

City of Westminster, Maryland

Fiscal Year 2020 Budget



Prepared by City of Westminster
On behalf of the Mayor and Common Council of Westminster

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Mayor's Budget Message

July 1, 2019

City of Westminster Residents:

I am pleased to present the adopted Fiscal Year (FY) 2020 operating budget and Capital Improvements Program for the City of Westminster. The City's annual budget determines the manner in which services will be delivered to the community during the coming year, and its adoption is the most important legislative action undertaken by my Common Council colleagues each year.

The continuing implementation of the Compensation and Classification Study results was a major focus in crafting the FY 2020 budget. The City undertook this assessment of its salary and benefit structure in early FY 2018 to ensure its ability to attract and retain a quality workforce, which is essential to our mission as a service provider to the community. I am pleased that we were able to allocate funding for the second phase of the implementation process, as well as provide an across-the-board wage adjustment to all benefited staff. Other factors impacting the FY 2020 budget include a projected increase in the City's cost for worker's compensation insurance and an operating transfer from the General Fund to balance the Fiber Fund.

For the seventh year in a row, the real property tax rate of \$0.56 per \$100 of assessed valuation will remain the same. Personal property tax rates will also remain unchanged.

The FY 2020 budget will advance several initiatives included in the City's Strategic Plan, adopted by the Mayor and Common Council in February 2018. Funding has been included in the Sewer Fund for the ongoing efforts to reduce inflow and infiltration into the City's sewer system in order to restore sewer capacity. The FY 2020 budget includes an allocation in the Water Fund to advance the City's water re-use initiative, one of several projects to identify new water sources. In the coming year, the City will also make a significant investment in its infrastructure and facilities; budgeted projects include street improvements, replacement of vehicles and equipment, and renovation of the 45 West Main Street property as the future home of our administrative offices.

The preparation of the budget is a significant undertaking by the City's Management Team and other staff members, and I offer my sincere thanks to all who played a role in its development. I would particularly like to acknowledge the efforts of City Administrator Barbara B. Matthews and Finance Director Tammy Palmer for their contributions in developing the FY 2020 budget.

Sincerely,

A handwritten signature in blue ink, appearing to read "Joe Dominick", with a stylized flourish at the end.

Joe Dominick
Mayor, City of Westminster

About Westminster

DIRECTORY OF ELECTED AND APPOINTED OFFICIALS

Mayor

Mr. Joe Dominick

Common Council

Dr. Robert Wack, Council President
Dr. Mona Becker, Councilmember
Mr. Tony Chiavacci, Councilmember
Mr. Gregory Pecoraro, Councilmember
Mr. Benjamin Yingling, Councilmember

Management Team

Title

City Administrator
Chief of Police
Director of Finance and Administrative Services
Director of Housing Services
Director of Community Planning and Development
Director of Public Works
Director of Recreation and Parks
Director of Human Resources

Name

Barbara B. Matthews
Thomas Ledwell
Tammy Palmer
Cindy Valenzisi
William Mackey
Jeffery D. Glass
Abby Gruber
Darlene Childs

The City is proud to receive the Government Finance Officers Association Distinguished Budget Presentation Award for the fiscal year 2019 Budget. We believe the fiscal year 2020 Budget continues to conform to program requirements and we are submitting it to Government Finance Officers Association to determine its eligibility for another award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Westminster
Maryland**

For the Fiscal Year Beginning
July 1, 2018

Christophe P. Morill
Executive Director

COMMUNITY PROFILE

The City of Westminster serves as the county seat and is located in the center of Carroll County. Westminster is conveniently located near Maryland's largest cities, the capitals of both Maryland and Pennsylvania, and Washington, D.C. The City is approximately 35 miles northwest of Baltimore and 32 miles east of Frederick, 57 miles northwest of Annapolis and 60 miles south of Harrisburg, and 56 miles north of Washington D.C.



William Winchester laid out the original lots of Westminster in 1764, and the City of Westminster was incorporated shortly after the creation of Carroll County in 1838. From its original incorporated area of less than 400 acres, the City of Westminster grew to its current size of approximately 6.5 square miles, primarily since the 1970s. While the City's land area was expanding, its population was also growing, from a little over 7,000 people in 1970 to over 16,000 people in 2000. Today, the City's population is just under 20,000 people and continues to grow every year.

About 8,000 households call Westminster home. Westminster offers a wide variety of housing options, including established neighborhoods, new single-family residential developments, apartment complexes in the outlying areas of the City, and numerous single-family conversions in residential areas near the downtown business district.

Westminster is recognized nationally as a technology leader with its groundbreaking fiber network installation project. The City uses the new fiber optics to provide for a high-speed internet connection to every home and business in the City.

Westminster also has a strong historic preservation ethic, as reflected in its two National Register of Historic Places Districts. The City's first National Register District, established in 1980, encompasses much of the older residential areas of Westminster and its downtown. The second designates portions of McDaniel College and incorporates several of the oldest buildings in the southeast area of the campus.

Westminster is truly the best of both worlds. National, brand-name retailers and restaurateurs are attracted to Westminster's MD 140 shopping corridor, while the historic downtown provides a unique setting for local shopping, dining, and cultural experiences, capitalizing on the City's small town atmosphere. Westminster is home to the largest community events in Carroll County – FallFest, the Flower and Jazz Festival, and the Miracle on Main Street Holiday Electric Parade.

Culturally, the historic downtown is bookended by the Carroll Arts Center on West Main Street and the Historical Society of Carroll County on East Main Street. The Historical Society showcases cultural heritage exhibits of Carroll County and the Piedmont area of Maryland. The Carroll Arts Center features a 263-seat theatre and two art galleries, and hosts numerous concerts, films, lectures, plays, recitals, and showings throughout the year. Numerous restaurants also offer live entertainment on weekends throughout the year.

The City also offers the area's longest running, producer-only Farmers' Market. Open on Saturdays from mid-May through mid-November, the Market offers produce, meats, sweets, candied nuts, popcorn, body care products, baked goods, coffee, wines and spirits, cheese and milk, plants, flowers, prepared foods, handmade products, and even dog treats.

McDaniel College



Westminster is home to McDaniel College, a private, liberal arts and sciences institution founded in 1867 as Western Maryland College. The College is routinely ranked among the country's best small colleges for quality and affordability. Over 3,000 undergraduate and graduate students attend McDaniel.

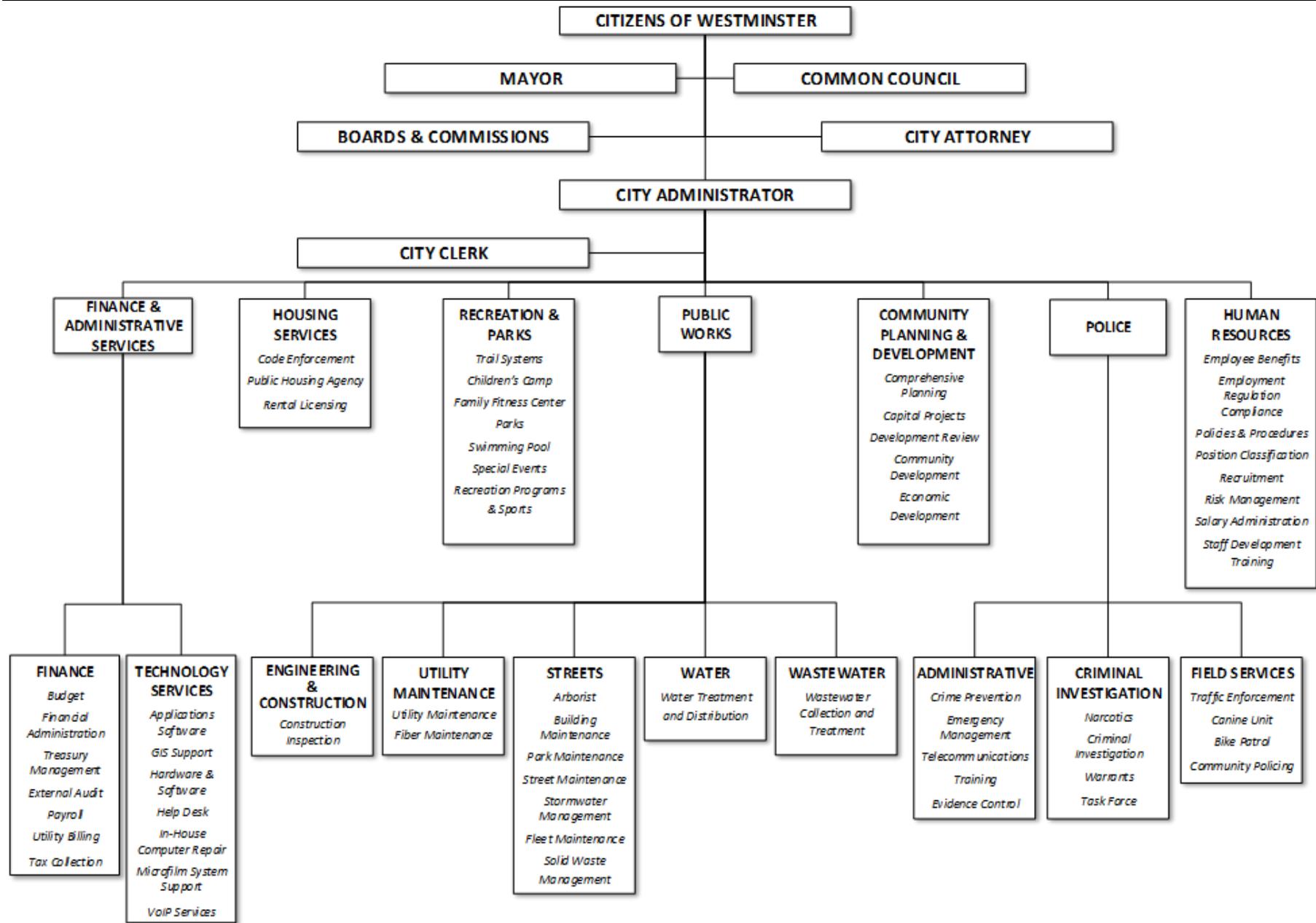
The City of Westminster operates under a Mayor-Council form of government. The Mayor is elected at-large to a four-year term. The Common Council is composed of five members who also are elected at-large to serve four-year terms. The qualified voters of Westminster vote for three members of the Common Council on the Tuesday after the second Monday of May in one election cycle. Two years after, the Mayor and the remaining two Councilmembers are elected in a separate election cycle. All elections are held in odd-numbered years.

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, reviews, and inspections, libraries, and social services. The Westminster Volunteer Fire Company provides both fire protection services and emergency medical services for the citizens of Westminster and its environs.

The City of Westminster municipal government provides a full range of services. They include planning and zoning, community and economic development, police protection, water and sewer services, refuse collection, street maintenance, snow removal, public housing assistance, and recreation and parks facilities and services.

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 Strategic Plan.

The City's budget document incorporates the vision of the City of Westminster Strategic Plan:

Westminster is a safe, healthy, and engaged community where new ideas and sustainable innovation enhance the community's quality of life and create economic opportunity for today's residents and for future generations.

To realize this vision for the City of Westminster, the Mayor and Common Council collaborated with the City's executive leadership team to identify five key focus areas – or Critical Success Factors – to serve as their collective work plan for 2018 – 2021. The Critical Success Factors are:

- Strong Partnerships and an Engaged Community;
- Water and Sewer Capacity for Future Generations;
- Economic Activity and Growth;
- Responsible Stewardship of City Resources; and,
- A Safe and Livable Community.

Attainment of these Critical Success Factors capture the Mayor and Common Council's long-term vision for the Westminster community. Priority projects have been identified for each of the five Critical Success Factors to guide the future work of City staff so that the Mayor and Common Council's vision for the City of Westminster is realized.

The FY 2020 budget advances these priority projects through the applicable revenue, operating, enterprise, and capital budgets. Below are the goals and defined projects listed in the Strategic Plan:

- **Strong Partnerships and an Engaged Community**
 - **Enhance downtown partners** - provided in the General Fund Community Planning and Development operating budget in the form of a Farmers' Market contract, new holiday decorations, wayfinding signage, and an ambassador program.
 - **Identify leadership of various homeowners' associations** - provided in the General Fund Community Planning and Development operating budget in the form of salaries and office supplies.
 - **Build upon existing initiatives** - provided in the General Fund Community Planning and Development and Legislative operating budgets in the form of salaries and the ambassador program.
 - **Create a Communications Coordinator position** - not funded in FY 2020.
 - **Engage the community in the City election** - provided through the General Fund Legislative operating budget in the form of salaries and office supplies.
- **Water and Sewer Capacity for Future Generations**
 - **Adopt a new water and sewer allocation policy** - funded and achieved in FY 2018.

- **Complete water and sewer rate studies** - funded and achieved in FY 2018.
- **Develop an intergovernmental strategy to pursue water re-use** - provided in the Water Fund operating budget in the form of contractual expense.
- **Explore technology for water conservation** - provided in the Water Fund operating budget in the form of salaries and operating expense.
- **Retrofit City-owned facilities to model best practices in water conservation** - provided in the Capital Projects Fund budget as part of the 45 West Main Renovation Project.

- **Economic Activity and Growth**
 - **Create an Economic Development position** - not funded in FY 2020.
 - **Streamline City's Zoning Code, remove barriers for development** - provided in the General Fund operating budget in the form of salaries and contractual expense.
 - **Conduct a market analysis and develop a marketing strategy** - provided in the General Fund operating budget in the form of salaries and contractual expense.
 - **Meet with Westminster employers** - provided in the General Fund Community Planning and Development budget in the form of salaries and operating expense.
 - **Promote private/public partnerships** - provided in the General Fund operating budget in the form of salaries.
 - **Pursue targeted annexations** - provided in the General Fund operating budget in the form of salaries and operating expense.
 - **Develop a branding initiative** - provided in the General Fund operating budget in the form of salaries and contractual expense.

- **Responsible Stewardship of City Resources**
 - **Perform a Compensation and Classification Study** - the study was funded and completed in FY 2018; Phase I implementation was funded and completed in FY 2019; Phase II is funded in FY 2020 in all funds in the form of salaries and benefit expenses.
 - **Implement a comprehensive performance evaluation system** - funded in FY 2020 in General Fund contractual expense.
 - **Invest in professional development of workforce** - provided in all funds' operating budgets in the form of tuition reimbursement, dues, and training expenses.
 - **Refine City's existing reserve, debt management, and investment policies** - provided in each fund's operating budget in the form of salaries.
 - **Improve City services with new technology** - provided in the General Fund Technology operating and the Capital Projects Fund in the form of hardware and software expense.
 - **Develop a parks ordinance** - provided in the Recreation and Parks operating budget in the form of salaries.
 - **Conduct citizen survey and review of City open space** - funded in the General Fund Recreation and Parks operating budget.
 - **Determine use of Wakefield undeveloped open space** - funded in Recreation and Parks operating and General Fund capital budgets.
 - **Relocate Street Maintenance facility** - not funded in FY 2020.

- **A Safe and Livable Community**
 - **Link bicycle and walking trails** - not funded in FY 2020.
 - **Increase community engagement in public safety** - funded in the General Fund Public Safety operating expense.
 - **Enhance crime analysis capabilities** - funded in the General Fund Public Safety operating expense.
 - **Enhance recruiting and retention for public safety positions** - funded in the General Fund Public Safety operating budget in the form of salaries and benefit expenses as a result of the Phase I and

Phase II implementation of the Compensation and Classification Study.

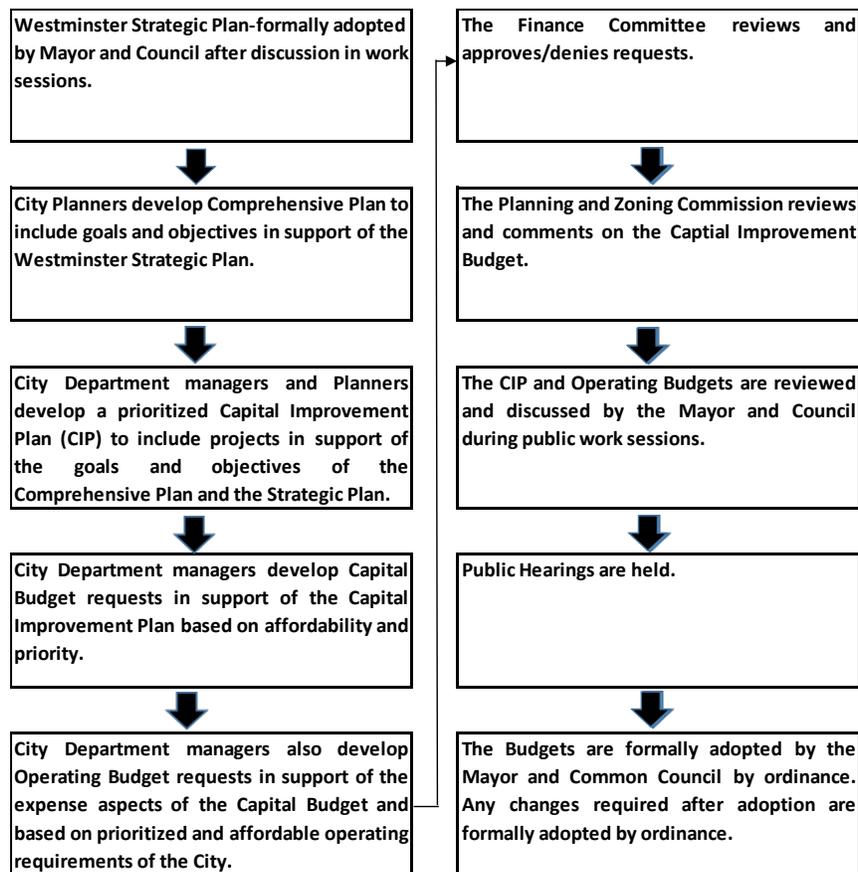
- **Enhance Tree Commission** - funded in the General Fund Community Planning and Development operating budget.
- **Review Rental Housing Licensing Program** - funded in the General Fund Housing Services operating budget.
- **Enhance property maintenance enforcement** - funded in the General Fund Housing Services operating budget.

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 Improvements Plan is submitted for review and comment by the Planning and Zoning Commission prior to adoption of the operating budget.

The City’s 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 *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 Common Council requires the adoption of a budget amendment.

BUDGET DEVELOPMENT FLOW CHART



FISCAL YEAR

The City's fiscal year begins July 1 and ends June 30.

BUDGET SCHEDULE

FY 2020 Budget Schedule

Jan - March 2019	Review in regular Department Head meetings
February 19, 2019	Review preliminary budget with Finance Committee
February 28, 2019	Review budget with Finance Committee
March 22, 2019	Review budget with Personnel Committee
April 8, 2019	City Administrator presentation at Mayor and Common Council meeting
April 8, 2019	Budget Work Session #1, Mayor and Common Council meeting
April 24, 2019	Constant Yield Tax Rate Public Hearing, Mayor and Common Council meeting
April 24, 2019	Budget Presentation, Public Hearing, Introduction of Budget Ordinance
April 24, 2019	Budget Work Session #2, Mayor and Common Council meeting
May 13, 2019	Public Hearing, Mayor and Common Council meeting
May 13, 2019	Adoption of Budget Ordinance

ADOPTION

The budget ordinance was formally adopted on May 13, 2019.

AMENDMENT

Amendment of the Adopted Budget is by ordinance and requires two readings.

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 functions, public safety, public works, recreation and parks, and 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 that accounts for non-enterprise capital projects; its primary funding source is a designated portion of the City's real property tax revenue.
- **Enterprise Funds** – Enterprise Funds are used to account for those activities of the City that are financed and operated in a manner similar to private business enterprises. Costs and expenses, including depreciation, are recovered principally through user charges. The Water Fund accounts for financial activity related to the provision of public drinking water and is funded by service charges. The Sewer Fund tracks financial activity related to public sewer services and is funded by service charges. The Fiber Fund accounts for financial activity related to the construction and operation of the Westminster Fiber Network and is partially funded through lease revenues.

Each fund has separate revenue sources and expenditures. Some departmental 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

Department/Fund	General Fund	Capital Fund	Housing Fund	Sewer Fund	Water Fund	Fiber Fund
Executive & Legislative	51%	0%	0%	22%	27%	0%
Finance	23%	0%	0%	38%	38%	1%
Human Resources	29%	0%	0%	35%	36%	0%
Community Planning & Development	81%	1%	0%	9%	9%	0%
Housing Services	100%	0%	0%	0%	0%	0%
Public Safety	96%	4%	0%	0%	0%	0%
Facilities	5%	93%	0%	1%	1%	0%
Community Support	60%	0%	0%	20%	20%	0%
Public Works	50%	43%	0%	3%	3%	1%
Technology	20%	0%	0%	39%	39%	2%
Public Housing	0%	0%	100%	0%	0%	0%
Parks and Recreation	100%	0%	0%	0%	0%	0%
Sewer	0%	0%	0%	100%	0%	0%
Utility Maintenance	0%	0%	0%	49%	45%	6%
Water	0%	0%	0%	0%	100%	0%
Fiber	0%	0%	0%	0%	0%	100%

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, and Fiber) 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.

Information on the City’s FY 2020 adopted budget is provided below, followed by a discussion of each fund budget. Thereafter, information is provided for each City department, delineating the functions and resource requirements of each department and the significant performance measures by which progress is measured for its key programs and initiatives. Following the department discussions are appendices that highlight key aspects of the City’s operations.

FY 2020 Adopted Budget

SUMMARY

BUDGET OVERVIEW

Economic Climate

The City's budget is impacted by the national economic climate, as well as the state and local economy. National, state, and county unemployment rates remain low.

During FY 2019, the City's residential housing stock continued to grow. Additional residential development is anticipated in FY 2020, with construction continuing in the Stonegate subdivision.

The adoption of a new Water and Sewer Allocation Policy and improved market conditions have resulted in an uptick in economic development in Westminster. In FY 2019, Ulta Beauty, as well as other new retail establishments and restaurants, opened for business. Anticipated economic development projects in FY 2020 include a new 80,000 square foot warehouse project, a new CVS and retail center, a new retail boutique at 118 West Main Street, and one new and one rebuilt car dealership. There has also been considerable interest in constructing new multi-family/apartment buildings in Westminster in response to a specific category for such projects in the Water and Sewer Allocation Policy.

Interest rates remain relatively low. In late March 2019, the Federal Open Market Committee scaled back its projected rate increases. Without a sharp spike in growth or inflation, it appears that the Fed funds rate will remain unchanged for the remainder of calendar year 2019, with rates remaining calm into 2020. The City's debt service on the fiber network bonds is based on a variable interest rate tied to the LIBOR (London Inter-bank Offered Rate).

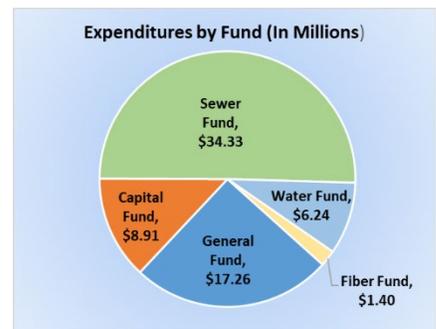
Budget Overview

The FY 2020 budget accounts for the City's financial activities through five primary funds, or fiscal entities – the General Fund, the Water Fund, the Sewer Fund, the Fiber Fund, and the Capital Projects Fund.

Combined revenues for all funds total approximately \$63.2 million. Combined expenditures for all funds for FY 2020 equal about \$68.13 million. The variance is comprised of allocations from reserves of the General Fund and the Capital Projects Fund. The chart below breaks down FY 2020 expenditures by fund.

The General Fund accounts for the day-to-day operational activities of the City, such as planning, police protection, snow removal, and general administration. Approximately 25 percent of the City's spending in FY 2020 is accounted for in the General Fund.

Other major funds include the City's enterprise funds: Water, Sewer, and Fiber. These enterprise funds operate and account for their transactions in a manner similar to private businesses. By policy, they are to be self-supporting, with their fees and charges covering operating costs, capital projects, and debt service costs. Utility rates and other user fees charged to Westminster households and businesses and those outside the City limits support the Water and Sewer funds. The Fiber Fund is currently supported by payments from the City's fiber network operator (Ting) and an operating transfer/loan from the General Fund.



The Capital Projects Fund accounts for the City’s non-enterprise capital expenditures. Projects include street improvements, acquisition of vehicles, storm drain repairs, sidewalk retrofit work to ADA standards, and repairs and enhancements to City-owned facilities, including the 45 West Main Renovation Project and one of the two City-owned parking garages.

Property Assessments and Tax Revenue

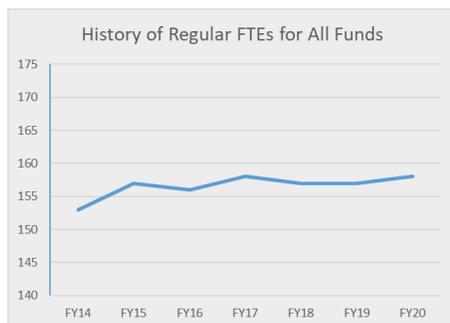
Real property in Maryland is assessed on a triennial basis. All real property in Westminster was reassessed during FY 2018. For homeowners in the City, any increase in assessed value is phased in equally over a three-year period, and the resulting increase in the real property tax bill is capped at seven percent. Any decrease is factored into the first full levy year after the assessment.

FY 2020 marks the second year of the three-year assessment phase-in period. According to the Maryland Department of Assessments and Taxation, the City’s assessable real property base (net) for FY 2020 is estimated to increase by approximately \$68.2 million, or 3.9%, from the prior year. This increase is a result of higher assessments from the January 2018 reassessment cycle and new properties being added to the tax roll.

The City’s current real property tax rate of \$0.56 will continue in FY 2020. Of this rate, \$0.44 is allocated for the City’s general operations and \$0.12 is earmarked for the Capital Projects Fund. At the \$0.56 rate, real property tax revenues will increase by about \$465,303 compared to FY 2019 budgeted revenues. The FY 2020 Constant Yield Tax Rate is \$0.5467 per \$100 of assessed valuation.

Staffing and Personnel Costs

The recruitment and retention of quality staff is critical to the City’s ability to provide a high level of service to its customers. A major focus of the FY 2020 budget is the Phase 2 implementation of the Compensation and Classification Study results. The budget includes funding for a 2% across-the-board of wage adjustment for all benefited City staff, with additional adjustments based on the Phase 2 implementation plan developed by Evergreen Consultants.



The number of full-time equivalent (FTE) positions remains relatively flat, as indicated in the adjacent chart. In FY 2019, the Mayor and Common Council authorized the Police Department to over-hire due to anticipated retirements. The FY 2020 budget includes funding for the anticipated sworn police staffing in effect as of July 1, 2019, which is 45.

While additional staffing would be beneficial in several operational areas, including communications, there is not sufficient financial capacity to fund them in FY 2020.

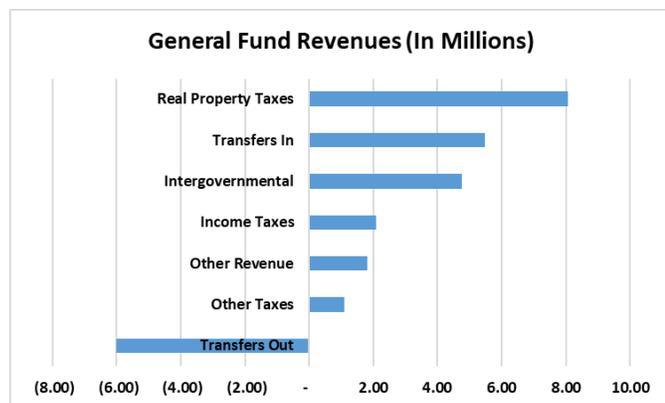
In the past five years, the City has established a number of new special events, including the Wine Stroll, the Beer & BBQ Stroll, and the Oyster Stroll. These events attract thousands of visitors to downtown Westminster and provide enjoyable activities for Westminster residents. While there are many positive aspects to such special events, they have had a significant impact on several City departments. The impact on the Police Department is reflected primarily in event day overtime costs. The Street Department has also experienced an increase in overtime costs, but the workload associated with set up and tear down for special events has also impacted its day-to-day operations. Preventative maintenance activities that would extend the life of the City’s infrastructure have been negatively impacted and will continue to be affected without additional staffing resources or an alternative service delivery model, such as contracting out bulk trash and yard waste collection. The Mayor and members of the Common Council’s Finance Committee authorized staff to explore the privatization of bulk trash and yard waste collection during FY 2020.

In FY 2019, the City began the transition to in-house maintenance of the Westminster Fiber Network. Two full-time employees, housed in the Utilities Maintenance Department, are dedicated to these activities. As noted in the FY 2019 budget transmittal message, it was unclear whether this level of staffing would be sufficient; the Public Works Director had requested a complement of three positions. While City staff is still in the learning stage with regard to maintenance activities, and the Department has been shorthanded due to medical-related absences, the Utility Maintenance Superintendent has expressed concern that fiber-related work is detracting from water and sewer preventative maintenance activities. Should the City successfully refinance its fiber loan debt and/or receive financial assistance through the State community broadband grant program, Utility Maintenance staffing should be re-evaluated to determine the feasibility of adding a full-time position for fiber-related activities.

In March 2019, the State Legislature overrode the Governor’s veto of the Fight for \$15 bill. The State minimum wage will be steadily increased until it reaches \$15.00 per hour as of January 1, 2025. The impact in FY 2020 will be minimal but, as the minimum wage rate increases, it will likely create upwards pressure on the City's salary structure for its benefited employees.

General Fund Revenues

The General Fund supports many of the City’s core services and administrative functions. Fund revenues for FY 2020 are projected to total \$17.26 million – a decrease of less than 1% compared to the prior year budget. The graph below reflects fund revenues by source.



The single largest General Fund revenue source is real property tax revenue, representing 47 percent of fund revenues in FY 2020. As mentioned earlier, the real property tax rate will remain the same. This revenue source is expected to generate approximately \$8.1 million in the General Fund and \$2.2 million in the Capital Projects Fund.

Income tax revenue accounts for about 12 percent of General Fund operating revenues in FY 2020. This revenue source, budgeted at \$2.1 million, is the City’s share of income taxes received by the State of

Maryland for returns filed from Westminster residents. Income tax receipts are projected to remain flat compared to the FY 2019 level of \$2.1 million.

Other significant operating revenues that support General Fund expenditures include personal property tax revenues, monies received from Carroll County under the Town/County Agreement, and charges for services.

Charges for services include revenues generated from Family Center memberships and other Recreation and Parks programs and activities. The Family Center has been operating at a deficit for at least the past five years, and General Fund revenues for FY 2020 assume an adjustment in membership rates to begin the process of closing the deficit. Additionally, the Recreation and Parks Director has taken steps to reduce costs in the coming year, including the elimination of a benefited position upon the employee’s retirement in the fall of 2019. The Mayor and members of the Common Council’s Finance Committee had considerable discussion during the budget development process regarding the desired cost-recovery rate for Recreation and Parks programs and activities. They expressed a desire to continue to offer these important services to the Westminster community, but with more focus on how these services impact the City’s bottom line. In keeping with that direction, the following measures will be implemented:

- Review program costs on an annual basis, with corresponding price adjustments as warranted;
- Offer fewer discounted memberships and event registrations;
- Implement differential pricing for non-resident program participation; and,
- Incorporate a GIS layer to the program registration layer to verify resident/non-resident status.

The FY 2020 budget reflects increased Recreation and Parks revenues by incorporating these principles into the City’s pricing practices.

To ensure that all City residents, particularly younger community members, have access to Recreation and Parks programs and activities, the Mayor and members of the Common Council’s Finance Committee requested that staff explore the creation of a scholarship/financial assistance program.

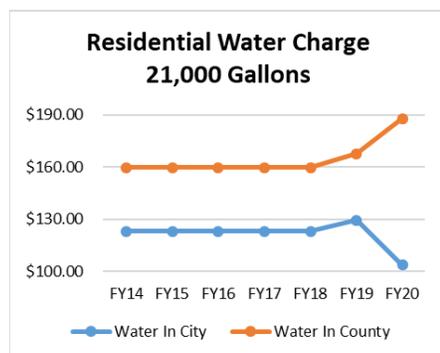
General Fund Expenditures

Personnel costs are the major cost driver for the General Fund, accounting for 41 percent of fund expenditures. The FY 2020 budget reflects a slight increase in budgeted FTEs in the General Fund, as the Police Department is anticipated to have a sworn staffing level of 45 as of July 1, 2019. The resulting increase will be slightly offset by the elimination of a benefited position in Recreation and Parks upon the employee’s retirement in the fall of 2019.

Due to fiscal constraints, the General Fund budget reflects the continuation of the City’s current complement of services. Funding is included in the Community Planning and Development budget for a marketing analysis to strengthen and enhance the downtown Westminster commercial district. The marketing analysis is included as a priority project in the City’s Strategic Plan. Study objectives include a better understanding of Westminster’s market definition, as well as a sales and retail leakage analysis for the community. This project was included in the FY 2019 budget, but could not be undertaken due to a staffing vacancy and workload demands associated with other projects. The FY 2020 budget also provides for continued financial support to the Westminster Volunteer Fire Department (\$250,000) and the Westminster Municipal Band (\$5,000).

Water Fund

The Water Fund is used to account for all financial activity associated with the production, treatment, and distribution of potable water. The City provides service to locations both in and outside the City limits.



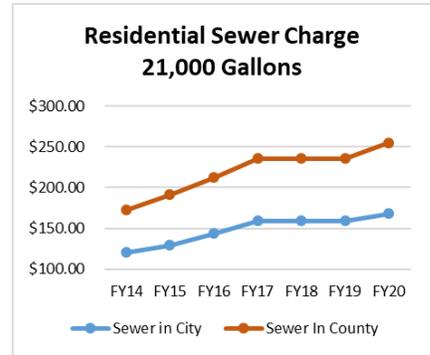
In FY 2018, the City completed a rate study. The Mayor and Common Council adopted new water rates for FY 2019 through FY 2023 in conjunction with the adoption of the FY 2019 budget. The adjacent chart shows the history of the City’s residential water charges both within Westminster’s corporate boundaries and outside the City limits. Water Fund revenues are projected to total about \$6.51 million in FY 2020.

Water Fund expenditures will total approximately \$6.24 million. Funding is included for a pilot water re-use project, one of the priorities included in the City’s Strategic Plan. The City’s discussions with the Maryland Department of the Environment regarding the parameters of the proposed pilot project are ongoing; a placeholder amount of \$250,000 is included in the FY 2020 budget for the project. Other Water Fund expenditures include \$250,000 for GIS engineering and layers, \$200,000 for vehicle/equipment replacement, and \$125,000 for improvements to the City-owned reservoirs.

Sewer Fund

The Sewer Fund accounts for the financial activity associated with the collection and delivery of sewage for treatment and disposal. Charges are based on water consumption. The results of the rate study completed in FY 2018 were adopted in May 2018, with rates adopted for FY 2019 through FY 2023.

Sewer Fund revenues are projected to total about \$34.75 million in FY 2020. The chart to the right shows the history of residential sewer rates both within the corporate boundaries of Westminster and outside the City limits.



Fund expenditures will total approximately \$34.3 million. The single largest cost in FY 2020 is associated with the ENR/Biosolids Project at the City’s Wastewater Treatment Plant; the project includes an upgrade of the County’s septage facility, which is fully funded by the County. Project expenditures in FY 2020 total \$27.09 million. Substantial completion of the project, which got underway in FY 2019, is expected to take about 42 months.

To advance the Strategic Plan objective of ensuring water and sewer capacity for future generations, the FY 2020 budget includes \$1.6 million as part of the City’s continuing effort to address inflow and infiltration into the sewer system. Minimizing inflow and infiltration will restore sewer treatment capacity, which is critical to Westminster’s continued economic growth. As directed by the Mayor and Common Council, funding for inflow and infiltration was advanced compared to what was envisioned during the rate study. On a multi-year basis, sewer rates will generate enough revenues to cover the cost of planned inflow and infiltration work.

Fiber Fund

The Fiber Fund accounts for the financial activity associated with the City’s construction of a community-wide gigabit fiber network. Fund revenues are projected to total about \$778,570 in FY 2020; virtually all of this amount is attributable to contractually-based payments from Ting, the network operator. The City will also receive an annual payment in the amount of \$924 for fiber it leases to Carroll Lutheran Village.

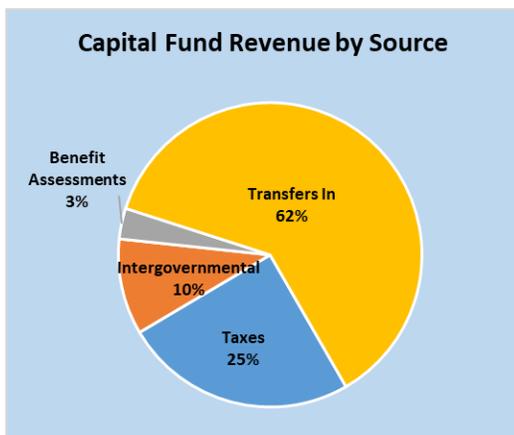
Fiber Fund expenditures are estimated to total approximately \$1.4 million. With completion of construction of the Westminster Fiber Network during FY 2019, the City will begin making principal payments in FY 2020; to date, debt service has only included interest payments. Total debt service in FY 2020 is estimated at \$893,191. The projected debt service amount assumes no change in the current financing terms, which are based on a variable rate. Fiber Fund expenditures include a grant in the amount of \$80,000 to the Mid-Atlantic Gigabit Innovation Collaboratory (MAGIC).

Because Fiber Fund expenditures will exceed revenues, an operating transfer from the General Fund will be required. The estimated amount of that transfer is approximately \$617,078.

Fiber Fund staffing will remain unchanged in FY 2020. Should the City achieve Fund operational costs through refinancing and/or State grant assistance, consideration should be given to adding an additional staff member in the Utility Maintenance Department, which is responsible for the City’s water, sewer, and fiber infrastructure.

Capital Projects Fund

The Capital Projects Fund accounts for financial activity for capital projects that are not associated with one of the City’s enterprise funds. Projects include the street overlay program, acquisition of vehicles and equipment, and repairs and enhancements to City-owned facilities.



The Capital Projects Fund’s share of real property tax revenue is projected to total \$2.2 million in FY 2020. Highway User Revenue is budgeted at approximately \$783,000, while benefit assessments are anticipated to generate \$289,000. Fund revenues for FY 2020 also include a Land Water and Conservation Fund grant from the Maryland Department of Natural Resources.

The budget proposal assumes a transfer of \$5.47 million from the General Fund to the Capital Projects Fund. The vast majority of this amount is attributable to the 45 West Main Street Renovation Project. The balance represents the appropriation of federal forfeiture funds for the installation of cameras in select downtown areas (\$70,000); this project was budgeted in FY 2019, but delayed due to a staffing transition and workload constraints.

An allocation of about \$52,000 will be made from the Capital Projects Fund reserve, which consists of unexpended fund revenues that have accumulated over time, in order to balance the Fund.

Capital Projects Fund expenditures are budgeted at approximately \$8.91 million. The City’s non-utility capital requests greatly exceeded available funding in FY 2020. In response, certain projects will be phased in over multiple fiscal years. Scheduled replacement of vehicles and equipment in FY 2020 was also deferred in order to allow the City to continue its exploration of the establishment of a stormwater utility. If no new funding source for capital is identified, these decisions will create financial pressure in FY 2021.

