

# City of Westminster

Fiscal Year 2015 Adopted Budget



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





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Westminster  
Maryland**

For the Fiscal Year Beginning

**July 1, 2013**

Executive Director

# Acknowledgements

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

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# Mayor's Budget Message

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To the Citizens of Westminster:

The City of Westminster will celebrate the sescentennial, or 250<sup>th</sup> anniversary, of the founding of the city during this coming fiscal year. The City Hall will be completely renovated and will be rededicated in September, opening to a gallery of paintings and memorabilia from the Carroll County Historical Society. Activities and events throughout the year will celebrate this landmark anniversary.

As we prepare this FY2015 budget, it is instructive to look back at our founding to see how the City has developed. In 1764, William Winchester founded the City of Winchester with a population of 100 residents. There were 45 lots laid out along King Street between Washington Road and Court Street. Bishop Alley and Church Street retain their original names today. William Winchester purchased 165 acres for the original settlement at \$4.50 per acre. New London, composed of 49 lots along King Street, between Court Street and Longwell Avenue, were added to the City's settlement plat in 1765. The name Winchester was changed by the legislature due to confusion with Winchester, VA. There was one church in town—the Union Meeting House on the grounds of Westminster Cemetery. The main businesses in 1764 were agriculture and pottery.

Skipping forward to 1864, the City of Westminster had grown to 1,670 residents, governed by Mayor Michael Baughman with a staff of six. The total budget was \$2,006 based on a tax rate of .10 per \$100. The City considered the acquisition of Bell Grove Square and had no street lights or snow removal services. In the centennial of its founding, the City had five churches, and businesses such as Reifsnider General Store, John Busby Hats and Boots, mechanics, lawyers and druggists. First National Bank was the established financial institution. Telegraph lines in the City were cut by Confederate soldiers and the Battle of the Monocacy was the topic of the day.

At the time of the bicentennial celebration, the City had grown to 6,123 residents, governed by Mayor Scott Bair, with a staff of 36 and a budget of \$329,142 on a tax rate of .54 per \$100. The major capital project of the day was the acquisition of the Maryland Water Works—Westminster Division for \$1.45 million. There were now 13 churches and Western Maryland College. Businesses included Random House, Teeter Stone, Endicott-Johnson, A&P, Acme Groceries, J. C. Penny and Mather's. The City approved the repainting of the Clock Tower and Fire House building; City Hall was renovated. A Charter Amendment allowed the City to issue bonds.

The acquisition of the Maryland Water Works—Westminster Division added significant staff and revenues and expenditures to the City which, coupled with tremendous growth, resulted in a population of 18,843 today. Mayor Kevin Utz and a staff of 163 govern the City with a budget of approximately \$64 million. The major capital projects include an Enhanced Nutrient Removal upgrade to the wastewater treatment plant with an estimated cost of \$39 million and a Fiber Optic project to provide broadband services to the entire City. Businesses include 10 of the largest in Carroll County, each providing 6,500 jobs. There are six grocery stores and 14 banks, along with Knorr Brake and Northrop Grumman corporations. Western Maryland College has become McDaniel College and 20 churches now have congregations in the City.

The City will celebrate this sescentennial anniversary with a respectful eye on our past and with the desire to preserve as much of that past as possible. Even as we take a nostalgic look back at the past, the City is preparing for the future with major efforts in technology, economic development and environmental stewardship.

The city is moving forward into the age of technology by providing high speed gigabit, symmetrical broadband service to every building in the city. Two pilot projects are underway –one at the senior living community Carroll Lutheran Village with 400 residential units and another at the business park with 110 businesses. The engineering and design is 95% completed and construction should be completed by the end of 2014. The remainder of the city will be wired over the next two years, providing the transportation highway for future economic development.

The city-wide fiber project will be depicted in the budget in a new fund entitled “Fiber Infrastructure Fund”. The initial fiber pilot project will be funded with Special General Benefit Assessment Funds. The city-wide fiber project will be funded with fees from broadband customers. Capital Improvement Program Funds may be necessary to supplement these revenue sources for several years until the fiber network is fully self-sufficient.

