	72,531.61	74,707.55	76,948.78	79,257.24	81,634.96	84,084.01	86,606.53	89,204.73	91,880.87	94,637.29	97,476.41
Bi-Weekly		2,406.40	2,478.59	2,552.95	2,629.54	2,708.42	2,789.68	2,873.37	2,959.57	3,048.36	3,139.81	3,234.00	3,331.02	3,430.95	3,533.88	3,639.90	3,749.09
Hourly		30.08	30.98	31.91	32.87	33.86	34.87	35.92	36.99	38.10	39.25	40.43	41.64	42.89	44.17	45.50	46.86
Annual	L	68,556.80	70,613.50	72,731.91	74,913.87	77,161.28	79,476.12	81,860.40	84,316.22	86,845.70	89,451.07	92,134.61	94,898.64	97,745.60	100,677.97	103,698.31	106,809.26
Bi-Weekly		2,636.80	2,715.90	2,797.38	2,881.30	2,967.74	3,056.77	3,148.48	3,242.93	3,340.22	3,440.43	3,543.64	3,649.95	3,759.45	3,872.23	3,988.40	4,108.05
Hourly		32.96	33.95	34.97	36.02	37.10	38.21	39.36	40.54	41.75	43.01	44.30	45.62	46.99	48.40	49.85	51.35
Annual	M	74,984.00	77,233.52	79,550.53	81,937.04	84,395.15	86,927.01	89,534.82	92,220.86	94,987.49	97,837.11	100,772.23	103,795.39	106,909.25	110,116.53	113,420.03	116,822.63
Bi-Weekly		2,884.00	2,970.52	3,059.64	3,151.42	3,245.97	3,343.35	3,443.65	3,546.96	3,653.36	3,762.97	3,875.85	3,992.13	4,111.89	4,235.25	4,362.31	4,493.18
Hourly		36.05	37.13	38.25	39.39	40.57	41.79	43.05	44.34	45.67	47.04	48.45	49.90	51.40	52.94	54.53	56.16
Annual	N	78,832.00	81,196.96	83,632.87	86,141.85	88,726.11	91,387.89	94,129.53	96,953.42	99,862.02	102,857.88	105,943.62	109,121.92	112,395.58	115,767.45	119,240.47	122,817.69
Bi-Weekly		3,032.00	3,122.96	3,216.65	3,313.15	3,412.54	3,514.92	3,620.37	3,728.98	3,840.85	3,956.07	4,074.75	4,197.00	4,322.91	4,452.59	4,586.17	4,723.76
Hourly		37.90	39.04	40.21	41.41	42.66	43.94	45.25	46.61	48.01	49.45	50.93	52.46	54.04	55.66	57.33	59.05
Annual	O	82,784.00	85,267.52	87,825.55	90,460.31	93,174.12	95,969.34	98,848.43	101,813.88	104,868.29	108,014.34	111,254.77	114,592.42	118,030.19	121,571.09	125,218.23	128,974.77
Bi-Weekly		3,184.00	3,279.52	3,377.91	3,479.24	3,583.62	3,691.13	3,801.86	3,915.92	4,033.40	4,154.40	4,279.03	4,407.40	4,539.62	4,675.81	4,816.09	4,960.57
Hourly		39.80	40.99	42.22	43.49	44.80	46.14	47.52	48.95	50.42	51.93	53.49	55.09	56.75	58.45	60.20	62.01
Annual	P	86,944.00	89,552.32	92,238.89	95,006.06	97,856.24	100,791.93	103,815.68	106,930.15	110,138.42	113,442.20	116,845.47	120,350.83	123,961.35	127,680.20	131,510.60	135,455.92
Bi-Weekly		3,344.00	3,444.32	3,547.65	3,654.08	3,763.70	3,876.61	3,992.91	4,112.70	4,236.08	4,363.16	4,494.06	4,628.88	4,767.74	4,910.78	5,058.10	5,209.84
Hourly		41.80	43.05	44.35	45.68	47.05	48.46	49.91	51.41	52.95	54.54	56.18	57.86	59.59	61.38	63.23	65.12
Annual	Q	99,944.00	102,942.32	106,030.59	109,211.51	112,487.85	115,862.49	119,338.36	122,918.51	126,606.97	130,404.25	134,316.38	138,345.87	142,496.25	146,771.13	151,174.27	155,709.50
Bi-Weekly		3,844.00	3,959.32	4,078.10	4,200.44	4,326.46	4,456.20	4,589.94	4,727.64	4,869.46	5,015.55	5,166.01	5,320.99	5,480.62	5,645.04	5,814.39	5,988.83
Hourly		48.05	49.49	50.98	52.51	54.08	55.70	57.37	59.10	60.87	62.69	64.58	66.51	68.51	70.56	72.68	74.86

35 Hour Week, 26 Pays, 3% Steps

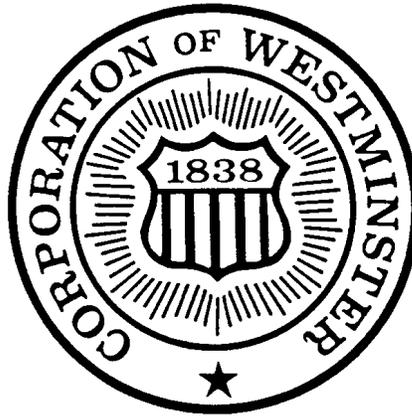
Grade		Step 1 (base)	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16
Annual	A	20,620.60	21,239.22	21,876.39	22,532.69	23,208.67	23,904.93	24,622.07	25,360.74	26,121.56	26,905.21	27,712.36	28,543.73	29,400.04	30,282.05	31,190.51	32,126.22
Bi-Weekly		793.10	816.89	841.40	866.64	892.64	919.42	947.00	975.41	1,004.68	1,034.82	1,065.86	1,097.84	1,130.77	1,164.69	1,199.63	1,235.62
Hourly		11.33	11.67	12.02	12.38	12.75	13.13	13.53	13.93	14.35	14.78	15.23	15.68	16.15	16.64	17.14	17.65
Annual	B	22,768.20	23,451.25	24,154.78	24,879.43	25,625.81	26,394.58	27,186.42	28,002.01	28,842.07	29,707.34	30,598.56	31,516.51	32,462.01	33,435.87	34,438.95	35,472.11
Bi-Weekly		875.70	901.97	929.03	956.90	985.61	1,015.18	1,045.63	1,077.00	1,109.31	1,142.59	1,176.87	1,212.17	1,248.54	1,285.99	1,324.57	1,364.31
Hourly		12.51	12.89	13.27	13.67	14.08	14.50	14.94	15.39	15.85	16.32	16.81	17.32	17.84	18.37	18.92	19.49
Annual	C	25,116.00	25,869.48	26,645.56	27,444.93	28,268.28	29,116.33	29,989.82	30,889.51	31,816.20	32,770.68	33,753.80	34,766.42	35,809.41	36,883.69	37,990.20	39,129.91
Bi-Weekly		966.00	994.98	1,024.83	1,055.57	1,087.24	1,119.86	1,153.45	1,188.06	1,223.70	1,260.41	1,298.22	1,337.17	1,377.29	1,418.60	1,461.16	1,505.00
Hourly		13.80	14.21	14.64	15.08	15.53	16.00	16.48	16.97	17.48	18.01	18.55	19.10	19.68	20.27	20.87	21.50
Annual	D	27,736.80	28,568.90	29,425.97	30,308.75	31,218.01	32,154.55	33,119.19	34,112.77	35,136.15	36,190.23	37,275.94	38,394.22	39,546.04	40,732.43	41,954.40	43,213.03
Bi-Weekly		1,066.80	1,098.80	1,131.77	1,165.72	1,200.69	1,236.71	1,273.81	1,312.03	1,351.39	1,391.93	1,433.69	1,476.70	1,521.00	1,566.63	1,613.63	1,662.04
Hourly		15.24	15.70	16.17	16.65	17.15	17.67	18.20	18.74	19.31	19.88	20.48	21.10	21.73	22.38	23.05	23.74
Annual	E	30,557.80	31,474.53	32,418.77	33,391.33	34,393.07	35,424.87	36,487.61	37,582.24	38,709.71	39,871.00	41,067.13	42,299.14	43,568.12	44,875.16	46,221.41	47,608.06
Bi-Weekly		1,175.30	1,210.56	1,246.88	1,284.28	1,322.81	1,362.49	1,403.37	1,445.47	1,488.83	1,533.50	1,579.50	1,626.89	1,675.70	1,725.97	1,777.75	1,831.08
Hourly		16.79	17.29	17.81	18.35	18.90	19.46	20.05	20.65	21.27	21.91	22.56	23.24	23.94	24.66	25.40	26.16

25 Hour Week, 26 Pays, 3% Steps

Grade		Step 1 (base)	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16
Annual	A	14,729.00	15,170.87	15,626.00	16,094.78	16,577.62	17,074.95	17,587.20	18,114.81	18,658.26	19,218.00	19,794.54	20,388.38	21,000.03	21,630.03	22,278.93	22,947.30
Bi-Weekly		566.50	583.50	601.00	619.03	637.60	656.73	676.43	696.72	717.63	739.15	761.33	784.17	807.69	831.92	856.88	882.59
Hourly		11.33	11.67	12.02	12.38	12.75	13.13	13.53	13.93	14.35	14.78	15.23	15.68	16.15	16.64	17.14	17.65
Annual	B	16,263.00	16,750.89	17,253.42	17,771.02	18,304.15	18,853.27	19,418.87	20,001.44	20,601.48	21,219.53	21,856.11	22,511.80	23,187.15	23,882.76	24,599.25	25,337.22
Bi-Weekly		625.50	644.27	663.59	683.50	704.01	725.13	746.88	769.29	792.36	816.14	840.62	865.84	891.81	918.57	946.12	974.51
Hourly		12.51	12.89	13.27	13.67	14.08	14.50	14.94	15.39	15.85	16.32	16.81	17.32	17.84	18.37	18.92	19.49
Annual	C	17,940.00	18,478.20	19,032.55	19,603.52	20,191.63	20,797.38	21,421.30	22,063.94	22,725.86	23,407.63	24,109.86	24,833.16	25,578.15	26,345.49	27,135.86	27,949.94
Bi-Weekly		690.00	710.70	732.02	753.98	776.60	799.90	823.90	848.61	874.07	900.29	927.30	955.12	983.78	1,013.29	1,043.69	1,075.00
Hourly		13.80	14.21	14.64	15.08	15.53	16.00	16.48	16.97	17.48	18.01	18.55	19.10	19.68	20.27	20.87	21.50
Annual	D	19,812.00	20,406.36	21,018.55	21,649.11	22,298.58	22,967.54	23,656.56	24,366.26	25,097.25	25,850.17	26,625.67	27,424.44	28,247.17	29,094.59	29,967.43	30,866.45
Bi-Weekly		762.00	784.86	808.41	832.66	857.64	883.37	909.87	937.16	965.28	994.24	1,024.06	1,054.79	1,086.43	1,119.02	1,152.59	1,187.17
Hourly		15.24	15.70	16.17	16.65	17.15	17.67	18.20	18.74	19.31	19.88	20.48	21.10	21.73	22.38	23.05	23.74
Annual	E	21,827.00	22,481.81	23,156.26	23,850.95	24,566.48	25,303.48	26,062.58	26,844.46	27,649.79	28,479.28	29,333.66	30,213.67	31,120.08	32,053.69	33,015.30	34,005.75
Bi-Weekly		839.50	864.69	890.63	917.34	944.86	973.21	1,002.41	1,032.48	1,063.45	1,095.36	1,128.22	1,162.06	1,196.93	1,232.83	1,269.82	1,307.91
Hourly		16.79	17.29	17.81	18.35	18.90	19.46	20.05	20.65	21.27	21.91	22.56	23.24	23.94	24.66	25.40	26.16