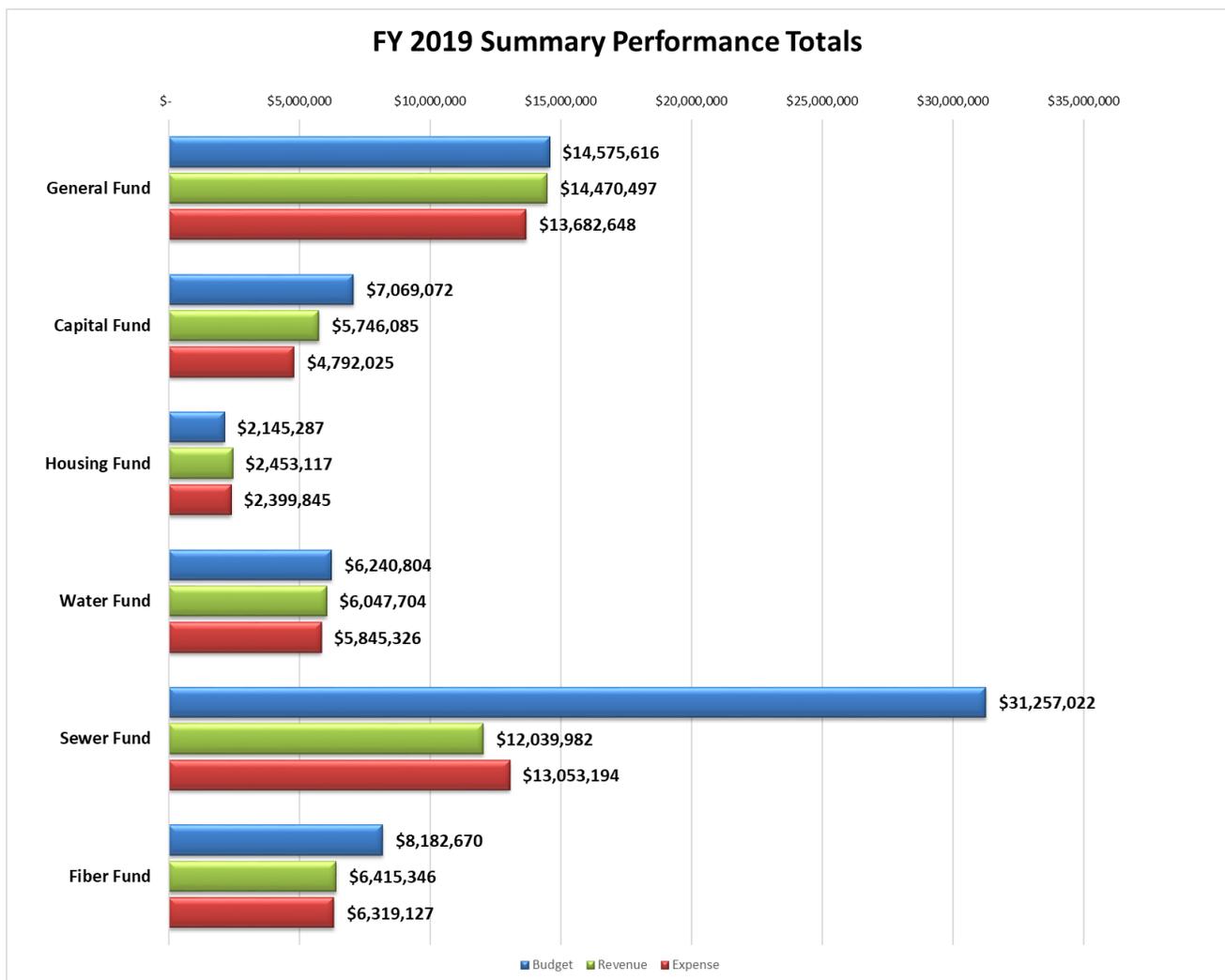
Highlighted below are some of the more significant FY 2020 projects:

- \$5.39 million for costs associated with the renovation of 45 West Main Street, including architectural and engineering services and construction activities;
- \$1.11 million for street paving;
- \$0.80 million for debt service associated with the 2005, 2009, and 2017 bond issues;
- \$0.25 million for storm drain system repairs;
- \$0.24 million for the development of a master plan for the Wakefield Valley property;
- \$0.23 million for retaining wall repairs;
- \$0.16 million for the purchase of police vehicles; and,
- \$0.15 million for replacement of the Carroll Arts Center’s HVAC system.

These projects will advance the City’s strategic planning objective of being a responsible steward of resources through appropriate investment in its physical infrastructure. Determining the future use of the Wakefield Valley property is also a priority of the City’s Strategic Plan.

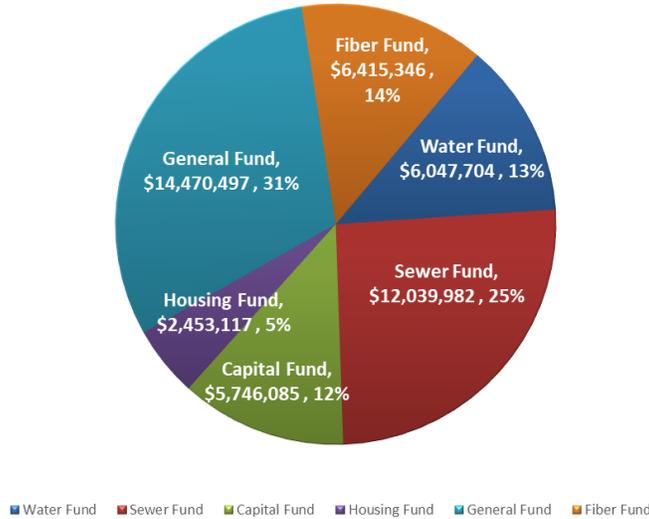
FY 2019 IN REVIEW – PROJECTED RESULTS

General Fund revenues are projected to exceed fund expenses by \$787,849. Public Safety expenses came in under budget by \$251,163, primarily as a result of staffing vacancies throughout the year. In addition, Interest Revenue came in over budget by \$70,000, as a result of higher interest rates. In general, most revenues came in over-budget, while most operating expenses came in slightly under budget. Capital Projects Fund revenues are expected to exceed fund expenditures by \$954,060. The 45 West Main Renovation Project was delayed, and the related expenses were not realized. All other revenues and project expenses are projected to come in at budget. Sewer Fund expenses are projected to exceed revenues by \$1,013,212. The City experienced an unexpected increase in the sludge hauling contract, and the extremely wet year caused an increase in chemical purchases. The Mayor and Common Council approved an additional \$1,000,000 for the Inflow and Infiltration Project to repair failing sewer lines. The Housing Fund, Water Fund, and Fiber Fund revenues exceeded expenses slightly and were within the budget.



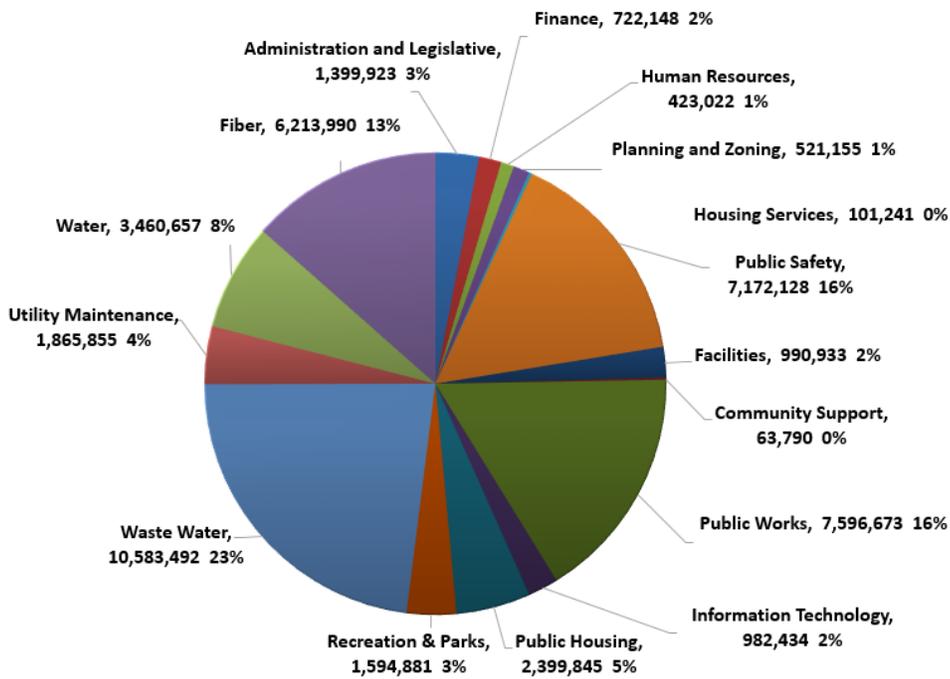
The following charts display the projected results for FY 2019. Please refer to *Appendix B – Revenue Book* for additional information.

FY 2019 Projected Revenues by Fund



The following charts display the projected results for FY 2019. In the Wastewater Department, the Enhanced Nutrient Removal Project started construction, resulting in projected expenses of \$5,050,000. In addition, the Inflow and Infiltration Project resulted in projected expenses of \$2,000,000. The City also purchased property contiguous to the Wastewater Treatment Plant in the amount of \$800,000.

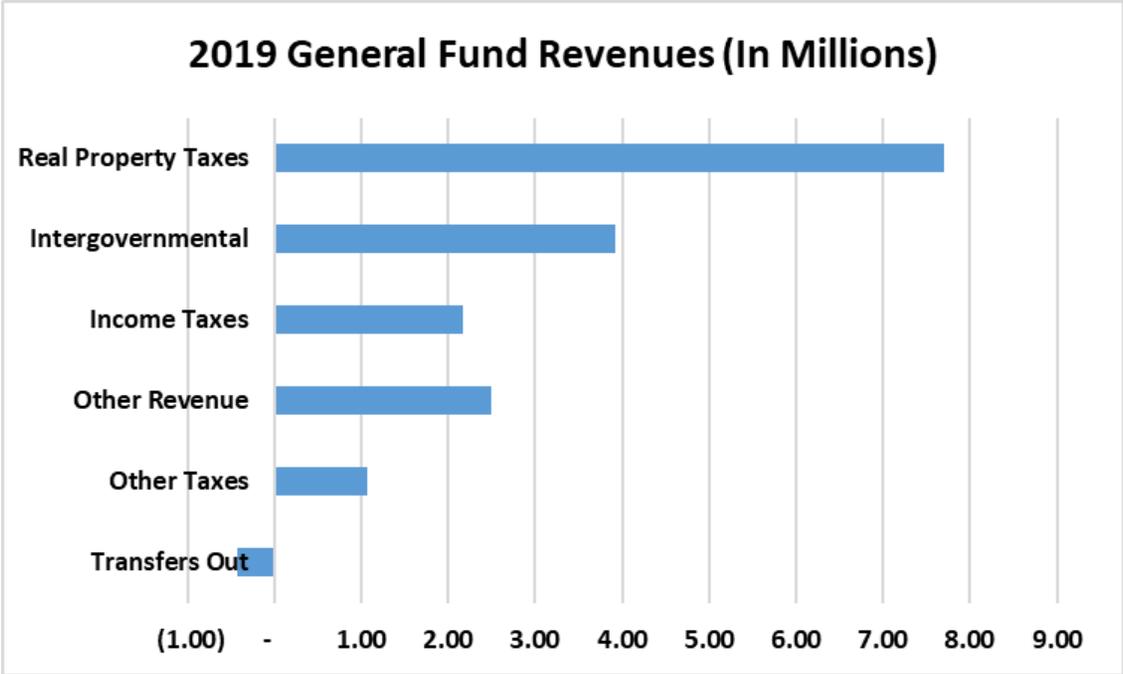
FY 2019 Projected Expenditures by Department



GENERAL FUND

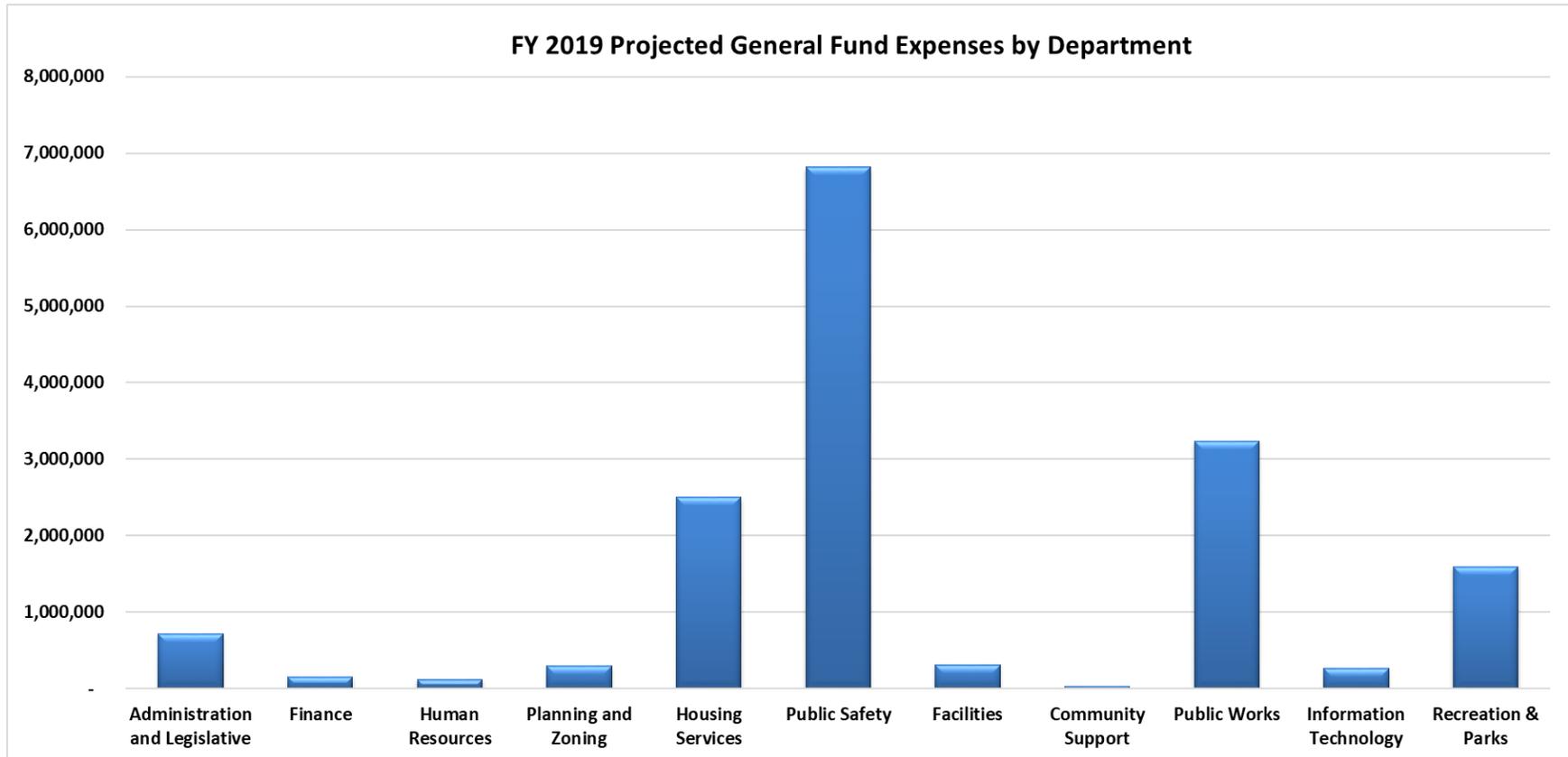
GENERAL FUND PROJECTED REVENUES

The General Fund’s largest revenue source is real property tax receipts, accounting for 45% of fund revenues. The next largest revenue source is intergovernmental funding, comprising 23% of estimated FY 2019 fund revenues.



GENERAL FUND PROJECTED EXPENSES

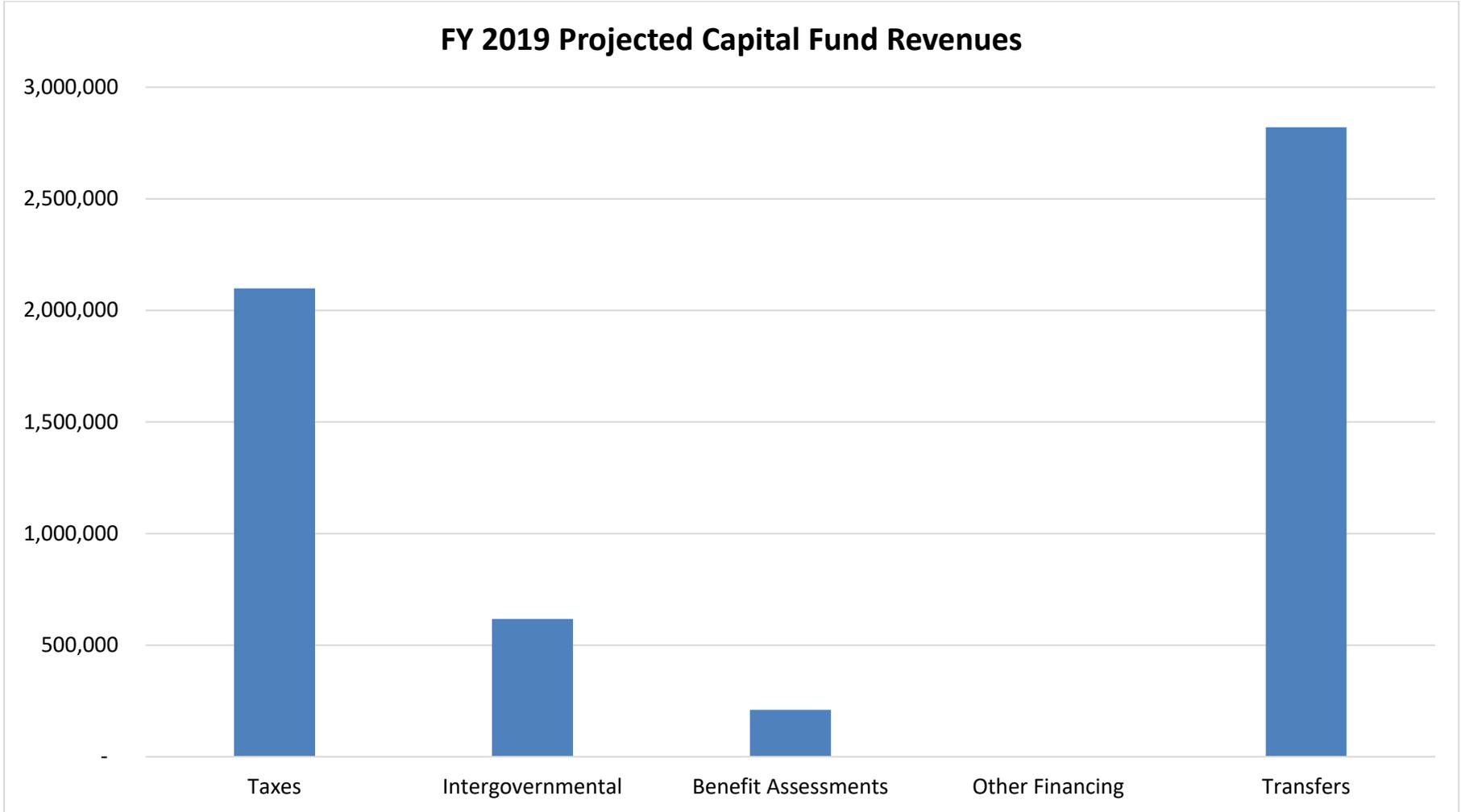
General Fund projected expenses are comprised primarily of Public Safety (42%), Public Works (20%), and Housing Services (16%) expenses. All other expenses are supporting departments (Administration, Finance, Human Resources, Planning and Zoning, Information Technology, and Recreation and Parks).



CAPITAL PROJECTS FUND

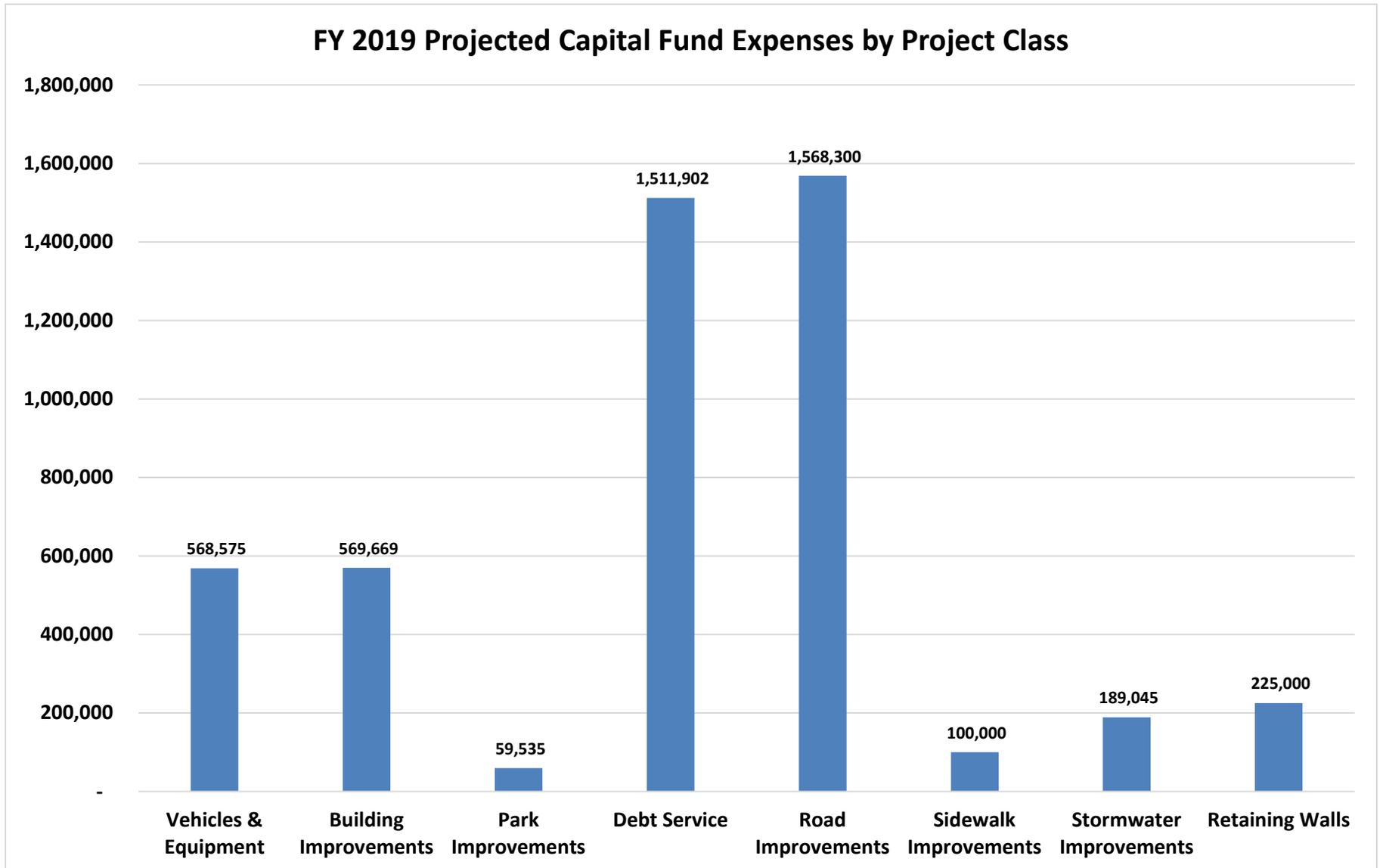
PROJECTED CAPITAL FUND REVENUES

The Capital Projects Fund saw increased revenue from a General Fund transfer in the amount of \$2.82 million for the 45 West Main Renovation Project and a downtown camera system. Other than the transfer, the largest revenue is Real Property Taxes.



PROJECTED CAPITAL FUND EXPENSES

Improvement of the City’s road infrastructure was a high priority in FY 2019, with the City spending \$1.57 million for that purpose. Debt service is the other large expense in the Capital Projects Fund.



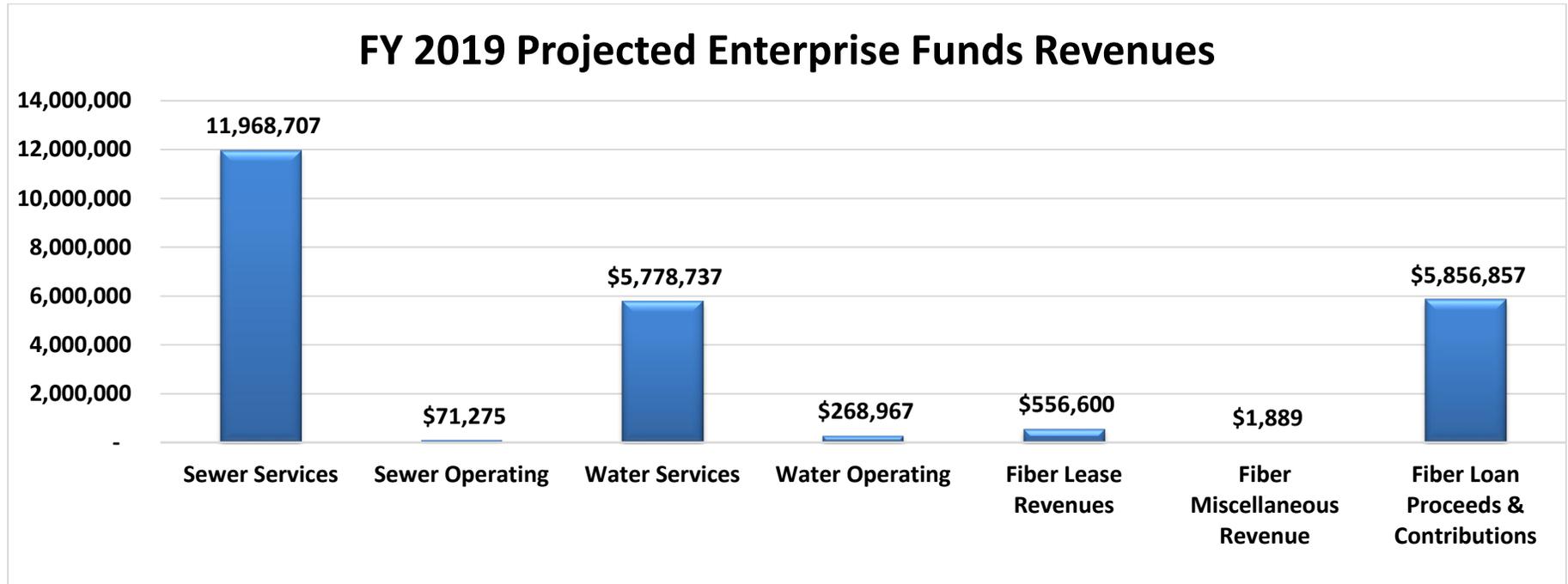
GENERAL GOVERNMENT FUNDS – PROJECTED CHANGES IN EQUITY-INCLUDES GENERAL FUND, CAPITAL FUND, AND HOUSING FUND

General, Capital & Housing Fund	Actual FY 2012	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Actual FY 2017	Actual FY 2018	Projected FY 2019	Budgeted FY 2020
Net Position - Beginning	40,053,317	44,093,809	45,255,511	40,728,690	44,835,903	48,983,708	47,041,401	48,479,868	50,275,048
Taxes	13,134,343	11,795,180	11,846,750	12,335,060	12,038,803	12,057,925	12,218,963	13,031,210	13,451,815
Charges for Services	1,443,285	1,420,942	1,236,061	1,418,408	1,144,123	1,254,812	2,232,112	1,739,778	1,966,480
Intergovernmental	4,643,433	3,364,268	4,380,290	5,798,481	8,854,276	5,050,240	4,693,806	4,437,355	5,570,961
Interest	34,368	19,900	11,478	15,876	26,550	42,233	52,048	110,000	80,000
Miscellaneous	145,750	259,471	30,563	187,336	704,408	615,868	34,736	888,213	101,400
Transfers					(2,055,923)	(35,000)	(110,000)	2,463,143	4,993,063
Total	19,401,179	16,859,761	17,505,142	19,755,161	20,712,237	18,986,078	19,121,665	22,669,699	26,163,719
General Government	1,658,564	1,619,659	2,033,740	2,279,392	2,044,804	1,958,923	1,791,223	1,340,281	1,403,476
Public Safety	5,537,316	5,849,529	5,698,822	5,917,816	6,077,097	7,779,910	6,391,879	7,172,128	7,460,049
Public Works	4,176,521	4,395,239	4,668,285	4,990,363	4,833,127	5,288,557	5,049,594	7,966,549	12,168,902
Recreation and Culture	1,231,756	1,142,296	1,267,334	1,229,001	1,363,735	1,406,611	1,609,625	1,594,881	1,431,216
Community Dev & Housing	2,510,928	2,364,831	2,218,483	2,179,252	2,067,003	2,293,036	2,464,400	2,800,680	3,700,076
Interest	245,602	218,755	196,380	190,055	178,666	166,597	376,477	-	-
Total	15,360,687	15,590,309	16,083,044	16,785,879	16,564,432	18,893,634	17,683,198	20,874,519	26,163,719
Change in Position	4,040,492	1,269,452	1,422,098	2,969,282	4,147,805	92,444	1,438,467	1,795,180	-
Net Position Ending	44,093,809	45,363,261	46,677,609	43,697,972	48,983,708	49,076,152	48,479,868	50,275,048	50,275,048

ENTERPRISE FUNDS – WATER, SEWER, AND FIBER

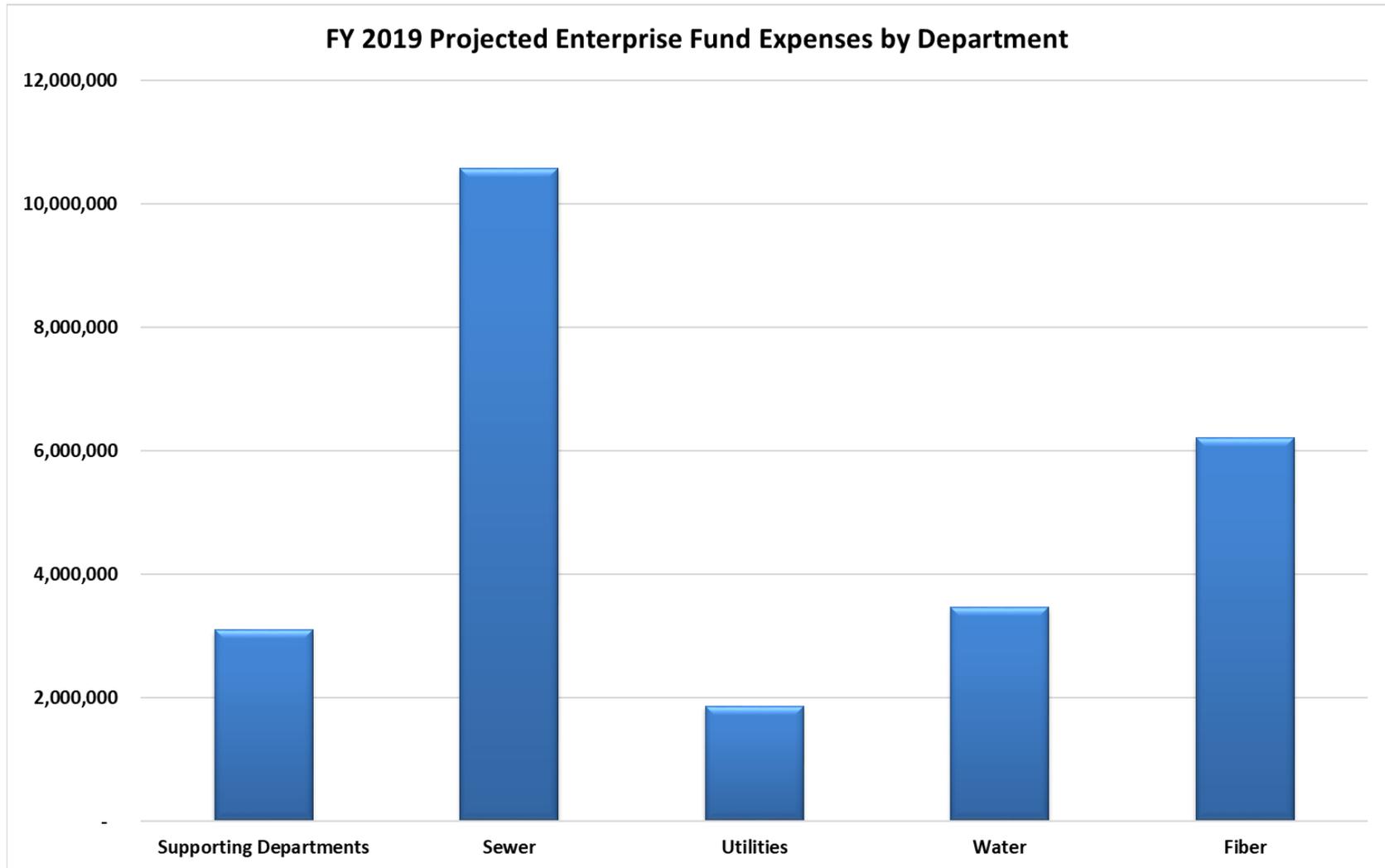
ENTERPRISE FUNDS – WATER, SEWER, AND FIBER REVENUES

Both the Water and Sewer Funds saw charges for services come in under budget. This is primarily due to conservation efforts. Fiber Fund revenues continue to increase with completion of the Westminster Fiber Network.



ENTERPRISE FUND EXPENSES

Enterprise Fund expenses consist mainly of Water (20%), Sewer (24%), Utilities (10%), and Fiber (27%). All other expenses are attributable to supporting departments, comprising less than 19% of overall expenses.



ENTERPRISE FUND CHANGES IN EQUITY

Enterprise Funds	Actual FY 2012	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Actual FY 2017	Actual FY 2018	Projected FY 2019	Budgeted FY 2020
Net Position - Beginning	52,338,811	55,012,354	56,973,811	57,554,943	60,855,345	65,430,242	67,571,580	71,038,786	70,324,171
Charges for Services	10,756,362	10,620,457	10,819,233	10,830,889	11,502,435	11,698,090	13,468,473	12,497,044	14,062,957
Intergovernmental	995,845	480,407	872,369	1,615,385	419,379	941,831	-	5,807,000	27,550,645
Interest	16,730	17,379	14,547	31,694	53,066	84,466	101,906	-	160,000
Miscellaneous	60,182	29,399	17,565	14,059	228,452	373,012	292,500	5,842,131	269,390
Transfers				-	2,055,923	35,000	110,000	356,857	617,078
Total	11,829,119	11,147,642	11,723,714	12,492,027	14,259,255	13,132,399	13,972,879	24,503,032	42,660,070
Sewer Services	4,990,870	4,762,370	4,877,723	4,944,571	4,839,774	5,036,757	5,108,995	13,053,194	34,333,743
Water Services	4,164,706	4,417,165	4,549,011	4,424,143	4,496,897	4,548,024	4,779,413	5,845,326	6,239,517
Fiber Services					347,687	378,031	617,265	6,319,127	1,396,648
Total	9,155,576	9,179,535	9,426,734	9,368,714	9,684,358	9,962,812	10,505,673	25,217,647	41,969,908
Change in Position	2,673,543	1,968,107	2,296,980	3,123,313	4,574,897	3,169,587	3,467,206	(714,615)	690,162
Net Position Ending	55,012,354	56,980,461	59,270,791	60,678,256	65,430,242	68,599,829	71,038,786	70,324,171	71,014,333

ALL FUNDS SUMMARY – FUND BALANCES AND CHANGES IN EQUITY

Fund balances have increased due to delays in implementing planned capital projects, including the Enhanced Nutrient Removal project at the Wastewater Treatment Plant. User rates, benefit assessments, and property tax rates were set in anticipation of these projects. It is expected that fund balances built up in recent years will be depleted with future debt service and construction costs.

City-Wide	Actual FY 2012	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Actual FY 2017	Actual FY 2018	Projected FY 2019	Budgeted FY 2020
Net Position - Beginning	92,392,128	99,106,163	102,343,722	106,062,800	112,155,395	114,413,950	114,612,981	119,518,654	120,599,219
Taxes	13,134,343	11,795,180	11,846,750	12,335,060	12,038,803	12,057,925	12,218,963	13,031,210	13,451,815
Charges for Services	12,199,647	12,041,399	12,055,294	12,249,297	12,646,558	12,952,902	15,700,585	14,236,822	16,029,437
Intergovernmental	5,639,278	3,844,675	5,252,659	7,413,866	9,273,655	5,992,071	4,693,806	10,244,355	33,121,606
Interest	51,098	37,279	26,025	47,570	79,616	126,699	153,954	110,000	240,000
Miscellaneous	205,932	288,870	48,128	201,395	932,860	988,880	327,236	6,730,344	370,790
Transfers and Other Financing					-	-	-	2,820,000	5,610,141
Total	31,230,298	28,007,403	29,228,856	32,247,188	34,971,492	32,118,477	33,094,544	47,172,731	68,823,789
General Government	1,658,564	1,619,659	2,033,740	2,279,392	2,044,804	1,958,923	1,791,223	1,340,281	1,403,476
Public Safety	5,537,316	5,849,529	5,698,822	5,917,816	6,077,097	7,779,910	6,391,879	7,172,128	7,460,049
Public Works	4,176,521	4,395,239	4,668,285	4,990,363	4,833,127	5,288,557	5,049,594	7,966,549	12,168,902
Recreation and Culture	1,231,756	1,142,296	1,267,334	1,229,001	1,363,735	1,406,611	1,609,625	1,594,881	1,431,216
Community Dev & Housing	2,510,928	2,364,831	2,218,483	2,179,252	2,067,003	2,293,036	2,464,400	2,800,680	3,700,076
Interest	245,602	218,755	196,380	190,055	178,666	166,597	376,477	-	-
Sewer Services	4,990,870	4,762,370	4,877,723	4,944,571	4,839,774	5,036,757	5,108,995	13,053,194	34,333,743
Water Services	4,164,706	4,417,165	4,549,011	4,424,143	4,496,897	4,548,024	4,779,413	5,845,326	6,239,517
Fiber Services	-	-	-	-	347,687	378,031	617,265	6,319,127	1,396,648
Total	24,516,263	24,769,844	25,509,778	26,154,593	26,248,790	28,856,446	28,188,871	46,092,166	68,133,627
Change in Position	6,714,035	3,237,559	3,719,078	6,092,595	8,722,702	3,262,031	4,905,673	1,080,565	690,162
Net Position Ending	99,106,163	102,343,722	106,062,800	112,155,395	114,413,950	117,675,981	119,518,654	120,599,219	121,289,381

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:

	July 1, 2010	July 1, 2011	July 1, 2012	July 1, 2013	July 1, 2014	July 1, 2015	July 1, 2016	July 1, 2017	July 1, 2018	July 1, 2019
· General Operating Funds:	\$ 2,165,255	\$ 4,161,830	\$ 5,988,153	\$ 7,868,076	\$ 8,154,993	\$ 10,867,627	\$ 11,186,431	\$ 15,579,323	\$ 9,675,162	\$ 11,471,211
· Police Forfeiture Funds:	\$ 61,190	\$ 63,305	\$ 54,210	\$ 55,061	\$ 63,078	\$ 109,161	\$ 106,426	\$ 93,877	\$ 159,866	\$ 175,848
· Capital Projects Funds:	\$ 118,891	\$ 928,273	\$ 1,579,781	\$ 1,899,612	\$ 1,830,180	\$ 1,631,040	\$ 3,492,548	\$ 1,372,001	\$ 1,690,016	\$ 1,174,615
· Benefit Assessment Funds:	\$ 695,510	\$ 819,421	\$ 870,266	\$ 985,652	\$ 1,061,557	\$ -	\$ 37,548	\$ 171,958	\$ 171,958	\$ 171,958
· Other Restricted Funds:	\$ 253,625	\$ 255,739	\$ 474,891	\$ 475,953	\$ 475,953	\$ 475,953	\$ 475,953	\$ 475,953	\$ 5,778,159	\$ 5,926,581
o Total General Fund:	\$ 3,294,471	\$ 6,228,568	\$ 8,967,301	\$ 11,284,354	\$ 11,585,761	\$ 13,083,781	\$ 15,298,906	\$ 17,693,112	\$ 17,475,161	\$ 18,920,214

Sewer Fund Opening Balances:

· Sewer Fund Operating Func	\$ 1,286,565	\$ 2,523,013	\$ 3,390,753	\$ 4,484,765	\$ 5,068,821	\$ 5,468,737	\$ 6,733,279	\$ 8,123,711	\$ 8,525,105	\$ 9,753,893
· Benefit Assessment Funds:	\$ 3,159,634	\$ 3,390,595	\$ 3,638,037	\$ 3,868,050	\$ 4,158,771	\$ 4,413,804	\$ 4,593,252	\$ 4,878,625	\$ 5,386,822	\$ 5,043,126
· Retainage:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 215,859
o Total Sewer Fund:	\$ 4,446,199	\$ 5,913,608	\$ 7,028,790	\$ 8,352,815	\$ 9,227,592	\$ 9,882,540	\$ 11,326,531	\$ 13,002,336	\$ 13,911,927	\$ 15,012,878

Water Fund Opening Balances:

· Water Fund Operating Func	\$ 2,202,248	\$ 3,367,771	\$ 4,273,236	\$ 5,083,930	\$ 5,204,233	\$ 5,729,266	\$ 6,502,129	\$ 6,630,279	\$ 6,736,557	\$ 7,488,049
· Benefit Assessment Funds:	\$ 3,225,036	\$ 3,452,259	\$ 3,685,835	\$ 3,705,480	\$ 3,977,749	\$ 2,691,211	\$ 1,520,429	\$ 616,929	\$ (206,861)	\$ (78,956)
· Retainage:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,905
o Total Water Fund:	\$ 5,427,284	\$ 6,820,030	\$ 7,959,071	\$ 8,789,410	\$ 9,181,982	\$ 8,420,477	\$ 8,022,558	\$ 7,247,208	\$ 6,529,697	\$ 7,420,999

Public Housing Agency Opening Balances:

· PHA Operating Funds:	\$ 459,223	\$ 67,048	\$ 3,536	\$ -	\$ -	\$ 81,353	\$ 124,316	\$ 188,329	\$ 184,529	\$ 233,198
· PHA HAP Equity Funds:	\$ 192,726	\$ 739,805	\$ 480,815	\$ 394,157	\$ 305,473	\$ -	\$ -	\$ -	\$ -	\$ -
· PHA Admin Equity Funds:	\$ -	\$ -	\$ 78,154	\$ 17,619	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
· PHA FSS Escrow Funds:	\$ 30,056	\$ 35,831	\$ 20,366	\$ 13,999	\$ 13,510	\$ 22,427	\$ 36,483	\$ 9,240	\$ 2,130	\$ 3,684
o Total PHA Fund:	\$ 682,005	\$ 842,684	\$ 582,871	\$ 425,775	\$ 318,983	\$ 103,780	\$ 160,799	\$ 197,569	\$ 186,659	\$ 236,882

Fiber Fund Opening Balances:

· Fiber Operating Funds:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 128,942	\$ 299,275	\$ 717,514	\$ 283,713	\$ 54,905
· Retainage:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 763,154
o Total Fiber Fund:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 128,942	\$ 299,275	\$ 717,514	\$ 283,713	\$ 818,059

Total City of Westminster Balance:

	\$ 13,849,959	\$ 19,804,890	\$ 24,538,033	\$ 28,852,354	\$ 30,314,318	\$ 31,619,522	\$ 35,108,069	\$ 38,857,739	\$ 38,387,157	\$ 42,409,032
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DEBT SERVICE

The General Fund carries debt for the development of the City’s two public parking garages, the re-construction of Green Street, and road paving financed in 2002, 2005, and 2018 utilizing Community Development Association (CDA) tax exempt bonds from the State of Maryland. The City refunded the 2002 bond to a lower interest rate in 2012. The 2002 bond is now referred to as the 2012 bond. The City refunded \$750,000 of the 2005 bond in both FY 2018 and FY 2019.