The second major activity to be implemented during FY2015 is the implementation of the Stormwater Management Program. Under Federal court order, the Environmental Protection Agency was ordered to implement a Chesapeake Bay clean up. The State of Maryland established a storm water management fee program to fund projects to direct nitrogen away from streams that feed into the Chesapeake Bay. This program will be implemented through an NPDES (National Pollutant Discharge Elimination System) permit for Carroll County. The City of Westminster, along with the other seven municipalities, will be co-permittees in this permit. The City of Westminster will be required to pay 20% of the cost of storm water projects; Carroll County will pay the remaining 80%. This will become a new mandatory requirement in the Capital Improvement Program. The reporting and documentation permit requirements for the inspections of the outfalls are so substantial and the fines for non-compliance are so onerous that an additional staff member may be required in the Public Works Streets Department in future years.

Another step forward in the technology area is the appropriation of funds to purchase a GIS server to provide interactivity to the data contained in this system. We have also included a full-time staff position to manage this database. This system will enable staff to access the data and provide maps for any level of information, as well as provide interactivity for the public. The use of GIS has grown exponentially over the past few years – staff can now use the database to track complaints, police calls, code enforcement complaints, location of water and sewer pipes and fixtures, and “as built” development plans.

The public will be able to access zoning designations, maps, locations and descriptions of restaurants and retail establishments, and events and activities, all in up-to-date real-time information, from any application including computers, iPads, cell phones and tablets. This is a huge step forward for the city promotional efforts. This effort will coordinate with the updated City webpage.

The other major category in the 2015 budget is the cost of employee salaries and fringe benefits. Our employees are our most valuable resource and they have demonstrated that in FY2014 by working 3,125 hours of overtime to keep the city operational during 16 interminable snow events. We gave employees a 3% cost of living increase in FY2014 and are recommending the same for FY2015. In addition to keeping salaries competitive with comparable municipalities, this increase helps to offset the four years employees suffered without any increase in salaries.

Employee benefits have continued to be an ever-increasing section of our budget, and FY2015 is no different. The City of Westminster joined the Local Government Insurance Trust Healthcare Plan in FY2012. This plan stabilized our healthcare costs over the past two years, resulting in an \$189,000 credit in FY2013. The

experience factor increased in FY2014, resulting in a 15% increase in the credit claims portion of our insurance. A Healthcare Committee composed of representatives from each department monitors healthcare costs and issues to keep costs as low as possible.

To counteract the increase in healthcare costs, the City has opted to introduce a new wellness component to our wellness program which will reward employees for following good health habits by reducing the healthcare premium by achieving healthcare goals. Hopefully this program will result in reduced claims experience to reduce our healthcare premiums. Healthy employees result in reduced claims expenditures.

Water Fund

The major undertaking in the water treatment fund will be the expenditure of \$150,000 to replace the membrane filters. The current membrane filters are five years old with only two years left on the warranty. By replacing the membranes early, the City will realize a savings of \$150,000 on the purchase price and extend the warranty to seven years. No increase in water rates is required for this purchase. The water fund rates were included in the Rate Study conducted by Municipal and Financial Services Group.

Sewer Fund

Municipal and Financial Services Group did, however, find that the sewer system fund would require a rate increase of 11% per year for the next three years to sustain the Enhanced Nutrient Renewal (ENR) upgrade to the wastewater treatment. This upgrade is mandated by more stringent regulations issued by MDE and 65% of the \$39M cost will be covered by a grant from MDE. The City will fund the remaining \$12M with a low-interest loan from MDE. The increase in the rates will support the debt service for this loan.

Housing Fund

No major changes in this fund are anticipated. The Federal budget for Housing and Urban Development programs has been declining; therefore, the program will continue to support 300 Section 8 vouchers, but with decreasing administrative funding. The City is subsidizing a portion of the administrative costs of the grant.