Appendix E – Capital Improvements Program FY 2014 to FY 2019

City of Westminster, Maryland Capital Improvements Program FY 2014 to FY 2019



Mayor and Common Council of Westminster

Kevin R. Utz, Mayor
President
Suzanne Albert
Tony Chiavacci

Dr. Robert P. Wack, Council
Dennis Frazier
Paul Whitson

City Administrator
Marge Wolf

INTRODUCTION

As part of the overall budget process, the City Administrator, in coordination with the directors of the City's various departments, prepares a six-year Capital Improvement Program (CIP), which must be approved by the Mayor and Common Council on or before June 15th in conjunction with the City's budget. The CIP must be submitted to the Planning and Zoning Commission for review and comment prior to its adoption. Once adopted, the City Administrator shall include the projects contained in first year of the approved six-year CIP in the City's operating budget.

The use of the CIP to make annual expenditures for public improvements is one of the best ways to implement the Comprehensive Plan. It forms the link between the budgetary process and the planning process. The City coordinates the CIP with the City's Comprehensive Plan and development regulations, such as zoning and subdivision ordinances. Additionally, construction projects for which State funds are utilized must be consistent with the Comprehensive Plan.

The CIP consists of project descriptions and tables showing the sources of revenue and expenditures by year. It lists major non-recurring expenditures for public facilities such as playgrounds, street construction and sewage and water treatment plants and facilities. Costs associated with capital projects include architectural and engineering fees, feasibility studies, land appraisal and acquisition, construction, and related equipment for new facilities.

The CIP designates a priority level for each project. Those categories include:

1. Mandatory projects which are required to be completed as a matter of law, legal agreement (i.e. Consent Order) or grant agreement.
2. Priority 1 projects which are urgent and cannot reasonably be postponed. These may be needed to complete an essential, or partially completed project, maintain a minimum standard of an established departmental program or to address an emergency situation.
3. Priority 2 projects which are considered necessary and which should be completed within a few years time in order to meet anticipated needs of a departmental program, for replacement of unsatisfactory facilities and also reflect future cost savings.
4. Priority 3 projects which are considered desirable and may be needed for property acquisition for a departmental program. The exact timing of these projects can be determined once funds are available.

The type, scale, timing and location of new development will affect the public costs of providing facilities and services. The CIP can save the City money by coordinating capital projects as well as through advance acquisition of land for future facilities. Public facilities also play an important role in determining when, where and how much private sector development will occur. The CIP outlines the public sector's development by identifying:

1. What capital projects and facilities will be built, repaired, replaced, or purchased;

2. Where these projects are located; and,
3. When the projects are scheduled to take place.

There is a growing awareness of the value of budgeting for public facilities. This is especially true in light of significant reductions in funding from the State of Maryland due to the economy. The decline in intergovernmental funding has placed greater fiscal pressure on the City to fund capital improvements, facilities and equipment with local funds. To the greatest extent possible, the City has tried to maximize outside financial resources and minimize debt financing and property tax increases. However, if and when the City must borrow funds for capital improvements, expenditures and equipment, bond rating agencies will view the adoption of a CIP as conscientious long-range fiscal planning that will likely lead to lower interest rates and financing charges for debt. Additionally, if the decision is made to increase the property tax rate to fund capital improvements, the City's spending priorities will be transparent to the public.

CAPITAL IMPROVEMENTS PROGRAM SCHEDULE

The City Administrator prepares the proposed six-year CIP in January and February of each year. In March, the CIP is presented to the Planning and Zoning Commission for review and comment. In April, the Mayor and Common Council hold a public hearing on the CIP, as part of the City's overall budget process. Thereafter, the Mayor and Common Council must adopt the CIP, along with the City's budget, no later than June 15th. The City Administrator shall include the projects contained in first year of the approved six-year CIP in the City's operating budget. The Mayor and Common Council shall also make tax levies and set utility rates and other charges deemed necessary to finance the City's budget.

SUMMARY OF PROJECTED CAPITAL EXPENDITURES

Capital expenditures for Administrative, Police, Recreation, Streets, Planning and Facilities are all General Fund projects. Capital expenditures for Sewer and Water fall under Enterprise Fund projects.

The CIP for FY 2011 to 2016 General Fund requirements resulted in the assessment of a \$.14/\$100 "Capital Tax". The Capital Tax was intended to raise approximately \$2.6 million in revenue that was targeted for Priority 1 capital projects. Without the additional revenue, these projects would not be completed. Priority 1 capital projects and purchases include street repair, storm drains upgrades, vehicle replacements and equipment replacements. Any Capital Tax revenue that carries over to future years will be accounted for in a capital reserve fund, to keep these funds segregated from the rest of the budget. In FY 2013, the Capital Tax was reduced to \$.13 and further reduced to \$.12 in FY 2014. The \$.12 Capital Tax is expected to raise \$1.89 million in revenue for Priority 1 capital projects in FY 2014.

Water and Sewer projects will continue to be the major focus of the CIP. In FY 2011, the City began a number of significant water supply projects including engineering for the combined Gesell Well (which is partially funded with private dollars) and the Little Pipe Creek Intake project, and some preliminary work on the Big Pipe Creek Pipeline and Wellfield project. These projects are projected to provide significant new water resources to the City. The City has also completed a portion of the preliminary engineering work on the Enhanced Nutrient Removal (ENR) upgrade to the Wastewater Treatment Plant. This proposed \$39 million project will be funded by the Maryland Department of the Environment (MDE), with approximately \$27 million in grant funds and the remaining \$12

million in loan funds. The City has also proposed a separate, but related, \$9 million project named the Wastewater Treatment Plant expansion project. The City conducted a Rate Study for both the Water and Sewer Funds in 2009. The adoption of increases in utility rates and various fees and charges in FY 2009 provide a strong local funding source for future water and sewer projects. The City has included an update to the Rate Study in the FY 2014 Budget to ensure that rates continue to be adequate to fund capital improvement projects.

SUMMARY OF FUNDING SOURCES

GENERAL FUND REVENUES

The list below indicates the General fund revenues used to fund the City's CIP for FY 2014 to FY 2019. General fund revenues consist mainly of taxes and charges for services. Grants consist of funding sources from various Maryland and Federal agencies. There is no additional debt scheduled in the current CIP for the General Fund.

- General Revenue (GEN)
- Grant

SEWER FUND REVENUES

The list below indicates the Sewer fund revenues used to fund the City's CIP for FY 2014 to FY 2019. Borrowed funds are repaid from sewer rates.

- Sewer Revenue (SR)
- Sewer Benefit Assessment (SBA)
- Grant (GR)
- Debt (DE)

WATER FUND REVENUES

The list below indicates the water fund revenues used to fund the City's CIP for FY 2014 to FY 2019. Borrowed fund are repaid from water rates.

- Water Revenue (WR)
- Water Benefit Assessment (WBA)
- Private Developer Funding (PD)

FUNDING REQUIREMENTS - ALL PROJECTS								
	(000's)							
	2013	2014	2015	2016	2017	2018	2019	Total
GF Revenues		\$1,954.75	\$2,541.00	\$2,336.00	\$2,706.20	\$2,847.50	\$1,998.00	\$14,383.45
GF Cash Balance		\$297.40	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$297.40
GF Benefit Assessment		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
GF Debt		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
GF Grants		\$194.00	\$294.50	\$57.25	\$805.00	\$400.00	\$100.00	\$1,850.75
Total General Fund	\$0.00	\$2,446.15	\$2,835.50	\$2,393.25	\$3,511.20	\$3,247.50	\$2,098.00	\$16,531.60
SF Revenues		\$322.00	\$253.00	\$883.00	\$661.20	\$1,079.50	\$125.00	\$3,323.70
SF Cash Balance		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
SF Benefit Assessment		\$0.00	\$90.00	\$940.00	\$10,000.00	\$0.00	\$0.00	\$11,030.00
SF Debt		\$1,020.00	\$6,120.00	\$5,440.00	\$0.00	\$0.00	\$0.00	\$12,580.00
SF Grants		\$1,980.00	\$11,880.00	\$10,560.00	\$0.00	\$0.00	\$0.00	\$24,420.00
Total Sewer Fund	\$0.00	\$3,322.00	\$18,343.00	\$17,823.00	\$10,661.20	\$1,079.50	\$125.00	\$51,353.70
WF Revenues		\$359.00	\$124.00	\$128.70	\$82.60	\$128.90	\$275.70	\$1,098.90
WF Cash Balance		\$2,255.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,255.00
WF Benefit Assessment		\$1,080.00	\$350.00	\$5,414.30	\$1,103.60	\$460.60	\$1,209.30	\$9,617.80
WF Debt		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
WF Grants		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Water Fund	\$0.00	\$3,694.00	\$474.00	\$5,543.00	\$1,186.20	\$589.50	\$1,485.00	\$12,971.70
	\$0.00	\$9,462.15	\$21,652.50	\$25,759.25	\$15,358.60	\$4,916.50	\$3,708.00	\$80,857.00