In the Fiber Fund, the City issued taxable General Obligation Bonds in the amount of \$21.0 million in FY 2016 for construction of the Westminster Fiber Network. As of June 30, 2019, the City had drawn \$15,784,652 of the bond. The City completed construction in FY 2019 and refunded the 2016 GO bonds with a CDA bond. In addition, the City borrowed \$1.5 million at 0% in a 30-year deferred issuance to be used towards operating costs. Debt service is expected to be paid with dark fiber lease revenues and subsidies from the General Fund, as necessary.

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 Maryland Water Quality Financing Administration financed all three instruments. The City will pay off the Carfaro Well #7 loan in FY 2020, resulting in a savings of \$8,229.64 in interest and administration fees.

Debt Instrument	Project Name	Balance June 30, 2019	Future Payments			
			FY 2020		FY 2021	
			Principal	Interest	Principal	Interest
General						
2005 Infrastructure Bond A	Green St Paving	1,961,300	199,300	88,952	207,500	80,655
2012 Infrastructure Bond B	Parking Garages	796,400	158,500	11,576	162,400	11,576
2017 Infrastructure Bond	Road Paving	4,630,000	207,000	133,529	211,000	129,286
<i>Total General Fund</i>		<i>7,387,700</i>	<i>564,800</i>	<i>234,057</i>	<i>580,900</i>	<i>221,517</i>
Water						
Drinking Water Bond 2000	Westminster Carfaro Well #7	158,260	78,114	8,203	80,145	6,172
Drinking Water Bond 2007	Cranberry WTP Upgrade	4,296,690	586,321	70,015	592,184	64,152
Drinking Water Bond 2008	Medford Quarry Emergency Connection	2,338,786	235,903	70,090	241,565	64,428
<i>Total Water Fund</i>		<i>6,793,737</i>	<i>900,339</i>	<i>148,308</i>	<i>913,895</i>	<i>134,752</i>
Sewer						
State Revolving Fund 2019A	Enhanced Nutrient Removal/Biosolids	27,606,475	-	100,000	-	200,000
State Revolving Fund 2019B	Enhanced Nutrient Removal/Biosolids	1,500,000	-	-	-	-
Fiber						
Fiber Infrastructure Bond A	City-wide Broadband Network	16,124,651	287,024	646,598	298,533	635,088

The City issued Water Quality Bonds Series A and B on March 28, 2019. The bonds are accounted for in the Sewer Fund and are for improvements related to the Enhanced Nutrient Removal project and other improvements at the Wastewater Treatment Plant. The Series A bonds are in the amount of \$27,606,475 and carry a 30-year term with an interest rate of 0.9%. The Series B bonds are in the amount of \$1,500,000 and are interest-free and deferred for 30 years. Both series are being drawn simultaneously as construction occurs, with interest only payable during construction. Project construction is expected to take 42 months.

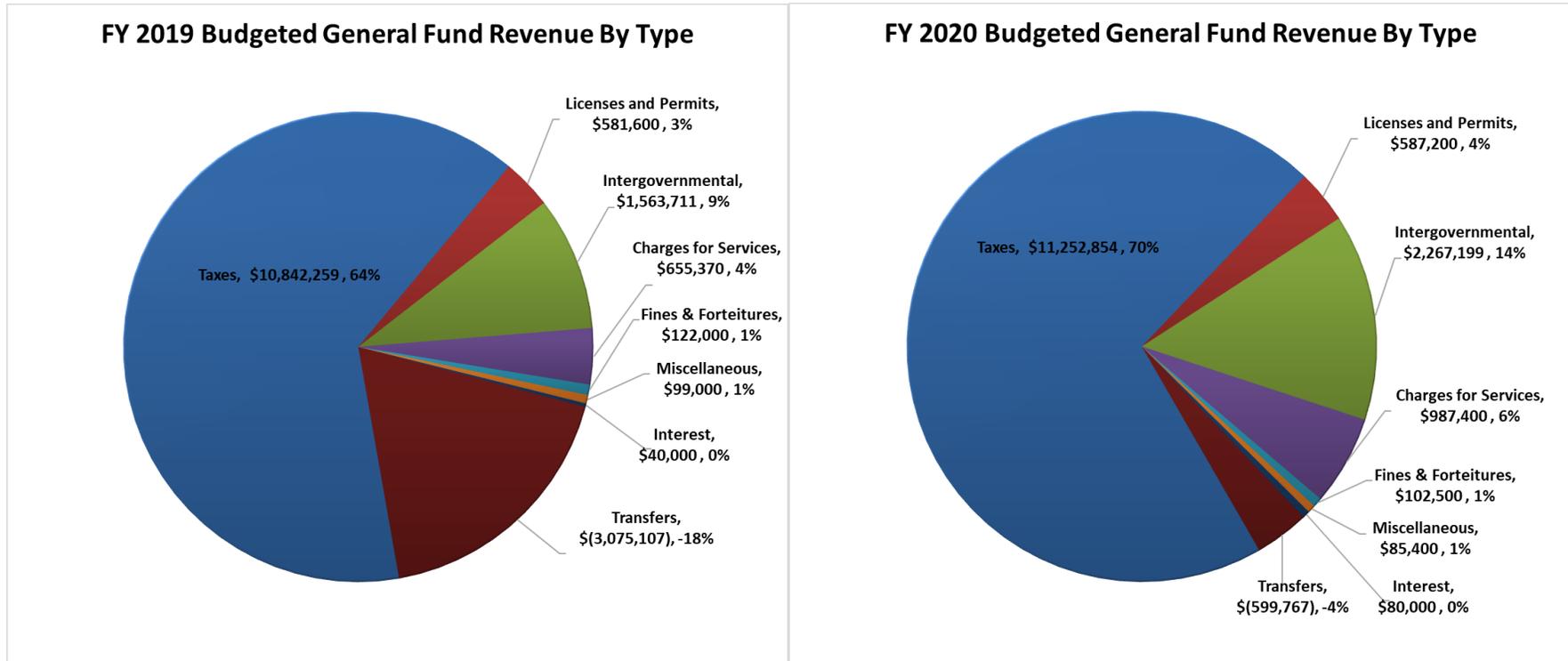
GENERAL FUND FY 2020 BUDGET

GENERAL FUND REVENUES

The charts below compare FY 2019 to FY 2020 General Fund revenues. The City held its real estate tax rate at \$0.56 per \$100 of assessed value. Tax revenues will increase slightly due to higher property assessments. The most substantial changes from FY 2019 to FY 2020 is the Transfers Out. In FY 2020, the General Fund will transfer the following amounts to the Capital Projects Fund: \$5,395,798 for the 45 West Main Renovation Project and \$70,000 for downtown cameras. The General Fund will also transfer \$75,000 to the Housing Fund and \$617,078 to the Fiber Fund. The General Fund will transfer in \$5,558,109 from reserves.

Please refer to *Appendix B – Revenue Book* for more information.

REVENUE COMPARISON FY 2019 vs. FY 2020



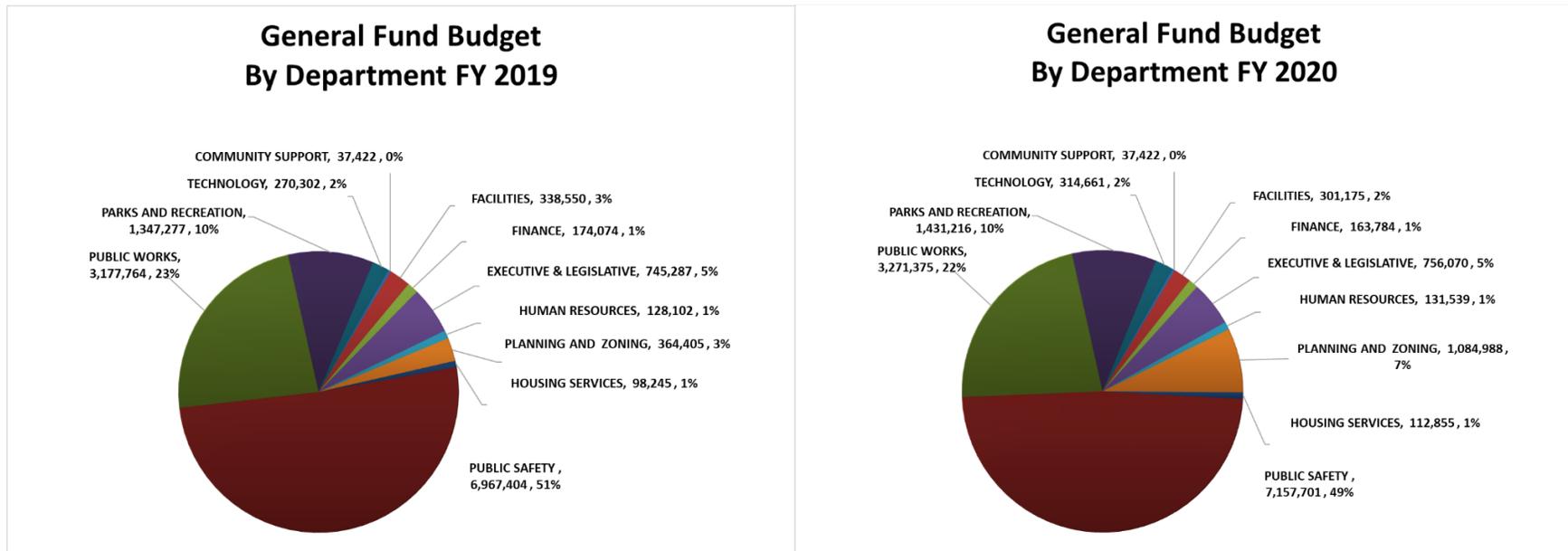
REVENUE COMPARISON – GENERAL FUND FY 2014 – FY 2020 BUDGET AND ACTUAL

General Fund	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	FY 2018 Actual	FY 2019 Proj Act	FY 2020 Budget
Taxes	11,666,283	11,943,094	12,250,654	12,286,091	12,058,463	10,764,551	10,485,508	10,932,210	11,252,854
Licenses & Permits	522,590	534,137	525,886	500,800	606,307	560,730	545,773	571,580	587,200
Intergovernmental	2,451,848	2,490,436	2,393,759	4,451,637	2,390,419	1,568,427	1,505,766	1,470,270	2,267,199
Charges for Services	578,867	563,579	722,721	796,265	775,162	611,590	783,692	854,164	987,400
Fines & Forfeitures	188,521	201,139	222,351	185,000	141,899	217,500	160,288	104,034	102,500
Miscellaneous Income	76,623	232,064	432,098	82,200	382,352	84,000	421,627	860,096	85,400
Interest Income	10,317	15,876	26,550	13,000	42,233	35,000	52,046	110,000	80,000
Transfers	-	(1,507,955)	(405,305)	1,026,706	(110,000)	(185,000)	(1,785,000)	(431,857)	(6,157,876)
Total	15,495,047	14,472,370	16,168,714	19,341,699	16,286,833	13,656,798	12,169,700	14,470,497	9,204,677

GENERAL FUND EXPENSES

The Operating Budget saw little change from FY 2019 to FY 2020.

By Department



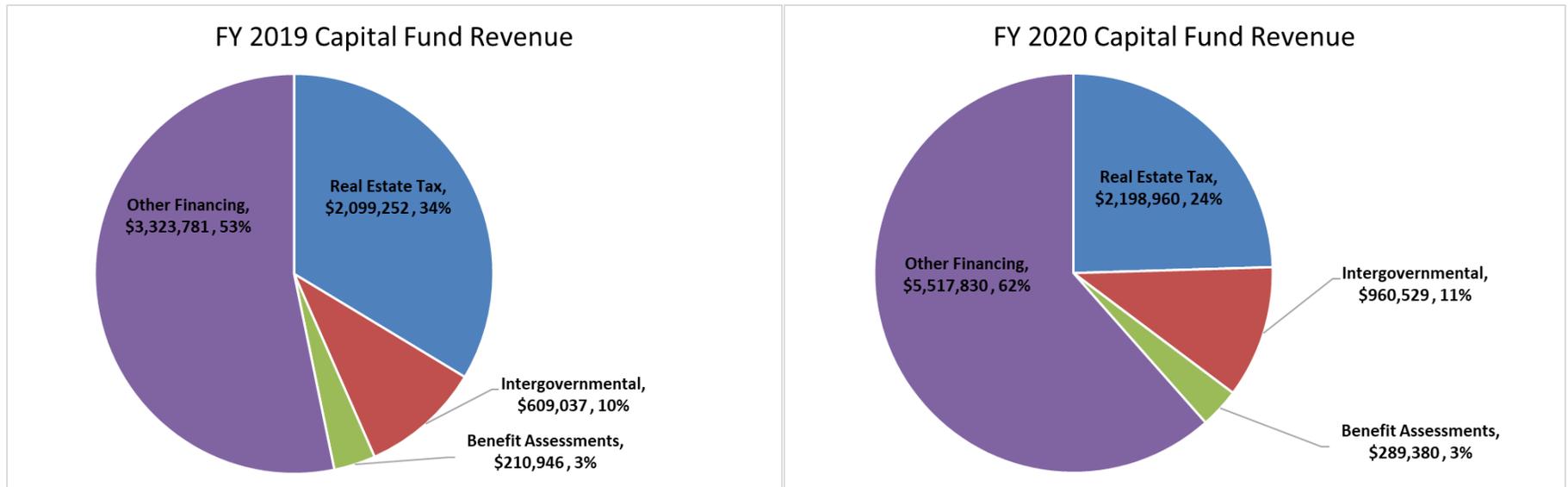
CAPITAL PROJECTS FUND FY 2020 BUDGET

CAPITAL PROJECTS FUND REVENUES

The charts below compare FY 2019 to FY 2020 Capital Projects Fund revenues. The City held its real estate tax rate at \$0.56 per \$100 of assessed value, with no change in the tax share dedicated to the Capital Projects Fund. Tax revenues will increase slightly as property assessments rose. The most substantial change from FY 2019 to FY 2020 is the Other Financing category. In FY 2020, the General Fund will transfer \$5,395,798 to the Capital Projects Fund for the 45 West Main Renovation Project and \$70,000 for downtown cameras. Capital Projects Fund reserves will provide \$52,032.

Please refer to *Appendix B – Revenue Book* for more information.

REVENUE COMPARISON FY 2019 vs. FY 2020



REVENUE COMPARISON – CAPITAL FUND FY 2014 – FY 2020 BUDGET AND ACTUAL

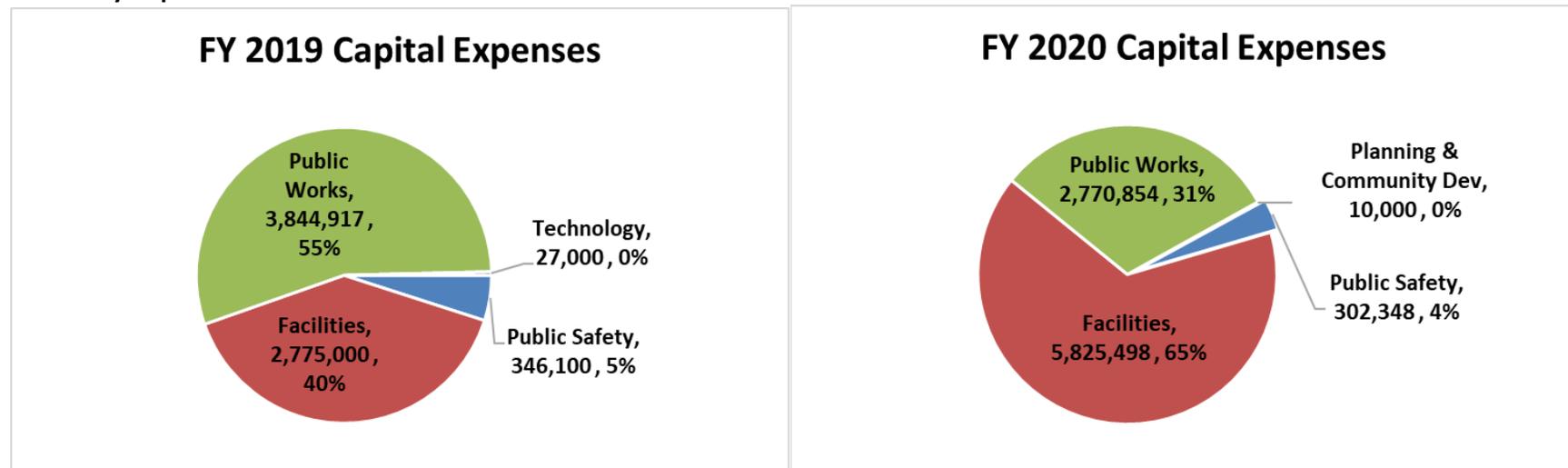
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018	FY 2019	FY 2020
Capital Fund	Actual	Actual	Actual	Budget	Actual	Budget	Actual	Proj Act	Budget
Taxes						2,027,381	1,991,369	2,099,000	2,198,960
Intergovernmental						617,838	621,986	617,085	902,529
Charges for Services						238,839	346,416	210,000	289,380
Other Financing & Transfers						5,000,000	6,600,000	2,820,000	5,465,798
Total	-	-	-	-	-	7,884,058	9,559,772	5,746,085	8,856,667

*The Capital Projects Fund was not accounted for separately until FY 2018.

CAPITAL PROJECTS FUND EXPENSES

The 45 West Main Renovation Project and the installation of cameras in the downtown area account for the increased spending in Facilities in FY 2020. The 45 West Main Renovation Project was delayed in FY 2019 so the project expenses reflected in the FY 2019 budget were not realized. The FY 2020 budget also includes a Main Street Beautification Project.

By Department



HOUSING FUND FY 2020 BUDGET

HOUSING FUND REVENUES

Public Housing Agency revenues will not materially change from FY 2019. The City has budgeted a subsidy from the General Fund for FY 2020 in the amount of \$75,000 to cover ineligible costs and unfunded expenses.

REVENUE DETAIL COMPARISON – FY 2014 – FY 2020 BUDGET AND ACTUAL

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018	FY 2019	FY 2020
Public Housing Fund	Actual	Actual	Actual	Budget	Actual	Budget	Actual	Proj Act	Budget
Intergovernmental	1,769,259	1,966,975	1,874,730	1,989,706	2,168,588	1,991,118	2,290,464	2,350,000	2,401,233
Other Revenue	85,921	21,236	100,259	10,000	41,959	10,000	33,828	28,117	16,000
Transfers	-	75,000	-	75,000	75,000	75,000	75,000	75,000	75,000
Total	1,855,180	2,063,211	1,974,989	2,074,706	2,285,547	2,076,118	2,399,292	2,453,117	2,492,233

HOUSING FUND EXPENSES

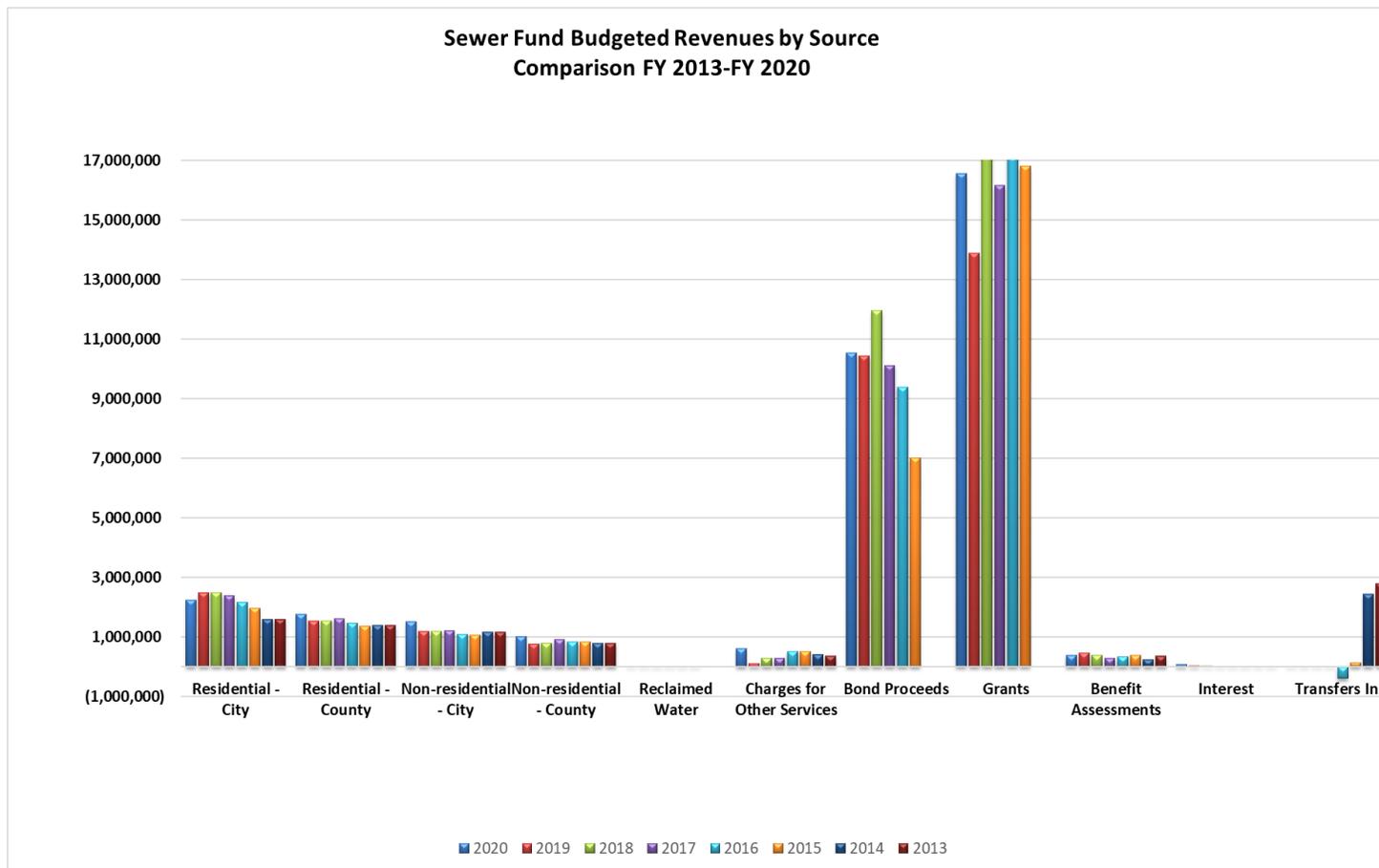
Public Housing Agency expenses will not materially change from FY 2019.

Public Housing Fund	2014		2015		2016		2017		2018		2019		2020
	Budget	Actual	Budget	Projected	Budget								
Salary	132,118	131,690	136,015	131,357	144,697	133,063	149,354	165,996	148,623	138,247	150,162	142,835	159,959
Benefits	58,609	58,359	66,917	64,902	68,098	63,813	73,491	71,208	70,176	67,688	66,091	65,965	75,781
Operating	1,908,781	1,922,623	1,859,594	1,844,457	1,855,396	1,809,372	1,850,262	1,992,051	1,857,319	2,195,372	1,929,034	2,191,045	2,256,719
Capital	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	2,099,508	2,112,673	2,062,526	2,040,716	2,068,191	2,006,248	2,073,107	2,229,255	2,076,118	2,401,307	2,145,287	2,399,845	2,492,459

SEWER FUND FY 2020 BUDGET

SEWER FUND REVENUES

A rate study was performed during FY 2018, and sewer rates for the following five years were adopted as part of the FY 2019 budget process. Sewer rates will increase 5% per year over the next four years. The largest capital project in the Sewer Fund is the Enhanced Nutrient Removal project, which includes significant upgrades to the Wastewater Treatment Plant. Project construction got underway in FY 2019. The FY 2020 budget calls for 40% completion of the project, totaling \$27,091,493 in capital expenses; most of those expenses are replaced by bond proceeds, Carroll County reimbursements, and Bay Restoration Grant funds. Carroll County will be fully funding the portion of the project that pertains to its septage facility, representing \$1,945,912 in FY 2020.



REVENUE DETAIL COMPARISON – FY 2014 – FY 2020 BUDGET AND ACTUAL

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018	FY 2019	FY 2020
Sewer Fund	Actual	Actual	Actual	Budget	Actual	Budget	Actual	Proj Act	Budget
Charges for Services	5,291,974	5,556,134	6,214,019	6,455,843	6,587,898	6,355,150	6,824,869	6,511,707	7,110,464
Capital Contributions	611,573	1,112,039	312,836	26,576,421	223,035	29,850,118	665,168	5,457,000	27,550,645
Other Revenue	13,835	13,959	23,215	12,000	10,285	13,000	10,169	36,252	10,000
Interest Revenue	7,164	15,847	26,533	12,000	42,233	35,000	50,953	110,000	80,000
Gains/Loss on Assets	2,969	-	429	3,000	-	3,000	-	3,023	-
Transfers	-	16,596	-	23,352	-	-	-	-	-
Total	5,927,514	6,714,576	6,577,033	33,082,616	6,863,451	36,256,268	7,551,158	12,117,982	34,751,109

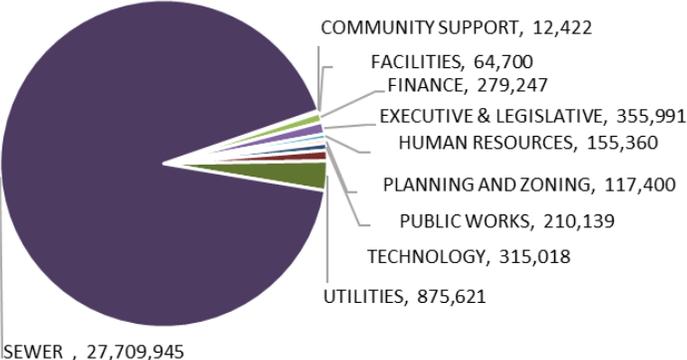
SEWER FUND EXPENSES

The only material change between the FY 2019 and FY 2020 Sewer Fund budgets relates to the ENR project and associated improvements at the wastewater treatment plant. The annual cost of these projects went down because the construction schedule went from 24 to 42 months. Even though the annual costs are lower, the overall project cost went up.

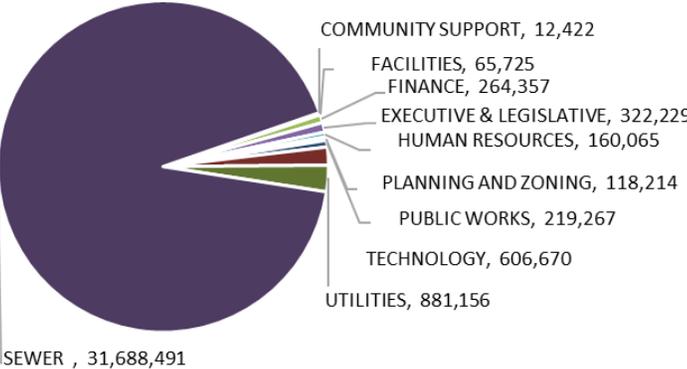
EXPENSE DETAIL COMPARISON BY DEPARTMENT – FY 2014 – FY 2020

Department	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Legislative & Admin	312,695	326,860	342,405	408,294	373,527	423,221	322,229
Finance	239,620	262,103	250,158	263,501	278,102	298,294	264,357
Human Resources	101,166	104,585	110,282	119,314	154,986	157,428	160,065
Planning	113,978	106,326	145,923	123,448	124,079	118,985	118,214
Facilities	97,666	60,756	63,550	64,343	64,673	64,700	65,725
Community Support	6,200	6,200	6,200	11,668	12,374	12,422	12,422
Public Works	271,299	252,950	251,001	232,688	210,595	214,477	219,267
Technology	297,550	300,092	359,055	429,780	534,063	324,043	606,670
Sewer	5,693,759	27,874,152	30,197,536	31,135,942	34,178,563	28,718,112	31,688,491
Utility Maintenance	777,405	833,759	871,135	867,530	888,103	925,340	881,156
Total	7,911,338	30,127,783	32,597,245	33,656,508	36,819,065	31,257,022	34,338,597

FY 2019 Sewer Fund Expenses By Department



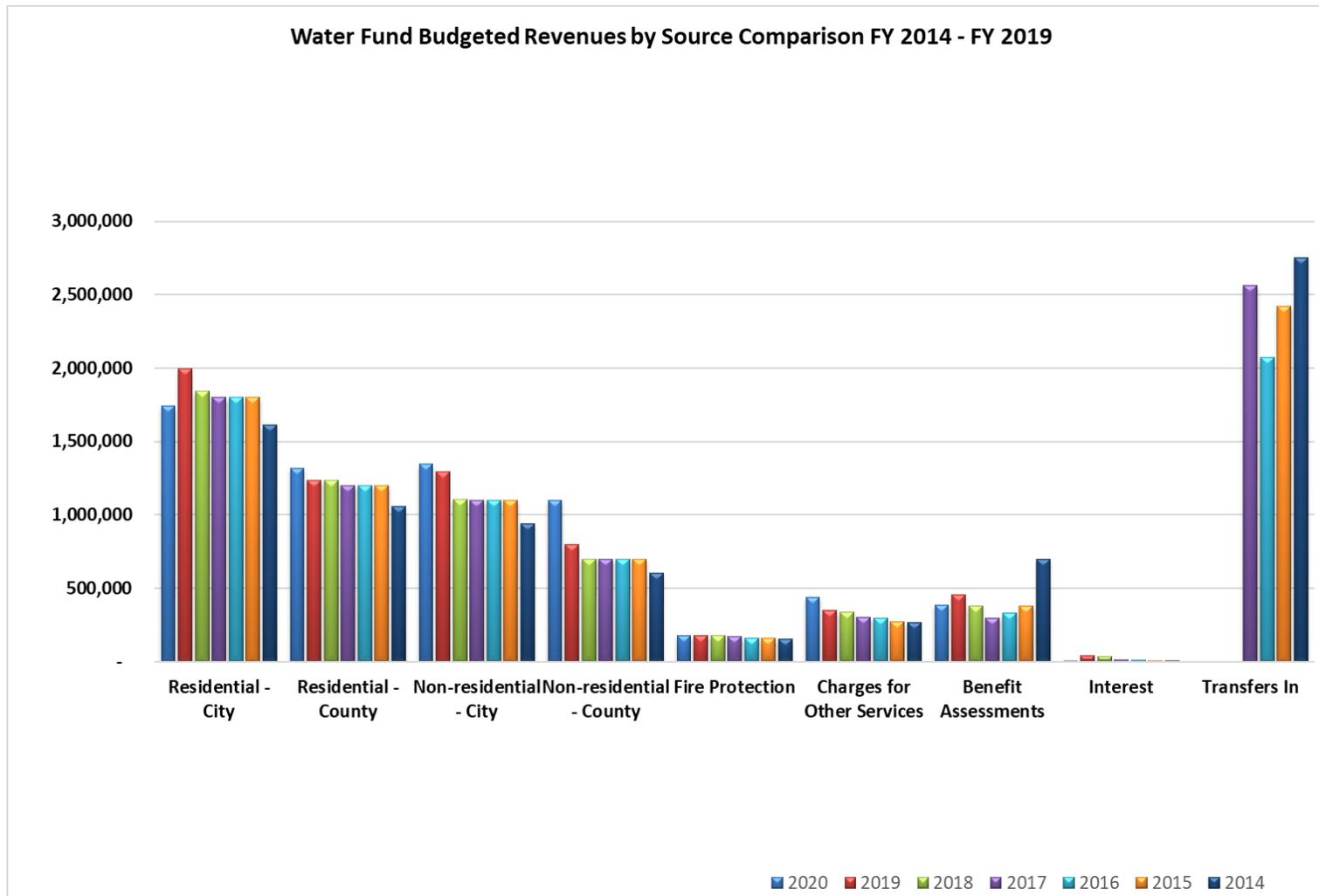
FY 2020 Sewer Fund Expenses By Department



WATER FUND FY 2020 BUDGET

WATER FUND REVENUES

A rate study was performed in FY 2018, and five-year water rates were adopted during the FY 2019 budget process. A 3.5% increase in water rates will take place in each of the next four years. The rate study discovered an inequity between the Residential City and the Residential County rates. Therefore, a decrease in rates for the largest portion of the customer base (Residential City) was recommended. Overall, revenues are expected to increase by 2.2%.



REVENUE DETAIL COMPARISON – FY 2014 – FY 2020 BUDGET AND ACTUAL

As mentioned above, an increase in rates results in higher revenues for FY 2020. Rental revenue continues to increase as a result of increasing lease contract amounts and additional cell tower renters.

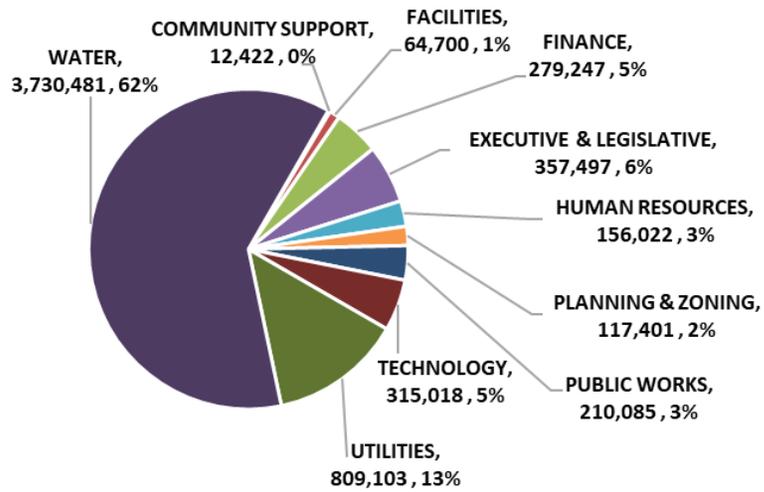
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018	FY 2019	FY 2020
Water Fund	Actual	Actual	Actual	Budget	Actual	Budget	Actual	Proj Act	Budget
Charges for Services	5,352,421	5,085,557	5,264,257	5,073,650	5,045,374	5,157,267	5,097,976	5,428,737	5,788,195
Capital Contributions	260,796	503,346	296,281	296,007	182,796	379,539	571,388	350,000	385,728
Rental Revenue	174,835	189,197	182,479	194,161	199,714	236,772	207,796	244,910	253,390
Other Revenue	3,730	100	883	3,000	71,157	3,000	200	22,200	5,000
Interest Revenue	7,383	15,847	26,533	15,000	42,233	35,000	50,953	110,000	80,000
Gains/Loss on Assets	2,000	-	-	2,000	-	2,000	8,709	1,857	-
Transfers	-	(16,596)	-	2,641,257	-	-	-	-	-
Total	5,801,165	5,777,451	5,770,434	8,225,075	5,541,274	5,813,578	5,937,022	6,157,704	6,512,313

WATER FUND EXPENSES

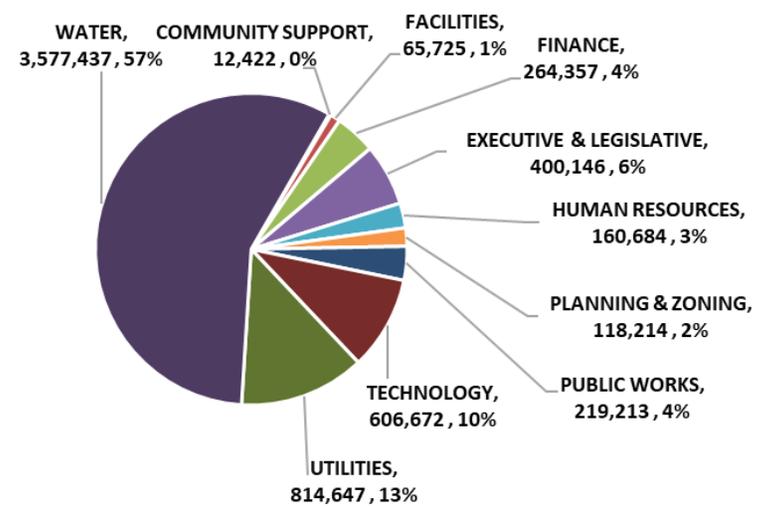
Most operating expenses will remain static in FY 2020. The largest investments in Capital Projects will be in Geographical Information System (GIS) layers and new water sources. Most other capital investments are for equipment and facilities improvements.

Department	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Legislative & Admin	313,760	335,085	327,604	386,424	358,163	312,112	400,146
Finance	238,310	262,104	250,158	263,501	278,102	269,050	264,357
Human Resources	101,165	104,589	110,282	119,314	155,776	149,675	160,684
Planning	113,978	106,327	145,923	123,448	124,079	110,780	118,214
Facilities	98,505	60,956	63,550	64,343	64,673	64,700	65,725
Community Support	6,200	6,200	6,200	11,668	12,374	12,930	12,422
Public Works	271,299	253,700	251,759	233,438	211,345	213,682	219,213
Technology	297,550	300,091	359,055	429,780	534,063	323,897	606,672
Utility Maintenance	714,422	751,288	796,135	788,530	824,103	927,842	814,647
Water	6,513,491	6,038,661	5,393,381	5,804,630	5,141,839	3,460,657	3,577,437
Total	8,668,680	8,219,001	7,704,047	8,225,076	7,704,517	5,845,326	6,239,517

FY 2019 Water Fund Expenses by Department



FY 2020 Water Fund Expenses by Department



FIBER FUND FY 2020 BUDGET

The Fiber Fund was established in FY 2015, so there is no historical data to present prior to 2015. In FY 2019, construction of the Westminster Fiber Network was completed. The FY 2020 budget calls for no capital improvements and anticipates only operating costs and debt service.

FIBER FUND REVENUES

Nearly all revenue is lease of dark fiber revenue.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018	FY 2019	FY 2020
Fiber Fund	Actual	Actual	Actual	Budget	Actual	Budget	Actual	Proj Act	Budget
Charges for Services	-	-	24,161	360,128	64,817	328,894	309,069	556,600	778,570
Capital Contributions	-	108,918	-	-	-	-	-	-	-
Other Revenue	-	-	21,875	-	88,499	85,065	65,625	1,889	1,000
Transfers	-	1,507,955	1,903,158	333,805	35,000	110,000	110,000	356,857	617,078
Other Financing	-	-	908,852	8,946,733	4,466,989	7,000,000	-	5,500,000	-
Total	-	1,616,873	2,858,046	9,640,666	4,655,305	7,523,959	484,694	6,415,346	1,396,648

FIBER FUND EXPENSES

As noted above, expenses for FY 2020 include additional operating expenses as personnel have been added and debt service.

Department	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Public Works	-	-	-	-	61,139	64,287	66,943
Technology	-	-	-	14,270	30,766	35,850	39,469
Fiber	-	7,634,345	5,534,800	9,626,396	7,432,054	6,213,990	1,185,735
	-	7,634,345	5,534,800	9,640,666	7,523,959	6,319,127	1,396,648

Departmental Information

LEGISLATIVE AND ADMINISTRATIVE SERVICES

This budgetary unit provides for the expenses of the Mayor and Common Council, the Office of the City Administrator, and legal services.

MAYOR AND COMMON COUNCIL



(left to right) Councilmember Yingling, Councilmember Chiavacci, Council President Wack, Mayor Dominick, Councilmember Becker, and Councilmember Pecoraro

The City of Westminster was chartered in 1838 and operates under a Mayor/Common Council form of government. The Mayor serves as the City's Chief Executive Officer. The governing body of the City consists of five Common Council members, one of whom is elected by his/her peers to serve as president of the Common Council. The Common Council is the legislative body of the City and provides overall policy direction for the City. The Mayor and Common Council represent the interests of the City and its residents at the local, state, and federal levels.

The Mayor and members of the Common Council are elected at-large for four-year staggered terms; municipal elections take place on the Tuesday following the second Monday in May. The Mayor

receives an annual salary of \$10,000. The Council President receives \$3,000, while other members of the Common Council each receive \$2,400 per year. The salaries of the Mayor and members of the Common Council are established in the City Code and have not been changed since June 1985. The Mayor and members of the Common Council are treated like full-time employees for benefit purposes.

OFFICE OF THE CITY ADMINISTRATOR

The City Administrator is appointed by and serves at the pleasure of the Mayor and Common Council. The position serves as the Chief Administrative Officer of the City and supervises all department directors of the City. The City Administrator implements the policies and priorities of the Mayor and Common Council while managing the day-to-day operations of the entire City government.