Respectfully submitted,



Kevin R. Utz, Mayor

# About Westminster

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## DIRECTORY OF OFFICIALS AND ADVISORY BODIES

### Mayor

Mr. Kevin R. Utz

### Common Council

Dr. Robert Wack, Council President

Ms. Suzanne Albert, Council President Pro-Tem

Mr. Tony Chiavacci, Councilman

Mr. Dennis Frazier, Councilman

Mr. Paul Whitson, Councilman

### Management Team

#### Title

City Administrator

Chief of Police

Director of Finance

Director of Planning and Development

Director of Public Works

Director of Recreation and Parks

Human Resources Manager

Information Technology Manager

#### Name

Marge Wolf

Jeff Spaulding

Tammy Palmer

Steve Horn

Jeff Glass

Abby Gruber

Darlene Childs

Robert Miller

### Boards and Commissions

#### Planning and Development Commission

Margaret R. Bair, Chair

Nancy B. Palmer, Vice Chair

Suzanne Albert, Ex-Officio

Kevin W. Beaver

Lori J. Welsh-Graham

#### Board of Zoning Appeals

Edward Cramer, Chair

Laura Matyas, Vice-Chairman

Larry Berent

Daniel Hoff, Alternate

#### Historic District Commission

Kristen McMasters, Chair

Dean Camlin, Vice Chair

Greg Goodell

Kevin Wagman

D. Arlette Michell

Sherri Hosfeld Joseph

#### Tree Commission

Steve Allgeier, Chair

Cindy May-West

Richard Wilbur

Howard Wilt

Brian Rhoten, Ex-Officio

Jessica Fitzgerald, Ex Officio

## COMMUNITY PROFILE

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



Although William Winchester laid out the original lots of Westminster in 1764, it was not until shortly after the creation of Carroll County that the City of Westminster was incorporated in 1838. From its original corporate area of approximately .745 square miles, the City of Westminster grew to its current size of 6.3829 square miles through a series of 47 approved annexations. All but two of those annexations have occurred since January 1, 1970. As the city grew in size, its population has also continuously grown over the past four decades from 7,207 in 1970 to 16,731 in 2000. Today's population is estimated at 18,848.

The City contains approximately 7,546 households, divided among a number of established neighborhoods and new residential developments. While the City's housing stock is primarily single family, there are a large percentage of multi-family dwelling units comprised of several apartment complexes in the outlying areas of the city and numerous single-family conversions in the residential areas around the downtown business district. Westminster has a preservation ethic and is home to two National Register Districts. The City of Westminster National Register District, established in 1980, encompasses much of the older residential areas of the city and its downtown. The second district is located on the campus of McDaniel College, and incorporates several of the oldest buildings in the southeast portion of the campus.



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

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

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

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



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

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

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

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

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

# STATISTICAL DATA

## Community Profile

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

## Demographic Profile

### Area

2014	7.8301 sq mi
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### Climate

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

### Population<sub>1</sub>

	Total	% Change
2014 <sub>2</sub>	18,848	+ 1.4
2010	18,590	+11.1
2000	16,731	+28.03
1990	13,608	+48.37
1980	8,808	-

### Median Age<sub>1</sub>

2010 (US Census)	33.3 years
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### Age Composition<sub>1</sub>

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

### Population of Primary Trade Area<sub>1</sub>

125,477 (2005)

### Households and Housing Units<sub>1</sub>

Total Households	7,546
Non-family Households	3,044
Homeownership Rate	53.6%
Living in Same House 1+ Years	85.9%

### Household Income<sub>1</sub>

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

## Economic Profile

### 2010 Employee Statistics By NAICS Code<sub>4</sub>

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

**Top Ten Employers In & Near Westminster,**

As of January 31, 2013

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

**Largest Public Employers In & Near Westminster,**

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

**Taxes,**

2013 Total Property Assessed Value	1,599,127,933
Property Tax Rate	\$ .56

**Building Permits,**

Commercial Year	Permits	Value
2013	76	4,591,262
2012	138	10,551,932
2011	215	15,406,100
2010	204	18,125,985
2009	182	12,828,633
2008	205	52,078,829
2007	248	6,400,691