INDIVIDUAL CAPITAL IMPROVEMENT PROJECTS

Capital Improvement Program FY 2014 to FY 2019 (In Thousands of Dollars)											
General Government											
	Project	Fund	Pri	CO\$	2014	2015	2016	2017	2018	2019	Total
Technology Services											
VOIP System	INF08-5	Gen	1		13.5	13.5	13.5	6.7	0.0	0.0	47.2
San 2013	INF13-1	Gen	1		14.5	14.5	14.5	14.5	14.5	0.0	72.5
Server Virtualization Dell Lease	INF09-1	Gen	1		9.0						9.0
Broadband Study	INF13-2	Gen	1		50.0						50.0
FMS Module(s)	INF09-3	G/W/S	1			5.0	5.0	5.0	0.0	0.0	15.0
Technology Services Total				0.0	87.0	33.0	33.0	26.2	14.5	0.0	193.7
Police Department											
Replacement Police Vehicles	POL08-1	Gen	1		113.0	128.0	128.0	160.0	192.0	128.0	849.0
Replacement Radio System	POL10-1	Gen	1	62.4	0.0	0.0	0.0	0.0	0.0	0.0	62.4
Fumaces-Two	POL13-1	Gen	1		40.0	0.0	0.0	0.0	0.0	0.0	40.0
Police Department Total				62.4	153.0	128.0	128.0	160.0	192.0	128.0	951.4
Street Department											
Ve./Equip. Replacement Prog.	ST08-1	Gen	1		295.0	167.0	200.0	335.0	305.0	200.0	1,502.0
Street Overlay Prog.	ST08-2	Gen	1		1042.0	1300.0	1600.0	1500.0	1500.0	1600.0	8,542.0
Sidewalk Retrofit	ST08-20	Gen	1	50.0	0.0	50.0	50.0	50.0	50.0	50.0	300.0
West Main St. Lighting	ST08-5	Gen	3			0.0	0.0	10.0	272.0	0.0	282.0
East Main St. Lighting	ST08-6	Gen	3			0.0	0.0	10.0	416.0	0.0	426.0
Dump Trucks	ST08-8	Gen	2		0.0	160.0	0.0	0.0	0.0	0.0	160.0
New Maint. Equip.	ST08-9	Gen	2		0.0	0.0	20.0	0.0	20.0	0.0	40.0
Equip. Purchase	ST08-10	Gen	2		0.0	55.0	0.0	0.0	0.0	0.0	55.0
Stamped Crosswalks	ST08-16	Gen	2			0.0	30.0	30.0	30.0	0.0	90.0
Reconstruct SWMP	ST11-01	Gen	2		20.0	20.0	20.0	20.0	20.0	20.0	120.0
Street Department Total				50.0	1,357.0	1,752.0	1,920.0	1,955.0	2,613.0	1,870.0	11,517.0
Facilities											
Buildings											
11 Longwell - Armory											
Longwell Bldg. Window/Insulation Repl.	FA08-2	Gen	1	160.0	0.0	140.0	0.0		0.0	0.0	300.0
Longwell Bldg. Repoint	FA10-06	Gen	1	25.0	23.7	25.0	25.0	25.0	0.0	0.0	123.7
Longwell Bldg. Family Ctr Upgrades	FA08-4	Gen	1		45.0	45.0	0.0	0.0	0.0	0.0	90.0
Longwell Bldg. Seal Replacement	FA08-1	Gen/Grant	2		65.0	0.0	0.0	0.0	0.0	0.0	65.0
Longwell Geothermal project	FA08-2B	Gen/Grant	2			140.0	0.0	350.0	0.0	0.0	490.0
1838 Emerald Hill - City Hall											
City Hall Bldg. Renovations	FA08-6	Gen	1		100.0	38.0	0.0	150.0	0.0	0.0	288.0
105 Railroad Avenue - Streets & Sanitation											
Paint and Shingles	FA10-02	Gen	1		50.0	60.0					110.0
Salt Barn Door Replacement	FA08-5	Gen	2			40.0	42.0	0.0	0.0	0.0	82.0
Street Dept. Solar Power Project	FA12-01	Gen/Grant	2			200.0	0.0	0.0	0.0	0.0	200.0
Parks											
Skate Park Improvements	REC10-16	Gen	1		100.0	100.0	100.0	0.0	0.0	0.0	300.0
Wakefield Valley Trail Ext.	REC07-4	Grant	1	168.0	0.0	0.0	0.0	0.0	0.0	0.0	168.0
Pool Community Building Imps.	REC10-4	Grant	2		0.0	20.0	5.0	0.0	0.0	0.0	25.0
City Park Improvements	REC10-10	Grant	3			0.0	0.0	700.0	0.0	100.0	800.0
Belle Grove Square Imp.	REC10-1	Grant	3		58.0	0.0	0.0	0.0	0.0	0.0	58.0
Municipal Pool		Grant	2		0.0	12.3	0.0	0.0	0.0	0.0	12.3
Dutterer Park Improvements	REC10-5	Grant	2		0.0	10.0	100.0	0.0	0.0	0.0	110.0
Jaycee Park Improvements	REC10-7	Grant	2		36.5	0.0	0.0	300.0	0.0	0.0	336.5
King Park Improvements	REC10-8	Grant	2		0.0	0.0	0.0	100.0	0.0	0.0	100.0
Com. Trail Ph. 3 Resurface	REC08-2	Grant	2		0.0	15.0	0.0	0.0	0.0	0.0	15.0
Facilities Totals				353.0	383.7	882.5	224.3	1,330.0	400.0	100.0	3,673.5
Recreation Department											
Westminster Pool Imps. (Handicap Lifts)	REC10-12	Gen	1			0.0	48.0	0.0	0.0	0.0	48.0
Charles Street Tot Lot Imps.	REC10-3	Gen	2			0.0	0.0	0.0	28.0	0.0	28.0
Equipment Lease	REC13-1	Gen	2			40.0	40.0	40.0			120.0
Recreation Department Total				0.0	0.0	40.0	88.0	40.0	28.0	0.0	196.0
Summary Totals											
Technology Services Total				0.0	87.0	33.0	33.0	26.2	14.5	0.0	193.7
Police Department Total				62.4	153.0	128.0	128.0	160.0	192.0	128.0	951.4
Recreation Department Total				0.0	0.0	40.0	88.0	40.0	28.0	0.0	196.0
Street Department Total				50.0	1,357.0	1,752.0	1,920.0	1,955.0	2,613.0	1,870.0	11,517.0
Facilities Total				353.0	383.7	882.5	224.3	1,330.0	400.0	100.0	3,673.5
General Government Total				465.4	1,980.8	2,835.5	2,393.3	3,511.2	3,247.5	2,098.0	16,531.6

Capital Improvement Program FY 2014 to FY 2019 (In Thousands of Dollars)												
Enterprise Operations												
Water Enterprise Operations		Fund	Pri	CO\$	2014	2015	2016	2017	2018	2019	Total	
Wake Valley Wtr. Tank Painting	WA-97-04	WR	1				0.0	0.0	0.0	0.0	0.0	
Radon Removal	WA03-03	WBA	1	300.0	300.0		0.0	0.0	0.0	0.0	600.0	
MD27 Water Main Upgrade	WA03-04	WR	1	415.0			0.0	0.0	0.0	0.0	415.0	
Gessell Well/Little Pipe Crk.	WA08-9	WBA/PD	M	1000.0	575.0		0.0	0.0	0.0	0.0	1575.0	
Big Pipe Cr./Pipeline/Well	WA02-03B	WBA	1				5000.0	0.0	0.0	0.0	5000.0	
VOIP System	INF08-5	G/W/S	1		13.5	13.5		13.5	6.7	0.0	47.2	
San 2013	INF13-1	G/W/S	1		14.5	14.5		14.5	14.5	14.5	72.5	
Server Virtualization Dell Lease	INF09-1	G/W/S	1		9.0						9.0	
FMS Module(s)	INF09-3	G/W/S	1			5.0	5.0	5.0	0.0	0.0	15.0	
Veh.&Equip. Replacement	WA92-91	WR	2		150.0	85.0	70.0	0.0	0.0	0.0	305.0	
Main St. Water Main Upgrade	WA92-35	WR50/SBA50	2	320.0	0.0	0.0	0.0	0.0	0.0	0.0	320.0	
Ralph&Church Water Main	WA93-06	WBA	3			10.0	45.0	0.0	0.0	0.0	55.0	
Park Ave. Water Main	WA93-08	WR66/SBA34	2		0.0	0.0	20.0	40.0	40.0	0.0	100.0	
Winter St. Water Main	WA93-11	WR66/SBA34	3			0.0	0.0	0.0	50.0	145.0	195.0	
Hollow Rock/City View Wtr. Main	WA93-13	WR50/SBA50	3	20.0	160.0		0.0	0.0	0.0	0.0	180.0	
Ridge Rd. Water Main	WA96-06	WR50/SBA50	2			0.0	25.0	60.0	60.0	60.0	205.0	
Sophia Ave. Water Main	WA98-01	WR	3			0.0	0.0	0.0	25.0	150.0	175.0	
W. George St. Water Main	WA99-05	WBA	3			0.0	0.0	10.0	40.0	40.0	90.0	
John St. Wtr. Main Repl.	WA99-06	WBA	3			0.0	0.0	0.0	10.0	40.0	50.0	
James St. Wtr. Main Repl.	WA99-07	WBA	3		25.0	40.0	0.0	0.0	0.0	0.0	65.0	
Watershed Esmt. Purchase Prog.	WA00-03	WBA	2		100.0	100.0	100.0	100.0	100.0	100.0	600.0	
Interzone Main	WA01-06	WBA	2			0.0	50.0	750.0	0.0	0.0	800.0	
New Wtr. Supply Source Dev.	WA02-03	WBA	2	200.0	0.0	200.0	200.0	200.0	200.0	200.0	1200.0	
MD140 Parallel Wtr. Main	WA02-05	WBA	2			0.0	0.0	0.0	50.0	750.0	800.0	
Roof Repl-Utility Maintenance Facility	WA12-01	WR	2		28.0						28.0	
Ground Penetrating Radar	WA13-02	WR	3		27.0						27.0	
Crane Basket	WA13-03	WR	2			6.0					6.0	
Soft Starts	WA13-04	WR	2		9.0						9.0	
Fume Hood	WA13-05	WR	2		4.0						4.0	
Valve Controllers Well 7	WA13-06	WR	2		9.0						9.0	
Turbidimeters Wells 3 & 9	WA13-07	WR	2		6.0						6.0	
Roof Repl-Wells 4, 1, & 6	WA13-08	WR	2		9.0						9.0	
Water Fund Total				3,694.0	2,255.0	1,439.0	474.0	5,543.0	1,186.2	589.5	1,485.0	12,971.7
Sewer Enterprise Operations	Project	Fund	Pri	CO\$	2014	2015	2016	2017	2018	2019	Total	
Sewer System Rehab.	SE08-1	SR	1		250.0	220.0	600.0	600.0	125.0	125.0	1920.0	
WWTP Upgrade/ENR	SE08-3	DE34, GR66	1		3000.0	18000.0	16000.0	0.0	0.0	0.0	37000.0	
WWTP Plant Expansion	SE10-3	SBA	1			0.0	500.0	8500.0	0.0	0.0	9000.0	
Veh. & Equip. Replacement Prog.	SE08-6	SR	1	35.0	0.0	0.0	0.0	35.0	0.0	0.0	70.0	
Replace Clarifier 1&2 Drives	SE13-1	SR	1						125.0		125.0	
VOIP System	INF08-5	G/W/S	1		13.5	13.5	13.5	6.7	0.0	0.0	47.2	
San 2013	INF13-1	G/W/S	1		14.5	14.5	14.5	14.5	14.5	0.0	72.5	
Server Virtualization Dell Lease	INF09-1	G/W/S	1		9.0						9.0	
FMS Module(s)	INF09-3	G/W/S	1			5.0	5.0	5.0	0.0	0.0	15.0	
Upgrade Pump Sta. No. 12	SE08-4	SR50, SBA50	2			0.0	500.0	0.0	0.0	0.0	500.0	
Rehab. Pump Sta. No. 15	SE08-7	SBA	2			90.0	190.0	1500.0	0.0	0.0	1780.0	
Belt Filter Press Replacement	SE12-1	SR	2			0.0	0.0	0.0	815.0	0.0	815.0	
Upgrade Pump Sta. No. 6	SE12-2	SR	2			0.0	0.0	0.0	0.0	0.0	0.0	
Sewer Fund Total				0.0	3,322.0	18,343.0	17,823.0	10,661.2	1,079.5	125.0	51,353.7	
ALL FUNDS				CO\$	2014	2015	2016	2017	2018	2019	Total	
Water Fund Total				2,255.0	1,439.0	474.0	5,543.0	1,186.2	589.5	1,485.0	12,971.7	
Sewer Fund Total				0.0	3,322.0	18,343.0	17,823.0	10,661.2	1,079.5	125.0	51,353.7	
Water and Sewer Fund Total				2,255.0	4,761.0	18,817.0	23,366.0	11,847.4	1,669.0	1,610.0	64,325.4	
General Government Total				465.4	1,980.8	2,835.5	2,393.3	3,511.2	3,247.5	2,098.0	16,531.6	
All Funds				2,720.4	6,741.8	21,652.5	25,759.3	15,358.6	4,916.5	3,708.0	80,857.0	