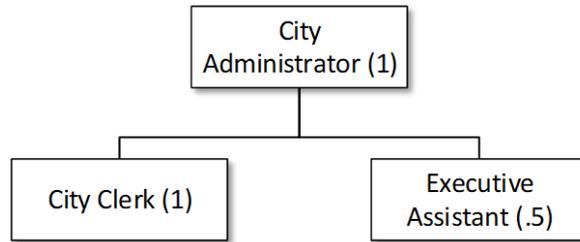
Staffing in the City Administrator's Office includes the City Clerk. The position of City Clerk manages the preparation of Mayor and Council meeting agenda and creates meeting minutes. The position also serves as the election administrator for all municipal elections, ensures proper codification of City ordinances, and manages and protects official records of the City.

LEGAL SERVICES

The City Attorney provides legal advice to the Mayor and Common Council, the City Administrator, and the various City departments. This contractual position attends Mayor and Common Council meetings, conducts research, and issues legal opinions as requested. The City Attorney represents the City in all administrative and court proceedings not covered by insurance counsel. In addition to these 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. The City contracts for additional or specialized legal services as necessary.

POSITION SUMMARY SCHEDULE



	Grade	Authorized FY 2017	Authorized FY 2018	Authorized FY 2019	Authorized FY 2020
City Administrator	123	1.0	1.0	1.0	1.0
Assistant City Clerk	N/A	0.0	0.0	0.0	0.0
City Clerk	114	1.0	1.0	1.0	1.0
Executive Assistant	110	1.0	0.5	0.5	0.5

ACCOMPLISHMENTS

MAYOR AND COMMON COUNCIL

- Amended the Water and Sewer Allocation Policy via Resolution No. 18-8 and Resolution No. 19-5 to ensure that the City’s limited water and sewer resources are used to promote the growth and prosperity of the community.
- Acquired the former Westminster Livestock Auction property located at 1117 Old New Windsor Road, giving the City control of the use of this parcel that is adjacent to the City’s Wastewater Treatment Plant. Initiated annexation process for the property, which is currently outside the City limits.
- Enacted legislation establishing a Board of Elections to enhance the efficiency of City elections, as well as provide separation between the City election process and City staff.
- Authorized the issuance of two general obligation bonds to finance the Westminster Wastewater Treatment Plant ENR and Biosolids Upgrade Project.
- Adopted legislation that removed rooming houses as a permitted use in the Zoning Code, and provided an amortization period so that any existing boarding, lodging, or rooming houses would be phased out by January 1, 2026.
- Enacted legislation to ban the distribution of single-use plastic bags within the City limits, except in certain circumstances.
- Authorized the issuance of general obligation bonds to refund the prior bonds issued for the Broadband Fiber Infrastructure Project.

- Authorized funding as part of the FY 2020 budget for implementing the second phase of the Compensation and Classification Study results.
- Adopted the City's first Comprehensive Tree Plan.
- Approved award of a cable television franchise to Ting Fiber, Inc.

CITY ADMINISTRATOR

- Negotiated terms of the City's acquisition of the property located at 1117 Old New Windsor Road with the property owner.
- Negotiated a lease extension for the City's administrative offices at 56 West Main Street to minimize operational disruptions until renovations to the 45 West Main Street property are completed.
- Negotiated a purchase agreement with Family and Children's Services of Maryland for the City's sale of the West End Place property.
- Provided staff support to the various Common Council committees and citizen boards and commissions.
- Provided oversight and support to the Human Resources Department for the implementation of the second phase of the Compensation and Classification Study results.
- Worked with the City's intergovernmental/lobbying firm to advance the water re-use initiative with the Maryland Department of the Environment.
- Proposed establishment of Board of Elections and recommended Code changes to modernize the City's election process. Worked with the Mayor to appoint members to the Board and held initial organizational meetings.
- Staffed a booth during Fallfest 2018 to provide information on voter registration and the City's 2019 election.
- Worked with the Community Media Center to hold a candidate forum for those running for the Common Council.
- Jointly sponsored the first *Westminster Welcome* to greet over 400 incoming McDaniel College to the community.
- Retained The National Research Center to conduct a statistically valid survey of Westminster residents.
- Proposed establishment of a stormwater utility to ensure that the City is properly maintaining its infrastructure. Retained consultant to develop proposed fee structure.

GOALS

- Present results of the 2019 Community Survey to the Mayor and Common Council. Evaluate survey results and work with department directors to address areas of community concern.

- Assess current format of City newsletter and, working with staff, restructure document to provide more substantive information on City programs and activities and make more visually appealing.
- Evaluate the effectiveness of the City’s rental licensing program and, as warranted, modify its provisions to ensure appropriate maintenance of Westminster’s housing stock
- Continue community discussion concerning Wakefield Valley property and determine its future use.
- Enhance the City’s community engagement efforts through outreach with the various homeowners’ associations in Westminster, establishing a two-way communication mechanism.
- Build upon existing initiatives, such as McDaniel and Main, to enrich the City’s partnership with McDaniel College. Continue to identify opportunities for collaboration between the City and the College.
- Working with the Board of Elections, continue to modernize the City’s election procedures and processes through City Code revisions.
- Initiate regularly scheduled meetings between the City government and the largest employers in Westminster to enhance communication and to determine how the City can support these employers in their continued growth.
- Continue to advance the City’s water re-use initiative through an intergovernmental strategy and coordination with the Maryland Department of the Environment.
- Revamp the City’s special event and alcohol use permit application process.
- Digitize ordinances, resolutions, agreements, and meeting minutes for both ease of record search and preservation of City records.
- Continue to research effective outreach strategies to increase voter turnout in municipal elections.
- Bid 45 West Main Street Renovation Project and award construction contract.

BUDGET

	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019		FY 2020
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Projected	Budget
FTE	3.0	3.0	3.0	3.0	3.0	3.0	2.5	2.5	2.5	2.5	2.5
Salary	226,021	229,207	234,230	245,821	425,836	305,134	263,962	272,112	284,734	277,404	285,527
Benefits	122,386	101,991	109,555	117,419	148,480	159,195	159,707	167,217	183,958	183,867	174,482
Operating	1,003,228	728,984	1,021,268	717,923	878,654	764,909	892,881	573,743	1,110,332	938,652	1,013,582
Capital	495,500	495,493	494,525	494,523	492,985	492,984	-	-	-	-	-
Total	1,847,135	1,555,675	1,859,578	1,575,686	1,945,955	1,722,223	1,316,550	1,013,073	1,579,024	1,399,923	1,473,591

FINANCE AND ADMINISTRATIVE SERVICES

Finance and Administrative Services is made up of two departments: Finance and Technology. The Department of Finance is responsible for all financial and accounting activities of the City of Westminster and provides accounting, compliance, and reporting support for the City. In addition to these functions, the budget is developed and administered in Finance. The Department of Technology provides a single focus for all computing and network communications technology infrastructure in the City of Westminster's organization and provides additional resources 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. Geographical Information Systems is included in the Technology Department.

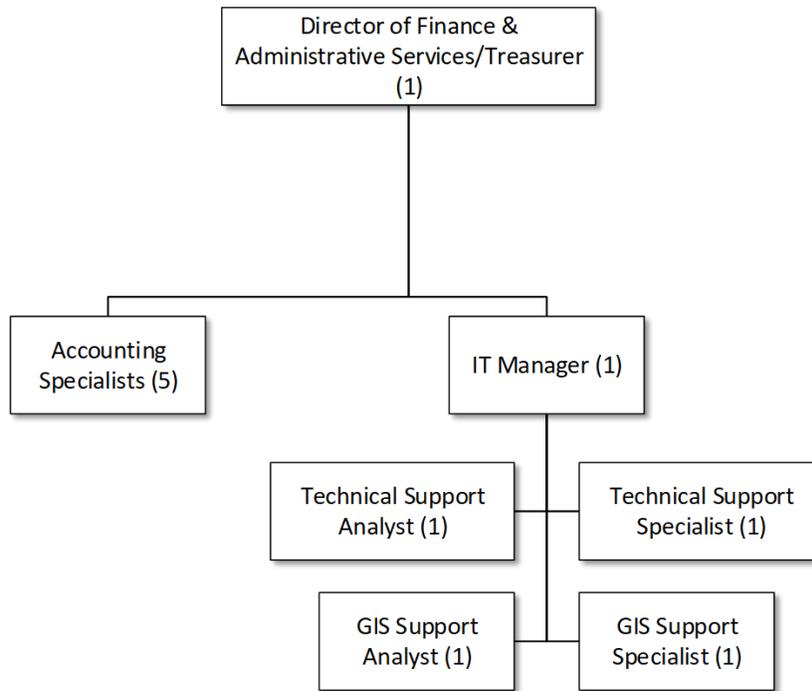
In general, the Department of Finance is responsible for the following:

- Communication to the City Administrator as to the financial state of the City;
- Development, preparation, and administration of the City's budget;
- Collection of taxes, general revenue, and other City income;
- Utility billing;
- Payroll;
- Procurement;
- Disposal of surplus property;
- Billing for general City services such as parking, benefit assessment, etc.;
- Payment of the City's obligations and invoices;
- Supervision and administration of various financial policies;
- Financial reporting;
- Assistance and preparation for the external audit of the City's finances; and,
- Supervision of debt, investments, and cash flow.

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

- Communication to the Director of Finance and Administrative Services as to the needs and goals of the City as it relates to Technology;
- Customer service through Helpdesk to external and internal customers;
- Management of all software systems to include upgrades and security patches;
- Assessing, addressing, and management of cyber security concerns;
- Analysis and recommendation of software for all City departments;
- Backup and recovery of all City electronic records;
- Management of all City-issued hardware to include telephones, laptops, computers, and tablets;
- Providing inter-City communication through telephone and computer systems;
- Providing Geographical Information Systems (GIS) applications and customer service;
- Training; and,
- Management of City email accounts.

POSITION SUMMARY SCHEDULE



	Grade	Authorized FY 2017	Authorized FY 2018	Authorized FY 2019	Authorized FY 2020
Director of Finance and Administrative Services	121	1.0	1.0	1.0	1.0
Deputy Director of Finance	N/A	1.0	1.0	0.0	0.0
Assistant City Treasurer	N/A	1.0	1.0	0.0	0.0
City Accountant	115	0.0	0.0	1.0	1.0
Accounting Specialist	110	3.0	3.0	4.0	4.0
Manager Technology	118	1.0	1.0	1.0	1.0
Technical Support Analyst	114	1.0	1.0	1.0	1.0
Technical Support Specialist I	113	1.0	1.0	1.0	1.0
GIS Support Analyst	114	1.0	1.0	1.0	1.0
GIS Technician	113	1.0	1.0	1.0	1.0

ACCOMPLISHMENTS

FINANCE

- Addressed and implemented all recommendations and findings based on FY 2018 audit completed by Zelenkofske and Associates LLC.

- Applied for and was awarded the Certificate of Excellence in Financial Reporting from the Government Finance Officers Association for the FY 2017 Comprehensive Annual Financial Report. This is the first year that the City has been awarded the Certificate of Excellence in Financial Reporting.
- Applied for and was awarded the Certificate of Excellence in Financial Reporting from the Government Finance Officers Association for the FY 2018 Comprehensive Annual Financial Report. The City also published its first Popular Annual Financial Report (FY 2018) and applied for the corresponding award from the Government Finance Officers Association.
- Prepared and published the FY 2019 budget. The City applied for and was awarded the Distinguished Budget Award from the Government Finance Officers Association for the FY 2019 budget document.
- Invested cash in several instruments with separate banks for diversity and best return on investment.
- Distributed Financial Performance Reports to the City Administrator, Mayor and Common Council, and department supervisors and directors on a monthly basis.
- Identified weaknesses in the payroll system related to compliance with State and Federal mandates, and made appropriate policy changes. However, the system is limited in dealing with the complex formulas required by new mandates.
- Continued to manage the Purchase Card Program.
- Continued the use of automated, in-house purchase orders for capital projects. This application manages contract amounts and catches overages prior to invoices being paid. In addition, the application tracks change orders and manager approvals. The check process is more efficient because the invoice is already coded and manager approval is one-time.
- Continued to use import functions to create efficiencies with certain vendors. Electricity utility, worker's compensation, and electric supply bills are now imported, resulting in several hours of time saved on entry and proofing. In addition, all purchase card transactions are uploaded directly from the banking software.
- Assisted the Housing Services Department by integrating the financial software suite with the Rental Housing Licensing software application.
- Assisted all other departments with procurement by centralizing the process.
- Assisted all other departments with disposal of surplus property by centralizing the process and utilizing an online public auction website.
- Processed all payments through cash transactions, checks, and online payment systems. All collections are entered through the City's integrated Cashiering system.
- Invoiced all water and sewer utility accounts in a timely manner.
- Continued to draw on the Fiber Bond. Initiated discussions with the State of Maryland concerning the refunding and financing of the Fiber Bond.
- Began making principal payments on the FY 2018 Road Paving Bond.

- Closed on Maryland Water Quality bonds in the amount of \$29,106,475 in March 2019.

TECHNOLOGY

- Continued support for the implementation of changes to the Financial Accounting System.
- Added additional features to the GIS Server environment to provide a higher level of GIS services to both City Staff and citizens.
- Continued efforts to bring FTTP to Westminster businesses and residents.
- Implemented new Hyper Converged server infrastructure for HQ and DR (HPE Simplivity).
- Implemented new photo evidence storage system for Police (Veripic).
- Implemented a new backup and recovery program (Veeam).
- Provided devices to City employees to utilize ArcGIS online.
- Assisted County agency in implementing new CAD and RMS program for Police Department (Keystone).
- Implemented a new recording system for Police Department (Mitel Oaisys).
- Implemented Verizon Private Network for Police Department.
- Implemented email spam and archiving (Barracuda Essentials).
- Implemented auditing software (Manage Engine).
- Implemented Rental Housing Licensing software (Citizenserve).
- Implemented Code Enforcement software (Citizenserve).

PERFORMANCE MEASURES

FINANCE

	FY 2017	FY 2018	FY 2019 (projected)
Utility bills issued	45,544	45,624	45,600
Utility bills – charges for services	\$11,245,661	\$12,151,250	\$12,898,659
90-day outstanding amount – utility bills	\$78,528	\$73,552	\$75,000
Payment agreements executed – utility bills	112	95	90
Shut off notices mailed – utility billing	2,554	2,605	2,500
Number of customers – utility billing	9,947	10,059	10,100
Payments made by website	2,434	4,915	5,000

Payments made by credit card	4,525	5,265	5,500
Accounts payables checks issued	3,060	2,868	1,500
Number of vendors used – accounts payable	755	947	900
1099s issued	53	43	50
Payroll checks issued	5,270	5,657	5,675
Number of employees	270	279	270
W2s issued	270	279	270
Personal property tax bills issued	1,015	1,095	1,200
Personal property tax delinquent amount	\$12,540	\$21,324	\$12,000
On-time delivery of paychecks	100%	100%	100%
On-time filing of annual audit	100%	0%	100%
On-time billing of taxes (all)	100%	100%	100%

TECHNOLOGY

	FY 2017	FY 2018	FY 2019 (projected)
IT Helpdesk requests	735	1,827	1,179
Number of staff (IT)	3	3	3
Number of staff (GIS)	2	2	2
Number of users supported	177	172	180+
Number of users/IT staff	59	57	60+
IT budget total (actual)	\$778,551	\$1,369,107	N/A

	FY 2017	FY 2018	FY 2019 (projected)
Citizen help requests	200	130	85
Employee help requests	525	1,386	902
Number of PCs	201	203	202
Number of mobile devices	67	67	70
Number of servers	37	37	56
Managed City facilities	40	41	42
GIS Map layers created	350+	350+	350+
Converted as-built blueprints	10,000+	2,500+	2,500+
Maps created by GIS	250+	300+	300+
Emails sent/received	1,040,000	683,306	441,323
Webpage total users	222,209	213,232	116,615
Utility bill online payments	12,271	13,790	8,896

GOALS

FINANCE

- Recover funding through Bay Restoration Grant and State Revolving Fund the ENR Project.
- Purchase and implement new cloud-based utility billing reading software that produces hourly reads, resulting in leak identification improvement by 95%.
- Continue to receive the GFOA Certificate of Achievement for Excellence in Comprehensive Financial Reporting and Achievement for Excellence in Popular Financial Reporting.
- Receive the GFOA Distinguished Budget Presentation Award.
- Improve payroll processes and procedures. Explore out-sourcing opportunities to allow online time entry by supervisors and to accommodate fast-changing State and Federal regulations regarding deductions for time worked, sick pay, and Affordable Care Act changes.
- Implement ACH payment system that will reduce number of checks printed by 10%.
- Explore alternative solutions to parking permits.
- Create and implement a five-year succession plan for departmental staff.
- Utilize templates within the financial software system to create efficiencies with setting up new customers and employees.
- Utilize the import feature of the financial software system to create efficiencies with the business personal tax billing, resulting in decreased bill production time by 50%.
- Document procurement processes to create efficiencies and consistency.

TECHNOLOGY

- Continue efforts to meet security audit guidelines and secure the City's system.
- Create a secondary server system to act as a test environment for patches and updates.
- Add additional features to the GIS Server environment and provide a higher level of GIS services to both City Staff and citizens (police dispatch, fire department, salt truck tracking, etc).
- Complete GPS/GIS mapping of street signs for federal requirements.
- Continue to digitize as-builts and add to map layers.
- Migrate Windows 7 to Windows 10 to meet EOL requirements.
- Perform Risk Assessment of City Technology Infrastructure.
- Design and plan move to new administrative offices at 45 West Main Street.

BUDGET

	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019		FY 2020
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Projected	Budget
FTE	10.5	10.5	10.5	10.5	11.0	11.0	11.0	11.0	11.0	11.0	11.0
Salary	381,038	385,590	416,073	400,266	379,420	350,502	378,125	359,940	384,545	385,064	341,584
Benefits	140,688	133,529	136,114	134,679	130,901	134,756	134,710	142,417	148,408	152,261	149,914
Operating	229,300	161,724	183,900	102,268	202,050	107,809	217,650	172,531	226,950	184,823	204,950
Capital	-	-	-	-	-	-	-	-	-	-	-
Total	751,026	680,843	736,087	637,214	712,371	593,067	730,485	674,889	759,903	722,148	696,447

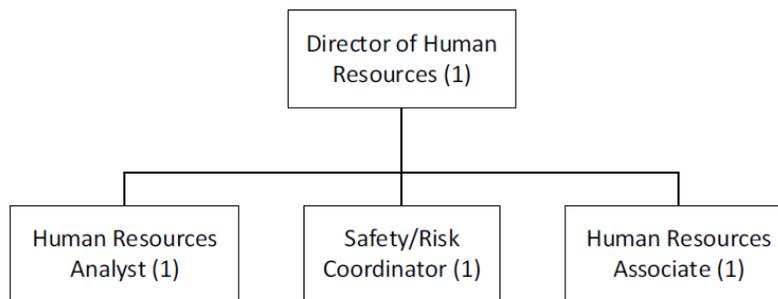
	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019		FY 2020
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Projected	Budget
FTE	224,966	228,806	281,127	238,201	242,743	227,290	255,149	267,102	271,511	270,547	276,206
Salary	125,724	123,329	144,450	117,572	120,211	109,583	129,508	129,645	142,692	141,664	143,158
Benefits	468,420	347,136	570,300	496,765	530,025	375,816	665,691	590,137	543,253	543,253	648,109
Operating	594,900	47,377	97,100	44,807	386,700	72,361	490,187	382,222	27,000	26,970	500,000
Capital	-	-	-	-	-	-	-	-	-	-	-
Total	1,414,010	746,649	1,092,977	897,345	1,279,679	785,049	1,540,535	1,369,107	984,456	982,434	1,567,473

HUMAN RESOURCES

Human Resources provides support to 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
- Workers' Compensation

POSITION SUMMARY SCHEDULE



<i>Human Resources</i>	Grade	Authorized FY 2017	Authorized FY 2018	Authorized FY 2019	Authorized FY 2020
Director, Human Resources	120	0.0	0.0	1.0	1.0
Manager, Human Resources	N/A	1.0	1.0	0.0	0.0
Safety & Risk Coordinator	112	0.0	1.0	1.0	1.0
Human Resources Analyst	112	1.0	1.0	1.0	1.0
Human Resources Associate	110	1.0	1.0	1.0	1.0

COMPENSATION

The City desires to be competitive in its identified market in providing compensation to attract and retain qualified employees. In FY 2018, the City retained a consultant to conduct a compensation/classification and benefits study, make recommendations for the City's pay plan, update job descriptions, and develop a new performance evaluation program. The consultant presented options for a new classification and pay plan system. A new system was selected and approved by the Mayor and Common Council. Implementation of changes to the City's salary structure began in FY 2019, and will be phased in over a period of time.

In addition, the City participates in the Maryland Municipal League's Compensation Survey online salary and benefits reference system. Human Resources updates the City's information each fiscal year, and utilizes the system to make comparisons to the salary and benefits of other Maryland local governments as needed.

EMPLOYEE INSURANCE BENEFITS

The City strives to provide a comprehensive benefits package to regular full- and part-time employees, including medical, dental, vision, life, short-term and long-term disability insurance, Teladoc, Aflac, and an employee assistance program.

The City joined the Local Government Insurance Trust (LGIT) Health cooperative in July 2011. Operational support of the cooperative is provided by The Benecon Group, a third-party benefits and consulting administrator. LGIT Health has partnered with CIGNA for benefit administration of the medical plan since inception of the cooperative. CIGNA provides a dedicated Client Engagement Manager to assist the City with wellness initiatives and plan communication.

The open access in-network CIGNA plan selected by the City utilizes a shared cost co-payment method for office, urgent care, and emergency room visits, physical therapy, and prescriptions. Other medical services require an upfront deductible before claims are paid at 90%. Preventive services are covered for plan participants at 100%.

Joining the cooperative has proven to be beneficial to the City by stabilizing the plan design and premiums. By participating in the cooperative, the City has the potential to receive a refund if there is a claims fund surplus at the end of the plan year. A claims fund surplus occurs if medical claims fall below the actuarial projections for claims within a plan year. Through FY 2018, the City has received surplus refunds totaling \$1,882,000.

The Benecon Group provides various services to employers participating in LGIT Health, including assistance with compliance, administrative policies, training, and Patient Protection and Affordable Care Act (PPACA) updates. Beginning in FY 2015, the City incurred additional fees for the medical plan under PPACA. The fees now include only the Patient Centered Outcomes Research Fee (PCOR). The PCOR fee is a Federal tax on group health plans to fund comparative effectiveness research. The FY 2020 PCOR fee is \$2.39 per participant insured under the City's health plan.

The City utilizes a service provided by The Benecon Group to handle all COBRA administration. This service is provided at no cost to LGIT Health members. COBRA administration by City staff has been eliminated, and compliance risk has been greatly reduced.

Participation in the LGIT Health cooperative includes a personal healthcare advocate service to help patients navigate the healthcare system. ConnectCare3 provides nurse navigator assistance to employees and dependents so that patients can make informed decisions about their medical condition and treatment options.

In FY 2020, the City will continue to offer employees and dependents a remote healthcare program through Teladoc. This program is offered at no cost to the employee, and provides immediate access to board-certified, state-licensed primary care physicians via telephonic or video consultations. The remote physician is able to diagnose many illnesses and injuries that fall under the category of general medicine and prescribe prescription medications. The service is available at any time of the day or night, 365 days a year, anywhere in the U.S., with no co-pay for the patient. It is anticipated that, over time, this program will decrease the number of primary care, urgent care, and emergency room visits, resulting in claims reductions in the City's self-insured medical plan.

The dental plan provides for preventive and restorative benefits utilizing both in-network and out-of-network providers. In FY 2019, the City increased the dental benefit per covered member from \$1,000 to \$1,500 per year. The vision plan offers eye exams every 12 months and provides monetary assistance with the purchase of corrective glasses or contacts. Life and accidental death and dismemberment insurance provide an employee with a death benefit amount equal to the employee's annual salary. The disability plans provide income to employees who are unable to work because of a disability caused by illness or non-work related injury. Human Resources staff provides claims coordination for life, and short and long-term disability insurance. Human Resources staff

also administers the Family Medical Leave Act (FMLA), which provides job protection to eligible employees during leave for certain personal illness and family medical reasons.

The Aflac program, which enhances the value of City-provided benefits, gives employees the opportunity to purchase insurance products based on individual needs. Aflac products are offered at no cost to the City, and many are offered on a pre-tax basis, providing a reduction in employer payroll taxes.

WELLNESS PROGRAM

Human Resources began promoting a structured, points-based wellness program in April 2014. This program encourages employees to adopt and maintain a healthier lifestyle, and focuses on employees seeking preventive healthcare to identify possible health risks and by supporting treatment of chronic conditions. Employees earn points for participation that can result in employee insurance contribution discounts for the next plan year. The plan includes a physical exam requirement for spouses. The benefit of encouraging employees and spouses to seek preventive care is an anticipated reduction of healthcare claims over time due to early intervention.

In addition, Human Resources plans and promotes employee participation in various wellness activities, health assessments, preventive health screenings, challenges, and educational workshops throughout the program year. A Wellness Committee, comprised of employee members from various departments, supports the wellness initiatives through planning and promoting activities. The City encourages employees to utilize the Family Fitness Center gym and the City's outdoor swimming pool by offering free membership to both. Human Resources produces a monthly wellness electronic newsletter for distribution to all employees.

The Cigna medical plan contributes \$20 per insured employee to assist with the cost of various wellness initiatives. In FY 2019, Cigna provided \$2,500 in wellness funds. At the end of each plan year, CIGNA presents 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 is used as a tool in determining the overall health needs of plan participants and gives the Wellness Program direction for the best return on investment.

The Human Resources staff organizes an annual Employee Expo, a wellness and benefits event held in the Family Center gym. This is a coordinated effort with planning assistance from Wellness Committee members. The goal of the Expo is to promote health and wellness, offer preventive screenings, and to give employees the opportunity to speak with insurance providers about coverage and benefits. Each year, the Expo promotes a theme to add excitement and fun to the event, and it continues to be a success year after year. In FY 2019, 21 vendors participated in the Expo, and 101 employees and retirees attended. The event included the opportunity for participants to get a flu shot, have their vision tested, complete a health risk assessment, get blood pressure checks, have an upper body massage, observe the preparation of a healthy cooking recipe, speak with a dietician, and learn about brain fitness.

RETIREMENT AND PENSION

The City provides pension benefits to employees through participation in the Maryland State Retirement and Pension System. This State system requires that all eligible employees become a member in the pension system upon employment with the City. Effective July 1, 2011, all regular full- and part-time employees, except sworn police officers, are enrolled in the Reformed Contributory Pension Benefit (RCPB). Employees hired prior to July 1, 2011 are enrolled in the Alternate Contributory Pension Selection Plan (ACPSP). Sworn police officers are enrolled in the Law Enforcement Officers Pension System (LEOPS).

The City's contribution is based on the employee's base salary at the end of the fiscal year in June. Payment is made to the State once per year, and is due by December 31st. In addition, the State assesses an administrative cost fee. This fee is charged on a per member basis each fiscal year. The annual per member fee is projected to

be \$156.69 in FY 2020. The various State pension plans, service retirement years and age, and employee and City contribution rates are shown in the chart below.

Plan	Service Retirement Years	Service Retirement Age	Enrolled as of June 2016	Employee Contribution Rate			City Contribution Rate		
				FY 2018	FY 2019	FY 2020	FY 2018	FY 2019	FY 2020
RCPB (Employees enrolled effective 7/1/11)	Rule of 90 (age plus years of service)	65 (with 10 years of service)	42	7%	7%	7%	8.56%	9.00%	9.38%
ACPS (Employees enrolled prior to 7/1/11)	30	62	61	7%	7%	7%	8.56%	9.00%	9.38%
LEOPS	25	50	38	7%	7%	7%	30.75%	31.43%	32.22%

In addition, all employees are eligible to participate in the voluntary Nationwide Retirement Solutions 457(b) Deferred Compensation Plan. The City offers all regular full- and part-time employees a 2% matching contribution through a 401(a) Matching Program, other than those who are enrolled in the LEOPS plan.

EMPLOYMENT POLICIES

The Human Resources Department maintains and updates employment policies and the Employee Handbook. Policies are updated due to new laws, reporting requirements, and changes in system procedures as they occur.

EMPLOYEE RECOGNITION

Service and Retirement Awards

The City highly values its employees, and provides an employee recognition program to acknowledge employee service milestones. Employees receive a framed service award certificate, along with a City emblem key chain at year five, in addition to a monetary award of \$50. Beginning at year 10, and at each five-year milestone until retirement, employees receive a service award certificate and a monetary award. Each year, the City holds an awards ceremony at the holiday luncheon. In FY 2019, 14 employees were honored with awards. Upon retirement, employees receive a gift award and a commemorative City plate to honor their years of service.

Public Service Recognition

In FY 2019, the City continued the practice of honoring all of its employees during Public Service Recognition Week in May. The Mayor issued a proclamation, and a small token of appreciation was delivered to each City location. In addition, an Employee Appreciation Picnic was held in June and a new Summer Send-Off Day was held, where a frozen treat vendor visited various City locations.

RECRUITMENT

The Human Resources Department attracts a diverse group of applicants by utilizing various media to externally advertise open positions, including newspapers, websites, professional journals and newsletters, colleges, the Carroll County Business and Employment Resource Center, the Maryland Job Service, and the City’s website. The Human Resources Department has created an Employment Opportunities Information brochure that is provided to each applicant. The City’s website allows persons interested in advertised positions to complete applications online. In addition, applications can be requested in person or by phone, and can be mailed, emailed, or faxed to applicants to allow for ease in the process. Active regular full- and part-time employees may apply for vacant positions through an internal application process.

Upon hire, new employees attend an orientation that covers employment policies and benefits. Various informational videos are shown to the employee to provide a better understanding of the benefits provided by the City. During orientation, employees also receive online prevention of harassment in the workplace training provided by the Local Government Insurance Trust (LGIT), the City's liability insurance provider.

RISK MANAGEMENT AND SAFETY

The purchasing, renewal, and claims filing for all multi-peril insurance coverages is managed by Human Resources. The City participates in the LGIT program for coverage on automobile, general and police liability, cyber liability, property, vehicle collision, mobile equipment, canine, boiler and machinery, crime, earthquake, and flood. Participation in LGIT provides the City with many benefits not available through commercial insurance policies. Other insurance policies (including pollution legal liability, volunteer accident and health, and workers' compensation) are purchased through a local agent.

In recent years, workers' compensation insurance premiums have been reduced through an experience modification credit. This credit is a result of positive claims experience, the City's cooperation with loss control measures, and the City's commitment to safety. Human Resources staff strives to submit claims on a timely basis, provides workers' compensation claims support to employees, and serves as the liaison between the employee and the City's Workers' Compensation provider.

On-site inspections and safety surveys are conducted at the various departments as required by State law and the City's insurance providers. These on-site visits assist in identifying risks, exposures, and possible equipment failures. Human Resources has implemented insurance claim procedures and accident/incident investigation guidelines to assist the various departments with handling these claims. Many employees in the Public Works and Police Departments are required to be fit-tested and trained to wear respiratory protection in the performance of some duties. The majority of Public Works employees are required to obtain a Commercial Driver's License, and are mandated to have Department of Transportation (D.O.T.) physicals and to participate in a random drug and alcohol testing program as regulated by the D.O.T. In addition, Public Works employees are given annual hearing tests to comply with the Hearing Conservation Program. Human Resources monitors and coordinates all of the above programs.

The City has a Safety Committee in place, with representation from the various departments. The Committee provides an interdepartmental communication mechanism that promotes continuity for safety procedures and training. In addition, the Committee reviews safety policies on an annual basis to ensure that they are up-to-date with current standards and procedures. The Safety Committee also reviews motor vehicle accident, property damage, and injury claims to look for possible ways to avoid the same type of incidents in the future. Training initiatives may result from these reviews. This proactive approach is an important factor in minimizing future employee injuries, vehicle accidents, and property and liability claims. An online safety training service is utilized by all City departments. Each Safety Committee member monitors the online safety training for his/her department to ensure that safety training is completed for each employee.

The City's Vehicle Driver Policy applies to all non-police employees who are authorized to drive City vehicles. The policy addresses the authorized use of City vehicles, driver reporting requirements, the handling of vehicle accidents, driving violations, authorized passengers, maintenance on vehicles, use of pool vehicles, use of a personal vehicle for City business, and driver safety rules. Human Resources maintains a Driver Qualification File and monitors the driving records for all Commercial Driver's License (CDL) holders and other employee drivers authorized to drive City vehicles. All CDL and authorized drivers are required to attend the National Safety Council's Defensive Driving Course.

Since 2014, the City has held an annual safety day for employees in June during National Safety Month. Safety demonstrations and topics are presented, safety gift bags are distributed, and lunch for attendees follows the

trainings. In FY 2019, Chesapeake Region Safety Council presented a general safety session, Maryland Occupational Safety and Health (MOSH) presented a session on the Top Four Life Threatening Hazards, and Chesapeake Employers' Insurance held a session on Ladder & Bucket Truck Safety and Fall Prevention. In addition, the City partnered with ConnectCare3 to provide employees with information on the Healthy Goals program during the event.

TRAINING

Although specific positional and ongoing safety training is provided by each department, the following training sessions are coordinated by Human Resources:

- Cardiopulmonary Resuscitation (CPR)/First Aid/Automated External Defibrillator (AED)
- National Safety Council Defensive Driving Course
- Employee Assistance Program (EAP) supervisory training
- Preventing Harassment in the Workplace
- Supervisor Reasonable Suspicion for Drugs and Alcohol (D.O.T.)
- Supervisor Skills Trainings

CPR/First Aid/AED biennial classroom training was provided by Chesapeake Employers' Insurance in FY 2019. Harassment in the Workplace, Supervisor Reasonable Suspicion for Drugs and Alcohol, and other supervisory trainings are provided initially upon employment, upon promotion to the supervisor level, and periodically. In FY 2019, Local Government Insurance Trust (LGIT) provided the National Safety Council's 6-hour defensive driver training for new CDL and authorized driver employees. In addition, OSHA required annual safety training for all administrative staff is coordinated by Human Resources. In FY 2019, this training included Emergency Preparedness planning, fire extinguisher use and safety, and blood borne pathogens.

ACCOMPLISHMENTS

- Employee Benefits/Wellness Program
 - Managed the annual renewal of all employee insurance benefits, including the open enrollment process for employees and the Medicare renewal for retirees
 - Coordinated the annual renewal of the AFLAC voluntary insurance benefits program
 - Implemented a change to increase the dental plan's maximum annual benefit
 - Coordinated an amendment of the Cigna Prescription Drug Plan agreement for the retiree Medicare supplemental insurance plan
 - Drafted an updated Sick and Family Sick Leave policy to meet the requirements of the Maryland Healthy Working Families Act
 - Facilitated three on-site visits by the Nationwide Retirement Solutions representative to meet with employees
 - Distributed and promoted the points-based incentivized Wellness Program available to all employees participating in the City's medical plan
 - Planned and held the 14th annual Employee Expo
 - Implemented a new, age 65 plus retiree Medicare supplemental insurance program effective in FY 2020
- Compensation and Classification
 - Coordinated the implementation of phase one of the compensation and classification study; worked with the study consultant to plan phase two
 - Coordinated the distribution of the new job descriptions drafted by compensation and classification study consultant to departments for review

- Coordinated the implementation of new performance evaluation forms created by the compensation and classification study consultant
- Updated the Maryland Municipal League online salary survey system with the FY19 salary and benefits information
- Employee Recognition
 - Planned and held the City's annual Employee Appreciation Picnic
 - Coordinated Public Service Recognition Week appreciation visits
 - Coordinated the service awards ceremony at the annual holiday luncheon
 - Coordinated a summer employee appreciation ice cream event
 - Coordinated appreciation lunches for the Public Works employees' efforts during the summer flooding events
- Employment and Recruitment
 - Conducted employee orientations for all new hires, including regular full- and part-time, temporary, and seasonal employees
 - Performed required fingerprinting for criminal background checks for all employees working around children in the course of their job duties
- Policies and Compliance
 - Performed an I-9 compliance audit
 - Created an Eden Reports section for the Human Resources Procedures Manual
- Risk Management and Safety
 - Received a Risk Management Services Award from the Local Government Insurance Trust (LGIT), given to members that consistently demonstrate excellence in committing to loss reduction, ongoing training, adhering to LGIT's risk management guidelines, and using LGIT resources
 - Coordinated the Safety Committee's annual review of City safety policies
 - Performed two audits of the employment posters at each City location
 - Coordinated a Safety Day luncheon with safety presentations
 - Revised the motor vehicle driver record review procedures and updated the Vehicle Driver Policy
 - Created a Certificate of Insurance verification tracking procedure
 - Created a user guide for web-based changes, endorsements, and adjustments for LGIT claims
 - Updated the coverages for the Flood Zone A properties
 - Researched Workers' Compensation plans to determine if there was a more cost-effective option
- Training
 - Coordinated the Carroll Community College Momentum and management training programs, designed for local government employees
 - Coordinated one session of mandatory Citizen's Response to Active Shooter Event (CRASE) training for new employees
 - Finalized the transition to the free Chesapeake Employers' Insurance SafetyFlicks program for the online employee safety trainings, resulting in training savings
 - Coordinated Lockout/Tagout and Confined Space Entry training for Public Works employees
 - Coordinated National Safety Council Defensive Driver Training for new employees
 - Coordinated a Local Government Insurance Trust (LGIT) Special Events Liabilities Loss Prevention and Control Strategies training

PERFORMANCE MEASURES

Recruitment	FY2017	FY2018	FY2019	FY2020 (projected)
Full- & part-time external employment advertisements	21	25	53	40
Temporary/Contractual/Seasonal external advertisements	10	11	7	8
Employment applications processed	385	413	956	500
Full- & part-time new hires	29	23	35	30
Temporary/Seasonal new hires	55	52	53	53
Full- & part-time separations and retirements	27	22	33	30
Temporary/Seasonal separations	48	36	39	39

Wellness Program	FY2017	FY2018	FY2019	FY2020 (projected)
Wellness Program participants meeting 30 point goal (Target 50)	39	42	37	50
Employees completing Health Risk Assessments (Target 50)	50	30	20	50
Wellness points earning activities (Target 12)	16	14	15	12
Wellness educational sessions (Target 12)	15	15	14	12
Flu shots provided to employees (Target 50)	52	50	49	50

Risk Management	FY2017	FY2018	FY2019	FY2020 (projected)
Liability, property, & automobile claims	14	29	30	25
Worker's compensation claims	22	32	31	25
D.O.T. physicals	35	29	37	37
D.O.T. random drug/alcohol tests	16	16	16	16
Hearing Conservation testing	62	52	67	67
Respirator fit tests	59	66	63	63

Training (employees attending)	FY2017	FY2018	FY2019	FY2020 (projected)
CPR/AED/First-Aid	78	85	78	78
Defensive driving	11	12	13	12
Supervisor reasonable suspicion drug and alcohol	3	0	3	28
Preventing harassment in the workplace	67	70	88	83

GOALS

- Monitor the City’s medical insurance to determine Wellness Plan initiatives
- Continue to monitor health care regulations and reporting requirements under the Affordable Care Act by attending educational sessions
- Monitor and continue to improve the effectiveness of the points-based incentivized Wellness Program, and utilize the Wellness Committee to:
 - Promote the plan benefits to employees to increase participation
 - Promote, create, and select wellness point-earning education sessions and activities
 - Utilize local resources to provide support to the program
 - Utilize all wellness funds provided by the Cigna plan to support program activities
- Monitor employment policies to:
 - Contract with a consultant to draft a new drug and alcohol policy for all employees, including those that are regulated by the Department of Transportation
 - Identify the critical areas where policies need to be updated or established
 - Continue to update Employee Handbook
- Continue to promote a safe working environment through:
 - Working with the Safety Committee to monitor safety and risk management policies and procedures for updates and required changes; coordinate training opportunities for Safety Committee members; support and coordinate safety activities and trainings
 - Utilizing the Safety Committee to monitor accidents and incidents in an effort to prevent recurrence in the future and to determine future training needs; promote the reporting of near miss accidents to prevent future injuries
- Finalize any remaining tasks from the FY 2018 compensation/classification study
- Coordinate employment law training for managers and supervisors to provide up-to-date information on regulations and knowledge on legal consequences when making employment decisions

BUDGET

	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019		FY 2020
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Projected	Budget
FTE	3.0	3.0	3.0	3.0	3.0	3.0	4.0	4.0	4.0	4.0	4.0
Salary	149,630	149,352	158,267	154,215	145,739	139,996	192,512	151,284	207,551	208,934	215,608
Benefits	74,857	66,216	74,507	62,030	81,982	70,559	117,244	80,468	103,631	97,188	96,301
Operating	91,525	69,153	100,350	84,315	113,800	69,356	130,015	90,956	133,960	116,900	140,380
Capital	-	-	-	-	-	-	-	-	-	-	-
Total	316,012	284,721	333,124	300,559	341,521	279,912	439,771	322,709	445,142	423,022	452,289

COMMUNITY PLANNING AND DEVELOPMENT

The Department of Community Planning and Development (DCPD) is responsible for facilitating the planning and physical development of the City, professionally and sustainably. DCPD’s services include planning, zoning, water and sewer allocation, plans and permit review, economic development, and Main Street management. DCPD serves all four of the City’s planning-related boards and commissions – Board of Zoning Appeals, Planning and Zoning Commission, Historic District Commission, and Tree Commission.



Arbor Day is an annual event held by the City’s Tree Commission - one of four boards which DCPD staffs and serves.

The DCPD team also provides assistance, as directed by the City Administrator, at meetings of the Mayor and Common Council. DCPD staff responded to hundreds of in-person and telephone inquiries, as well as thousands of email received every month. Additionally, in only the first quarter of 2019, DCPD answered 600 research inquiries and approved 83 applications for building permits, representing a 15% increase from the first quarter of 2018.

Due to DCPD activities, the City collects fees and benefit assessments averaging \$1,000,000 annually. The current economic development boom is the direct result of water availability and its careful allocation, based on the Mayor and Common Council’s newly adopted policy and the continual pursuit of new water.

	FY2017	FY2018	FY2019	FY2020
Permits Issued	272	291	300+ estimated	300+ estimated
Housing Starts	35	70	60	60
Private Investment	\$16,300,000	\$35,700,000	Varies due to commercial	Varies due to commercial
Benefit Assessment	\$466,740	\$1,005,540	\$1,255,337	\$1,170,000

COMPREHENSIVE PLANNING, ZONING, AND BUILDING PERMITS

DCPD provides research, staff reports, advertising, agendas, summaries of meetings, and maintenance of the public records for the Board of Zoning Appeals, Planning and Zoning Commission, Historic District Commission, and Tree Commission. DCPD provides high-quality customer services to applicants; members of the public; and, County, State, and federal agencies. DCPD manages a variety of processes related to sign applications, rezoning, planned unit developments, special exceptions, variances, zoning map amendments, and zoning text amendments. DCPD ensures compliance with the Zoning Code and applicable Maryland law; manages the City's water and sewer allocation system, good cause waivers, and annexations; prepares required revisions to the comprehensive plan and Zoning Code; oversees the Tree Commission's annual urban forestry workshop and annual Arbor Day celebrations; drafts budgets and budget proposals; and, responds to daily inquiries. The Director serves as the City's Zoning Administrator, and DCPD staff serve as liaisons to both County and State government on many inter-jurisdictional matters.



Fairlawn



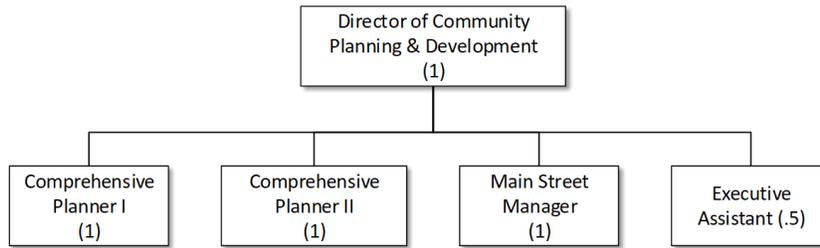
New construction and new jobs benefit the entire Westminster community (Strouse and Fairlawn pictured above).

COMMUNITY PLANNING, ECONOMIC DEVELOPMENT, AND MAIN STREET

DCPD services in these areas include Main Street management and City-business-community joint projects, as well as grant writing and management. Management of the water and sewer allocation system and guiding new development through the many City and County review processes are also major economic development activities for the City. Since 2006, the Main Street Manager has facilitated application submissions for various community grant programs, resulting in City awards totaling over \$3,000,000 to date.

The Main Street Manager facilitates the Downtown Façade Improvement Grant program, which provides funds to invest in Downtown. The Main Street Manager is lead staff to the Downtown Partners program, Westminster Partners program, Carroll County Downtowns, and the Heart of the Civil War Heritage Area. The Main Street Manager is responsible for the City's highly successful restaurant week in spring and Small Business Saturday in the fall, visits small businesses quarterly, works with the Farmers' Market Manager, and collaborates with other City departments regarding major City events and social media outreach.

POSITION SUMMARY SCHEDULE



	Grade	Authorized FY 2017	Authorized FY 2018	Authorized FY 2019	Authorized FY 2020
Administration					
Director	121	1.0	1.0	1.0	1.0
Planning and Zoning					
Comprehensive Planner II	115	0.0	0.0	0.0	1.0
Comprehensive Planner I	114	1.0	1.0	1.0	1.0
Economic and Community Development					
Main Street Manager	114	0.0	0.0	1.0	1.0
Economic Development Administrator	N/A	1.0	1.0	0.0	0.0
Executive Assistant	110	0.0	0.5	0.5	0.5

ACCOMPLISHMENTS

- Since September 2015, the DCPD team has focused on improving processes and upgrading services to the public, applicants, and the City’s four planning-related boards and commissions. In FY 2016, these efforts resulted in new forms, formats, and protocols for applications, agendas, minutes, mailings, advertisements, staff reports, email responses, etc. Overall, the work involved weaving together the various standards in Maryland law, the City Code, and current practice into a workable, reasonable, and defensible system.
- The effectiveness of these new DCPD approaches were tested at the highest level in FY 2019 and proven successful. On January 18, 2019, the Maryland Court of Appeals issued its opinion on WV DIA Westminster LLV v. Mayor and Common Council of Westminster, which fully exonerated the approaches taken by DCPD.
- In FY 2017 and FY 2018, efforts were focused on staff development, a water capacity study, a wastewater study, and a full overhaul of the water and sewer allocation process to increase system effectiveness. The completion of the City’s six-year, mid-term review of its Comprehensive Plan was another major success.
- In FY 2019, another significant success has been the attraction of, and initial entitlement steps for, three new multi-family residential projects proposed for vacant, infill property. This has long been a major goal of the City’s Comprehensive Plan since 2009, and this is the first time that movement has been achieved.

- DCPD also expanded its participation in the local business community by reviving regular business visits and joint venturing with local merchants, restaurateurs, and community institutional partners on new Downtown promotional efforts. These efforts included the Snow in Love holiday event and Peep Out Westminster campaign held during the Arts Center’s Peepshow. DCPD also launched the new Westminster Partners program and re-positioned the Downtown Partners meetings with a business-to-business focus.



Artist Lisa Walters paints Main Street windows for the Peep Out Westminster joint City-business-community effort.

- In FY 2019, a major focus was moving development through the allocation, platting, site plan, and building permit review processes. DCPD worked with the Mayor and Common Council’s Economic Development Committee to construct an updated approach and methodology for the allocation system. The City’s latest studies show that there is capacity, but it is limited. The Public Works Committee is constantly looking for new water sources, such as the City’s water re-use initiative. That ongoing process includes coordination with Carroll County and the State of Maryland.
- As part of daily resource management efforts, DCPD has been requesting that all new projects attempt to fit within the existing water envelope of current use. DCPD plans to continue this practice in order to allocate the minimum of new water required to complete a development project. For all new allocations moving forward, there is a concentrated focus on promoting economic development in the City via new commercial and industrial projects, while also providing for new multi-family residential uses to ensure the City’s wider economic health and to support its young workforce, so they continue to thrive.

WORK PLAN OVERVIEW

- The 2009 *Comprehensive Plan*’s Municipal Growth chapter envisions updating the Zoning Code to add new and innovative approaches. Goal M2, Objective 2 b. states: “Review and revise the Zoning and Subdivision Regulations for the promotion of development with a mix of uses and densities.” Goal L5,

Objective 2 b. states: “Review and revise the Zoning and Subdivision Regulations for the promotion of development with a mix of uses and densities.” Goals R2 and R4 also contain objectives to support a Zoning Code update. At some point the Code was revised; however, in addition to the stated updates in the Plan, the Zoning Code, as contained in Chapter 164 of the City Code, is also in need of a general update and modernization.

- Retain a consultant to assist with updating the City Zoning Code, as contained in Chapter 164, including the Sign Code
- The *2009 Comprehensive Plan* Goal C5 is to “Promote the arts and culture community as an asset to the Westminster tourism industry and to the quality of life for residents.” Plan Goal E4 is to “Support the expansion and enhancement of retail, entertainment, and mixed-use development in Downtown Westminster.” The continuation of joint City-business-community efforts will advance these goals.
 - Continue joint City-business-community partnerships for new initiatives
- The *2009 Comprehensive Plan’s* Economic Development Chapter and the Tourism & Culture Chapter both address marketing and branding of the City of Westminster as a unique destination. In order to assess the market and develop a brand, initial professional studies are required to determine the baseline market conditions and areas for branding to address. The DCPD operating budget includes funding for these economic development activities.
 - Undertake a Market Analysis to better understand market definition, sales, and retail leakage
 - Retain a consultant for a Branding Initiative to serve as a foundation for marketing and public outreach

PERFORMANCE MEASURES

The summary chart below highlights the services that staff undertake as they serve the general public, the Mayor and Common Council, and planning-related boards and commissions.

	FY 2017	FY 2018	FY 2019	Proposed FY 2020
Building permits	272	291	300+	300+
Downtown business (visits)	n/a	300	400+	400+
Annexations	4	1	3	2
Rezoning requests	2	3	3	3
Board of Zoning Appeals (meetings)	6	4	8	8
Historic District Commission (meetings)	9	9	9	10
Planning and Zoning Commission (meetings)	11	12	12	12
Tree Commission (meetings – updated from monthly to quarterly)	7	6	4	4
Water allocations (GPD)	12,736	8,175	18,416	8,636
Zoning amendments	2	6	8	4
Zoning research projects	1,318	1,208	1,700	1,500

GOALS

- Initiate an update to the City Zoning Code, including the Sign Code. The Zoning Code is in need of modernization and updating, especially since the City is positioning for growth based on the investment in Westminster Fiber Network.
- Undertake the following:
 - Market Analysis - Funding is included in the Community Planning and Development budget for a marketing analysis to strengthen and enhance the downtown Westminster commercial district. The market analysis is included as a priority project in the adopted City of Westminster Strategic Plan 2018-2021. Study objectives include a better understanding of Westminster’s market definition, as well as a sales and retail leakage analysis for the community.
 - Branding Initiative – One of the City’ strategic planning initiatives is the development of a brand to serve as the foundation for the City’s marketing and economic development efforts. Funding has been allocated to retain a consultant for this purpose.
- Add value with new programs, revising regulations, and energizing the Downtown community are DCPD’s perennial goals. Together, our team looks forward to another creative and productive fiscal year.

BUDGET

	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019		FY 2020
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Projected	Budget
FTE	4.0	4.0	4.0	4.0	4.0	4.0	4.5	4.5	4.5	4.5	4.5
Salary	364,588	242,354	360,628	306,948	277,627	281,085	284,447	291,301	296,211	292,736	300,759
Benefits	123,252	104,939	130,838	118,920	130,654	130,662	133,990	118,973	124,652	104,578	123,757
Operating	706,959	563,177	261,500	163,603	225,168	202,051	237,400	56,051	884,897	123,840	896,900
Capital	-	-	-	-	-	-	-	-	-	-	10,000
Total	1,194,799	910,470	752,966	589,471	633,449	613,798	655,837	466,325	1,305,760	521,155	1,331,416

PUBLIC SAFETY

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

WPD’s mission revolves around the following three policing principles or strategies:

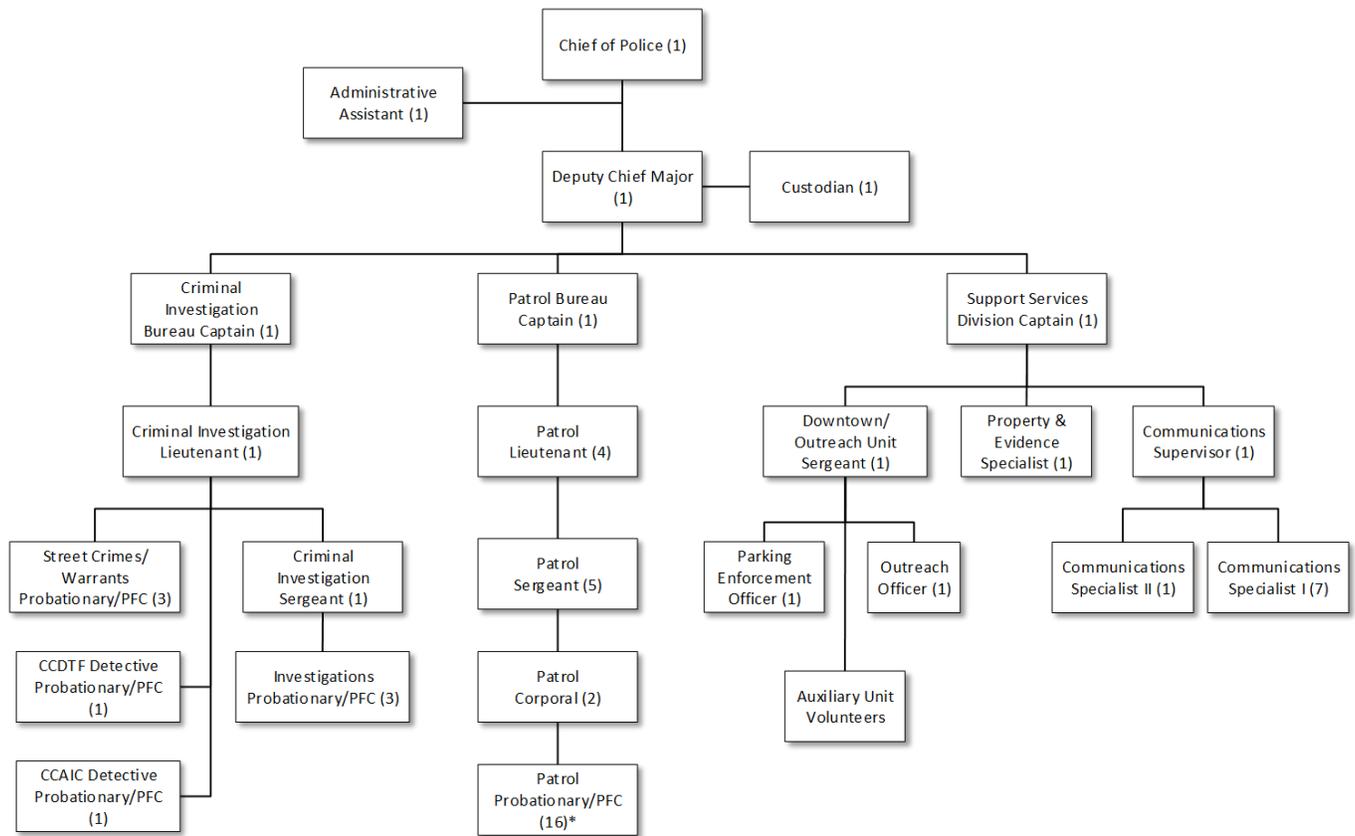
1. **Data-Driven Policing** – using available information and technology to increase efficiency and effectiveness
2. **Problem-Oriented Policing** – coordinating internally and with partner law enforcement agencies, and partnering with citizens to problem-solve continuing public safety issues
3. **Community-Oriented Policing** – a policing culture that involves all WPD sworn staff consistently engaging and partnering with members of the community to address public safety issues

The **Patrol Bureau** provides uniformed patrol service to all areas of the City 24-hours a day, 365 days a year. Officers respond to calls for service, employ proactive enforcement efforts, conduct foot and bicycle patrols, handle special events, and provide a number of additional police services.

The **Criminal Investigations Bureau** is responsible for the investigation of major crimes and local drug crimes, and the service of outstanding arrest warrants and criminal summons. Additionally, two (2) members of this Bureau are assigned to countywide multi-jurisdictional task forces that handle major drug investigations and child abuse/sex crime investigations throughout Carroll County.

The **Support Services Bureau (SSB)** handles a diverse group of responsibilities critical to the operation of the department, to include the Communications Division, property and evidence, automated enforcement program, fleet and facilities management, staff training and development, and police records functions. Additionally, the SSB includes a Downtown/Outreach Unit and the parking enforcement officer.

POSITION SUMMARY SCHEDULE



* Six recruits currently in the Police Academy and scheduled to graduate on August 2, 2019.
Upon graduation, the recruits will transfer into the Patrol Bureau

	Grade	Authorized FY 2017	Authorized FY 2018	Authorized FY 2019	Authorized FY 2020
Civilian					
Communications Supervisor	113	1.0	1.0	1.0	1.0
Communications Specialist II	111	1.0	1.0	1.0	1.0
Communications Specialist I	110	7.0	7.0	7.0	7.0
Administrative Assistant	110	1.0	1.0	1.0	1.0
Property & Evidence Specialist	110	1.0	1.0	1.0	1.0
Communications Specialist I	110	7.0	7.0	7.0	7.0
Parking Enforcement Officer	107	1.0	1.0	1.0	1.0
Custodian	105	1.0	1.0	1.0	1.0
Sworn					
Chief of Police	121	1.0	1.0	1.0	1.0
Deputy Police Chief	120	1.0	1.0	1.0	1.0
Police Captain	118	2.0	2.0	3.0	3.0

Police Lieutenant	116	6.0	6.0	5.0	5.0
Police Sergeant	115	8.0	8.0	7.0	7.0
Police Corporal	114	2.0	2.0	2.0	2.0
Police Officer	112	24.0	24.0	25.0	25.0

ACCOMPLISHMENTS

PERSONNEL

A number of departmental personnel were recognized for their dedication and professionalism. Detective Jonathan Beck was Officer of the Year 2018; Cpl. Jesse Clagett received the Catherine’s Cause DUI Enforcement Award; Chief’s Commendations were presented to Detective Sergeant Richard Lambert, Sergeant Time Rife, and PFC Spencer Voland; PFC Allan Bullington received the Life Saving Award; Sergeant Adam Laser received the Maryland State Crisis Intervention Team Award; and, Sergeant Tim Rife received the Sons of the American Revolution Award.

Lieutenant Scott Peter successfully completed the Northwestern University School of Police Staff and Command, a 10-week senior management and leadership training program hosted by Northwestern University at the Maryland Police Training Commission site in Sykesville.

Retirements of note in FY 2019:

- Chief Jeffrey Spaulding (15 years’ service)
- Captain Misty Budzinski (30 years’ service)
- Lieutenant Anthony Ott (30 years’ service)

The following members were promoted:

- Thomas Ledwell appointed Chief of Police (from Deputy Chief of Police/Major)
- Pete D’Antuono promoted to Major (from Deputy Chief of Police)
- Scott Peter promoted to Captain (from Commander of the Criminal Investigations Bureau)
- Thomas Kowalczyk promoted to Captain (from Commander of Patrol Bureau)
- Nikki Heuer promoted to Captain (from Support Services Bureau)
- Jeffrey Schuster promoted to Lieutenant (from Deputy Commander of the Criminal Investigations Bureau)
- Radcliffe Darby promoted to Lieutenant (from Watch Commander – Patrol)
- Stephen Arnold promoted to Lieutenant (from Watch Commander – Patrol)
- Christopher Workman promoted to Sergeant (from Supervisor – Patrol)
- Timothy Rife promoted to Sergeant (from Supervisor – Patrol)

ADMINISTRATIVE

WPD partnered with the Mayor and Common Council on the establishment of the Westminster Public Safety Advisory Council (PSAC). The PSAC is comprised of community members from various areas of the City. Its mission is to provide advice and counsel to the Chief of Police and Mayor and Common Council on matters relating to law enforcement and public safety in the City. It also serves as a conduit for open communication and community engagement on issues relating to crime and public safety. During FY 2019, the PSAC completed a public safety attitudes survey utilizing a web-based survey tool. Feedback from the survey is being utilized to inform the PSAC’s future focus.

WPD partnered with the Office of the State’s Attorney and the Carroll County Public School System on the initiation of the Handle with Care Program. The program provides a confidential process for law enforcement

to notify school guidance personnel when a student has been exposed to a traumatic event such as suicide, the death of a family member, or domestic violence in the household. The notification puts school staff on notice that the child may be suffering adverse effects as a result of the traumatic event, thus allowing staff to better anticipate and serve the needs of the child in a school setting.

OPERATIONS

WPD partnered with the Carroll County Sheriff’s Office and the Maryland State Police in a coordinated enforcement effort to address several “shots fired” calls in the eastern area of the City. Investigation indicated that the increased violence was related to drug distribution activity in the area. More than 30 arrests were made during the operation, to include eight arrests for felony drug violations.

WPD partnered with the Carroll County Health Department to train the fifth class of Crisis Intervention Team (CIT) officers in the County. CIT officers receive specialized training to help them recognize and safely assist individuals who are suffering from a mental health crisis or mental illness. There are now more than 50 CIT officers in Carroll County representing every law enforcement agency, as well as the Detention Center. WPD currently has 12 CIT officers in their ranks.

WPD received certification as a One Mind Campaign agency from the International Association of Chiefs of Police. This certification signifies that WPD employs best practices to ensure successful interactions between officers and persons affected by mental illness. WPD is the first agency in Maryland to complete the requirements for certification.

WPD is partnering with Family and Children Services of Carroll County on a new technology demonstration grant intended to enhance the safety of domestic violence victims. The grant will provide smartphones to each patrol officer, which will permit domestic violence victims at the scene of an incident to video chat with a domestic violence caseworker to discuss safety planning and other available resources. The grant will also provide tactical alarm systems for installation in the homes of high-risk domestic violence victims.

Finally, WPD is once again participating in the School Resource Officer Partnership. Through this program, patrol officers make vehicular and foot patrols of the schools within their patrol area. This includes daily foot patrols within the school, and contact with the school administration and students.

COMMUNITY OUTREACH

WPD hosted a number of community outreach activities during the year, including:

- Camp Cops – a week-long summer camp for more than 100 local middle school students
- National Night Out Against Crime
- Shop with a Cop: Back To School Program – provided school supplies to more than 120 local school children
- Shop with a Cop Program – provided scholarships for 24 local children from 13 families to attend a week-long summer camp hosted by the Westminster Department of Recreation and Parks
- Cops on Rooftops – a fundraising event in support of Special Olympics Maryland
- Shop with a Cop: Holiday Event – provided 22 local children the opportunity to shop with officers and staff for holiday gifts for themselves and their family members

PERFORMANCE MEASURES

	FY 2017	FY 2018	FY 2019	FY 2020 Projection
Homicide	0	0	0	0

Robbery	16	14	20	15
Aggravated assault	29	24	27	20
Burglary	95	57	62	90
Theft	607	517	486	510
Auto theft	15	18	21	10
Total part 1 crime	762	630	616	658
Total police calls	11,776	12,644	13,431	11,865
Emergency evaluations	96	122	126	105
DUI arrests	89	75	87	70
Foot/Bike/T-3 patrol hours	2,931	2,612	2,122	2,500
Total state citations	2,275	3,491	2,809	2,900
Total sworn staffing	44	44	44	44
Adult arrests	610	495	680	515
Juvenile arrests	104	89	49	75
Total arrests	714	584	729	590

GOALS

- Organize and enter police department assets (quartermaster items) into the PMI Evidence Tracker software
- Streamline vendor procurement process in the Property & Evidence Room, and set up online portals where possible
- Host or attend stress management training and de-escalation training for dispatchers
- Train a secondary Communications Division staff member on the police records expungement process
- Implement text-to-911 communications within the Communications Division
- Complete police records conversion into the new MasterTrak Small Office Barcode Asset Management System
- Implement targeted patrols through the use of “crime mapping” software at the supervisory level in the Patrol Bureau
- Implement increased foot patrols within Patrol Bureau by emphasizing the benefits of improved community relations and problem solving capabilities
- Develop a standard operating procedure for the use of facial recognition software by department personnel

BUDGET

	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019		FY 2020
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Projected	Budget
FTE	57.0	57.0	57.0	57.0	57.0	57.0	57.0	57.0	57.0	57.0	57.0
Salary	3,386,662	3,189,048	3,328,961	3,249,160	3,668,846	3,435,260	3,677,076	3,450,099	3,927,869	3,838,507	3,942,847
Benefits	1,820,905	1,694,533	2,029,472	1,740,704	2,180,702	1,908,313	2,166,805	1,938,809	2,127,298	2,030,078	2,227,540
Operating	889,550	864,382	956,680	899,447	1,007,607	881,045	972,066	846,894	1,013,599	949,018	987,315
Capital	286,492	224,807	186,526	139,760	188,525	186,529	170,795	206,738	346,720	354,525	302,348
Total	6,383,609	5,972,771	6,501,639	6,029,072	7,045,680	6,411,146	6,986,742	6,442,539	7,415,486	7,172,128	7,460,049

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 is a significant financial undertaking to rehabilitate these buildings, and, therefore, prudent to perform a comprehensive needs-based analysis of all City buildings and facilities. The analysis includes a complete inventory of facilities, assessment of current conditions, and investment requirements to prepare a realistic, long-range facilities plan for Westminster.

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 eight 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
- New Administration Building 45 West Main Street

The City also 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 area.

ACCOMPLISHMENTS

The following facility repairs were completed in FY 2019:

- Removed fence, rebuilt porch, and painted at 48-52 Charles Street

GOALS

- Replace HVAC system at 91 West Main Street, Carroll Arts Council
- Coordinate all facilities under one HVAC contractor

BUDGET

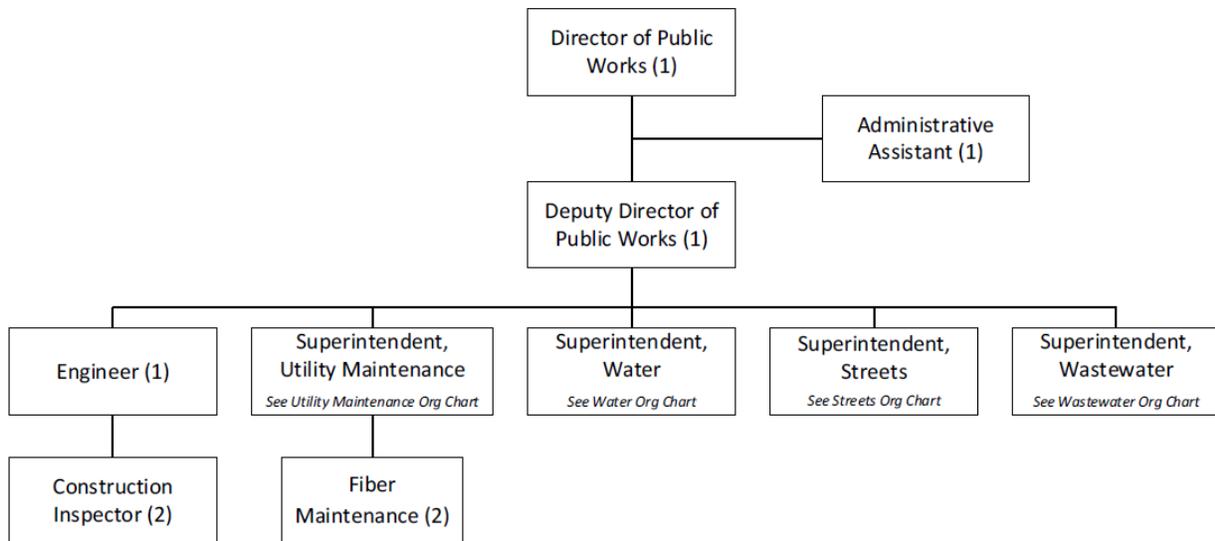
	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019		FY 2020
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Projected	Budget
FTE											
Salary	-	-	-	-	-	-	-	-	-	-	-
Benefits	-	-	-	-	-	-	-	-	-	-	-
Operating	386,218	358,023	410,400	355,832	458,579	369,280	451,769	377,349	453,450	444,649	432,625
Capital	1,345,335	543,953	723,025	264,133	735,827	132,131	2,098,206	1,815,684	2,850,435	546,284	5,825,498
Total	1,731,553	901,977	1,133,425	619,965	1,194,406	501,411	2,549,975	2,193,033	3,303,885	990,933	6,258,123

PUBLIC WORKS

The Department of Public Works oversees five major divisions: Engineering, Streets and Sanitation, Utility Maintenance, Water Treatment, and Wastewater 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 other City departments that ranges from project management to painting to 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; the Director holds a seat on the Carroll County Water Resources Coordination Council.

POSITION SUMMARY SCHEDULE



Public Works Administration	Grade	Authorized FY 2017	Authorized FY 2018	Authorized FY 2019	Authorized FY 2020
Administrative					
Director of Public Works	121	1.0	1.0	1.0	1.0
Deputy Director	119	1.0	1.0	1.0	1.0
Administrative Assistant	110	1.0	1.0	1.0	1.0
Engineering					
Engineer	116	1.0	1.0	1.0	1.0
Construction Inspector	112	2.0	2.0	2.0	2.0

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 Engineer works closely with contracted engineers of their respective disciplines and acts as a project manager, coordinating

activities associated with funding, construction, and inspection. The City's 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.

ACCOMPLISHMENTS

Little Pipe Creek Realignment

During the construction of the Gesell Well treatment facility, that a hydraulic connection was discovered between the groundwater aquifer and nearby Little Pipe Creek. This connection effectively reduces water appropriation quantities. In an effort to increase groundwater appropriation, a realignment and lining design bid project has been undertaken. All engineering has been completed and construction is expected to be complete in the early summer of 2019.

Wastewater Treatment Plant Enhanced Nutrient Removal (ENR) and Bio-solids Project

This project upgrades the Wastewater Treatment Plant to ENR standards and provides a bio-solids drying system, which will enable the materials to be used as a fuel at the Lehigh Cement Plant in nearby Union Bridge, Maryland. The project also includes an upgrade to the County Septage Facility; this portion of the project is fully funded by Carroll County. This project represents the single largest project in the City's history and has a projected construction duration of 42 months. Construction began in February 2019.

Inflow and Infiltration (I & I) Reduction Project

This project studies sections of the largest collector sewer pipelines in search of infiltration of groundwater. The goal is to eliminate the means of infiltration and return hydraulic capacity to 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 to total replacement. Phase One of the project was completed in FY 2019; Phase Two is scheduled for design and construction in FY 2020.

Fiber To The Premises (FTTP)

Construction of the Westminster Fiber Network was completed during FY 2019, and individual house connections were completed and are functional.

Annual Street Overlay Project

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 and demobilization costs to maximize the rehabilitation effort. FY 2019 completed approximately \$1,513,014 of pavement milling and overlay.

ADA Sidewalk Ramp Project

This project was completed in advance of the re-paving project to be consistent with the City's ADA policy. Approximately 15 ramps were installed, at a total cost of \$99,999.97.

Langdon Storm Water Facility

The City is required by recent stormwater regulations to mitigate certain impervious surface, thereby reducing direct runoff. The Langdon property is situated to capture a significant portion of this required impervious surface. In a joint effort to meet this challenge, the City and County have worked together on land acquisition and engineering. Engineering work is complete, and permitting approvals are underway. Construction is expected to begin in summer 2019.

Water Re-use Project

Constraints associated with water demand and supply have continued to plague the City. Such constraints have been a factor in terms of residential and economic growth. As a result, the City is embarking on a water re-use project. Highly treated effluent from the existing enhanced water reclamation facility will be blended with raw water supplies to supplement and become a new water source, providing a long-term solution to the City’s water needs. In FY 2019, the City contracted for engineering services to assist it in moving from the conceptual project stage to pilot testing.

PERFORMANCE MEASURES

	FY 2017	FY 2018	FY 2019	FY 2020 (Projected)
Daily Inspections	70	70	500	525
Pre-bid Conferences	12	15	15	14
Construction Progress Meetings	40	75	100	80
Construction Change Orders	14	17	20	20

GOALS

- 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 Wastewater Treatment Plant

- Ensure adequacy of potable water systems in terms of quantity and quality
 - Implement priority water supply projects as they become financially feasible
 - Construct the Little Pipe Creek stream re-alignment project
 - Install enhanced mixing and aeration of stored water facilities to reduce disinfection by-products
 - Coordinate with State and County agencies to develop long-term water resources including Medford Quarry and Water Reuse strategies

- Work with Carroll County staff for design and administration of stormwater projects to meet new regulations

- Facility Improvements
 - Continue efforts to restore and repair City-owned structures
 - Develop long-term repair strategies for Clock Tower

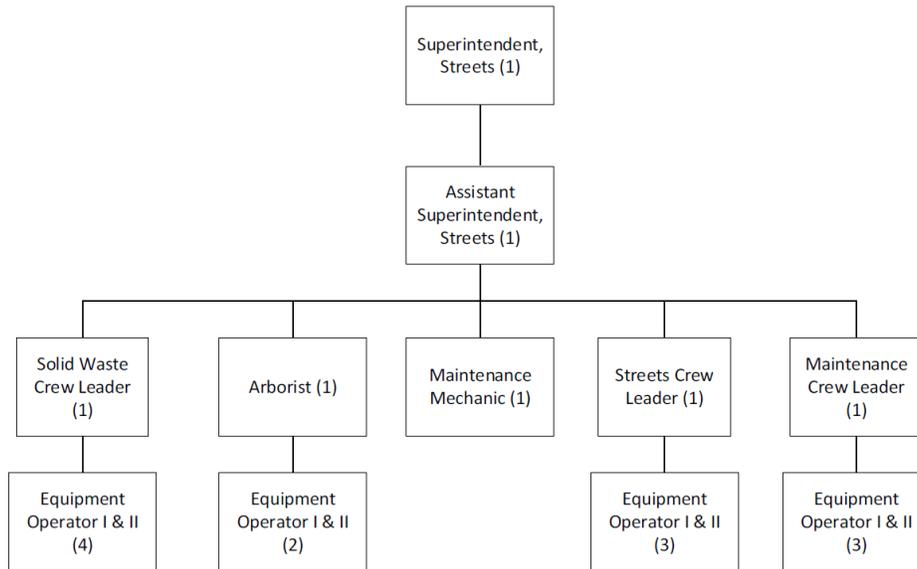
BUDGET

Included with Streets and Sanitation Budget (Next Section).

STREETS AND SANITATION

The Street Department oversees all aspects of street maintenance, including lane delineation, line painting, and inclement weather response. Additional street department responsibilities include maintenance of parks, lighting, streets, vehicles, storm drains, traffic control signs, buildings, curbside debris removal, and set up for holidays and special events.

POSITION SUMMARY SCHEDULE



<i>Streets</i>	Grade	Authorized FY 2017	Authorized FY 2018	Authorized FY 2019	Authorized FY 2020
Superintendent	116	1.0	1.0	1.0	1.0
Assistant Superintendent	115	1.0	1.0	1.0	1.0
Arborist	113	1.0	1.0	1.0	1.0
Crew Leader	112	3.0	3.0	3.0	3.0
Mechanic	110	1.0	1.0	1.0	1.0
Equipment Operator II	110	3.0	3.0	2.0	2.0
Equipment Operator I	108	10.0	10.0	10.0	10.0

ACCOMPLISHMENTS

Storm Drains

- Maintained and repaired eight storm drains and inlets; contractors repaired an additional 25
- Assisted the County with storm drain outfall inspections and illicit discharge detection
- Updated Stormwater Pollution Prevention Plan

Traffic Control Signs

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

Streets

- Invested \$5,000,000 dollars in the City's Annual Street Overlay Program
- Maintained and repaired two parking garages
- Collected fees from all parking meters
- Repainted lines in City-owned parking lots
- Hired a contractor to paint 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 after annual paving project
- Repaired numerous potholes, as necessary
- Trained and certified five employees in American Traffic Safety Services Association temporary traffic control standards as required by the Maryland State Highway Administration
- Collected GIS information on ADA ramps
- Collected data from GPS and on-board salt programs which allow for tracking salt usage and truck location

Buildings

- Maintained all City-owned and leased buildings
- Removed graffiti from parking garages, parks, and other City infrastructures
- Evaluated HVAC at Carroll Arts Center

Vehicles

- Maintained City's fleet of vehicles and equipment
- Completed 240 work orders on fleet vehicles and equipment

Call-In Curbside Services

- Completed yard waste removal for 84 calls
- Completed bulk refuse removal, including tree limbs, brush, metal, etc. for 228 calls
- Completed resident Dumpster set up requests for large quantity of bulk materials for 15 calls

Holiday and Special Events

- Supported special events and holiday activities with additional manpower
- Installed and removed holiday decorations and lights (approximately 400 hours)
- Cut, transported, and erected three Christmas trees for decorating (approximately 100 hours)
- Placed additional U.S. flags out for patriotic holidays and lowered flags several times for patriotic holidays and fallen soldiers and politicians
- Installed and removed approximately 23 banners across Main Street for Recreation and Parks permits
- Assisted with the Miracle on Main Street holiday event
- Coordinated one City clean-up day with McDaniel and Carroll Community College



Students from McDaniel and Carroll Community Colleges participate in Clean-up Day.