INDIVIDUAL CAPITAL IMPROVEMENT PROJECT DESCRIPTIONS

CITY OF WESTMINSTER CAPITAL IMPROVEMENTS PROGRAM- GENERAL

Project Name: Information Technology Equipment

Project Numbers: INF08-5, INF13-1, INF09-1, INF09-3

These items are capital leases for equipment related to Voice over Internet systems and technology servers and systems. These capital leases are expensed evenly between the General, Water and Sewer funds.

Project Name: Replacement Police Vehicles

Project Number: POL08-1

These items are recurring expenses for vehicles related to public safety. These items are funded through the priority one capital tax.

Project Name: Replacement Radio System

Project Number: POL10-1

This item is a carry-over radio console for the Police Department Dispatch. This item supports the department-wide replacement of radios that has occurred over the last several years. This item and maintenance and additional expenses are funded through real property taxes.

Project Name: Police Department Furnace

Project Number: POL13-1

New furnaces will save energy and replace current aging systems. This item and maintenance and additional expenses are funded through real property taxes and energy grants.

Project Name: Vehicle and Equipment Replacement – Street Dept.

Project Number: ST08-1

Routine replacement of vehicles and equipment. These items and maintenance and additional expenses are funded through real property taxes. The projected schedule for replacement is below.

FY2014	Replace Truck #47 @ \$155,000, Replace Truck #20 @ \$25,000 Replace Truck #29 @ \$25,000, Replace Truck #10 @ \$30,000 Replace Truck #8 @ \$30,000, Replace Truck #50 @ \$30,000 Replace Truck #39 @ \$30,000, Replace Truck #11 @ \$30,000
FY2015	Replace Truck #22 @ \$32,000, Replace Truck #17 @ \$32,000 Replace air compressor @ \$16,000, Replace 10 ton roller @ \$45,000 Replace Blacktop Trailer @ \$5,000, Replace Truck #9 @ \$32,000 Replace Grounds Maintenance Trailer @ \$5,000
FY 2016	Replace truck #19 @ \$160,000, Replace Truck # 18 @ \$40,000
FY 2017	Replace Truck #52 \$160,000, Replace paver @ \$175,000
FY 2018	Replace Truck #35 @ \$95,000, Replace Truck #38 @ \$160,000 Replace truck #23 @ \$50,000

Project Name: Street Overlay – Street Dept.**Project Number: ST08-2**

This project includes design and construction of overlay for various streets and alleys in Westminster and includes upgrades to handicap ramps where required. A street and alley survey has been completed. The City started with the most deteriorated streets that can still be resurfaced. Due to past heavy winters, many streets are in very poor repair. Extensive work is necessary to ensure roads are maintained. This work is completed by outside contractors. These items and maintenance and additional expenses are funded through highway user revenues and priority one real property taxes.

Project Name: Sidewalk Retrofit – Street Dept.**Project Number: ST08-20**

Retrofit of city sidewalks and installation of new sidewalks and ADA ramps. Flat work is about \$12.00 per square foot and handicap ramps are \$17.00 per square foot to remove and replace. This project creates safer pedestrian travel routes and has been an ongoing goal of the City. These items and maintenance and additional expenses are funded through priority one real property taxes.

Project Name: West Main St. Lighting – Street Dept.**Project Number: ST08-5**

This project includes installation of pedestrian level lighting at 17 locations as the final phase of the SHA reconstruction project. Lights are \$16,000 per pole, fixture and electric. Lights will be installed at each of the crosswalks along West Main Street from Pennsylvania Avenue to the intersection of West Main Street with Old New Windsor Road and Uniontown Road. During the street reconstruction, the State Highway administration installed hand-boxes which will permit access for the installation of electrical conduit for the light fixtures. This project will improve visibility along the streets and at the crosswalks, thereby improving safety and access for both pedestrians and motorists. This project is scheduled for 2017 and later.

Project Name: East Main St. Lighting – Street Dept.**Project Number: ST08-6**

This project includes installation of pedestrian level lighting at 26 locations as the final phase of the SHA reconstruction project. Lights are \$16,000 per pole, fixture and electric. During the street reconstruction, the State Highway administration installed hand-boxes which will permit access for the installation of electrical conduit for the light fixtures. This project will improve visibility along the streets and at the crosswalks, thereby improving safety and access for both pedestrians and motorists. This project is scheduled for 2017 and later.

Project Name: Dump Trucks – Street Dept.**Project Number: ST08-8**

This project is the purchase of one new dump truck with plow, spreader, and radio. This truck is need for maintenance of the City's infrastructure and snow removal in newly developed areas of the City. This project is scheduled for 2015 and will be funded with priority one real property taxes.

Project Name: Maintenance Equipment – Street Dept.**Project Number: ST08-9**

This project is to replace existing riding mowers used to mow parks, open space and other City owned property. This project is scheduled for 2016 and will be funded with priority one real property taxes.

Project Name: Equipment – Street Dept.

Project Number: ST08-10

This project is the purchase of one new 4 x4 truck with plow and radio. This truck is need for maintenance of the City’s infrastructure and snow removal in newly developed areas of the City. This project is scheduled for 2015 and will be funded with priority one real property taxes.

Project Name: Equipment – Street Dept.

Project Number: ST08-10

This project is the purchase of one new 4 x4 truck with plow and radio. This truck is need for maintenance of the City’s infrastructure and snow removal in newly developed areas of the City. This project is scheduled for 2015 and will be funded with priority one real property taxes.

Project Name: Stamped Crosswalks – Street Dept.

Project Number: ST08-16

This project is to replace existing brick crosswalks with stamped thermo plastic. The brick crosswalks are deteriorating due to weather and traffic. The stamped thermo plastic will hold up better to snow removal and climate change. The current rate is \$20.00 per square foot. The City has over 12,000 square feet of crosswalks. One major intersection a year will cost \$26,000. This project is scheduled for 2016 and later. It will be funded with priority one real property taxes.

Project Name: Reconstruct Storm Water Management Ponds – Street Dept.

Project Number: ST11-01

This project is recurring annual expense to repair and replace leaking pipes at Storm Water Management pond overflows and dredge at various locations throughout the City.

Project Name: Longwell Bldg Window Insulation Replacement – Facilities Dept.

Project Number: FA08-2

This project is to replace windows and insulation in the Longwell Building. The windows are deteriorated to the point they don’t open and close. Most are rotten and no longer seal out the weather. The replacements will save energy. This project is funded with priority one tax revenues.

Project Name: Longwell Bldg Repoint – Facilities Dept.

Project Number: FA10-06

This project is to repoint the exterior of the Longwell Building to stop water permeation. During rain storms water enters the fitness area at the floor. This project is funded with priority one tax revenues.

Project Name: Longwell Bldg Family Center Upgrades – Facilities Dept.

Project Number: FA08-4

This project is to replace the carpet, lockers and showers in the Family Center. Due to constant traffic, carpet is worn, lockers are dented and rusted and showers need to be re-grouted. This project is funded with priority one tax revenues.

Project Name: Longwell Bldg Seal Replacement – Facilities Dept.

Project Number: FA08-1

This project is to replace the Maryland State Seal on the front of the Armory Building. The Seal was removed due to deterioration. Pieces were falling and causing a safety hazard. This project is funded with grant funds from the Maryland Historic Trust.

Project Name: Longwell Bldg Geothermal – Facilities Dept.

Project Number: FA08-2B

This project is to install a geothermal HVAC system to the Longwell Building. This project will lower energy costs. This project is funded with tax revenues and possible energy grants from the Maryland Energy Administration.

Project Name: City Hall Building Renovations – Facilities Dept.

Project Number: FA08-6

This project is to abate lead, repaint the exterior and add geothermal HVAC to City Hall. This project will create a safer environment and reduce energy costs. This project is funded with priority one tax revenues.

Project Name: Railroad Ave Paint and Shingles – Facilities Dept.