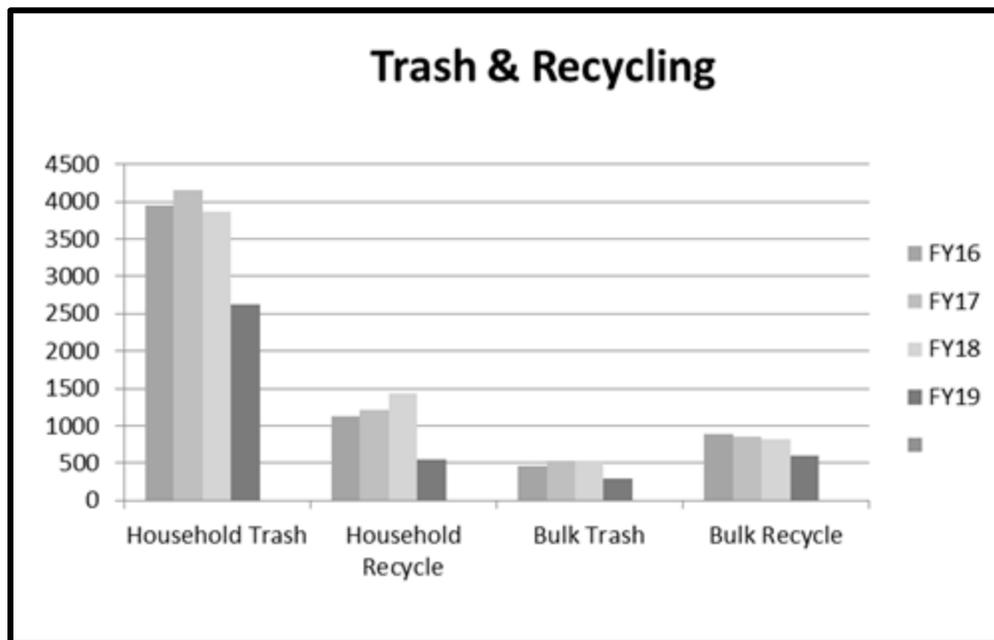
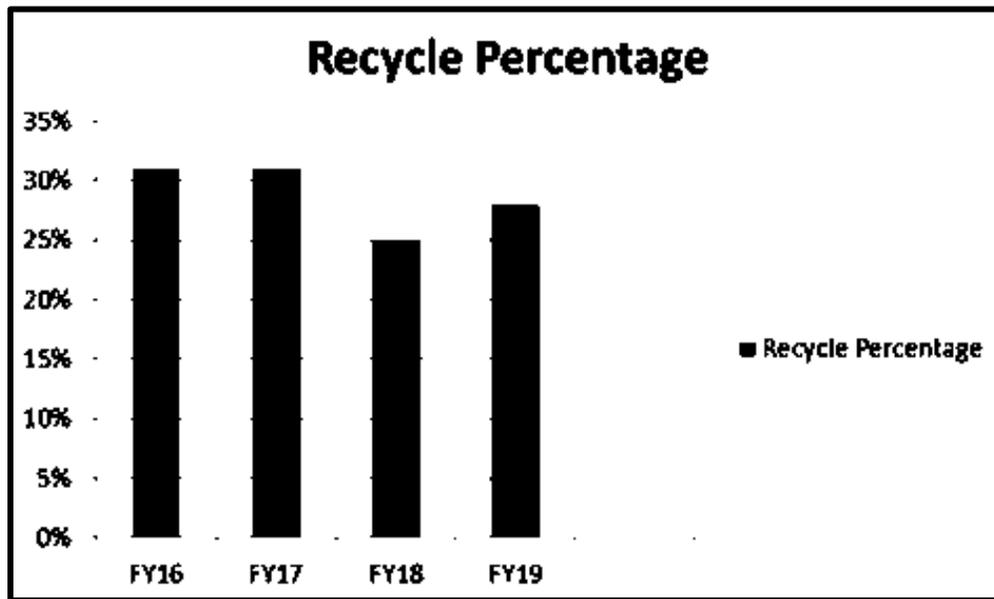
Parks

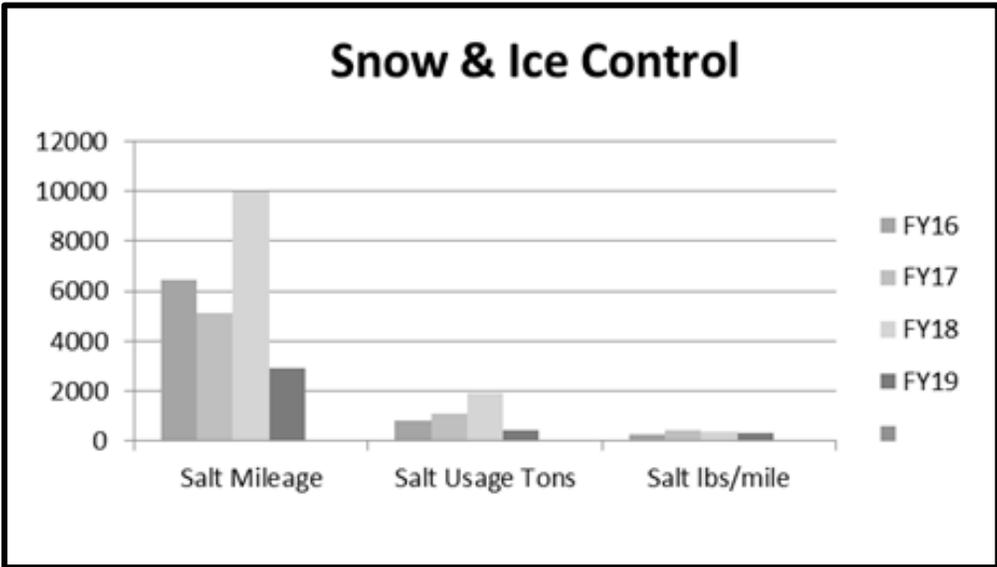
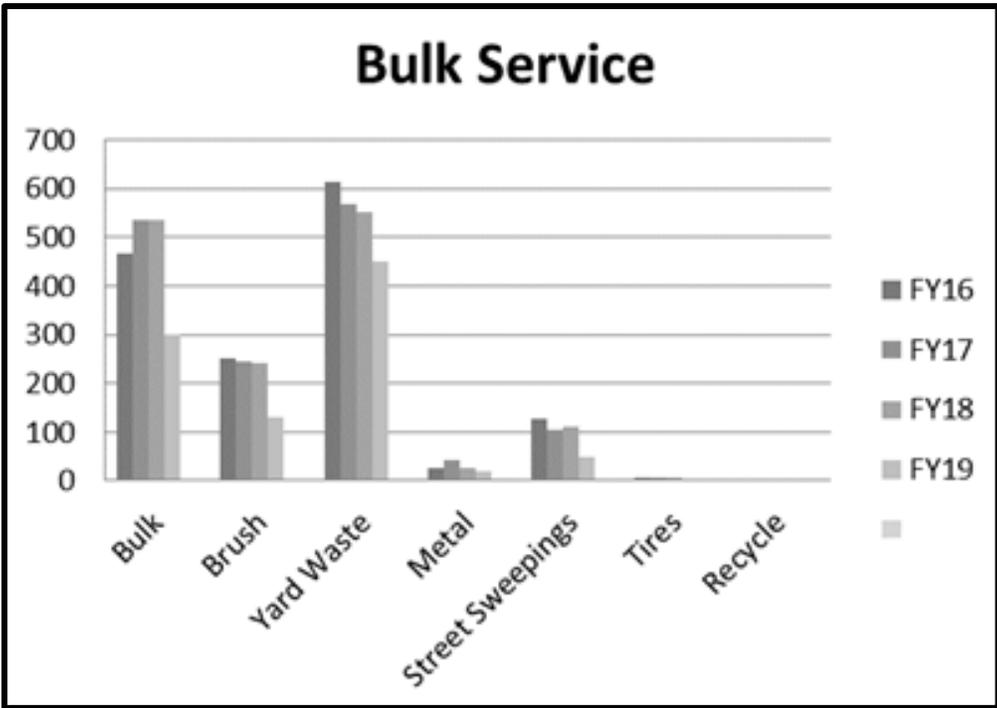
- Maintained grounds of all City parks, open spaces, and right-of-ways, including tree plantings
- Repaired and/or replaced equipment at City parks due to vandalism and regular maintenance
- Held annual tree plantings for Arbor Week in cooperation with the Tree Commission
- Assisted with coordination for and attendance to the annual Forestry Workshop
- Planted and maintained flowerbeds at City Hall, Pennsylvania Avenue, and Main Street
- Performed landscape inspections and hazard tree assessments
- Maintained athletic fields for Parks and Recreation, including dragging softball fields, aerating, fertilizing, and over seeding
- Repaired City Park grounds after Fallfest event
- Replaced fall protection and wood carpet at playgrounds
- Removed graffiti from park equipment
- Mowed perimeter of former Wakefield Valley golf course

Lighting

- Reported in excess of 50 street light outages to BGE
- Reported traffic light outages for repairs to the State Highway Administration in excess of 25 times

PERFORMANCE MEASURES





	2017	2018	2019	2020 (projected)
Tons of refuse collected	6,769	6,694	7,500	6837
Tons of recyclable material collected	2,072	2,261	2,301	2100
Recyclable rate	31%	25%	23%	30
Bulk trash collection	536	534	601	570
Brush collected	244	242	264	270
Yard waste/leaves collected	567	553	651	680
Tons of metal collected	41	50	38	40
Street lights repaired	55	50	55	45
Hours provided to special events	1,700	1,800	2,000	2,000
Linear feet of yellow curb painted	2,200	1,250	1,050	2400
General information calls	50	100	202	160
Bulk pickup service calls	0	327	7,836	4,800
Parking meter housing replacements	5	3	7	6
Vehicle maintenance work orders completed	225	240	450	525
Linear feet of cracks sealed	300	125	100	105
Storm drains repaired	25	8	6	20
Grates and catch basins cleaned	60	40	25	30
Storm drain grates opened	5	5	5	5
Tons of salt spread	1,102	1,898	1,100	1925
Pounds of salt per lane mile	437	380	309	300

GOALS

- Use new asset management software, Facility Dude, to better track maintenance issues
- Update sidewalk condition data in GIS for easier use and ability to create work orders
- Review and monitor the transportation system to provide adequate service to existing and future land uses
 - Update the Road Surface Management System to track and plan for needed repairs to streets to track work completed
- Prepare for the new stormwater regulations and associated discharge permit issues
- Increase use of salt brine for pre-treatment of roads during winter storm events, thereby causing a decrease in salt usage per lane mile
- Implement a complete call-in for bulk service for more efficient use of the Mobile311 program

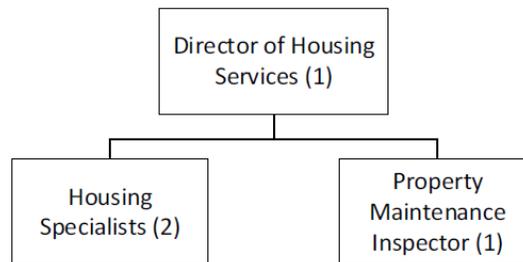
BUDGET

	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019		FY 2020
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Projected	Budget
FTE	28.0	28.0	27.0	27.0	26.0	26.0	26.0	26.0	26.0	26.0	25.0
Salary	1,335,945	1,258,989	1,537,159	1,410,299	1,271,595	1,267,206	1,350,427	1,310,533	1,360,599	1,359,893	1,370,564
Benefits	657,741	606,442	644,952	605,009	665,912	578,746	608,515	564,460	561,652	558,987	533,440
Operating	1,941,200	1,804,028	1,952,308	1,724,560	1,958,150	1,656,482	1,861,902	1,719,192	1,776,895	1,813,547	1,872,795
Capital	1,126,235	812,513	2,069,578	1,248,539	1,386,469	1,368,176	7,627,880	7,269,525	3,844,917	3,864,247	2,770,854
Total	5,061,121	4,481,973	6,203,997	4,988,408	5,282,126	4,870,611	11,448,724	10,863,711	7,544,063	7,596,673	6,547,653

HOUSING SERVICES

The Department of Housing Services is 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 2017	Authorized FY 2018	Authorized FY 2019	Authorized FY 2020
Director of Housing Services	119	1.0	1.0	1.0	1.0
Manager, Housing	N/A	1.0	0.0	0.0	0.0
Property Maintenance Inspector	111	1.0	1.0	1.0	1.0
Housing Specialist	108	2.0	2.0	2.0	2.0

The Director oversees all operations of the department and serves as Executive Director of the Public Housing Agency (PHA) and Code Official for the City of Westminster. The Director also administers the City’s Rental Housing License Program.

The Department of Housing Services is the PHA for the HUD Section 8 Housing Choice Voucher program. The PHA is allocated 293 vouchers for rent subsidies, and a grant of \$2,081,079 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 \$215,501, based on the average unit months leased. Use of these funds provides housing assistance for 500+ citizens of Westminster, in addition to providing several homeownership opportunities to qualified recipients.

The program is also staffed with two Housing Specialists. The Director and Housing Specialists are certified in one or more disciplines of HUD housing program management and operations.

The Property Maintenance Inspector administers the City’s Property Maintenance Code and conducts zoning inspections. When a complaint is received by the City, the Property Maintenance Inspector completes the initial inspection, issues a notice of violation, if necessary, and completes all follow-up inspections. If the violation is mitigated within the established timeframe, the case is closed. However, if the violation is not mitigated, the Property Maintenance Inspector issues a citation and requests a court date. The City may abate the violation and bill the property owner. The City also reserves the right to seek a court injunction to gain compliance.

The Department of Housing services oversees the 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 became effective in FY 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.

ACCOMPLISHMENTS

- Utilized 100% of the subsidy funding, exceeding HUD's goal of expending at least 97% or more of the funding allocation. Meeting this major goal helps ensure sufficient funding is available to meet the requirements of units under contract.
- In calendar year 2018, the PHA identified over \$20,569 in payments made based on fraudulent activities by voucher holders, and collected over \$19,985 in repayments. One-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 2007, a total of \$354,508 in fraudulent payments has been identified and a total of \$173,951 has been received.
- Prosecuted several significant fraud cases in court, with cooperation from the Westminster Police Department
- Achieved total compliance rate of roughly 97%
- Continued use of outside contractor to complete Code-related mowing services
- Recorded property maintenance liens to insure that the taxpayers were made whole, plus interest, for code enforcement expenses
- Worked closely with homeowners' associations to promote and ensure local code enforcement
- Implemented a code enforcement software product that will allow data collection and produce reports that can demonstrate trends and highlight problem areas
- Obtained membership in the International Code Council to further professional development
- Continued partnership with the Carroll County Bureau of Permits and Inspections to locate illegal rental apartments and bring them into compliance
- Purchased latest update to the International Code Council manual

PERFORMANCE MEASURES

Violation Type	Number of Violations	Compliances	Number of Fines	% of Total Violations
Grass/Weeds	65	60	3*	25.8%
Untagged Vehicles	12	10	0	8.9%
Trash/Rubbish	42	40	0	16.9%
Snow Removal	28	28	0	15.5%
Property Maintenance	77	63	3	30.5%
Condemnations	10	10	0	1.9%
Winter Waivers	1	0	0	0.5%
Totals	213	210	4	100.00%

*liens

GOALS

- Maintain rating as High Performing agency via Section 8 Management Assessment Program (SEMAP) ratings
- Maintain the number of unit months leased in order to continue to receive the current HUD Administrative funding
- Synchronize and integrate PHA activities with the City's Rental Housing License Program
- Continue to build a working relationship with other municipalities, homeowners' associations, the Carroll County Landlord association, and other businesses in the City of Westminster.
- Assist the Housing Choice Program with quality assurance inspections
- Continue integration of inspection activities with Rental Housing License Program
- Achieve 100% registration of rental units

BUDGET

Housing Services	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019		FY 2020
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Projected	Budget
FTE	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Salary	156,950	38,319	178,635	39,628	87,932	54,756	78,130	43,405	58,111	52,242	57,721
Benefits	58,294	42,128	49,989	34,647	48,777	39,847	49,874	33,922	45,487	44,699	46,334
Operating	60,500	6,338	40,000	5,535	39,500	3,397	13,713	3,723	8,550	4,300	8,800
Capital	-	-	-	-	-	-	-	-	-	-	-
Total	275,744	86,785	268,624	79,811	176,209	98,000	141,717	81,050	112,148	101,241	112,855

Housing Agency	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019		FY 2020
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Projected	Budget
FTE	4.0	4.0	4.0	4.0	4.0	4.0	3.0	3.0	3.0	3.0	3.0
Salary	136,015	131,357	144,697	133,063	149,354	165,996	148,623	138,247	150,162	142,835	159,959
Benefits	66,917	64,902	68,098	63,813	73,491	71,208	70,176	67,688	66,091	65,965	75,781
Operating	1,859,594	1,844,457	1,855,396	1,809,372	1,850,262	1,992,051	1,857,319	2,195,372	1,929,034	2,191,045	2,256,719
Capital	-	-	-	-	-	-	-	-	-	-	-
Total	2,062,526	2,040,716	2,068,191	2,006,248	2,073,107	2,229,255	2,076,118	2,401,307	2,145,287	2,399,845	2,492,459

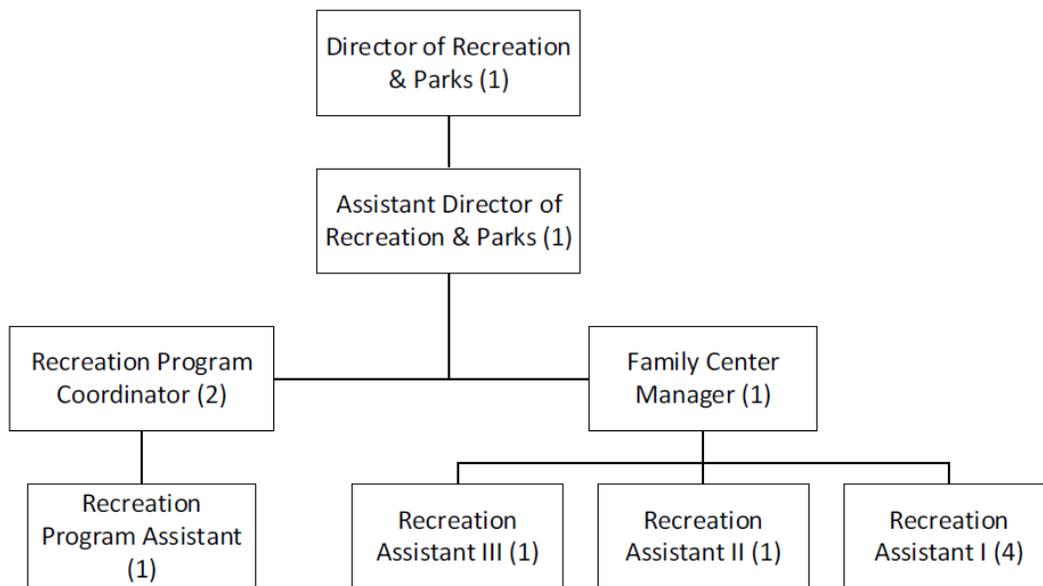
RECREATION AND PARKS

The 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 encourage 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.

With 14 parks totaling 50 square 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-aged 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 by encouraging members to adopt positive lifestyle choices by offering a full-service weight room, featuring circuit 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 residents the tools to maintain their health; the group fitness program offers more than 80 fun-filled classes weekly, including cardio, yoga, spinning, and Zumba.

POSITION SUMMARY SCHEDULE



Recreation & Parks	Grade	Authorized FY 2017	Authorized FY 2018	Authorized FY 2019	Authorized FY 2020
Director of Recreation and Parks	120	1.0	1.0	1.0	1.0
Assistant Director of Recreation of Parks	115	0.0	0.0	1.0	1.0
Program Coordinator	111	2.0	2.0	2.0	2.0
Administrative Coordinator	N/A	1.0	1.0	0.0	0.0
Family Center Manager	114	2.0	2.0	1.0	1.0
Recreation Assistant III	108	2.0	2.0	2.0	2.0

Recreation Assistant II	106	0.0	0.0	1.0	1.0
Recreation Assistant I	105	4.0	4.0	3.0	3.0

RECREATION AND PARKS SPECIAL EVENTS

Show Some Love Westminster

Show Some Love Westminster is a social media photo contest held during the month of February. Participants are encouraged to submit photos of things they love about Westminster. Submitted photos are then posted on the Recreation and Parks Facebook page for public voting. The winner receives a downtown restaurant prize package.

Celtic Canter 5K and Downtown Irish Celebration

The Celtic Canter 5K and Downtown Irish Celebration is a growing event boasting something for everyone. The celebration begins with bagpipes at the start line of the 5K, sending runners off on an historic journey through the heart of downtown Westminster and beyond. At the conclusion of the race, participants are invited downtown for a festive celebration that includes Irish-themed vendors, special deals at a multitude of participating businesses, Celtic music and entertainment on two stages, and children’s games and activities in City Park. Visitors can also board trolley transportation to tour around town and/or to participate in Westminster’s Celtic Canter Pub Crawl.

Community Garden Plots

The City of Westminster proudly provides two community garden areas: the east side community garden, located on Locust Street near East Middle School, and the west side community garden, located on Winters Street near Dutterer Family Park. Plots are available from April to October and are free to interested participants.

Corbit’s Charge Dance

In partnership with the Pipe Creek Civil War Round Table, participants are invited to step back in time for an evening of Civil War Era dancing, dance instruction, light refreshments, and fun. For experienced and beginner dancers, formal attire of any period is encouraged.

Egg Hunt

This traditional egg hunt for children ages one to eight is an annual event held at Westminster City Park. The egg hunt features over 15,000 treat-filled eggs and 200 special prize eggs. The Westminster 4-H Rabbit Club provides hands-on experience with rabbits. The Westminster City Police Department and the Carroll County Safe Kids program provide information and giveaways. Event participants also enjoy face painting, crafts, and games.

Twilight Egg Hunt

The Twilight Egg Hunt is for older children, ages nine to twelve, who are too old to participate in the traditional egg hunt, but still enjoy the excitement of hunting eggs. The Twilight Egg Hunt, held at King Park, begins at dusk. The first 100 participants receive a flashlight to help hunt for thousands of eggs.

Wine Stroll

A festival of wines featuring nearly 20 Maryland wineries. Held annually in downtown Westminster, participants enjoy live entertainment, food, vendors, and wine sampling.

Flower and Jazz Festival

The Westminster Flower and Jazz Festival, held the Saturday before Mother's Day, kicks off with a 5K race. Held in downtown Westminster, this street fair features local nurseries offering a variety of plants, flowers, and shrubs for purchase; food vendors serving a multitude of tasty treats; great entertainment on three stages; and, over 200 craft and retail vendors showcasing a variety of unique items.

Mother/Son & Daddy/Daughter Date Night

Parent/child date nights are designed for boys and girls in kindergarten through eighth grade. The evening includes dinner, dancing, games, door prizes, and a commemorative photo and gift. Mother/Son and Daddy/Daughter Date Nights are held annually at Martin's of Westminster.

BBQ Stroll

Westminster's BBQ Stroll creates an opportunity for participants to enjoy music and sample many varieties of barbecue while spending the afternoon out with family and friends. This popular event, held the second Saturday of June, features delicious barbecue recipes from a multitude of downtown restaurants.

Summer Camp

The City of Westminster's Summer Camp Program provides a safe and enjoyable environment for children in grades 1-8 to participate in a variety of activities, games, sports, crafts, and trips. The goal is to help children have fun while building social interaction and problem solving skills through positive peer interactions. Additionally, campers will increase their level of fitness in this high-energy outdoor camp environment.

Corbit's Charge Encampment & Reenactment

Each June, in partnership with the Pipe Creek Civil War Round Table, the battle of Corbit's Charge is commemorated with an encampment and reenactment held at Emerald Hill and City Park. This annual event creates an educational experience for visitors of all ages, with military demonstrations, Civil War arms and equipment, military drilling and skirmishing, children's games, and presentations from living historians and traditional artisans, such as blacksmiths and tinsmiths. Guided tours of Westminster detailing historic landmarks of the City and battle, as well as speakers and presentations from published authors relating to the Civil War period are also featured at the encampment.

Recreation and Parks Month

During the month of July, the City of Westminster celebrates Recreation and Parks Month. A nationwide movement supported through the National Recreation and Park Association, this event highlights the enduring importance of parks and recreation for the health and well-being of thriving communities like Westminster. The celebration is recognized with an activity every day of the month, highlighting one of Westminster's fine recreational facilities, parks, or open spaces.

Month of Sundays Concert Series

Each Sunday in July, a variety of great music is offered at Westminster City Park. Concerts are free and open to the public; concessions are available for purchase. The concert series is presented in joint cooperation with the City of Westminster Recreation Department and the Carroll County Department of Recreation and Parks.

Pooch Pool Party

After Labor Day, when the Westminster Municipal Pool closes to its usual clientele, a watery welcome is extended to a select group of patrons - dogs. The annual Pooch Pool Party is the final hurrah of the swimming season.

Westminster Fallfest

Fallfest is a four-day community event with fun for everyone. The Westminster Fallfest parade marches down Main Street, marking the official start of this popular event. The festival is comprised of rides, games, food,

entertainment, and an assortment of craft, commercial, and non-profit vendors. Hundreds of volunteers from local organizations and area schools help staff the event.

Oyster Stroll

This annual festival is far more than oysters, music, food, and fun for the community. It is also an event designed to raise awareness about Chesapeake Bay farmed-raised oysters, and how Westminster is working to restore wild oysters back into the Bay while creating new oyster reefs from recycled oyster shells and concrete reef balls.

Downtown Halloween Party

This event is a cooperative effort with downtown restaurants and retailers and the Westminster Public Library. Little ghouls and goblins come calling as businesses open their doors to trick-or-treaters. Parents and children alike can delight in a variety of crafts, activities, and a haunted house, all hosted by the Library.

Electric Holiday Parade

The Electric Holiday Parade, known as “Miracle on Main Street,” is held the Saturday after Thanksgiving. Starting at Monroe Street, this magical parade featuring lighted floats progresses down Pennsylvania Avenue to Main Street and ends on Longwell Avenue. Many local businesses participate in the parade, along with a variety of groups, bands, and vehicles.

Tree Lighting

Ring in the holiday season, and listen to the seasonal sounds of the Westminster Municipal Band and sing carols in historic Downtown Westminster while you eagerly await the arrival of Santa. At the conclusion of the tree lighting, visitors are encouraged to gather across the street at the Westminster Public Library for Santa’s Treat, a special event just for children.

Santa’s Treat

Santa’s Treat is a free children’s event held in the Westminster Public Library following the electric holiday parade and the tree lighting ceremony. This festive event hosts over 300 children. Activities include crafts, games, entertainment, and refreshments.

Saturdays with Santa & Horse-Drawn Carriage Rides

Saturdays in December, children and their families have the opportunity to visit with Santa at his house in front of the Westminster Public Library. After a visit with Santa, families can then embark on a free horse-drawn carriage ride through historic downtown.

ACCOMPLISHMENTS

- Achieved social media marketing milestone of 6,000 Facebook likes during FY 2019, compared to 5,000 likes during FY 2018
- Identified and employed online ticketing and box office due to unparalleled Stroll success during FY 2018 and continued success during FY 2019
- Developed and launched a new volunteer incentive program in an effort to build a volunteer base of reliable individuals to help with special events
- Developed a Backyard BBQ Contest as an additional attraction to the Beer & BBQ Stroll
- Applied a consistent pricing structure to all three Stroll events

PERFORMANCE MEASURES

	FY 2017	FY 2018	FY 2019	FY 2020 (Projected)
Park, field, and facility rentals	112	120	240	250
Pool memberships (individually counted)	1,496	1,537	2,200	1,800
Swim team members	117	133	150	140
Swim lesson participants	122	115	100	115
Summer Camp enrollments	750	880	950	868
Total Family Fitness Center members	1,600	1,500	1,525	1,600
Number of Fitness Center check-ins	45,050	49,466	51,636	52,000
Group fitness class attendance	17,056	30,000	31,000	32,000
Gym rental hours	605	678	570	650
Number of facility rental patrons	7,012	8,000	8,100	8,500
Approximate yearly traffic (Fitness Center)	56,781	65,000	60,000	65,000
Volunteer hours	816	1,360	2,042	2,370
Celtic Canter & Irish Celebration attendees	3,000	4,000	4,000	4,500
Parent Date Night participants	569	575	600	600
Egg Hunt participants	2,000	2,500	2,500	3,000
Wine Stroll attendees	1,000	4,000	7,000	9,000
Flower and Jazz Festival attendees	6,000	7,000	7,000	7,500
Flower and Jazz 5K participants	253	200	350	450
Pooch Pool Party	89	110	110	120
BBQ Stroll attendees	2,500	4,500	5,000	6,000
Oyster Stroll attendees	3,000	5,000	5,000	7,000
Downtown Halloween Party & Parade attendees	5,000	5,500	2,000	6,000
Electric Holiday Parade attendees	7,000	8,000	0*	9,000
Santa's Treat	350	400	50*	450
Tree Lighting Ceremony attendees	1,000	1,000	0*	1,000
Visits with Santa/Horse Drawn Carriage Rides	1,200	2,000	700*	2,000
Month of Sundays Summer Concert Series attendees	7,000	12,000	6,000*	12,000
Westminster Fallfest attendees	35,000	40,000	40,000	40,000
Recreation & Parks Month event participants	1,500	3,000	3,000	6,000

GOALS

- Identify and determine innovative strategies to re-purpose parks and facilities to continue to meet the needs of the community

- Complete a facility audit for the Westminster Municipal Pool and utilize the findings to create a capital investment plan for future facility improvements
 - Develop a master plan and phased development strategy for the former Wakefield Valley golf course property
 - Secure funding to evaluate Jaycee Park and Whispering Meadows Park for the potential development of a sports complex, including the installation of turf fields and adequate parking
 - Assess under-utilized parks and open spaces and, if appropriate, investigate innovative design and re-development strategies
 - Secure funding for the development and installation of an outdoor fitness trail on the property located at Center Street and Gorsuch Road
- Identify opportunities for development and construction of multi-use trails and mobility plans to link parks and neighborhoods together
 - Investigate the installation of a bike lane along Tahoma Road linking the Wakefield Valley Walking Trail to the former Wakefield Valley golf course property
 - Investigate the implementation of non-resident fees for certain programs and services
 - Continue to strive for greater cost recovery, specifically relating to Family Fitness Center operations
 - Produce high-quality special events to meet the growing expectations of attendees while containing costs
 - Implement the use of performance measurement data for all programs within the department
 - Seek additional funding opportunities through sponsorships and grants
 - Provide a wide variety of diverse opportunities for volunteers to assist in the provision of services
 - Continue to advertise volunteer incentive program to increase awareness of volunteer opportunities and incentivize greater volunteer engagement
 - Identify and implement an online volunteer sign up and tracking platform to help build and efficiently manage volunteers
 - Maintain all facilities to their highest levels to ensure customer satisfaction
 - Continue efforts to decrease outstanding summer camp balances through staff training and stringent enforcement of payment policies
 - Increase the number of facility rentals by ten percent through increased marketing and by providing attractive, affordable, and well-maintained community facilities
 - Support a well-trained staff that provides the public with the best possible customer service and user experience

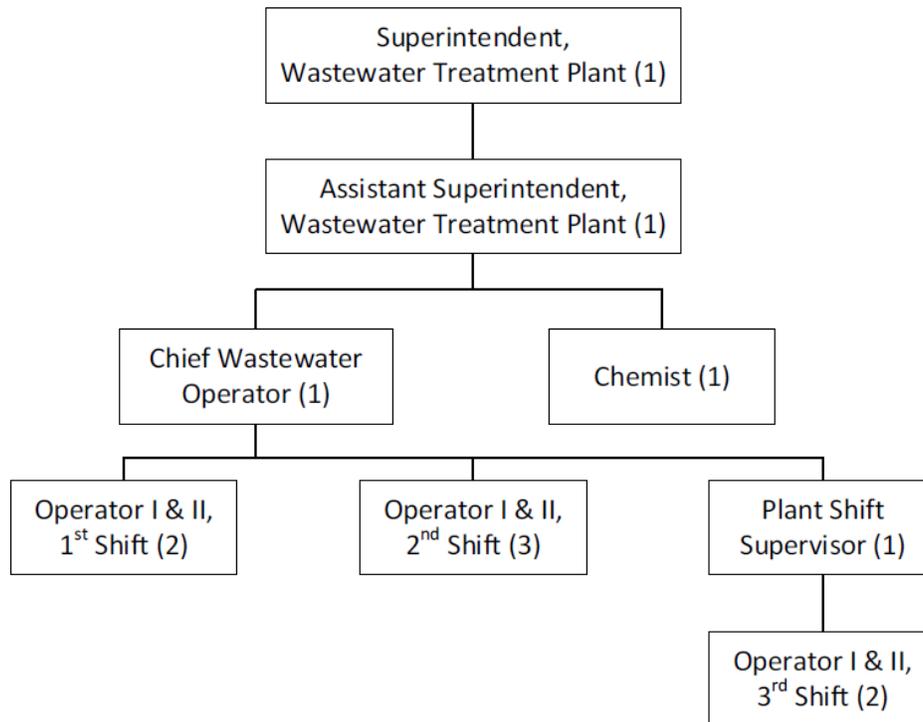
BUDGET

	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019		FY 2020
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Projected	Budget
FTE	11.0	11.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0
Salary	566,399	521,975	674,847	571,718	615,965	603,820	684,207	682,500	742,516	835,326	727,050
Benefits	250,847	232,902	285,465	237,172	269,621	228,750	256,466	246,887	265,197	268,560	270,716
Operating	184,875	191,678	236,558	218,943	263,933	237,625	330,841	321,990	394,316	490,996	433,450
Capital	-	-	-	-	-	-	25,678	21,627	-	-	-
Total	1,002,121	946,554	1,196,870	1,027,833	1,149,519	1,070,195	1,297,192	1,273,005	1,402,029	1,594,881	1,431,216

SEWER DEPARTMENT

The Sewer Department is responsible for the operation and maintenance of an advanced-level treatment system utilizing Biological Nutrient Removal technology. The plant is designed for 5 million gallons per day (MGD), 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 2017	Authorized FY 2018	Authorized FY 2019	Authorized FY 2020
Superintendent	116	1.0	1.0	1.0	1.0
Assistant Superintendent	115	1.0	1.0	1.0	1.0
Chief Operator	114	1.0	1.0	1.0	1.0
Chemist	114	1.0	1.0	1.0	1.0
Shift Supervisor	112	2.0	0.0	1.0	2.0
Operator II	110	4.0	5.0	4.0	5.0
Operator I	108	3.0	4.0	3.0	3.0

ACCOMPLISHMENTS

Maintenance

- Replaced the 4-inch engine-driven emergency pump with a new unit
- Replaced the communications network between PLCs 1, 2, and 3
- Replaced the septage facility odor control air compressor
- Cleaned and removed 60 tons of grit from the septage facility tanks
- Replaced return sludge pump #2 variable frequency drive
- Performed routine maintenance on treatment plant equipment
- Replaced the skimmer on clarifier #1

Professional Development

- Tested, fit, and trained operators for respirators and received DOT physicals
- Participated in Maryland Center for Environmental training seminars
- Active on the Safety and Health Care Committees
- Attended CPR, First Aid, and AED training
- Conducted plant safety meetings
- Attended the Water Environment Technical Conference and Exhibition for technical training and to investigate new technologies
- Trained staff on stormwater and pollution prevention
- Trained staff on electrical safety and Lock-Out/Tag-Out procedures
- Hired two new, non-certified operators

Analysis

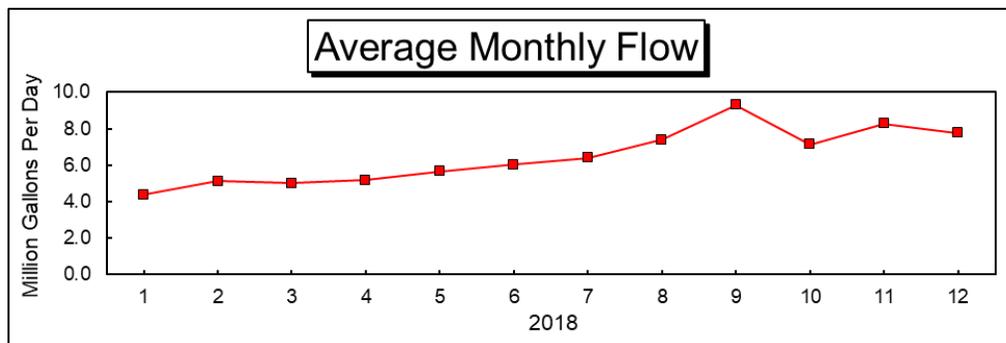
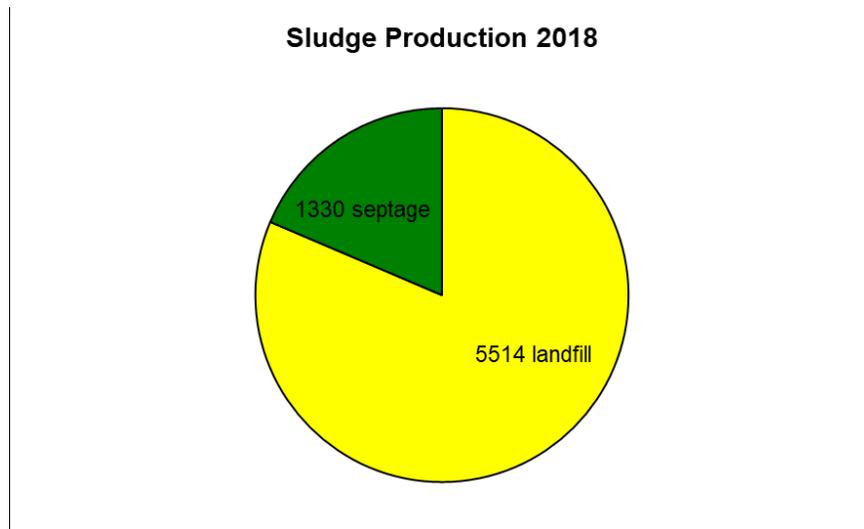
- Conducted quarterly and bi-annual raw wastewater analysis on selected industrial sewer customers and provided the Finance Department with billing information for sewer surcharges
- Conducted nutrient analysis
- Collected and recorded quarterly stormwater sampling
- Scheduled annual Biological Monitoring and Toxic Chemical analysis on the treatment plant effluent

Plant Operations

- Performed inspections of industrial sewer customer discharges and issued two non-compliance letters and penalties
- Issued an industrial discharge permit to Fairlawn Tool
- Worked with the Technology Department to remove SCADA computer Internet connection for increased security

PERFORMANCE MEASURES

	2017	2018	2019	2020 (Projected)
Wastewater analysis conducted	35,000	35,000	35,000	35,000
Average daily flow (MGD)	4.8	4.8	4.8	5.0
Annual sludge production (wet tons)	5,434	5,761	5,187	5,800
Annual septage received (MG)	16.92	18.4	15.7	19



GOALS

- Refine the wastewater treatment plant processes to ensure efficiency and effectiveness
- Continue work on the ENR Project to enable the current facility to operate at the limits of technology in terms of nitrogen and phosphorus removal
- Continue Inflow and Infiltration (I & I) study to determine specific areas with high I & I

BUDGET

	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019		FY 2020
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Projected	Budget
FTE	13.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0	12.0
Salary	625,692	576,787	628,039	558,821	621,355	606,520	639,351	594,775	617,141	612,931	701,294
Benefits	321,647	282,529	298,532	252,008	279,886	314,063	308,403	300,565	322,499	367,478	366,704
Operating	2,025,200	1,324,767	1,800,200	1,259,768	1,777,700	1,212,886	1,505,022	1,320,843	1,429,500	1,591,594	1,799,000
Capital	24,901,613	1,155,312	27,470,765	638,411	28,457,001	1,098,167	31,725,787	1,398,458	26,348,972	8,011,489	28,821,493
Total	27,874,152	3,339,395	30,197,536	2,709,007	31,135,942	3,231,637	34,178,563	3,614,641	28,718,112	10,583,492	31,688,491

UTILITY MAINTENANCE

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

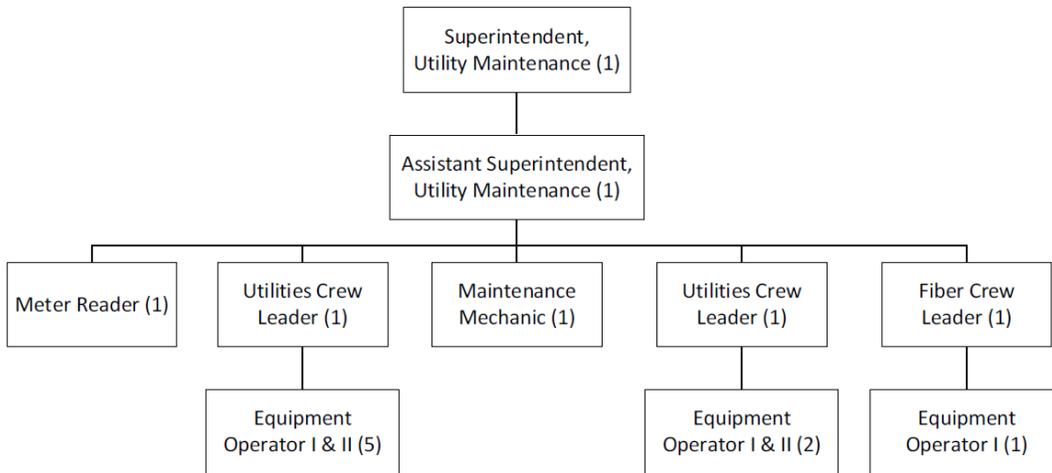
The sewer collection system is comprised of over 159 miles of sewers, ranging in size from 6" to 48" pipes. The system contains 11 sewer pump stations and over 2,300 manholes. Maintenance duties include video inspection of sewer mains and appurtenances; flushing, cleaning, and repair of sewer mains and manholes; and, cleaning and repair of house service/lateral line connections.

The water distribution system has over 119 miles of water lines, ranging in size from ¾" to 24" pipes. The system also contains over 450 fire hydrants, 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 water meters; and, repair, installation, and maintenance of fire hydrants. The department also maintains a 122 million-gallon reservoir and two concrete dams.

The Westminster Fiber Network is made up of 116 miles of 288- and 144-strand fiber located in both underground conduit and on overhead utility poles. The Utility Maintenance Department is responsible for installation of new laterals as needed and repair of minor fiber breaks.



POSITION SUMMARY SCHEDULE



	Grade	Authorized FY 2017	Authorized FY 2018	Authorized FY 2019	Authorized FY 2020
Superintendent	116	1.0	1.0	1.0	1.0
Assistant Superintendent	115	1.0	1.0	1.0	1.0
Crew Leader	112	2.0	2.0	2.0	2.0
Mechanic	110	1.0	1.0	1.0	1.0
Meter Reader	109	1.0	1.0	1.0	1.0
Equipment Operator II	110	7.0	7.0	7.0	7.0
Equipment Operator I	108	0.0	0.0	2.0	2.0

ACCOMPLISHMENTS

WATER

- Completed preventive maintenance work orders
- Restored lower dam (Cranberry system)
- Rebuilt control valve on Tahoma Farm Road
- Rebuilt the altitude valve for the College tank

SEWER

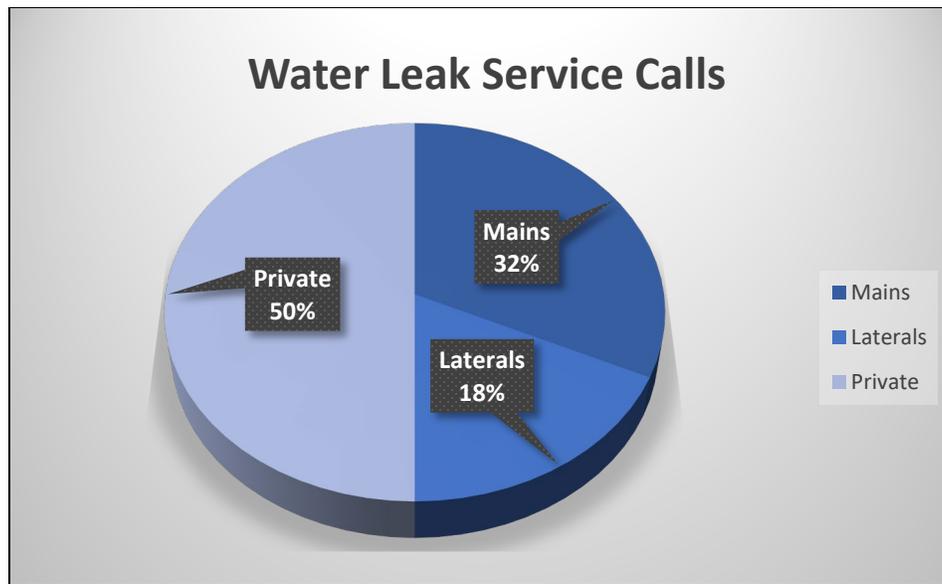
- Completed preventive maintenance work orders
- Installed Omnisite used for alarms at station #3 and #4
- Replaced bubbler air pumps and lines at all 11 stations
- Rebuilt the diesel generator at station #14
- Installed piping for the emergency pump at stations #14 and #15
- Replaced pump at the high zone booster station
- Coordinated with contractor to complete I & I repairs

FIBER

- Installed 14 house drops
- Purchased fiber equipment (directional drill, vibratory plow, bucket van, and splicing equipment)
- Completed training

PERFORMANCE MEASURES

	CY 2017	CY 2018	CY 2019
Feet of sewer main cleaned/flushed	89,682	64,495	70,000
Feet of sewer main televised		40,774	60,000
Sewer laterals excavated and repaired	3	4	3
New sewer service installations	1	2	1
Sewer lateral service calls	60	46	50
Private and miscellaneous service call responses	55	44	50
Sewer main repairs	10	2	10
Work orders completed	2,136	2,136	2,136
Water meter readings	40,952	40,952	40,000
Miss utility tickets completed	9,252	9,320	9,000
High water bill inspections	220	178	150
New water service installations	2	3	3
Water services renewed	7	2	5
Water meter/meter top replacements	210	210	100
Hours of leak detection conducted	832	832	832
Number of fire hydrants repaired and serviced	161	241	75
Main leak responses	16	20	10
House service leak responses	9	6	5
Private house service leak responses	25	18	20



GOALS

- Replace the liner and cover on the clear reservoir
- Replace pumps at the high zone tank booster station
- Replace 2" water main feeding the City Park playground
- Replace 2" water main feeding Longview Avenue
- Replace 12" water main feeding Penguin Random House
- Suction and discharge piping at pump stations #6 and #13
- Replace generator at station #5
- Rebuild pumps at station #15
- Upgrade all Omni sites to 4
- Conduct flow monitoring and televising of the collection system to locate infiltration into the system
- Begin manhole restoration with recently purchased grout equipment
- Attend fiber splicing classes

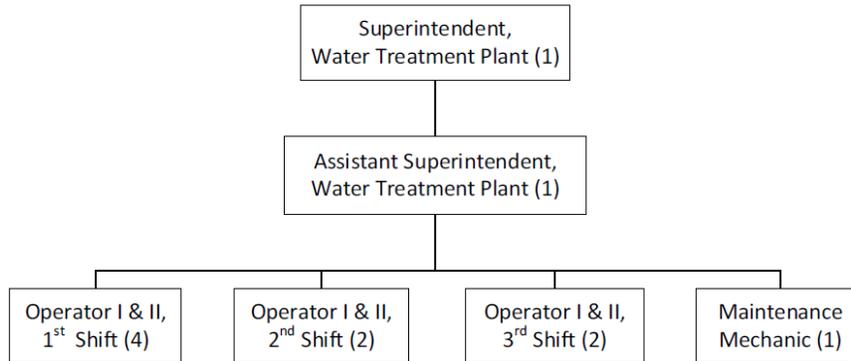
BUDGET

	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019		FY 2020
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Projected	Budget
FTE	13	13	13	13	13	13	13	13	13	13	15
Salary	688,020	622,530	706,860	659,864	723,616	678,431	743,674	687,090	783,561	783,560	790,172
Benefits	338,698	318,603	364,610	310,971	339,044	358,163	382,642	357,015	389,647	386,415	375,231
Operating	558,329	516,106	595,800	454,308	593,400	492,948	585,890	498,091	619,554	695,880	630,950
Capital	-	-	-	-	-	-	-	-	-	-	-
Total	1,585,047	1,457,239	1,667,270	1,425,144	1,656,060	1,529,542	1,712,206	1,542,197	1,792,762	1,865,855	1,796,353

WATER DEPARTMENT

The Water 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. 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.

POSITION SUMMARY SCHEDULE



	Grade	Authorized FY 2017	Authorized FY 2018	Authorized FY 2019	Authorized FY 2020
Superintendent	116	1.0	1.0	1.0	1.0
Assistant Superintendent	115	1.0	1.0	1.0	1.0
Mechanic	110	1.0	1.0	1.0	1.0
Operator II	110	7.0	8.0	8.0	8.0
Operator I	108	0.0	0.0	0.0	0.0

ACCOMPLISHMENTS

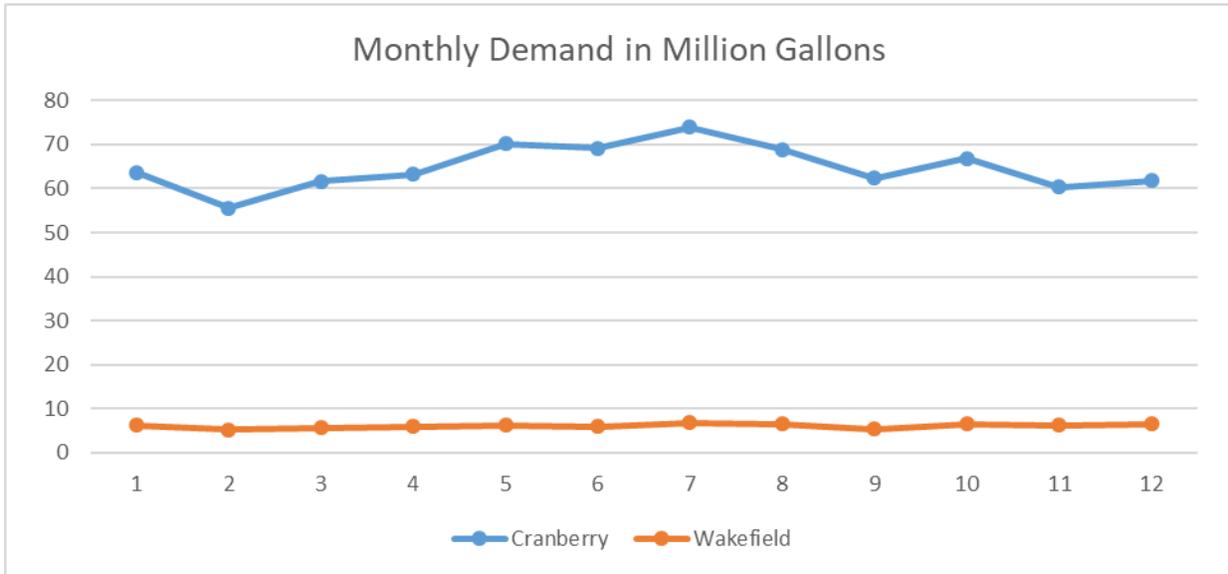
- Successfully completed Long Term 2 Enhanced Surface Water Treatment Rule Compliance Sampling for Cranberry and Wakefield Systems
- Began Unregulated Contaminant Monitoring Rule 4 sampling for the Cranberry System
- Completed Phase II of the Gesell Property Well Treatment facility
- Successfully completed Lead and Copper Rule Sampling for the Cranberry and Wakefield Systems

PERFORMANCE MEASURES

	2017	2018	2019	2020 (Projected)
Millions of gallons delivered to Cranberry System	791	760	798	840
Millions of gallons delivered to Wakefield System	71	71	75	79
Number of incidents/interruptions	0	0	0	0
Quality control tests conducted	21,900	21,900	21,900	21,900

GOALS

- Design taste and odor compound reduction system for the Cranberry Water Plant
- Design and construct the Little Pipe Creek Raw Water pump station
- Refine treatment processes to further improve the quality of the finished water provided to customers
- Rehabilitate Well 5 piping and flow devices
- Rehabilitate Well 6 piping and control system



BUDGET

	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019		FY 2020
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Projected	Budget
FTE	9.0	9.0	10.0	10.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0
Salary	477,657	466,469	498,249	513,175	571,254	546,698	584,531	524,915	621,559	552,868	583,742
Benefits	245,585	233,882	245,582	234,638	253,188	254,612	246,071	250,645	280,575	277,428	256,045
Operating	896,850	751,286	891,850	740,801	941,500	716,135	916,522	774,417	834,000	804,711	884,000
Capital	4,418,569	2,217,825	3,757,700	1,705,335	4,038,688	1,898,103	3,394,715	1,706,357	2,083,050	1,825,650	1,853,650
Total	6,038,661	3,669,462	5,393,381	3,193,949	5,804,630	3,415,548	5,141,839	3,256,333	3,819,184	3,460,657	3,577,437

FIBER DEPARTMENT

The Fiber Fund is an enterprise operation that accounts for all financial transactions related to the construction and operation of the Westminster Fiber Network (WFN).

ACCOMPLISHMENTS

- Completed construction of all four phases of the WFN and made available for customer sign up
- Completed engineering of the WFN for entire Stonegate development
- Built first WFN phase for Stonegate development, which is currently operational
- Secured all required pole leases and completed Sullivan Road backbone loop construction
- Established an in-house WFN maintenance team
- Finalized agreement with Parr's Ridge and built operational infrastructure within development
- Finalized refinancing of Fiber Fund debt and secured a fixed rate debt instrument

GOALS

- Support marketing efforts of the City's network operator to increase take/subscriber rates, thereby minimizing required General Fund subsidy of the Fiber Fund

BUDGET

	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019		FY 2020
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Projected	Budget
FTE	-	-	-	-	-	-	1	-	2	-	2
Salary	20,250	4,760	30,000	2,920	54,530	-	50,000	-	66,835	45,937	115,530
Benefits	40,000	364	30,000	223	30,000	0	35,501	6,098	35,683	24,557	39,514
Operating	301,372	64,733	294,800	130,608	435,200	135,365	165,553	101,572	130,250	123,495	137,500
Capital	7,272,723	1,574,251	5,180,000	1,043,721	9,106,666	6,264,280	7,181,000	241,456	7,848,196	6,020,000	893,191
Total	7,634,345	1,644,108	5,534,800	1,177,472	9,626,396	6,399,645	7,432,054	349,127	8,080,964	6,213,990	1,185,735

Appendix A – Financial Policies

GENERAL

1. The City of Westminster's various departments will carry out the Mayor and Common Council's goals, objectives, and policies through a service delivery system financed through the Operating and Capital Budgets.
2. The City will take 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 doing so will increase efficiency of service delivery or recover the cost of providing the service from the benefiting entity by charging 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 levels.
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. The City's 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 by the Mayor to the Common Council 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 Mayor and 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 Mayor and Common Council for adoption will be balanced in that projected expenditures shall be equal to projected revenues and applied fund balances.
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. 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 periodically review fees/charges.

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. The 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 partnership 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.

CAPITAL IMPROVEMENT PLAN (CIP) POLICIES

1. The City will develop a multi-year plan for capital improvements, which will include for each project a description, cost, funding source, and impact on operating project. The plan will be updated annually. All capital improvements will be made in accordance with the plan and applicable 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, or part of an adopted maintenance/replacement schedule, minimize operating costs, and be 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. Capital projects are designated as funded or unfunded depending on whether or not the forecasted operating budget can support or fund the project.
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:
 - Have an estimated useful life of 5 or more years;
 - Are not intended for sale in the ordinary course of operations; and,
 - 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 Mayor and Common 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 of the Mayor and Common Council requires an independent audit to be performed annually. This audit is available for City residents to view on the City 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 \$25,000 are approved by the Mayor, City Administrator, or Department Head.
 - Purchases above \$25,000 are approved by the Mayor and 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 Mayor and 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 and 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 Mayor and 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 City.

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 and the legal limits set by the State of Maryland as set forth in §19-308 of the Annotated Code of the State of Maryland and the Charter of the Westminster as set forth in §13, §13.1, §29, and §42 (<https://ecode360.com/12119283>).

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 Common 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.

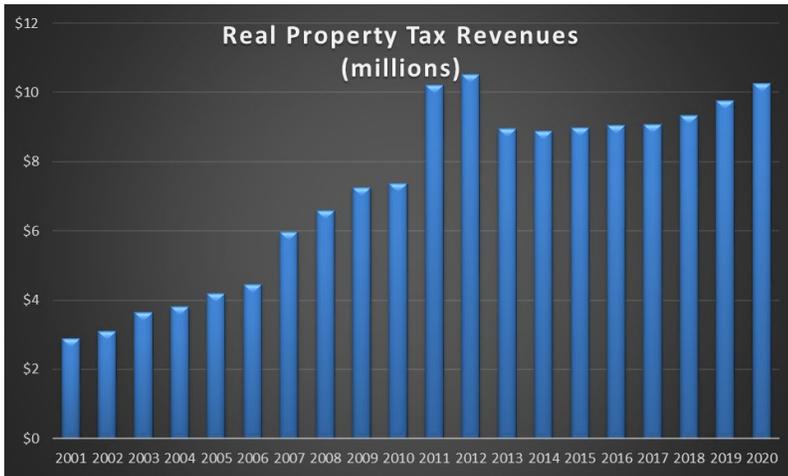
TAXES – REAL PROPERTY

All property is generally divided into the following categories:

- (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:

- (1) Land that is actively devoted to farm or agricultural use; marshland;
- (2) Marshland;
- (3) Woodland;
- (4) Land owned by a country club;
- (5) Land used for a planned development;
- (6) Rezoned real property that is used for residential purposes;
- (7) Operating real property of a railroad;
- (8) Operating real property of a public utility;
- (9) Conservation property; and,
- (10) All other real property.



Real property taxes are assessment based with a FY 2020 rate of \$0.56 per \$100 of assessed value for the City. The Maryland Department of Assessments and Taxation determines assessments every three years. The City’s overall assessment decreased by 17% in FY 2013. Combined with a \$0.01 reduction in the tax rate in FY 2013, real property tax revenue decreased 20% in FY 2013. Tax revenue held steady in FY 2014 and FY 2015. The FY 2016 reassessment resulted in a 3% increase, which is distributed 1% a year for three consecutive years. The FY 2020 budget assumes a 3% increase in real property tax revenue due to increasing assessments and new construction.

increase in real property tax revenue due to increasing assessments and new construction.

BUSINESS PERSONAL PROPERTY TAXES

Maryland’s tax on business-owned personal property is imposed and collected by its 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 first year in business.

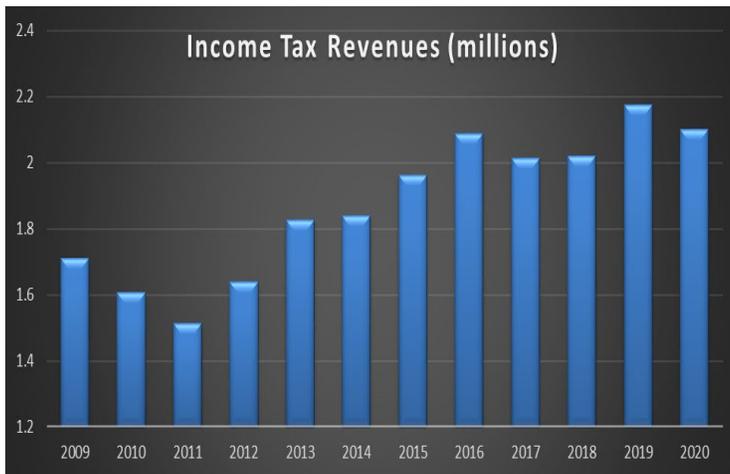
The tax rate on real property of \$0.56/\$100, the personal property rate of \$1.10/\$100, and the utility operating property rate of \$1.40/\$100 of assessed value remain the same for FY 2020.

INCOME TAXES

The State 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 or 0.37% of the state taxable income of municipal or taxing district residents to the respective governments.

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.



The State Comptroller pays quarterly each municipality and special taxing district its share of the local income tax. 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.

ADMISSIONS & AMUSEMENTS TAX

Municipalities may levy a tax on the gross receipts of a wide variety of entertainment and amusement activities that 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; and,
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 patrons.

The Comptroller has divided the activities into 24 categories such as 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%, and 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 6%, this means that the local admissions and amusement tax may not exceed 4% on such activities as the rental of boats, golf carts, horses, skates, and skis, or the sale of refreshments and merchandise where there is live entertainment.

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 \$200,000 annually.

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

HIGHWAY USERS REVENUES

On or before December 31 of each year, each municipality must complete a form officially requesting its share of Highway User Revenues (HUR). 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. In addition, prior to September 30 of each year,

municipalities must complete and return a form that states on what projects HUR money was spent in the prior fiscal year.

HUR 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.



From FY 2010 to FY 2013, the State cut HUR significantly in order to fund its own transportation projects. The State re-instated local shares of HUR in FY 2019 for FY 2020, and expected revenue is \$782,679.

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 use permits, building permits, and cable television franchise fees.

GRANTS FROM FEDERAL GOVERNMENT

The City's Public Housing Agency receives approximately \$2,000,000 each year in housing assistance and administrative funding from the US Department of Housing and Urban Development.

STATE AID FOR POLICE PROTECTION

The state allocates funds to county areas 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. Baltimore City receives \$0.50 per capita.

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 \$1,950 per full-time sworn police officer based on the number of police officers employed in the immediately preceding fiscal year.

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

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.

PROGRAM OPEN SPACE

Program Open Space (POS) is a nationally recognized program with two components: a local grant component, often called Local 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 its natural resources while providing exceptional outdoor recreation opportunities for its citizens.

GENERAL FEES

Special Capital Benefit Assessment

§133 of the Code of the City of Westminster defines and addresses Special Capital Benefit Assessments. For reference, §133-1, §133-3, §134-4, and §135-6 are reproduced here. For more information, see the Westminster City Code (www.westminstermd.gov).

§133-1 Findings, intent and authority.

- A. New development and growth in the City can add to and help maintain the quality of life in the City under a balanced growth management program.
- B. New development and growth require the provision of increased public facilities, including additional or expanded public works, improvements and equipment adequate to serve said new growth.
- C. The City, in exercise of its governmental functions, must assure the availability of additional or expanded public works, improvements, facilities and equipment and desires to do so without undue hardship on the existing fiscal budget.
- D. The City has determined that new residential, commercial, industrial and related development should assume a fair share of the capital costs of providing additional or expanded public works, improvements, facilities and equipment.
- E. The City finds that requiring new development to pay its proportionate fair share of the costs of providing additional or expanded public works, improvements, facilities and equipment necessary due to new development promotes the health, safety and general welfare of the City's residents.
- F. The City finds that the establishment of a special capital benefit assessment and resulting fees is an equitable and appropriate method to help provide for additional or expanded public works, improvements, facilities and equipment necessary due to new development.
- G. The City finds that the establishment of a special capital benefit assessment will ensure and coordinate the provision of adequate public works, improvements, facilities and equipment with new developments so that the public health, safety and welfare are enhanced, congestion is lessened, accessibility and use is improved and economic development is promoted.
- H. The City finds that the establishment of a special capital benefit assessment promotes the purposes of the City's Comprehensive Plan adopted March 25, 1985, its capital improvements budget and the master plan of highways and promotes consistency between adopted plans and zoning, subdivision and building regulations.
- I. Article XI-E of the Maryland Constitution, Article 23A of the Annotated Code of Maryland and the City's Charter authorize the City to enact ordinances for the protection and promotion of public safety, health, morals and welfare, including but not limited to matters relating to planning and zoning.

§133-3 Schedule of special capital benefit assessment charges.

- 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 provided in the General Fee Ordinance.
- 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 as provided in the General Fee Ordinance. However, in no event shall the cumulative assessments for said alterations exceed 75% of the assessment for new construction.
- 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 General Fee Ordinance. 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 General Fee Ordinance. 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 schedule entitled "Dwellings and Dwelling Units" in the General Fee Ordinance or, in the event of construction of dormitories, the schedule entitled "Schools and Colleges, Including Dormitories" in the General Fee Ordinance shall be applicable.
- E. In an instance in which a continuing-care facility licensed by the State Department of Aging provides three levels of care for individuals 60 years of age or older, independent living, assisted living, and comprehensive care as those terms are defined by Maryland law, and also owns and maintains substantial on-site infrastructure, there shall be imposed a special benefit assessment in the following amounts. For independent-living units (single-family dwelling units or apartments or multifamily units) there shall be imposed a special benefit assessment in the amount of 65% of the amount of assessment set forth for said uses in the General Fee Ordinance. For assisted-living units and/or comprehensive-care units the amount of assessment shall be the same as set forth in the General Fee Ordinance for hospitals, care homes and nursing homes.
- F. In situations where no specified category is provided for in this section, the Director of Planning shall determine the applicable special capital benefit assessment to be charged, but in no case shall such charges exceed those existing in Subsection A of this section.
- G. The Director of Planning may waive or modify special benefit assessments for the construction or rehabilitation of lower-income housing units as authorized under § 21-101 of Article 24 of the Annotated Code of Maryland.

§133-4 Payment of fees.

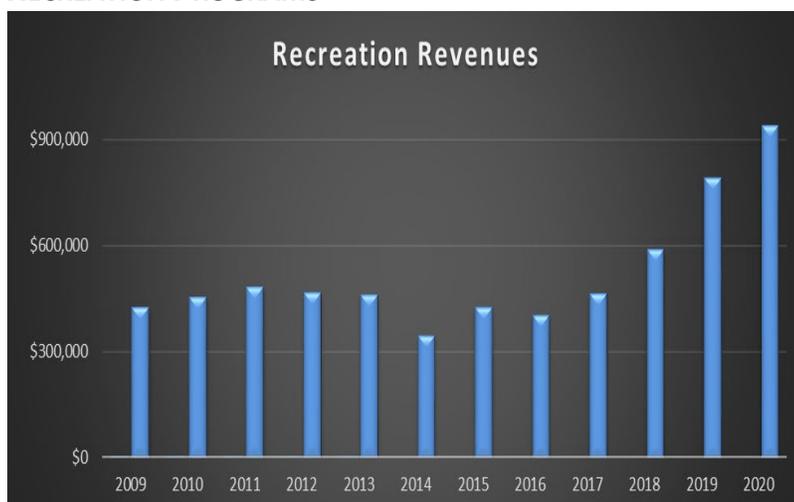
- A. The special capital benefit assessment shall be paid by the owner to the City, prior to the issuance of a building permit, for any improvement to real property or substantial change of use in accordance with the schedule set forth in § 133-3. The amount of the special capital benefit assessment shall be set as of the date of application for the building permit. A building permit shall not be issued until any applicable special capital benefit assessment fee has been paid.
- B. For commercial and industrial structures, the special capital benefit assessment shall be paid for the initial building permit for the primary structure. Subsequent building permits for tenant improvements shall not be subject to the special capital benefit assessment unless the land use type for which the tenant improvement permit is sought is subject to a higher special capital benefit assessment than the land use type indicated when the initial permit was obtained. Any tenant improvement subject to a higher special capital benefit assessment shall pay only the difference between the higher amount and the amount for the original use.

- C. Special capital benefit assessment fees are a lien against the real property and shall be levied, collected and enforced in the same manner as are city real property taxes and shall have the same priority and bear the same interest and penalties as city real property taxes for lien purposes.
- D. The special capital benefit assessment schedule of fees set forth in § 133-3 may be modified by the Mayor and Common Council from time to time as required to meet the purposes of this chapter. The Mayor and Common Council may review the schedule of fees contemporaneous with the approval of the six-year program for capital improvements and the capital budget provided for in Chapter 20 of the Code.
- E. The special capital benefit assessment fees imposed by this chapter are separate from and in addition to any other fees which may be imposed by any federal, state or county governmental agency.

§133-6 Use of Funds.

- A. The Mayor and Common Council for the City of Westminster shall have the sole power to appropriate funds from the special capital benefit assessment account created in accordance with § 133-5 hereof.
- B. All special capital benefit assessment fees collected under this chapter shall be used solely for financing, in whole or in part, the capital costs of additional or expanded public works improvements, facilities and equipment required to accommodate and/or benefit growth, construction or development, with the purpose that new growth, construction and development pay a proportionate fair share of the costs and expenses. Such fees may be used for funding capital improvements for the City's six-year program approved by the Mayor and Common Council pursuant to § 20-2 of the Code.
- C. Special capital benefit assessment funds collected under this chapter shall not be utilized for water and/or sewer projects of any type.
- D. Special capital benefit assessment fees collected under this chapter shall not be used for replacement, maintenance or operating expenses.
- E. Nothing in this chapter shall release, relieve or in any way decrease a developer's obligation for assuming sole responsibility for financing the construction of all on-site and off-site improvements that are determined by the City to be directly attributable to the development and are required by the City or other applicable governmental authority to be constructed in accordance with approved plans, public works agreements and related documents.
- F. Nothing in this chapter shall release, relieve or in any way decrease a developer's obligation to the City for full payment of any and all other required fees and assessments, mandatory conveyances of land, execution of documents and for meeting any and all other requirements that are specified in the Code.
- G. Nothing in this chapter shall preclude the use of funds by the City from other sources to supplement or augment any special capital benefit assessment fees collected under this chapter.

RECREATION PROGRAMS



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

The Recreation and Parks Director attributes the sharp increase in revenue to additional of weeks to summer camp, increased pool memberships, price increases, and new special events.

SEWER AND WATER FUND REVENUES

RATE MODEL FOR FY 2019-2023

The City's rates for the Water Fund and the Sewer Fund were evaluated in FY 2018. The following guiding principles were used to develop the updated rates.

- The City's Water and Sewer Funds must be financially self-supporting. It is assumed that the costs of operating and maintaining the water and sewer systems must be supported by the water and sewer fees and charges collected from customers with no support from other City funds. If at any time other City resources must be used to support the water or sewer system, repayment shall be made in an appropriate amount of time.
- The City should maintain reserves to provide for contingencies and unplanned expenses and to ensure that sufficient funds are generated each fiscal year to allow for appropriate system replacement.
- Water and sewer rates and charges shall be kept as low as possible over time. It is possible to keep rates low for a period of time by not investing sufficiently in the maintenance of the water and sewer systems, but eventually the systems will deteriorate and require substantial investments leading to the need for significant and immediate rate increases. The assumption that the City will continually reinvest in the water and sewer systems to replace assets as they reach the end of their useful lives is built into the analysis and allows for timely and predictable rate increases.

The City currently provides water and sewer service to over 10,000 customers. The City provides service both within its jurisdiction (Inside City) and to customers outside the City limits (Outside City). Because the City charges different rates to these two groups of customers, it is important to document their number and water usage separately.

Meter Size (inches)	Inside City		Outside City		
	Water	Sewer	Water	Sewer	Reclaimed
5/8	269	269	63	61	-
3/4	5,873	5,874	3,609	3,358	-
1	138	136	71	69	-
1 1/2	113	111	57	55	-
2	117	113	50	44	-
3	18	18	10	10	-
4	1	-	5	5	-
6	-	-	-	-	1
8	2	2	-	-	-
Total Customers	6,531	6,523	3,865	3,602	1

After careful consideration of the operating costs, capital costs, planned capital costs and associated debt, and consumption, new revenue requirements were developed and the following findings were determined:

- Revenue collected at FY 2018 water rates is insufficient to cover the water revenue requirements in any year from FY 2019 to FY 2023.
- Revenue collected at FY 2018 sewer rates is insufficient to cover the sewer revenue requirements in any year from FY 2020 to FY 2023.

- The City's current rate structure does properly differentiate between Inside and outside City rates.

The following rates were recommended by the consultant and adopted by the Mayor and Common Council in conjunction with the ordinance adopting the FY 2019 budget. The rate structure remains consistent; however, rates were increased by customer class as opposed to across-the-board.

Water, Sewer, Reclaimed Rates – FY 2020

Fixed Quarterly Charge

Meter Size	AWWA Meter Eqv.	Inside City FY 2020			Outside City FY 2020		
		Water	Sewer	Reclaimed	Water	Sewer	Reclaimed
Tier 1 - 5/8"	1.0	\$23.77	\$28.20		\$29.15	\$38.83	
Tier 1 - 3/4"	1.0	\$23.77	\$28.20		\$29.15	\$38.83	
Tier 2 - 1"	2.5	\$59.42	\$70.49	\$54.64	\$72.86	\$97.07	\$87.96
Tier 2 - 1 1/2"	5.0	\$118.84	\$140.98	\$109.28	\$145.71	\$194.15	\$175.91
Tier 2 - 2"	8.0	\$190.13	\$225.56	\$174.85	\$233.14	\$310.63	\$281.45
Tier 2 - 3"	16.0	\$380.26	\$451.12	\$349.70	\$466.26	\$621.25	\$562.89
Tier 2 - 4"	25.0	\$594.16	\$704.88	\$546.41	\$728.54	\$970.72	\$879.53
Tier 2 - 6"	50.0	\$1,188.31	\$1,409.75	\$1,092.81	\$1,457.08	\$1,941.41	\$1,759.07
Tier 2 - 8"	80.0	\$1,901.30	\$2,255.60	\$1,748.51	\$2,331.32	\$3,106.26	\$2,814.51

Consumption Charge (per thousand gallons)

	FY 2020	
	Inside City	Outside City
Tier 1 Rates (Less than 1")		
0 - 18,000	\$4.30	\$6.22
over - 18,000	\$10.76	\$15.56
Tier 2 Rates (1" and Larger)		
All Usage	\$5.81	\$8.40
Sewer Usage Charge		
All Usage	\$6.66	\$10.30
Reclaimed Water Charge		
All Usage	\$2.90	\$4.20

Water, Sewer, Reclaimed Rates – FY 2021

Fixed Quarterly Charge

Meter Size	AWWA Meter Eqv.	Inside City FY 2021			Outside City FY 2021		
		Water	Sewer	Reclaimed	Water	Sewer	Reclaimed
Tier 1 - 5/8"	1.0	\$24.60	\$29.61		\$30.17	\$40.77	
Tier 1 - 3/4"	1.0	\$24.60	\$29.61		\$30.17	\$40.77	
Tier 2 - 1"	2.5	\$61.50	\$74.02	\$56.55	\$75.41	\$101.93	\$91.03
Tier 2 - 1 1/2"	5.0	\$123.00	\$148.03	\$113.11	\$150.81	\$203.86	\$182.07
Tier 2 - 2"	8.0	\$196.79	\$236.84	\$180.97	\$241.30	\$326.16	\$291.30
Tier 2 - 3"	16.0	\$393.57	\$473.67	\$361.93	\$482.58	\$652.31	\$582.59
Tier 2 - 4"	25.0	\$614.96	\$740.13	\$565.53	\$754.04	\$1,019.25	\$910.32
Tier 2 - 6"	50.0	\$1,229.91	\$1,480.24	\$1,131.06	\$1,508.07	\$2,038.48	\$1,820.64
Tier 2 - 8"	80.0	\$1,967.85	\$2,368.38	\$1,809.70	\$2,412.92	\$3,261.57	\$2,913.02

Consumption Charge (per thousand gallons)

	FY 2021	
	Inside City	Outside City
Tier 1 Rates (Less than 1")		
0 - 18,000	\$4.45	\$6.44
over - 18,000	\$11.13	\$16.11
Tier 2 Rates (1" and Larger)		
All Usage	\$6.01	\$8.70
Sewer Usage Charge		
All Usage	\$6.99	\$10.81
Reclaimed Water Charge		
All Usage	\$3.01	\$4.35

Water, Sewer, Reclaimed Rates – FY 2022

Fixed Quarterly Charge

Meter Size	AWWA Meter Eqv.	Inside City FY 2022			Outside City FY 2022		
		Water	Sewer	Reclaimed	Water	Sewer	Reclaimed
Tier 1 - 5/8"	1.0	\$25.46	\$31.09		\$31.22	\$42.81	
Tier 1 - 3/4"	1.0	\$25.46	\$31.09		\$31.22	\$42.81	
Tier 2 - 1"	2.5	\$63.65	\$77.72	\$58.53	\$78.05	\$107.03	\$94.22
Tier 2 - 1 1/2"	5.0	\$127.30	\$155.43	\$117.07	\$156.09	\$214.05	\$188.44
Tier 2 - 2"	8.0	\$203.68	\$248.69	\$187.30	\$249.74	\$342.47	\$301.49
Tier 2 - 3"	16.0	\$407.34	\$497.36	\$374.60	\$499.47	\$684.93	\$602.98
Tier 2 - 4"	25.0	\$636.48	\$777.13	\$585.33	\$780.44	\$1,070.21	\$942.18
Tier 2 - 6"	50.0	\$1,272.95	\$1,554.25	\$1,170.65	\$1,560.86	\$2,140.41	\$1,884.36
Tier 2 - 8"	80.0	\$2,036.72	\$2,486.80	\$1,873.04	\$2,497.37	\$3,424.65	\$3,014.98

Consumption Charge (per thousand gallons)

	FY 2022	
	Inside City	Outside City
Tier 1 Rates (Less than 1")		
0 - 18,000	\$4.61	\$6.67
over - 18,000	\$11.52	\$16.67
Tier 2 Rates (1" and Larger)		
All Usage	\$6.22	\$9.00
Sewer Usage Charge		
All Usage	\$7.34	\$11.36
Reclaimed Water Charge		
All Usage	\$3.11	\$4.50

Water, Sewer, Reclaimed Rates – FY 2023

Fixed Quarterly Charge

Meter Size	AWWA Meter Eqv.	Inside City FY 2023			Outside City FY 2023		
		Water	Sewer	Reclaimed	Water	Sewer	Reclaimed
Tier 1 - 5/8"	1.0	\$26.35	\$32.64		\$32.31	\$44.95	
Tier 1 - 3/4"	1.0	\$26.35	\$32.64		\$32.31	\$44.95	
Tier 2 - 1"	2.5	\$65.88	\$81.60	\$60.58	\$80.78	\$112.38	\$97.52
Tier 2 - 1 1/2"	5.0	\$131.76	\$163.20	\$121.16	\$161.56	\$224.75	\$195.03
Tier 2 - 2"	8.0	\$210.81	\$261.12	\$193.86	\$258.48	\$359.60	\$312.04
Tier 2 - 3"	16.0	\$421.60	\$522.23	\$387.71	\$516.95	\$719.17	\$624.09
Tier 2 - 4"	25.0	\$658.76	\$815.99	\$605.81	\$807.75	\$1,123.72	\$975.16
Tier 2 - 6"	50.0	\$1,317.51	\$1,631.96	\$1,211.62	\$1,615.49	\$2,247.43	\$1,950.31
Tier 2 - 8"	80.0	\$2,108.01	\$2,611.14	\$1,938.60	\$2,584.78	\$3,595.89	\$3,120.50

Consumption Charge (per thousand gallons)

	FY 2023	
	Inside City	Outside City
Tier 1 Rates (Less than 1")		
0 - 18,000	\$4.77	\$6.90
over - 18,000	\$11.93	\$17.25
Tier 2 Rates (1" and Larger)		
All Usage	\$6.44	\$9.32
Sewer Usage Charge		
All Usage	\$7.71	\$11.92
Reclaimed Water Charge		
All Usage	\$3.22	\$4.66

FIBER FUND REVENUES

Fiber Fund revenues are generated through the lease of City-owned dark fiber. Under the contractual terms of the City's public-private partnership, Ting, Inc. leases fiber from the City, and lights and operates the fiber network. The City receives \$6.00 per household per month wherever dark fiber is eligible to be lit. The City receives \$17.00 per subscription per month where Ting, Inc. has lit and provided services. The City-wide network construction was completed in FY 2019 and nearly 6,000 customers are eligible for subscriptions.

Appendix C – Three Year Comparison – Staffing Schedule by Position

DEPARTMENT	FISCAL YEARS					
	2017/2018		2018/2019		2019/2020	
	FULL-TIME	PART-TIME	FULL-TIME	PART-TIME	FULL-TIME	PART-TIME
City Administrator	3	0	2.5	0	2.5	0
Housing	5	0	4	0	4	0
Technology Services	5	0	5	0	5	0
Fiber	1	0	2	0	2	0
Finance	6	0	6	0	6	0
Human Resources	4	0	4	0	4	0
Community Planning & Development	4	0	4.5	0	4.5	0
Engineering	3	0	3	0	3	0
Recreation & Parks	9	3	9	3	9	3
Police Administrative/Civilian	13	0	13	0	13	0
Police Sworn	44	0	44	0	45	0
Public Works Administration	3	0	3	0	3	0
Streets	19	0	19	0	19	0
Utilities	13	0	13	0	13	0
Wastewater	12	1	12	1	12	1
Water	11	0	11	0	11	0
CITY STAFFING LEVELS	155	4	155	4	156	4

DEPARTMENT	FISCAL YEARS					
	2017/2018		2018/2019		2019/2020	
	FULL-TIME	PART-TIME	FULL-TIME	PART-TIME	FULL-TIME	PART-TIME
Fiber	1	0	2	0	2	0
General Operations	39	3	38	3	38	3
Public Safety	57	0	57	0	58	0
Public Works	58	1	58	1	58	1
FUND TOTALS	159		159		160	

	FT	PT	Position		Department
2016/17 – 2017/18	-1		Assistant City Clerk	40	Administration
	1		City Clerk	40	Administration
	-1		Administrative Coordinator	35	Administration
	1		Administrative Coordinator	40	Administration
	-1		Project Leader	40	Fiber
	1		Fiber Maintenance	40	Fiber
	-1		Deputy Director (Finance)	40	Finance
	1		Certified Public Accountant	40	Finance
	1		Safety and Risk Coordinator	40	Human Resources
	-1		Communications Specialist	40	Police
	-1		Deputy Director (Utilities)	40	Public Works
	-1		Program Coordinator	40	Recreation
	1		Recreation Assistant III	40	Recreation
	-1		Recreation Assistant III	35	Recreation
	1		Assistant Director, Recreation	40	Recreation
		-1	GIS Technician	25	Technology
	1		GIS-OSPI Insight Data Technician	40	Technology
	-1		Technical Trainer/Support Specialist	40	Technology
	1		Technical Support Specialist (Certified)	40	Technology
		-1	Certified Operator	40	Wastewater
	1	Certified Operator	25	Wastewater	
Total Staffing Change		-1			
	FT	PT	Position		Department
2017/18 – 2018/19	1		Fiber Maintenance	40	Fiber
	-1		Manager, Housing	40	Housing
	-1		Senior Accounting Specialist	40	Finance
	-1		Accounting Manager	40	Finance
	2		Accounting Specialist	40	Finance
	-2		Administrative Coordinator	40	Administrative, Public Works
	2		Administrative Assistant	40	Administrative, Public Works
	-1		Administrative Coordinator	35	Human Resources
	1		Human Resources Associate	35	Human Resources
	-1		Administrator, Community Development	40	Community Planning & Dev
	1		Main Street Manager	40	Community Planning & Dev
	-7		Certified Operator	40	Wastewater, Water
	7		Plant Operator II	40	Wastewater, Water
	-1		Code Inspector	40	Housing Services
	1		Property Maintenance Inspector	40	Housing Services
	-1		Engineering Specialist	40	Community Planning & Dev
	-1		Development Review Coordinator	40	Community Planning & Dev
	1		Comprehensive Planner II	40	Community Planning & Dev
	-4		Group Leader	40	Utility Maintenance, Streets
	4		Crew Leader	40	Utility Maintenance, Streets

-1		Manager, Human Resources	40	Human Resources		
1		Director, Human Resources	40	Human Resources		
-1		Manager, Technology Services	40	Technology Services		
1		IT Manager	40	Technology Services		
-8		Non-Certified Operator	40	Wastewater, Water		
8		Plant Operator I	40	Wastewater, Water		
-1		OPSinsight Data Technician	40	Technology Services		
1		GIS Support Specialist	40	Technology Services		
-1		Property Management Specialist	40	Police		
1		Property & Evidence Specialist	40	Police		
-1		Recreation Assistant III – Programs	40	Recreation & Parks		
1		Recreation Program Assistant	40	Recreation & Parks		
-1		Senior Engineer	40	Public Works		
1		Engineer	40	Public Works		
-10		Senior Equipment Operator	40	Streets, Utility Maintenance		
10		Equipment Operator II	40	Streets, Utility Maintenance		
-1		Senior Operator	40	Wastewater		
1		Chief Wastewater Operator	40	Wastewater		
-1		Shift Supervisor	40	Wastewater		
1		Plant Shift Supervisor	40	Wastewater		
-1		Sr. Human Resources Specialist	40	Human Resources		
1		Human Resources Analyst	40	Human Resources		
-1		Sr. Technical Support Analyst	40	Technology Services		
1		Technical Support Analyst	40	Technology Services		
Total Staffing Change						
	0					
		FT	PT	Position		
				Department		
2018/19 – 2019/20	-1			Development Review Coordinator	40	Community Planning & Dev
	1			Comprehensive Planner II	40	Community Planning & Dev
	-1			Certified Public Accountant	40	Finance
	1			Accounting Specialist II	40	Finance
	-1			Police Lieutenant – Support Services	40	Police
	1			Police Captain – Support Services	40	Police
	1			Probationary Police Officer/Private First Class	40	Police
Total Staffing Change						
	1					



Appendix D – Salary Structure by Position

Grade	Job Title	Titles	Positions
105	Custodian, Recreation Assistant I	2	5
106	Recreation Assistant II	1	1
107	Parking Enforcement Officer	1	1
108	Equipment Operator I, Recreation Assistant III, Recreation Program Assistant, Plant Operator I	4	22
109	Meter Reader	1	1
110	Accounting Specialist, Administrative Assistant, Communications Specialist I, Equipment Operator II, Housing Specialist, Human Resources Associate, Police Officer Recruit, Property & Evidence Specialist, Plant Operator II	9	39
111	Accounting Specialist II, Communications Specialist II, Executive Assistant, Mechanic, Property Maintenance Inspector, Recreation Program Coordinator	6	8
112	Construction Inspector, Human Resources Analyst, Plant Shift Supervisor, Probationary Police Officer/Private First Class, Safety/Risk Coordinator, Crew Leader	6	32
113	Arborist, Communications Supervisor, GIS Support Specialist, Technical Support Specialist	4	4
114	Chemist, Chief Wastewater Operator, City Clerk, Comprehensive Planner I, Family Center Manager, GIS Support Analyst, Main Street Manager, Police Corporal, Technical Support Analyst	9	10
115	Assistant Director – Recreation & Parks, Comprehensive Planner II, Police Sergeant, Assistant Superintendent	4	13
116	Engineer, Police Lieutenant, Superintendent	3	10
118	IT Manager, Police Captain	2	4
119	Deputy Director – Public Works, Director – Housing Services	2	2
120	Deputy Police Chief, Director – Human Resources, Director – Recreation & Parks	3	3
121	Director – Community Planning & Development, Director – Finance & Administrative Services, Director – Public Works, Police Chief	4	4
123	City Administrator	1	1
		62	160



Appendix E – Capital Improvements Program FY 2020 to FY 2025



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 the first year of the approved six-year CIP in the City's budget. Capital projects are projects that have an expected life of more than five years and a value of more than \$10,000.

The use of the CIP to make annual expenditures for public improvements is one of the best ways to implement both the Comprehensive Plan and the Strategic Plan. It also 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.