Project Number: FA10-02

This project is to repaint the exterior and replace the roof of 105 Railroad Avenue building and accessory buildings. The building was last painted in 1985 and the roof is leaking. The roof needs to be repaired prior to a solar panel system can be installed. This project will reduce energy costs. This project is funded with priority one tax revenues.

Project Name: Salt Barn Door Replacement – Facilities Dept.

Project Number: FA08-5

This project is to replace the doors of two existing salt barns. The doors can no longer be repaired to extend the life. This project is scheduled for 2015 and will be funded with tax revenues.

Project Name: Street Dept. Solar Power Project – Facilities Dept.

Project Number: FA12-01

This project is to add solar panels to 105 Railroad Ave. This project will reduce energy costs. This project is scheduled for 2015 and will be funded with tax revenues and Maryland Energy Administration grants.

Project Name: Skate Park Improvements - Recreation Dept.

Project Number: REC10-16

This project is to replace existing deteriorating skateboard equipment at the City Skate park. This project is scheduled for phasing in 2014, 2015 and 2016. This project is funded by priority tax revenues and Program Open Space and Community Parks and Playgrounds grants.

Project Name: Wakefield Valley Trail Extension - Recreation Dept.

Project Number: REC07-4

This project is to extend and complete the Wakefield Valley walking trail from Uniontown Road to W. Main Street. This project is funded by priority tax revenues and Program Open Space and Community Parks and Playgrounds grants.

Project Name: Pool Community Building Improvements - Recreation Dept.

Project Number: REC10-4

This project is to replace the kitchen and roof in the Pool Community Building. This project is scheduled for 2016 and 2017. This project is funded by priority tax revenues and Program Open Space and Community Parks and Playgrounds grants.

Project Name: City Park Improvements - Recreation Dept.

Project Number: REC10-10

This project is to replace the lights at the Tennis Courts and Ball Fields with energy saving lights and to replace the play equipment. This project is scheduled for 2017 and 2019. This project is funded by priority tax revenues, Program Open Space, Community Parks and Playgrounds grants and Maryland Energy grants.

Project Name: Belle Grove Square Improvements - Recreation Dept.

Project Number: REC10-1

This project is to replace the park benches, trash receptacles and lights at Belle Square Grove Park. This project is scheduled for 2015. This project is funded by priority tax revenues, Program Open Space, Community Parks and Playgrounds grants and Maryland Energy grants.

Project Name: Municipal Pool- Recreation Dept.

Project Number:

This project is to replace the parking lot at the Community Pool. This project is scheduled for 2016. This project is funded by priority tax revenues, Program Open Space, Community Parks and Playgrounds grants.

Project Name: Dutterer Park Improvements- Recreation Dept.

Project Number: REC10-5

This project is to replace the parking lot and play equipment at Dutterer Park. This project is scheduled for 2016 and 2017. This project is funded by priority tax revenues, Program Open Space, Community Parks and Playgrounds grants.

Project Name: Jaycee Park Improvements- Recreation Dept.

Project Number: REC10-7

This project is to repair the parking lot, redevelop the multi-purpose fields and replace the lights with energy saving lights at the Jaycee Park. This project is scheduled for 2015 and 2018. This project is funded by priority tax revenues, Program Open Space, Community Parks and Playgrounds grants and Maryland Energy grants.

Project Name: King Park Improvements- Recreation Dept.

Project Number: REC10-8

This project is to resurface the tennis and basketball courts at the King Park. This project is scheduled for 2018. This project is funded by priority tax revenues, Program Open Space, Community Parks and Playgrounds grants.

CITY OF WESTMINSTER CAPITAL IMPROVEMENTS PROGRAM- WATER

Project Descriptions

Project Name: Wakefield Valley Water Tank Painting

Project Number: WA97-04

Recondition the Sawgrass Court Water Tank in the Avondale Run community by painting the interior and exterior of the tank. The 1996 evaluation of the tank determined the need for the tank to be painted by 2003. Technical inspection costs are included in the project cost. The tank will be removed from service during the painting.

Project Name: Radon Removal

Project Number: WA03-03

This project is for the removal of radon at Well # 8 to comply with Drinking Water Regulations. The regulations are proposed and are expected to be adopted. The requirement for removal of radon will then be needed within 3 years of the adoption. Three wells on the Cranberry System have radon levels above the proposed limit. It is recommended that systems initiate quarterly testing to be prepared for any changes needed when the regulation is adopted. Expenditures listed are gross estimates. The well pumps will need to be replaced, aeration added, such as the Lowery units at Well # 7, clearwells added with high service pumps to pump the de-radoned water to the system.

Project Name: Rt. 27 Water Main

Project Number: WA03-04

This project is for the design and construction of 16" ductile iron water main to replace existing asbestos concrete pipe along Rt. 27 from Hahn Rd. to Tuck Rd. This section of water main on Rt. 27 has broken several times in recent year and is a critical feed line. When this section of main develops a leak, the entire system is affected with great loss of water and pressure.

Project Name: Gessell Well/Little Pipe Creek

Project Number: WA08-9

This project is for a Well Treatment Building for the Gesell property. This project provides a significant contribution, upwards to 400,000 gpd of additional water. This project is fast tracked and will need to be engineered prior to construction. It is anticipated that the construction will span two budget cycles, which will allow time for adjustments in costs if necessary. There will be operation costs associated with this treatment system when it becomes operational.

Project Name: Big Pipe Creek/Pipeline/Well

Project Number: W02-03

This project is for new water supply source development. The project includes Big, Little Pipe Creek and potential ground water sources. The City must continually search for new water supply sources.

Project Name: Vehicle and Equipment Replacement

Project Number: W92-21

Routine replacement of trucks funded from the water fund for water plant and Utility Maintenance (water). Routine replacement of old and worn out vehicles lowers operation and maintenance costs.

Project Name: Main Street Water Main Upgrade
Project Number: W92-35

For the design and construction to upgrade and existing water main to 12". This is Main Street from Longwell Ave. to Pennsylvania Ave. Increased water main size is required for fire protection. The main was not upgraded when the street was reconstructed. The upgrade comprises 2,300 linear feet.

Project Name: Ralph and Church St. Water Main
Project Number: W93-06

For installation of water main in Ralph St. and Church St. This is from Ralph St. to Charles St. and from Church St. to Charles St. This project creates a loop form two dead end lines. Installation includes 700 linear feet of pipe.

Project Name: Park Ave. Water Main
Project Number: W93-08

For design and construction of a 6" water main as a replacement for two 4" mains. This is Park Ave. from W. Green St. to W. George St. Both of the mains were installed before 1934. One of the mains has a blow off valve, but the other doesn't. This contributes to an undesirable taste in the water due to incomplete flushing. The project will create a loop in the system, allowing complete flushing of the line.

The length of replacement pipe is 750 feet. The City will maintain only one line instead of two.

Project Name: Winter St. Water Main
Project Number: W93-11

For the replacement of an existing 4" main with a 6" main. This is for Winter St. from Railroad Ave. to John St. The existing main is high maintenance and problematic due to old dead end lines. In addition, this project will supply a fire hydrant that is currently fed from Main St., thereby increasing its flow rate if other hydrants on Main St. are used. The project also completes a loop in the distribution system. The design and engineering was funded in FY 98-99.

Project Name: Hollow Rock/ City View Water Main
Project Number: W93-13

To install a 6" water main as a replacement for an old 2" main. This is for Hollow Rock Ave. from Liberty St. to end and City View Ave. from Hollow Rock to Goodwin Quarry Rd. The existing 2" line is inadequate to supply the area, and it is a dead end line. This project will complete a loop in the system, allowing more efficient distribution and flushing of the line. The length of replacement pipe is 1,600 feet.

Project Name: Ridge Road Water Main
Project Number: W96-08

For design and construction of an 8" and 6" water main as a replacement for an old 2" and 4" main. This is for Old New Windsor Rd. to Westmoreland St. to the dead end of the line on Ridge Rd.

The existing mains are old, and tapped on a fire hydrant lateral. Some of it is asbestos concrete pipe, and some of the line is under trees. The length of replacement pipe is 1,882 feet.

Project Name: Sophia Ave. Water Main

Project Number: W98-01

For design and construction of 8" ductile iron water main, replaces existing asbestos concrete pipe. This is for Fairfield Ave. to Gist and Washington Rd. This water main on Sophia Ave. broke three times in 1999, and numerous times in the last five years. This job will replace 2,172 feet of pipe.

Project Name: W. George Street Water Main

Project Number: W99-05

For design and construction of a 4" water main. This is from W. George St. to Chase St. This water main in the alley serves two apartment buildings on Chase St. and is in need of replacement. This project will replace about 350 ft. of pipe with P.V.C. pipe.

Project Name: John Street Water Main Replacement

Project Number: W99-06

This is for design and construction of a 6" water main replacement. This will be along John Street, between its intersections with W. Main Street and Winters Alley. This will lower our maintenance and increase our supply to the area. We will have one tap on W. Main when the W. Main St. water main is upgraded under W92-35. This project will be about 350 feet of pipe.

Project Name: James Street Water Main Replacement

Project Number: W99-07

This is for the design and construction of 6" water main replacement. This will be along James Street, from Kemper Ave. to the alley. This will lower our maintenance on the main. We have made repairs here in the past and this is a fragile line. This will be about 350 feet of pipe.

Project Name: Watershed Easement Purchase Program

Project Number: W00-03

This is for the purchase of water quality protection easements in the Cranberry Branch and West Branch watersheds. This is for Cranberry Branch and West Branch watersheds. The Cranberry Branch and West Branch are two tributaries which are surface water supplies for the City's public drinking water, and drain directly to the Water Treatment Plant. Easements adjacent to the tributaries would allow the City to protect the public drinking water from such events as the summer 1999 sludge spill in the Cranberry Branch. Watershed protection is also one of the options available to meet EPA standards for the Water Treatment Plant.

Project Name: Interzone Main

Project Number: W01-06

This is for the design and construction of a water main connecting various water zones in the service area along Maryland Route 140. Construction of an interzone connector is necessary to better equalize pressure and system operations. This may also lessen pumping requirements.

Project Name: New Water Supply Source Development
Project Number: WA02-03

The project allows for the recurring expenses related to continually developing new sources of water.

Project Name: MD 140 Parallel Water Main
Project Number: W02-05

This is for the design and construction of water main connection various water zones in the service area along the MD Route 140 area. Construction of a parallel main is necessary to better equalize pressure and system operations.

Project Name: Roof Replacement Utility Maintenance Facility
Project Number: WA12-01

This project is to replace roof at the Utility Maintenance Facility at 631 Old Manchester Rd. and the old WTP/Office space at 632 Old Manchester Rd. The existing roof is 20 plus years old and leaking in numerous locations. Modifications are needed for the offices of Engineering and Inspection to meet livability standards.

Project Name: Ground Penetrating Radar
Project Number: WA13-02

This is for ground penetrating radar equipment used to locate underground utilities for Utility Maintenance Dept. The ground penetrating radar is ideal for locating the position and depth of metallic and non-metallic objects, including plastic, transite water mains and other utilities.

Project Name: Safety Equipment
Project Number: WA13-03

This is for the purchase of a Man Basket for use with a crane at the Water Plant. An OSHA Certified Man Basket is necessary for the maintenance of the lighting fixtures on the south wall. These fixtures cannot be reached safely by any other means.

Project Name: Soft Starts
Project Number: WA13-04

For purchase of Soft Starts for blower motors at the Water Plant. Soft Starts are needed for the two blowers we use for backwashing the membranes. They start a minimum of 40 times each per day and this equipment will prolong the life of the motors.

Project Name: Fume Hood
Project Number: WA13-05

This project is for the purchase of a Fume Hood for laboratory use at the Water Plant. A fume hood is needed to safely perform the ammonia and phosphorus quality control tests required to adequately treat water.

Project Name: Valve Controllers
Project Number: WA13-06

This project is for the purchase of valve controllers for filters at Well # 7. Influent valve controllers are needed to replace the existing ones that are 12 years old and failing.

Project Name: Turbidimeters
Project Number: WA13-07

This project is for the replacement of the turbidimeters at Wells # 3 and # 9. The existing units are 20 years old.

Project Name: Well Building Roof Replacement
Project Number: WA13-08

This project is for the roof replacement at Well # 4 (old building), 1 (old control building) and # 6. These roofs should be replaced before they begin leaking and cause internal damage, they are a minimum of 20 years old.

Project Name: Information Technology Equipment
Project Number: INF08-5, INF13-1, INF09-1, INF09-3

These items are capital leases for equipment related to Voice over Internet systems and technology servers and systems. These capital leases are expensed evenly between the General, Water and Sewer funds.

CITY OF WESTMINSTER CAPITAL IMPROVEMENTS PROGRAM- SEWER

Project Name: Sewer System Rehabilitation
Project Number: SE08-1

Design and construction of the sewer system rehab projects though out the entire collection system. This reduces inflow and infiltration into the sanitary sewer from ground water and other sources due to the leaks in old pipes. An Inflow and Infiltration televising study was performed in FY 2013 that identified specific areas of rehabilitation listed below. Estimates are per the completed report. The entire collection system covers approximately 40 miles.

2014: Joint grouting \$ 60,000. Series 14 rehabilitation \$ 190,000

2015: Series 17, 12 and 15 rehabilitation \$ 220,000
2016: Series 13 replacement mainline 50% cost \$ 600,000
2017: Series 13 replacement mainline 50% cost \$ 600,000

This reduces flow surges during storm events so that only sewerage is treated instead of groundwater and storage. Corrective work will lower operating costs due to decreased flows. This will extend the life of the facility for treatment of only sewage.

Project Name: WWTP Upgrade/ENR
Project Number: SE08-3

This is at the wastewater treatment plant. Currently the Maryland Department of the Environment requires the wastewater plant to meet a total nitrogen (TN) limit of 8 mg/l on a yearly average and a total phosphorous (TP) limit of 2mg/l on a monthly average. Newly proposed TN and TP limits are going to be 3.0 mg/l and .03 mg/l. An Enhanced Nutrient Removal upgrade will be needed to meet the new regulation. The BRF is designed to pay the upgrade cost in its entirety.

Project Name: Wastewater Plant Expansion
Project Number: SE10-3

Increase the capacity of the treatment plant from 5.0 MGD to 6.5 MGD at the wastewater treatment plant. Currently the treatment plant is greater than 80% of its capacity. An expansion will be required when plant flows reach 5.0 MGD.

Project Name: Vehicle and Equipment Replacement Program
Project Number: SE08-6

This is for routine replacement of vehicles for Wastewater Treatment Plant and Utility Maintenance (sewer). Routine replacement of vehicles is required to minimize operation and maintenance cost, and to ensure that equipment and vehicles are reliable.

Project Name: Wastewater Treatment Clarifier Drives
Project Number: SE13-1

This project is for secondary treatment at the wastewater treatment plant. Secondary clarifiers one and two have been in service since 1990. The clarifiers are critical to the operation of the treatment plant. The clarifiers are approaching 25 years in service. Replacing the drives is in order based on their age.

Project Name: Upgrade Pump Station # 12
Project Number: SE08-4

Upgrade pump station to install two new submersible pumps, a new wet well, valve vault and piping. Pump station # 12 is located on Old Bachman's Valley Road, adjacent to the West Branch Trade Center industrial park. These upgrades are recommended in the December 2000 "Infrastructure Assessment Report" conducted for the City by Stearns and Wheler, LLC, for economic development

in the Route 97 Corridor. This project could be funded by contributors to the sewer shed and development.

Project Name: Rehabilitate Pump Station # 15

Project Number: SE08-7

This project proposes the replacement of the existing pump at station # 15. This pump is located on Poole Road of Route 97. The pumps have been repaired in the past, but now replacement is necessary. Additionally, the development of new homes in the area will result in increased flows. Development in the area could necessitate relocation of the entire facility. Relocation costs would be born by the developer. The new pumps will lower operation and maintenance costs.

Project Name: Replace Belt Filter Presses

Project Number: SE12-1

This project is for sludge dewatering equipment for the wastewater treatment plant. The Beltfilter presses are 23 years old. Plant operators have refurbished each unit once in 2000. New dewatering technology produces a drier sludge cake. The drier the sludge cake prior to sludge pelletizing results in lower energy cost in the drying process.

Project Name: Upgrade Pump Station No. 6

Project Number: SE12-2

This project is will install two new pumps and piping into Pump Station 6 adjacent to Well 8. The pumps have been repaired in the past, but now replacement is necessary. The new pumps will lower operation and maintenance costs.

Project Name: Information Technology Equipment

Project Number: INF08-5, INF13-1, INF09-1, INF09-3

These items are capital leases for equipment related to Voice over Internet systems and technology servers and systems. These capital leases are expensed evenly between the General, Water and Sewer funds.

Appendix F – Budget Ordinance

Sponsored By: Kevin R. Utz, Mayor
Damian L. Halstad, Council President

ORDINANCE NO. 833

OF THE MAYOR AND COMMON COUNCIL OF WESTMINSTER, MARYLAND APPROVING AND ADOPTING A BUDGET FOR THE FISCAL YEAR BEGINNING JULY 1, 2012 AND ENDING JUNE 30, 2013

WHEREAS, in accordance with the requirements of Md. Code Ann., Art. 23A, §2(b), and Section 41 of the Charter of the City of Westminster and Chapter 20 of the Code of the City of Westminster, it is the determination of the Mayor and Common Council that an ordinance should be enacted to budget and appropriate funds for the several programs and purposes for which the City of Westminster must provide in the fiscal year beginning July 1, 2012, and ending June 30, 2013 ("Fiscal Year 2013") and to set the property tax rates for the said Fiscal Year 2013; and,

WHEREAS, the Mayor, as required by the City Charter, on or before the 15th of June, 2012 prepared and presented to the Common Council a proposed budget outlining the anticipated expenditures and transfers for Fiscal Year 2013. The budget includes the estimated revenues and other financing sources required and establishes the proposed tax rate for all real property taxes; and,

WHEREAS, the Common Council held scheduled budget worksessions and a public hearing on May 7, 2012, after notice thereof in a newspaper having general circulation in Westminster.

NOW, THEREFORE, BE IT ORDAINED by the Mayor and Common Council of the City of Westminster:

Section I: That from and out of the moneys and balances known to be in the General Fund, Water and Sewer Funds, and Public Housing Fund of the City of Westminster, Maryland, and from all moneys anticipated to come into all funds during the twelve (12) month period

ending June 30, 2013, there shall be, and hereby are, appropriated the following sums for use by the several departments and offices of the City, and for the objects and purposes for which the City must provide during Fiscal Year 2013.

GENERAL FUND REVENUES

Taxes	\$9,220,962
Licenses and Permits	410,500
Intergovernmental	1,683,363
Charges for Services	856,053
Fines & Forfeitures	212,650
Miscellaneous Income	424,568
Operating Receipts	10,000
Capital Tax Revenue	2,091,132

GENERAL FUND APPROPRIATIONS BY ACTIVITY

Community Support	\$ 90,142
Facilities	761,913
Finance	234,627
Executive & Legislative	1,040,318
Human Resources	101,513
Planning, Zoning & Development	447,358
Public Safety Department	5,993,443
Public Works	4,774,173
Recreation & Parks	1,093,808
Technology	325,342
Total General Fund Revenues	\$14,909,228
Total General Fund Appropriations	\$14,909,228
Difference	\$ NONE

WATER AND SEWER FUNDS

The water and sewerage rate structure effective for all water consumption and sewerage service used between July 1, 2011 and June 30, 2012 is contained in Section A175-1 of the City Code.

WATER FUND REVENUES

Small Meter -City	1,573,941
Small Meter - County	1,185,550
Large Meter - City	1,352,724
Large Meter-County	806,134
Benefit Assessment Fees	345,111
Transfer from Benefit Assessment	300,000
Capital Projects Carry-over	2,733,000
Miscellaneous Income	385,143

WATER FUND APPROPRIATIONS BY ACTIVITY

Community Support	\$ 6,267
Facilities	107,250
Finance	246,312
Executive & Legislative	305,789
Human Resources	98,763
Planning, Zoning & Development	160,744
Public Works	163,400
Technology	292,776
Utilities	624,435
Water	5,793,146

Total Water Fund Revenues	\$8,681,603
Total Water Fund Appropriations	\$7,817,320
Difference	\$ 864,283

SEWER FUND REVENUES

Small Meter -City	1,589,978
Small Meter -County	1,389,476
Large Meter -City	1,174,562
Large Meter-County	792,970
Benefit Assessment Fees	358,523
Carroll County Septage Facility	300,000
Transfer from Benefit Assessment Account	490,362
Capital Projects Carry-over	2,305,000
Miscellaneous Income	84,643

SEWER FUND APPROPRIATIONS BY ACTIVITY

Community Support	6,270
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Facilities	107,250
Finance	246,312
Executive & Legislative	305,789
Human Resources	98,763
Planning, Zoning & Development	162,244
Public Works	358,292
Technology	292,776
Utilities	725,251
Wastewater	6,182,567
Total Sewer Fund Revenues	\$8,485,514
Total Sewer Fund Appropriations	\$8,485,514
Difference	\$ NONE

PUBLIC HOUSING
FUNDS

The City receives Federal funds to provide Federal rental assistance to limited income residents.