Costs associated with capital projects include architectural and engineering fees, feasibility studies, land appraisal and acquisition, construction, and related equipment for new facilities. Impacts on the operating budget are also considered and quantified.

CAPITAL IMPROVEMENTS PROGRAM SCHEDULE

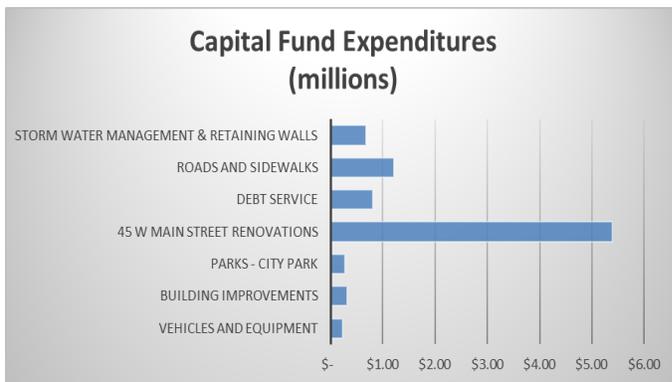
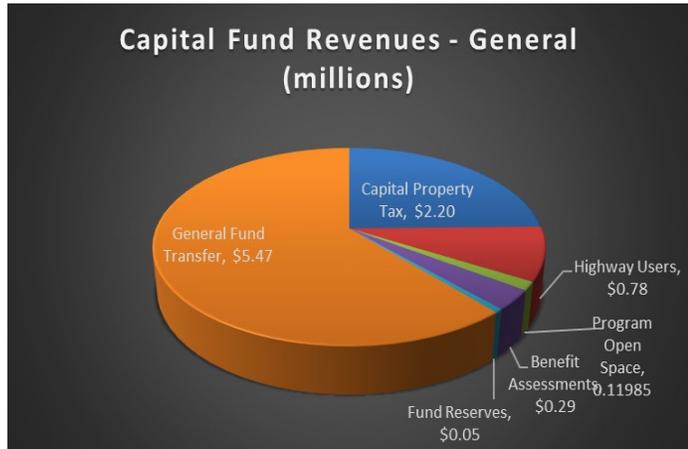
The City Administrator prepares the proposed six-year CIP before the end of February each year. In March, the CIP is presented to the Planning and Zoning Commission for review and comment. In April, the Mayor and Common Council hold a public hearing on the CIP, as part of the City's overall budget process. Thereafter, the Mayor and Common Council adopt the CIP, along with the City's budget, no later than June 15th. The City Administrator shall include the projects contained in the first year of the approved six-year CIP in the City's 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.

HIGHLIGHTS OF CAPITAL PROGRAM FY 2020

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

CAPITAL PROJECTS FUND – GENERAL

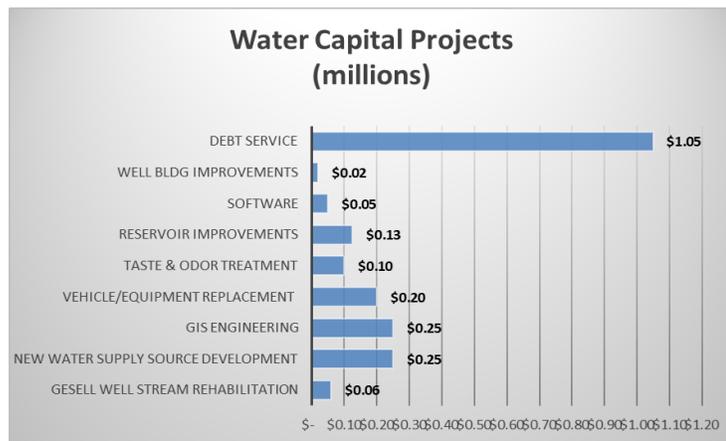
A portion of the City’s real property tax rate is earmarked for the Capital Projects Fund. Any Capital Tax revenue that carries over to future years is accounted for in a capital reserve fund, keeping these funds segregated from the rest of the budget. The \$0.12 Capital Tax is expected to raise \$2.2 million in revenue for capital projects in FY 2020. Other funding sources are Highway User Revenue, Program Open Space, and benefit assessment fees. Transfers from the General Fund total \$5.47 million and will be applied to the 45 West Main Renovation Project and the installation of a camera system in the downtown area. Capital reserves will be reduced by \$0.05 million in FY 2020.



The most sizable project is the 45 West Main Renovation Project; the City’s administrative offices will be relocated to this location upon completion. Roads, sidewalks, stormwater management, retaining walls, and debt service total \$3.46 million; parks, building improvements, vehicles, and equipment make up the remainder. See the Individual Capital Projects Descriptions for more information (listed later in this Appendix).

ENTERPRISE FUNDS

Water Fund – The FY 2020 Capital Budget includes funding for the Gesell Well Stream Rehabilitation, New Supply Source Development, Vehicle and Equipment Replacement, GIS Engineering, Taste & Odor Treatment, Reservoir Improvements, Software, Debt Service, and Well Building Improvements. Capital projects are mostly funded through rate revenue. New development is funded through benefit assessments fees.



Sewer Fund – Improvements to the Wastewater Treatment Plant account for 93% of the Sewer Capital budget. This project includes improvements for Enhanced Nutrient Removal required by the Maryland Department of Environment, as well as enhancements for energy conservation and treatment efficiencies. This construction project is expected to take 42 months and began in FY 2019. The project is partially funded through a Maryland Bay Restoration Grant. In addition, Carroll County is



reimbursing the City for expenses related to the upgrade of the County’s septage facility. The remainder of the funding is provided by a bond acquired through Maryland Water Quality Financing. The portion of the project covered in FY 2020 totals \$27.09 million, approximately 40% of the total project costs. Other FY 2019 projects include Inflow and Infiltration (sewer rehab), vehicle and equipment replacement, and pump station upgrades.

Fiber Fund – Construction of the Westminster Fiber Network was completed in FY 2019. The only capital expenditures anticipated for FY 2020 are debt service payments, estimated to be \$893,191.

INDIVIDUAL CAPITAL IMPROVEMENT PROJECTS

	2020	2021	2022	2023	2024	2025	Total
Planning							
Main Street Beautification	10,000	500,000	500,000	500,000	500,000	0	2,010,000
Public Safety							
Furnace - Police HQ	0	0	30,000	0	0	0	30,000
Vehicles - Police	161,020	279,341	164,000	164,000	164,000	0	932,361
Records Room Improvements	71,328	0	0	0	0	0	71,328
Camera System	70,000	2,000	2,000	2,000	2,000	2,000	78,000
Facilities							
City Hall Renovations	0	100,000	0	0	0	0	100,000
Longwell Bldg - Family Ctr Upgrades	0	65,000	0	0	0	0	65,000
Longwell Bldg HVAC	0	100,000	756,000	0	0	0	856,000
Parks - Jaycee Park	0	0	0	0	80,000	0	80,000
Parks - City Park	25,000	0	0	0	0	0	25,000
Community Pool Bldg Impr	15,000	0	0	0	0	0	15,000
48 Charles St HVAC-Residential Property	0	15,000	0	0	0	0	15,000
91 W Main Street-HVAC	150,000	0	0	0	0	0	150,000
Wakefield Development	239,700	0	0	0	0	0	239,700
45 W Main Street Renovations	5,395,798	0	0	0	0	0	5,395,798
Public Works							
Debt Service - Principal	564,800	0	0	0	0	0	564,800
Debt Service - Interest	234,057	0	0	0	0	0	234,057
City Parking Garage Improvements	80,000	95,000	0	0	0	0	175,000
ADA Traffic Light Upgrades	0	50,000	200,000	200,000	0	0	450,000
Annual Road Paving	1,113,500	1,338,800	1,631,700	1,936,600	1,000,000	1,678,200	7,020,600
Sidewalk Retrofit/ADA Ramps	100,000	100,000	125,000	125,000	125,000	150,000	575,000
Storm Water Management	198,497	208,422	218,843	229,785	241,274	253,338	1,350,159
Storm Drain System	250,000	310,000	0	0	0	0	560,000
Retaining Walls	230,000	250,000	250,000	0	0	0	730,000
Clock Tower	0	400,000	0	0	0	0	400,000
W Main Street Lights	0	15,000	300,000	0	0	0	315,000
E Main Street Lights	0	15,000	450,000	0	0	0	465,000
Crosswalks	0	25,000	25,000	28,000	28,000	30,000	191,000
Vehicles - City Fleet	0	1,055,000	510,000	380,000	380,000	800,000	3,125,000
Technology							0
GIS Engineering	0	100,000	100,000	0	0	0	200,000
Phone System	0	80,000	0	0	0	0	80,000
Servers	0	0	0	176,000	0	0	176,000
Parks and Recreation							0
Equipment - Family Center	0	15,000	15,000	15,000	15,000	0	60,000
Mobile Stage	0	0	0	0	72,500	0	72,500
General Fund Total	8,908,699	5,118,563	5,277,543	3,756,385	2,607,774	2,913,538	26,807,303

**Capital Improvement Program FY 2020 to FY 2025
Water Fund**

	2020	2021	2022	2023	2024	2025	Total
Gesell Well Stream Rehabilitation	60,000	0	0	0	0	0	60,000
Diatomaceous Earth Filter Rehabilitation	0	1,000,000	1,000,000	0	0	0	2,000,000
New Water Supply Source Development	250,000	100,000	0	0	0	0	350,000
GIS Engineering	250,000	250,000	0	0	0	0	500,000
Servers	0	0	0	176,000	0	0	176,000
Phone System	0	80,000	0	0	0	0	80,000
Storage Tank Mixing Project	0	100,000	100,000	0	0	0	200,000
Vehicle/Equipment Replacement	100,000	35,000	38,000	0	35,000	170,000	378,000
Taste and Odor Treatment (GAC)	100,000	500,000	500,000	0	0	0	1,100,000
Reservoir Improvements	125,000	0	0	0	0	0	125,000
Meter Replacement Plan	0	0	0	0	0	0	0
Software	50,000	0	0	0	0	0	50,000
Membrane Replacement	0	0	450,000	0	0	0	450,000
Rt. 27 Water Main	0	1,170,000	0	0	0	0	1,170,000
Hook Rd Tank Rehab	0	450,000	0	0	0	0	450,000
Main Street Water Main	0	0	40,000	600,000	0	0	640,000
Well Bldg Impr	20,000	0	0	0	0	0	20,000
Miox System	100,000	0	0	0	0	0	100,000
Debt Service	1,048,650	1,048,655	962,335	962,332	962,329	962,329	7,471,927
Water Fund Total	2,103,650	4,733,655	3,090,335	1,738,332	997,329	1,132,329	15,320,927

**Capital Improvement Program FY 2020 to FY 2025
Sewer Fund**

	2020	2021	2022	2023	2024	2025	Total
WWTP ENR & Biosolids Upgrade	25,145,582	15,715,989	6,286,395	0	0	0	47,147,966
WWTP Upgrade-Septage (County)	1,945,912	1,216,195	486,478	0	0	0	3,648,584
WWTP Upgrade-Roof	0	0	0	0	75,000	0	75,000
Inflow and Infiltration (I&I)	1,600,000	1,200,000	1,000,000	1,000,000	1,000,000	200,000	6,000,000
Veh. & Equip. Replacement Prog.	100,000	213,000	38,000	350,000	300,000	0	2,660,000
GIS Layers	250,000	250,000	0	0	0	0	500,000
Servers	0	0	0	176,000	0	0	176,000
Phone System	0	80,000	0	0	0	0	80,000
WWTP Plant Expansion	0	500,000	0	8,500,000	0	0	9,000,000
Meter Repl Program	0	0	0	0	0	0	0
Clarifiers	0	125,000	0	0	0	0	125,000
Clarifier Feed Gates/Pumps	0	32,000	0	0	75,000	0	107,000
Pump Station Upgrades and Pumps	30,000	30,000	530,000	30,000	30,000	30,000	680,000
Debt Service	100,000	100,000	100,000	1,300,000	1,300,000	1,300,000	32,600,000
Sewer Fund Total	29,171,493	19,462,183	8,440,873	11,356,000	2,780,000	1,530,000	102,799,550

**Capital Improvement Program FY 2020 to FY 2025
Fiber Fund**

	2020	2021	2022	2023	2024	25	Total
Servers	0	0	0	22,000	0	0	22,000
Phone System	0	10,000	0	0	0	0	10,000
Debt Service	893,191	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	5,693,191
Fiber Fund Total	893,191	1,210,000	1,200,000	1,222,000	1,200,000	1,200,000	5,725,191

Capital Improvement Program FY 2020 to FY 2025 All Funds							
	2020	2021	2022	2023	2024	2025	Total
General Fund Total	8,908,699	5,118,563	5,277,543	3,756,385	2,607,774	2,913,538	28,847,503
Water Fund Total	2,103,650	4,733,655	3,090,335	1,738,332	997,329	1,132,329	15,320,927
Sewer Fund Total	29,171,493	19,462,183	8,440,873	11,356,000	2,780,000	1,530,000	102,799,550
Fiber Fund Total	893,191	1,210,000	1,200,000	1,222,000	1,200,000	1,200,000	21,925,191
Total All Funds	41,077,034	30,524,401	18,008,751	18,072,717	7,585,103	6,775,867	168,893,170

INDIVIDUAL CAPITAL IMPROVEMENT PROJECT DESCRIPTIONS

FY 2020 FUNDED PROJECTS

GENERAL FUND

Project Name: Main Street Beautification Project - Design - \$10,000

Project Number: PL20-1

The City's historic downtown is the focus of major community events. At the center of Main Street are the three blocks from Longwell Avenue to John/Bond Streets. This area is Westminster's focal point and serves as a community living room, festival space, and the locus of identity. Recognized landmarks, memorable City places, and unique destinations are located in the heart of Main Street, including the Locust Lane Park, Mary Lou Dewey Park and the Public Library, *Wild Imaginings*, the Old Fire House, and many local businesses. The new City Administrative Offices at 45 West Main Street will be the latest investment by the City in this important focal area.

The Main Street Capital Program seeks to provide light, music, flowers, and furnishings to Main Street by utilizing planned capital funds and local sponsorships. In lieu of added seating or benches, the program utilizes engaging public art and creative place-making techniques to brighten and enliven the public space. Impact on future operating budgets is minimal.

Project Name: Replacement Police Vehicles - Public Safety - \$161,020

Project Number: POL08-1

The Police Department expects to purchase four vehicles to expand the fleet for new police officer hires who will be eligible for the take-home vehicle program. The four vehicles will be marked patrol vehicles. These items are funded through the priority one capital tax. Outfitting the vehicles is included in the start-up cost. Recurring annual costs include maintenance, insurance, gasoline, and computer parts. Useful lives are 10 years.

Project Name: Records Room Renovation - Public Safety - \$71,328

Project Number: PS19-06

This is phase two of a two-year project. Last year, in order to maximize current records storage space at the Police Headquarters, a high-density shelving system was installed. The room was previously filled to capacity; records and other supplies were disorganized and in piles along walkways, making retention tracking and purging difficult. It was likely that records were being retained beyond the purge date because they are difficult to locate and mark. The system was purchased and installed as the first step towards creating a more professional, organized, and efficient police records system and will maximize existing space. The second phase is file conversion and purging. Useful life is 10 years. Impact on future operating budgets is a reduction in salary and benefits as the new technology realizes efficiencies in time.

Project Name: Camera, Police Headquarters - \$70,000

Project Number: POL19-2

The Police Department is requesting the use of federal forfeiture funds to purchase a video camera/recording system to be installed in certain public spaces in the City. Three locations have been tentatively selected based upon Police Department calls for service. Recurring annual costs include maintenance and service and are estimated at \$15,000. Useful life is 10 years.

Project Name: City Park Improvements - \$25,000

Project Number: FA20-1

This project includes upgrades to the existing electric service at City Park, as well as the installation of service to pavilions and overhead lighting. The main electrical transformer is old, and parts are difficult to find. Useful life is 20 years. Impact to future operating budgets is a reduction in expense as the new service will be more energy efficient.

Project Name: Community Building HVAC Replacement - \$15,000

Project Number: FA20-2

This is to replace the HVAC at the Pool Community Room. The existing unit is over 15 years old and is not energy efficient and requires repairs several times a year. Useful life is 15 years. Impact on future operating budgets is a reduction in expense as the new equipment will be more energy efficient.

Project Name: Carroll Arts Building HVAC Replacement - \$150,000

Project Number: FA20-3

This is to replace three HVAC units at the Carroll Arts Center, 91 West Main Street. Useful life is 15 years. Impact on future operating budgets is a reduction in expense as the new equipment will be more energy efficient.

Project Name: Wakefield Park Phase 1 - \$239,700

Project Number: FA20-4

This project is for Master Planning services for the Wakefield Park and for parking lot upgrades. This project is expected to be funded 50% by a Land and Water Conservation Fund grant. The remaining 50% will be funded from benefit assessment funds. Future impacts on operating budgets will include maintenance of any equipment or facilities. At this time, the only operating costs associated with this park is mowing.

Project Name: 45 W. Main Street Renovations - \$5,395,798

Project Number: FA19-2

In FY 2018, the City purchased the building located at 45 West Main Street to house its administrative offices. This project entails the renovation of the building, including architectural and engineering consulting services, permitting fees, the construction of ADA compliant restrooms, installation of an ADA compliant elevator, and installation of a building sprinkler system. Recurring expenses will include insurance and maintenance. Useful life is 50 years.

Project Name: Debt Service - \$798,857

Project Number: ST19-4

The City has three debt service instruments: the 2005 Series for the Green Street Bridge Improvement, the 2012 Series for the parking garages, and the 2018 Series for paving.

Project Name: Parking Garage Improvements - \$80,000

Project Number: ST20-1

This project will remove old joint compound, clean, repair, and paint connectors before reinstalling new joint compound at Westminster Square Parking Garage. There is no impact on future operating budgets.

Project Name: Street Overlay - \$1,113,500

Project Number: ST19-3

This project includes design and construction of overlay for various streets and alleys in Westminster; upgrades to handicap ramps will be made where required. A Pavement Conditions Index has been completed to prioritize work, which is performed by outside contractors. Useful lives are 15 years. There is no impact to future operating budgets.

Project Name: Sidewalk Retrofit - Street Department - \$100,000

Project Number: ST08-20

Retrofit of City sidewalks and installation of new sidewalks and ADA ramps have been an ongoing goal of the City to create safer pedestrian travel routes. These items are funded through priority one real property taxes. Impact to the operating budget includes \$10,000 in maintenance costs. Useful life is 15 years.

Project Name: Reconstruct Stormwater Management Ponds - Street Department - \$198,497

Project Number: ST11-01

This project includes repair and replacement of leaking pipes at stormwater management pond overflow facilities and dredging at various locations throughout the City. This project also addresses state-mandated stormwater management regulations. The City has partnered with the Carroll County Commissioners and other municipalities to address the state mandates. Useful life is 25 years. Impact to future operating budgets includes maintenance.

Project Name: Retaining Walls - Street Department - \$230,000

Project Number: ST18-1

This project will replace the retaining wall around City Park (\$20,000) and at the Diffendal Parking Lot (\$210,000), which are deteriorating. Useful life is 50 years. There is no impact to future operating budgets.

Project Name: Storm Drain System - \$250,000

Project Number: ST20-1

This project is to replace the failing storm drain on Cranberry Road near Route 140. Useful life is 15 years. There is no impact to future operating budgets.

WATER FUND

Project Name: Gesell Well Stream Rehabilitation - \$60,000

Project Number: WA18-06

This project will rehabilitate the stream impacted by the Gesell Well. This project is necessary in order for the City to draw higher quantities from the Well. Bid and construction began in FY 2018. This funding will allow completion of the project. There is no impact to future operating budgets.

Project Name: New Water Supply Source Development - \$250,000

Project Number: W02-03

This project is for new water supply source development. The City must continually search for new water supply sources in order to increase capacity.

Project Name: GIS Engineering - \$250,000

Project Number: IT20-01

This City will hire an engineering firm to create complete GIS layers of the Water System assets with attributes and GPS coordinates to complete the City's current GIS system for the Water System. The impact to future operating budgets includes personnel to maintain and administer the GIS systems.

Project Name: Vehicle and Equipment Replacement - \$100,000

Project Number: W92-21

This project provides for the routine replacement of trucks funded from the Water Fund for use by Water Plant and Utility Maintenance personnel. In FY 2020, the following vehicles and equipment will be purchased: replacement of Truck 12 (\$25,000), Truck 13 (\$25,000), Truck 45 (\$25,000), and a skid loader (\$25,000). Recurring annual costs include insurance, gasoline, and maintenance. All of these vehicles are funded 50% by the Sewer Fund.

Project Name: Granular Activated Carbon System - \$100,000

Project Number: W20-1

This project will implement a Granular Activated Carbon System to provide increased Total Organic Carbon removal to aid in Disinfection By-Product reduction. It will also provide a barrier against most taste and odor producing compounds, resulting in a more favorable finished product. There is no impact to future operating budgets.

Project Name: Reservoir Improvements - \$125,000

Project Number: WA20-02

This project includes installation of a new discharge valve at the Cranberry Reservoir for control of water being released during normal operations, emergency repairs in the downstream line, and for the replacement of the liner and cover at the finish water reservoir on North Center Street. The existing cover and liner have deteriorated and water quality has become compromised. This existing liner is 30 years old. Useful life is 50 years. There is no impact to future operating budgets.

Project Name: Software - \$50,000

Project Number: WA20-03

A software upgrade to the Scada System at the Cranberry Water Plant is necessary due to the age of the operating system used on the Scada computers. These computers use Windows XP, which is no longer supported by Microsoft, and the existing Scada software is incompatible with new versions of Windows. Useful life is six years. The impact to the operating budget is annual maintenance fees associated with the software.

Project Name: Well Building Improvements - \$20,000

Project Number: WA20-04

This project will replace the entry doors on Well buildings 3, 4, 5, and 6, and at the Wakefield wells. The existing doors are rusted and, in some cases, difficult to open and close. Useful life is 15 years. There is no impact to future operating budgets.

Project Name: MIOX System - \$100,000

Project Number: WA20-05

This project includes the purchase and installation of a MIOX disinfectant generation system at the Cranberry Water Plant. This system will provide a mixed oxidant solution for disinfection of our potable water while improving water quality in the distribution system.

SEWER FUND

Project Name: WWTP Solids Processing, Equipment, and ENR Upgrades - \$25,145,582

Project Number: SE08-3

This project provides for the Enhanced Nutrient Removal at the Wastewater Treatment Plant. Currently, the Maryland Department of the Environment requires the 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 3.0 mg/l and .03 mg/l, respectively. An Enhanced Nutrient Removal upgrade will be needed to meet the new regulation. This project is funded through Bay Restoration Grants and Maryland Water Quality Revolving

Loans. This construction project will include three major components of the Wastewater Treatment Plant: solids processing and generator, aeration tank diffusers, and utility water station.

The solids processing building and generator includes a new biosolids dewatering and drying facility. The new building will house belt-filter presses, a biosolids drier, an odor control system, and a wastewater plant maintenance shop. The biosolids drier is a thermal process with an extensive fire suppression system for safety. This process will generate a class "A" biosolid that will allow recycling of the City's biosolids instead of landfill disposal. A Carroll County manufacturer currently utilizes biosolids in its processing facility to replace a portion of the coal used to fire its machinery. The use of biosolids for its carbon value increases the possibility of a revenue source for the City.

Adjacent to this structure will be an emergency backup generator for the solids processing and the secondary clarifier processes. This standalone generator is needed to ensure the solids processing building electric power is maintained in the event of a power outage when the biosolids drier is in operation.

The aeration tank diffusers will replace the existing aeration diffusers with a new diffuser and dissolved oxygen control system. The new diffusers and control system will provide for a more efficient balance of dissolved oxygen throughout the aeration tanks, which will result in an energy savings and better treatment.

The new utility water station is designed to satisfy the increased utility water demand associated with the end project, as well as furnish process water and fire protection to Performance Food Group.

The impact to future operating budgets is unknown at this time.

Project Name: WWTP Upgrade - Septage Facility - \$1,945,912

Project Number: SE15-01

This 42-month project provides for upgrades to the part of the facility used by Carroll County, which is funding the upgrades. This project will include the construction of a building addition and installation of a new means to screen and remove grit material from the septage as it is received into the facility. The project will also include the installation of a septage dewatering screw press for solids removal. This project is funded 100% by Carroll County. There is no impact to future operating budgets.

Project Name: Sewer System Rehabilitation Inflow and Infiltration - \$1,600,000

Project Number: SE08-1

This project includes design and construction of sewer system rehabilitation projects throughout the entire collection system. The goal of the project is to reduce inflow and infiltration into the sanitary sewer system from groundwater and other sources due to leaks in old pipes. An inflow and infiltration televising study was performed in FY 2013 and identified specific areas where rehabilitation is needed. The rehabilitation work will reduce flow surges during storm events so that only sewage is treated instead of groundwater and storage. Corrective work will lower operating costs due to decreased flows and extend the life and capacity of the Wastewater Treatment Plant.

Project Name: Vehicle and Equipment Replacement Program - \$100,000

Project Number: SE08-6

This project provides for the scheduled replacement of vehicles used by Wastewater Treatment Plant and Utility Maintenance staff and funded by the Sewer Fund. In FY 2020, the following vehicles and equipment will be purchased: replacement of Truck 12 (\$25,000), Truck 13 (\$25,000), Truck 45 (\$25,000), and a skid loader (\$25,000). Recurring annual costs include \$10,000 for insurance, gasoline, and maintenance. All of these vehicles are funded 50% by the Water Fund.

Project Name: GIS Engineering - \$250,000

Project Number: IT20-01

This City will hire an engineering firm to create complete GIS layers of the Sewer System assets with attributes and GPS coordinates to complete the City’s current GIS system for the Sewer System. Operating impacts include increased personnel to maintain and administer the GIS systems.

Project Name: Pumps - \$30,000

Project Number: SE20-1

This project proposes the replacement and repairs of existing pumps at pump stations throughout the collection system. Upgrades will reduce failures at the pump stations and will help eliminate discharges to the environment. There is no impact to future operating budgets.

Project Name: Pump Station Upgrades - \$30,000

Project Number: SE15-1

This project is a recurring project to upgrade various pump stations as the facilities age. There is no impact to future operating budgets.

FIBER FUND

Project Name: Debt Service - \$893,191

Project Number: INF13-2

This project provides for dark fiber for lease to provide high-speed internet services to residential and commercial sites located in the City. The project is funded with the sale of bonds. There is no impact to future operating budgets.

DEBT RELATED TO CAPITAL PROJECTS

Debt Instrument	Project Name	Balance June 30, 2019	Future Payments			
			FY 2020		FY 2021	
			Principal	Interest	Principal	Interest
General						
2005 Infrastructure Bond A	Green St Paving	1,961,300	199,300	88,952	207,500	80,655
2012 Infrastructure Bond B	Parking Garages	796,400	158,500	11,576	162,400	11,576
2017 Infrastructure Bond	Road Paving	4,630,000	207,000	133,529	211,000	129,286
<i>Total General Fund</i>		<i>7,387,700</i>	<i>564,800</i>	<i>234,057</i>	<i>580,900</i>	<i>221,517</i>
Water						
Drinking Water Bond 2000	Westminster Carfaro Well #7	158,260	78,114	8,203	80,145	6,172
Drinking Water Bond 2007	Cranberry WTP Upgrade	4,296,690	586,321	70,015	592,184	64,152
Drinking Water Bond 2008	Medford Quarry Emergency Connection	2,338,786	235,903	70,090	241,565	64,428
<i>Total Water Fund</i>		<i>6,793,737</i>	<i>900,339</i>	<i>148,308</i>	<i>913,895</i>	<i>134,752</i>
Sewer						
State Revolving Fund 2019A	Enhanced Nutrient Removal/Biosolids	27,606,475	-	100,000	-	200,000
State Revolving Fund 2019B	Enhanced Nutrient Removal/Biosolids	1,500,000	-	-	-	-
Fiber						
Fiber Infrastructure Bond A	City-wide Broadband Network	16,124,651	287,024	646,598	298,533	635,088

Appendix F – Budget Ordinance

Sponsored By: Joe Dominick, Mayor
Robert Wack, Council President

ORDINANCE NO. 914

OF THE MAYOR AND COMMON COUNCIL OF WESTMINSTER, MARYLAND AMENDING THE ADOPTED BUDGET FOR THE FISCAL YEAR BEGINNING JULY 1, 2018 AND ENDING JUNE 30, 2019

WHEREAS, in accordance with the requirements of Md. Code Ann., Title 5 of the Local Government Article, and Section 41 of the Charter of the City of Westminster and Chapter 20 of the Code of the City of Westminster, the Mayor and Common Council of Westminster enacted an ordinance appropriate funds for the several programs and purposes for which the City of Westminster intended to provide in the fiscal year beginning July 1, 2018, and ending June 30, 2019 (“Fiscal Year 2019”) and to set the property tax rates for the said Fiscal Year 2019; and

WHEREAS, the Mayor, as required by the City Charter, on or before the 15th of June, 2018 prepared and presented to the Common Council a proposed budget outlining the anticipated expenditures and transfers for Fiscal Year 2019, which included 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 a public hearing on April 9, 2018 after publication of notice thereof in a newspaper having general circulation in Westminster; and

WHEREAS, following said public hearing, the Common Council adopted a budget for FY 2019 by Ordinance No. 893; and

WHEREAS, the budget as adopted by Ordinance No. 893 was amended, on or about January 14, 2019, in order to account for certain disparities between expected revenues and expenditures and the City’s actual revenues and expenditures; and

WHEREAS, it has come to the attention of the Mayor and Common Council that the City has received certain revenues not included in the adopted budget for Fiscal Year 2019 and further that the City has incurred or will incur expenses exceeding current appropriations for certain budgeted items and that, therefore, certain additional appropriations are necessary; and

WHEREAS, Md. Code Ann., Local Gov't Art., Section 5-205(b) provides, *inter alia*, that a municipality may not expend funds that were not appropriated at the time of the annual levy and may expend funds for a purpose different from the purpose for which the money was appropriated only upon a two-thirds vote of all the individuals elected to the legislative body.

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

Section 1: That the budget adopted for Fiscal Year 2019 by Ordinance No. 893 shall be and hereby is amended to provide for the following additional revenues and expenditures.

General Fund Revenues	Adopted	Revision 1	Revision 2	Ending Budget
Taxes	10,842,259			10,842,259
Licenses & Permits	581,600			581,600
Intergovernmental	3,705,417	690,345	289,500	4,685,262
Charges for Services	655,370	137,300	61,034	853,704
Fines & Forfeitures	122,000			122,000
Miscellaneous Income	99,000	731,400		830,400
Interest Income	40,000			40,000
Transfers & Other Financing	(255,107)			(255,107)
	15,790,539	1,559,045	350,534	17,700,118
General Fund Expenses				-
Executive & Legislative	745,287	32,290		777,577
Finance	174,074	4,239	4,000	182,313
Human Resources	128,102	1,509	1,800	131,411
Planning, Zoning & Dev.	364,405	703,384	2,000	1,069,789
Housing Services	98,245	13,901		112,146
Public Safety	6,967,404	101,361		7,068,765
Facilities	338,550	40,500	30,900	409,950
Community Support	37,422			37,422
Public Works	3,177,764	27,667	2,000	3,207,431
Technology	270,302	2,177		272,479
Public Housing	2,141,706	3,581	289,500	2,434,787
Recreation and Parks	1,347,277	54,748	83,288	1,485,313
	15,790,538	985,357	413,488	17,189,383

Capital Fund Revenues	Adopted	Revision 1	Revision 2	Ending Budget
Taxes	2,099,252			2,099,252
Licenses and Permits	210,946			210,946
Intergovernmental	609,307	8,047		617,354
Transfers & Other Financing	4,073,512	13,008	67,749	4,154,269
	6,993,017	21,055	67,749	7,081,821
Capital Fund Expenses				-
Public Safety	346,100	620	9,000	355,720
Facilities	2,775,000	20,435	23,749	2,819,184
Public Works	3,844,917		35,000	3,879,917
Technology	27,000			27,000
	6,993,017	21,055	67,749	7,081,821

Sewer Revenues	Adopted	Revision 1	Revision 2	Ending Budget
Charges for Services	6,546,500		38,722	6,585,222
Other Revenue	13,800		26,083,620	26,097,420
Miscellaneous Revenue	-	22,000		22,000
Interest Revenue	45,000			45,000
Benefit Assessment Fees	24,396,760			24,396,760
Other Financing-Transfers	-	237,262	18,915,178	19,152,440
	31,002,060	259,262	45,037,520	76,298,842
Sewer Expenses				-
Executive Legislative	355,991	67,231	(30,300)	392,922
Finance	279,247	19,046	7,000	305,293
Human Resources	155,360	2,068		157,428
Planning, Zoning & Dev.	117,400	1,584		118,984
Facilities	64,700			64,700
Community Support	12,422			12,422
Public Works	210,139	4,338	5,000	219,477
Technology	315,018	9,025		324,043
Utilities	875,621	54,019		929,640
Wastewater	27,709,945	1,008,168	45,055,820	73,773,933
	30,095,843	1,165,479	45,037,520	76,298,842

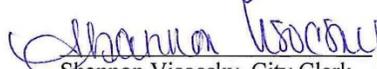
Water Revenues	Adopted	Revision 1	Revision 2	Ending Budget
Charges for Services	5,604,750			5,604,750
Rental Revenue	244,910		36,000	280,910
Miscellaneous Revenue	-	22,000	5,750	27,750
Interest Revenue	40,000		73,000	113,000
Benefit Assessment Fees	458,270			458,270
Transfers			381,822	
	6,347,930	22,000	496,572	6,866,502
Water Expenses				-
Executive Legislative	357,497	20,731	(300)	377,928
Finance	279,247	4,045	5,000	288,292
Human Resources	156,022	2,081		158,103
Planning, Zoning & Dev.	117,400	1,584		118,984
Facilities	64,700			64,700
Community Support	12,422			12,422
Public Works	210,085	4,338	300	214,723
Technology	315,018	9,025		324,043
Utilities	809,103	54,019	500,000	1,363,122
Water	3,730,481	88,704	125,000	3,944,185
	6,051,975	184,527	630,000	6,866,502

Fiber Revenues	Adopted	Revision 1	Revision 2	Ending Budget
Charges for Services	513,135			513,135
Other Revenue	8,820			
Other Financing Sources	7,300,000			7,300,000
Transfers	356,978	3,734		360,712
	8,178,933	3,734	-	8,182,667
				-
Fiber Expenses				-
Public Works	63,558	1,258		64,816
Technology	36,047	843		36,890
Utilities			15,000	
Fiber	8,079,328	1,633	(15,000)	8,065,961
	8,178,933	3,734	-	8,182,667

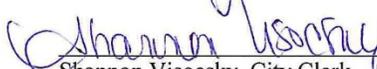
Section 2: Except as set forth in Section 1 hereof, the Fiscal Year 2019 budget adopted by Ordinance No. 893 shall remain in full force and effect, subject to any prior amendments thereto.

Section 3: BE IT FURTHER ORDAINED that this ordinance, if adopted by a two-thirds vote of the entire Common Council, shall become effective ten days after its enactment by the Common Council of the City of Westminster, Maryland.

INTRODUCED this 13th day of May, 2019.


Shannon Visocsky, City Clerk

ADOPTED this 20th day of May, 2019


Shannon Visocsky, City Clerk

APPROVED this 20th day of May, 2019


Joe Dominick, Mayor

APPROVED AS TO FORM AND SUFFICIENCY this 30th day of May, 2019


Elissa D. Levan, City Attorney

Appendix G – Statistical Data

Community Profile

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

Demographic Profile

Area
 2018 6.61 sq mi

Population:

	Total	% Change
2018	19,054	+1.1
2014	18,848	+ 1.4
2010	18,590	+11.1
2000	16,731	+28.03
1990	13,608	+48.37
1980	8,808	-

Median Age

2010 33.3 Years

Age Composition:

	Total	%
Under 5	1,280	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

Households and Housing Units

Total Households 7,328
 Non-family Households 3,044
 Homeownership Rate 49.8%

Household Income

Median Household Income \$56,354
 City Population below Poverty Level 14.9%
 Median House Value Owner Occupied \$234,100

Economic Profile

2010 Employee Statistics

By NAICS Code		Westminster, MD
Employees, Total by Place of Work		10,986
Forestry, Fishing, Hunting, and Agriculture	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	615	5.60%
Information	278	2.35%
Finance & Insurance	229	2.08%

Real Estate & Rental	71	0.65%
Professional, Scientific & Technical Services	331	3.01%
Management of Companies And Enterprises	75	0.68%
Admin, Support, Waste Remediation Services	263	2.39%
Educational Services	1,619	14.74%
HealthCare and Social Assistance	2,529	23.02%
Arts, Entertainment and Recreation	166	1.15%
Accommodation and Food Services	712	6.48%
Other Services	416	3.79%
Total number of firms	1,908	

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	2.68
Number of Accounts	10,011

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

Parks and Recreation Statistics

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

Police Protection Statistics (2015)

Uniformed Officers	44
Civilian Personnel	13
Total Calls for Service	1,536
Hours of Foot Patrol	422.75
DUI Arrests	24
Traffic Collisions	365
Adult Arrests	78
Juvenile Arrests	4

Real Property Tax Rates Per \$100 of Assessed Value Last Ten Fiscal Years

Fiscal Year	Direct Rate	Overlapping Rates	
	Assessed Value	State of Maryland	Carroll County
2010	0.440	0.112	1.048
2011	0.580	0.112	1.048
2012	0.580	0.112	1.028
2013	0.570	0.112	1.018
2014	0.560	0.112	1.018
2015	0.560	0.112	1.018
2016	0.560	0.112	1.018
2017	0.560	0.112	1.018
2018	0.560	0.112	1.018
2019	0.560	0.112	1.018
2020	0.560		

Principal Taxpayers

2018

Taxpayer	Type of Business	Assessed Valuations	Tax Amount Paid	% of Total Assessed Value
Carroll Lutheran Village	Elder Care/Retirement Community	\$ 41,837,700	\$ 234,291	2.38%
Cranberry Mall Properties LLC	Shopping Center/Commerical Rentals	22,976,000	128,666	1.31%
Knorr Brake Realty LLC	Light Manufacturing	22,820,900	127,797	1.30%
Cranberry Square LLC	Shopping Center/Commerical Rentals	22,636,400	126,764	1.29%
Home Properties Ridgeview Chase LLC	Shopping Center/Commerical Rentals	20,546,100	115,058	1.17%
140 Village Limited Liability Partnership	Shopping Center/Commerical Rentals	20,082,800	112,464	1.14%
BH Brightview Westminster	Elder Care/Retirement Community	19,365,900	108,449	1.10%
Engler Center Limited Partnership	Shopping Center/Commerical Rentals	15,150,000	84,840	0.86%
Washreit Westminster Shopping Center LLC	Shopping Center/Commerical Rentals	14,478,700	81,081	0.82%
Westminster Crossing East LLC	Shopping Center/Commerical Rentals	13,400,900	75,045	0.76%
Beral Limited Partnership	Shopping Center/Commerical Rentals	12,173,900	68,174	0.69%
Home Properties Middlebrook LLC	Shopping Center/Commerical Rentals	11,788,800	65,793	0.67%
		<u>\$ 219,583,867</u>	<u>\$ 1,230,614</u>	<u>13.49%</u>
Total Assessed Valuations		<u>\$1,758,401,600</u>		

Appendix H – 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 Common 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.

Balanced 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 a 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 Common 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 that 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. The plan consists of Capital Projects that meet the Capital Outlay requirements.

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. Capital projects must meet the Capital Outlay requirements.

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, known 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 PCs 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 that 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 that 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 financed 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 be 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; and, 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, such as program registration fees.

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 (FY) – Any yearly accounting period, regardless of its relationship to a calendar year. The fiscal year for the City begins on July 1 of each year and ends on June 30 of the following year, and is designated by the calendar year in which it ends. For example, 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, and group health, dental, and life insurances.

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 that are segregated for the purpose of carrying out specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations and constituting an 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 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.

Infrastructure – The physical assets of a local government (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 that 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 method under which revenues are recognized in the period they become available and measurable, and expenditures are recognized in the period the associated liability is incurred.

Net Bonded Debt – Gross bonded debt less any cash or other assets available and earmarked for its retirement.

Non-Departmental Operation Expenditures – Operating expenditures that 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 or the service obtained.

Objective – Desired output-oriented accomplishments that can be measured and achieved within a given time frame. Achievement of an objective advances an organization toward a corresponding goal.

Obligations – Amounts that a government may be legally required to meet out of its resources. They include not only actual liabilities, but also unliquidated 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 expenses, 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 that must be enacted by ordinance and those that may be enacted by resolution.

Other Charges – In a summary analysis of expense types, this refers to all expenses not included within specifically defined categories. 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 requests 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 that 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 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 that 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.

Priority One Capital Tax – A portion of the Real Property Tax identified for specific General Fund Capital Projects categorized as Priority One.

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 Common Council.

Purchase Order – A document that 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.

Regular Employee – An employee 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.

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, and retired after the collection of such revenues.

Revenue Bonds – Bonds whose principal and interest are payable exclusively from earnings of 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 stormwater 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 as 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 Common Council establish the tax rate each year in order to finance General Fund Activities.

Temporary Employee – An employee hired to fill a position anticipated to have a continuous service duration of less than one year, 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, etc.).