PUBLIC HOUSING FUND REVENUES

Housing Assistance Payments	\$1,572,000
HAP Equity Reserve Transfer	444,000
HUD Administrative Fee Distribution	209,070
Transfer from Administrative Equity Reserve	19,782
Miscellaneous Income	57,487

PUBLIC HOUSING FUND EXPENDITURES

Salaries & Benefits	\$ 197,222
Administration	87,495
Housing Assistance Payments	2,046,000
Total Housing Fund Revenues	\$2,326,102
Total Housing Fund Expenditures	\$2,326,102
Difference	\$NONE

Section 2: The Tax Levy for the tax year beginning July 1, 2012 and ending June 30, 2013 shall be: (a) a tax of FIFTY THREE AND EIGHTY-SEVEN HUNDREDTHS CENTS (53.87 CENTS) on every One Hundred Dollars of the assessed value of all real property within the corporate limits of the City of Westminster, Maryland, and a tax of ONE HUNDRED TWO AND SIXTEEN HUNDREDTHS CENTS (102.16 CENTS) on every One Hundred Dollars of the assessed value of all personal property and public utility operating property within the corporate limits of the City of Westminster, Maryland, subject to assessment and taxation, shall be levied for the use of The Mayor and Common Council of Westminster, for its general purposes as authorized by Section 42 of the Charter of the City of Westminster.

(b) a special tax of ONE AND FORTY-FOUR HUNDREDTHS CENTS (1.44 CENTS) on every One Hundred Dollars of the assessed value of all real property within the corporate limits of the City of Westminster, Maryland, and a special tax of THREE AND SIXTY HUNDREDTHS CENTS (3.60 CENTS) on every One Hundred Dollars of the assessed value of all personal property and public utility operating property within the corporate limits of the City of Westminster, Maryland, subject to assessment and taxation, shall be levied for the purposes of paying for the light and water used by The Mayor and Common Council of Westminster, as authorized and directed by Section 30 of the Charter of the City of Westminster.

(c) a special tax of ONE AND SIXTY-NINE HUNDREDTHS CENTS (1.69 CENTS) on every One Hundred Dollars of the assessed value of all real property within the corporate limits of the City of Westminster, Maryland, and a special tax of FOUR AND TWENTY-FOUR HUNDREDTHS CENTS (4.24 CENTS) on every One Hundred Dollars of the assessed value of all personal property and public utility operating property within the corporate limits of the City of Westminster, Maryland, subject to assessment and taxation, shall be levied

for the purpose of aiding and assisting the proper maintenance and equipment of the Volunteer Fire Company of Westminster, as authorized and directed by Section 24 of the Charter of the City of Westminster.

Section 3. That the taxes levied for the aforesaid respective purposes for the tax year beginning July 1, 2012 and ending June 30, 2013, shall be due and payable July 1, 2012 and shall be subject to interest beginning October 1, 2012 at the rate of $\frac{2}{3}$ of 1 per centum for each month or fraction thereof until paid, and additionally, a $\frac{1}{2}$ of 1 per centum penalty assessment for each month or fraction thereof until paid, provided that taxes paid by owner-occupants of residential property shall be due and payable as provided in § 10-204.3 of the Tax-Property Article of the Annotated Code of Maryland and § 143-3 of the City Code which authorize semiannual and annual payments of taxes. Additionally, taxes paid by owner-occupants of residential property on a semiannual basis as provided in § 10-204.3 of the Tax Property Article of the Annotated Code of Maryland and § 143-3 of the City Code shall also be subject to a service charge in an amount equal to the service charge adopted by the Board of County Commissioners of Carroll County as to its County property taxes, which charge may include an administrative fee as permitted by law.

Section 4: That should any section of this Ordinance be determined to be invalid, such invalidity shall not affect any other sections.

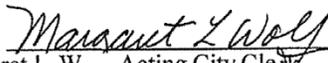
Section 5: Outstanding encumbrances at Fiscal Year 2012 year end shall be considered revenues for Fiscal Year 2013 at June 30, 2012 and re-appropriated, by this budget ordinance, in Fiscal Year 2013 for the purposes set forth in the budget ordinance for the Fiscal Year 2012, unless otherwise appropriated by the Common Council.

Section 6: Any transfer of funds between appropriations must be approved by the Common Council in the form of an ordinance by a vote of at least 2/3 of the members of the Common Council.

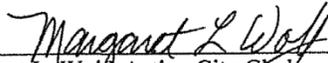
Section 7: The City Administrator is hereby directed to transfer to the Priority Capital Projects subfund of the General Fund any proceeds received from property tax revenues attributable to the levy of taxes at a rate by which the current property tax rate exceeds the property tax rate established in the FY 2011 budget, provided that any expenditure of the funds so appropriated shall be subject to the approval of the Mayor and Common Council.

Section 8: BE IT FURTHER ORDAINED, that this ordinance shall become effective ten days after its enactment by the Common Council of the City of Westminster, Maryland.

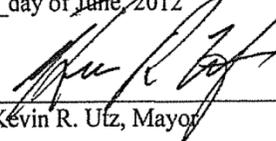
INTRODUCED this 3rd day of May, 2012


Margaret L. Wolf, Acting City Clerk
MAY

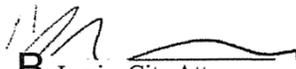
ADOPTED this 11th day of May, 2012


Margaret L. Wolf, Acting City Clerk

APPROVED this 14th day of June, 2012


Kevin R. Utz, Mayor

APPROVED AS TO FORM AND SUFFICIENCY this 11th day of May 2012


Elisa B. Levin, City Attorney

Appendix G – Glossary of Terms

Accounting System – The total structure of records and procedures which identify, record, classify, summarize, and report information on the financial positions and results of operations of a government.

Accrual Basis of Accounting – The method of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.

ADA – See Americans with Disabilities Act.

Americans with Disabilities Act (ADA) – This federal act gives civil rights protections to individuals with disabilities, similar to those provided to individuals on the basis of race, sex, national origin, and religion.

Annexation – The incorporation of additional territory within the domain of the City.

Appropriation – An authorization made by the Mayor and Council that permits City departments to make expenditures of governmental resources for specific purposes within a specific time frame.

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.

Assessed Valuation – The current market value of real estate as determined by the Department of Assessments and Taxation.

Balance Budget – A budget in which revenues equal expenditures.

Bond – A written promise to pay a designated sum of money (called the principal), at a specific date in the future, together with periodic interest at a specified rate. In the Operating Budget, these payments are identified as debt service. Bonds are generally used to obtain long-term financing for capital improvements.

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 issue to which they are related.

Bonds issued – Bonds sold.

Bond Rating – A rating from a schedule of grades indicating the probability of timely repayment of principal and interest on bond issued.

Budget – A plan of financial operation comprised of an estimate of proposed expenditures for a fiscal year and the proposed means of financing those expenditures to fund City services in accordance with adopted policy.

Budget Year – The fiscal year for which the budget is being considered, that is, the fiscal year following the current year.

CAFR – See Comprehensive Annual Financial Report.

Capital Budget – The annual adoption by the Mayor and Council of project appropriations. Project appropriations are for the amount necessary to carry out a capital projects expenditure plan, including multi-year contracts for which a total appropriation covering several years’ planned expenditures may be required.

Capital Facilities Assessment (CFA) – Refers to the benefits that accrue to properties that are adjacent to public improvements. For example, if water mains are installed for the use of a neighborhood, the individual properties that are then connected to the water mains are receiving a “front-foot benefit”, for which they will pay a one-time connection charge, and an annual assessment for thirty (30) years.

Capital Outlay – Expenditures which result in the acquisition of, or addition to, fixed assets. Any item with an expected life of more than five years and a value of more than \$10,000 such as an automobile, truck or furniture, is considered a capital outlay.

Capital Improvements Program (CIP) – The annual updated plan or schedule of project expenditures for public facilities and infrastructure with estimated project costs, source of funding, and timing of work over a six-year period. For financial planning and general management, the capital improvements program is a plan of work and expenditures, and is the basis for annual appropriations and bond issues.

Capital Project – A governmental effort involving expenditures and funding for the creation of usually permanent facilities and other public assets having a relatively long life. Certain planning studies, consultant fees, City staff charges, and major equipment, furniture and fixtures necessary to make facilities operations may also be considered part of capital projects.

CDBG – See Community Development Block Grant

Chart of Accounts – A uniform list of accounts that standardizes City accounting and supports the preparation of standard external reports. It assists in providing control over all financial transactions and resource balance.

CIP – See Capital Improvements Program.

Client Server – A computing platform where desktop PCs, know as clients, access large pools of information stored on high speed data servers. User interaction takes place at the PC, typically through graphical interfaces such as Windows. Information storage is managed by the server. This approach combines the Pc’s innovation and ease-of-use with access to large pools of data traditionally associated with mainframe computers.

COBRA – See Consolidated Omnibus Budget Reconciliation Act.

Commingle – Refers to materials included in the City’s recycling program, specifically glass jars and bottles, aluminum and steel cans, and plastic containers.

Community Development Block Grant (CDBG) – A general purpose federal grant primarily used to facilitate the projection and preservation of low and moderate income housing.

Comprehensive Annual Financial Report (CAFR) – The official annual report of a government.

Consolidated Omnibus Budget Reconciliation Act (COBRA) – The legal requirement of an employer to offer eligible employees and their families the opportunity for a temporary extension of health coverage (called “continuation coverage”) at group rates in certain instances where coverage under the plan would otherwise end.

Constant Yield – The tax rate that maintains the revenue from property taxes at the same level as the prior year. This rate is computed by the State Department of Assessments and Taxation each year on the basis of the new, adjusted assessable base for each jurisdiction. New property appearing on the rolls for the first time is excluded from the calculation.

Current Resources – Resources to which recourse can be had to meet current obligations and expenditures. Examples are current assets, estimated revenues of a particular period not yet realized, transfers from other funds authorized but not received, and in the case of certain funds, bonds authorized and unissued.

Current Year – The fiscal year immediately preceding the fiscal year for which the budget is being prepared.

Debt Issuance – Sale or issuance of any type of debt instrument, such as a bond.

Debt Ratios – Ratios which provide measure of assessing debt load and ability to repay debt which play a part in the determination of credit ratings. They are also used to evaluate the City's debt position over time and against its own standards and policies.

Debt Service – The payment of interest on and repayment of principal on borrowed funds. The term may also be used to refer to payment of interest alone.

Deficit – The amount by which a government's budget outlays exceed its budget receipts for a given period, usually a fiscal year.

Department – A major administrative unit of the City which indicates overall management responsibility for an operation or a group of related operations within a functional area.

Depreciation – An allocation made for the decrease in value of physical assets through wear, deterioration, or obsolescence.

Disbursement – The expenditure of monies from an account.

Distinguished Budget Presentation Award Program – 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.

Division – A categorization of organizational unit, indicating management responsibility for an operation or a group of related operations within a functional area, subordinate to the department level of organizational unit.

Empowerment – A managerial style which places emphasis on decentralized problem-solving in an effort to allow employees and citizens who are affected by policy decisions to participate extensively in the decision-making process.

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.

ENR – Enhanced Nutrient Removal

Enterprise Fund – A fund established to account for operations that are finance and operated in a manner similar to a private business enterprise, where the intent of the governing body is that the costs (expenses including depreciation) of providing goods or services to the general public on a continuing basis b financed or recovered primarily through user charges. The City’s enterprise funds include the Water and Sewer funds.

Expenditure – The issuance of checks, disbursement of cash, or electronic transfer of funds made to liquidate an obligation. Where accounts are kept on an accrual or modified accrual basis, expenditures are recognized whether or not cash payment has been made. Where accounts are kept on a cash basis, they are recognized only when cash payments have been made.

Expense – The outflow of assets or the incurring of liabilities (or both) during a period as a result of rendering services, delivering or producing goods, or carrying out other normal operating activities.

Fees and Credits – Income from any billing for services or sale made by the City; for example athletic program registration fees, building permit fees, and animal licenses.

Fiscal Policy - The City’s policies with respect to revenues, spending and debt management as these relate to governmental services, programs and capital investment. Fiscal policy provides a set of principles for the planning and programming of government budgets and their funding.

Fiscal Year – Any yearly accounting period, regardless of its relationship to a calendar year. The fiscal year for the City begin on July 1 of each year and ends on June 30 of the following year; it is designated by the calendar year in which it ends. For example, the fiscal year 2013 begins on July 1, 2012 and ends on June 30, 2013.

Fixed Assets – 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.

Fringe Benefits – For budgeting purposes, fringe benefits are employer payment for social security, retirement, group health, dental and life insurance.

Front-Foot Benefit – See Capital Facilities Assessment.

FTE – See Full-Time Equivalent.

Full Faith and Credit – A pledge of the City’s taxing power to repay debt obligations.

Full-Time Equivalent (FTE) – A measure of authorized personnel calculated by dividing hours of work per year by the number of hours worked per year by a full-time employee.

Fund – A fiscal entity with revenues and expenses which are segregated for the purpose of carrying out specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitation and constituting and independent fiscal and accounting entity.

Fund Balance – The cumulative difference between revenues and expenditures 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 Obligation Bonds – Bonds that are backed by the full faith and credit of the issuing government.

General Fund – The general operating fund that is used to account for all financial resources except for these required to be accounted for in another fund.

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 Board, Financial Accounting Standards Board, or various other accounting standard-setting bodies.

GFOA – An abbreviation for Government Finance Officers Association.

Goal – A statement of broad direction, purpose, or intent based on the needs of the community. A goal is a general and timeless.

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.

Grant – A county, state or federal financial assistance award making payment in cash or in kind for a specified program.

Gross Bonded Debt – The total amount of direct debt of a government represented by outstanding bonds before deduction of any assets available and earmarked for their retirement.

HVAC – An abbreviation for heating, ventilation and air conditioning equipment.

ICMA – An abbreviation for international City Manager’s Association.

Infrastructure – The physical assets of a city (streets, water, sewer, public building, parks), upon which the continuance and growth of a community depend.

Interfund Operating Transfers – Payments made from one operating fund to another as a contribution to defray a portion of the recipient fund’s costs.

Intergovernmental Revenues – Revenues from other governments in the form of grants, entitlement, shared revenues, or payments in lieu of taxes.

Investments – Securities, bonds, and real property (land and buildings) held for the production of revenues in the form of interest, dividends, rentals, or lease payments. The term does not include fixed assets as used in the normal course of governmental operations.

Levy – (Verb) To impose taxes or special assessments for the support of governmental activities. (Noun) The total amount of taxes or special assessments imposed by a government.

Liabilities – Debts or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances.

Long-Term Debt – Debt with a maturity of more than one year after the date of issuance.

Management Indicators – Specific quantitative and qualitative measures of work performed as an objective of a department.

Matured Bonds Payable – A liability account reflecting unpaid bonds which have reached or passed their maturity date.

Measurement Focus – The accounting convention which determines (1) which assets and liabilities are included on an entity’s balance sheet and (2) whether its operating statement presents “financial flow” information (revenues and expenditures) or “capital maintenance” information (revenues and expenses).

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 measure 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 Operation 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.

Object Expense Code – As used in expenditure classification, this term applies to the article purchased to the service obtained.

Objective – Desired output-oriented accomplishments which can be measured and achieved within a given time frame. Achievement of the objective advances an organization toward a corresponding goal.

Obligations – Amounts which a government may be required legally to meet out of its resources. They include not only actual liabilities, but also un-liquidated encumbrances.

Operating Budget – See Budget.

Operating Expenditures – Costs other than expenditures for personnel directly employed by the City (salaries, wages and fringe benefits) and capital outlays. Examples of operating expenditures include office supplies, telephone expense, consulting or professional services and travel expenses.

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 a 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 which must be enacted by ordinance and those which may be enacted by resolution.

Other Charges – In a summary analysis of expense types, this refers to all expenses not included within specifically defined categorizations. For example, within the City’s general fund, this category consists primarily of funding to Outside Agencies and transfers to/from other funds.

Outside Agency – An independent non-profit community organization working on behalf of the community that request funding contributions from the City.

Overlapping Debt – The proportionate share of the debts of local governments located wholly or in part within the limits of the reporting government which must be borne by property within each government.

Pay-As-You-Go – Capital expenditures included in the Capital Improvements Program which are funded by a contribution from an operating fund.

Per Capita – Per unit of population; by or for each person.

Performance Measurements – See Management Indicators.

Permanent Employee – An employee who is hired to fill a position anticipated to have a continuous service duration of longer than one year, whose compensation is derived from the City’s Administrative classification tables, and whose position is established by the Position Control System.

Personnel (Costs) – Expenditures which include salary costs for full-time part-time, hourly, and contract employees, overtime expenses, and all associated fringe benefits.

Previously Authorized Projects – Projects listed in the CIP section that were funded in prior years, but which have not been completed and formally closed.

Prior Year(s) – The fiscal year(s) immediately preceding the current year.

Program Area – A group of activities and/or work programs based primarily upon measurable performance.

Projections – Estimates of budget authority, outlays, receipts, or other budget amounts extending several years into the future. Projections are generally intended to dictate the budgetary implications of existing or proposed programs.

Property Tax – A tax levied on all real and certain personal property, tangible and intangible, according to the property’s assessed valuation. The power to impose and collect property taxes is given to the Mayor and Council.

Purchase Order – A document which authorizes the delivery of specified merchandise or the rendering of certain services and the making of charge for them.

Re-appropriation – Statutory action to continue the availability, whether for the same or different purposes, of all or part of the unobligated portion of a budget into the next fiscal year.

Re-appropriations Ordinance – Changes made to the appropriation ordinance during the fiscal year to reflect encumbered amounts added to the current budget from the prior fiscal year.

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.

Reimbursement – A sum (1) that is received by the government as a repayment for commodities sold or services furnished either to the public or to another government account and (2) that is authorized by law to be credited directly to specific appropriation and fund accounts.

Repurchase Agreement – An agreement in which a governmental entity transfers cash to a broker-dealer or financial institution; the broker-dealer or financial institution transfers securities to the entity and promises to repay the cash plus interest in exchange for the same securities.

Resolution – A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

Retained Earnings – The accumulated gains and losses of an enterprise fund to date, reduced by amounts transferred to permanent capital accounts.

Revenue – Monies received or collected by the City as income, including such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, shared revenues, and interest income.

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 – Bonds whose principal and interest are payable exclusively from earnings from an Enterprise Fund. In addition to a pledge of revenues, such bonds sometimes contain mortgages on Enterprise Fund Property.

Revision – Shifting of all or part of the budget authority in one appropriation or fund account to another, as specifically authorized by law.

Self-Insurance – Refers to the City’s participation in a self insurance fund. Self-insurances allows an organization to closely realize its actual claim experience, as well as pool its insurance buying power with other participating agencies.

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 Fund – A fund used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or for major capital projects) that are legally restricted to expenditure for specified purposes.

Storm Water Management (SWM) – A means of controlling the quantity and quality of storm water runoff flowing downstream. SWM can refer to structural practices such as underground storage facilities, dams for retention and detention facilities, or it can refer to nonstructural practices such lower density of development and wider stream buffers.

Surplus – The amount by which the City’s budget receipts exceed its budget outlays for a given period, usually a fiscal year.

Tax Anticipation Notes – Notes, sometimes called warrants, issued in anticipation of collection of taxes, retired from tax collections, and frequently from the proceeds of the tax levy whose collection they anticipate.

Tax Base – All forms of wealth under the City’s jurisdiction that are taxable.

Tax Duplication – A state of affairs whereby both County and City levy property taxes on citizens to pay for services rendered by the City.

Tax Rate – The amount levied per \$100 of assessed property value, as determined by the State Assessor, on property within the City. The Mayor and Council establish the tax rate each year in order to finance General Fund Activities.

Temporary Employee – An employee who is hired to fill a position anticipated to have a continuous service duration of less than one year, whose compensation is not derived from the City’s Administrative, Police or Union classification tables, and whose position is not established in the Position Control System.

Transfer – See Revision.

Undesignated Fund Balance – Funds remaining from the prior year which are available for appropriation and expenditure in the current year.

Unreserved Fund Balance – That portion of a fund balance for which no binding commitments have been made.

User Fees – Payments for direct receipt of a public service by the party benefitting from the service. Also known as user charges.

Zoning – The partitioning of a city, borough, or township by ordinance into sections reserved for different purposes (i.e. residential, offices, manufacturing).