**Utility Rates & Statistics of City Owned Utilities,**

Fixed Quarterly Charge			Inside City		Outside City	
Meter Size	AWWA Meter Eqv.		Water	Sewer	Water	Sewer
Tier 1 - 5/8	1.00		\$23.09	\$21.23	\$24.71	\$29.83
Tier 1 - 3/4	1.00		\$23.09	\$21.23	\$24.71	\$29.83
Tier 2 - 1	2.50		\$57.72	\$53.08	\$61.78	\$74.58
Tier 2 - 1 1/2	5.00		\$115.44	\$106.16	\$123.57	\$149.17
Tier 2 - 2	8.00		\$184.70	\$169.85	\$197.71	\$238.67
Tier 2 - 3	16.00		\$369.39	\$339.70	\$395.41	\$477.34
Tier 2 - 4	25.00		\$577.18	\$530.79	\$617.83	\$745.85
Tier 2 - 6	50.00		\$1,154.35	\$1,061.58	\$1,235.66	\$1,491.71
Tier 2 - 8	80.00		\$1,846.96	\$1,698.53	\$1,977.06	\$2,386.73

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

Tier 2 Rates			Inside City		Outside City	
Unit Rate per 1,000 gallons			Water		Sewer	
			\$5.29		\$7.15	

Sewer Usage Charge			Inside City		Outside City	
Excessage			Sewer		Sewer	
Unit Rate (per 1,000 gallons)			Sewer		Sewer	
			\$5.14		\$7.69	

**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	9767

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 thru School Age	9
Multi-purpose Fields	4
Basketball Courts	4
Tennis Courts	7
Skate Park	1
Plazas	2
Walking Trail (2 miles)	1

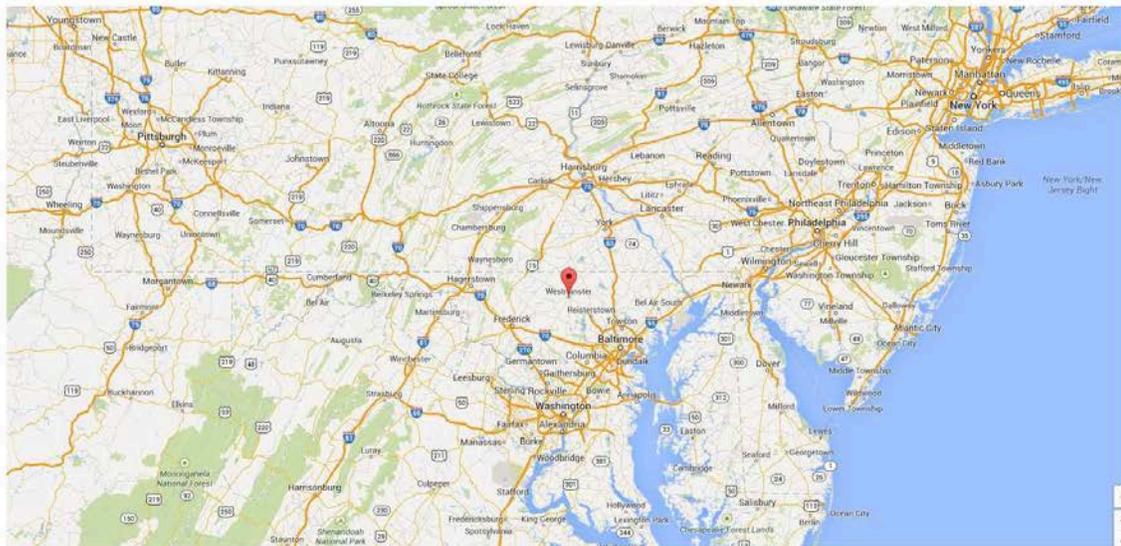
**Police Protection Statistics:**

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

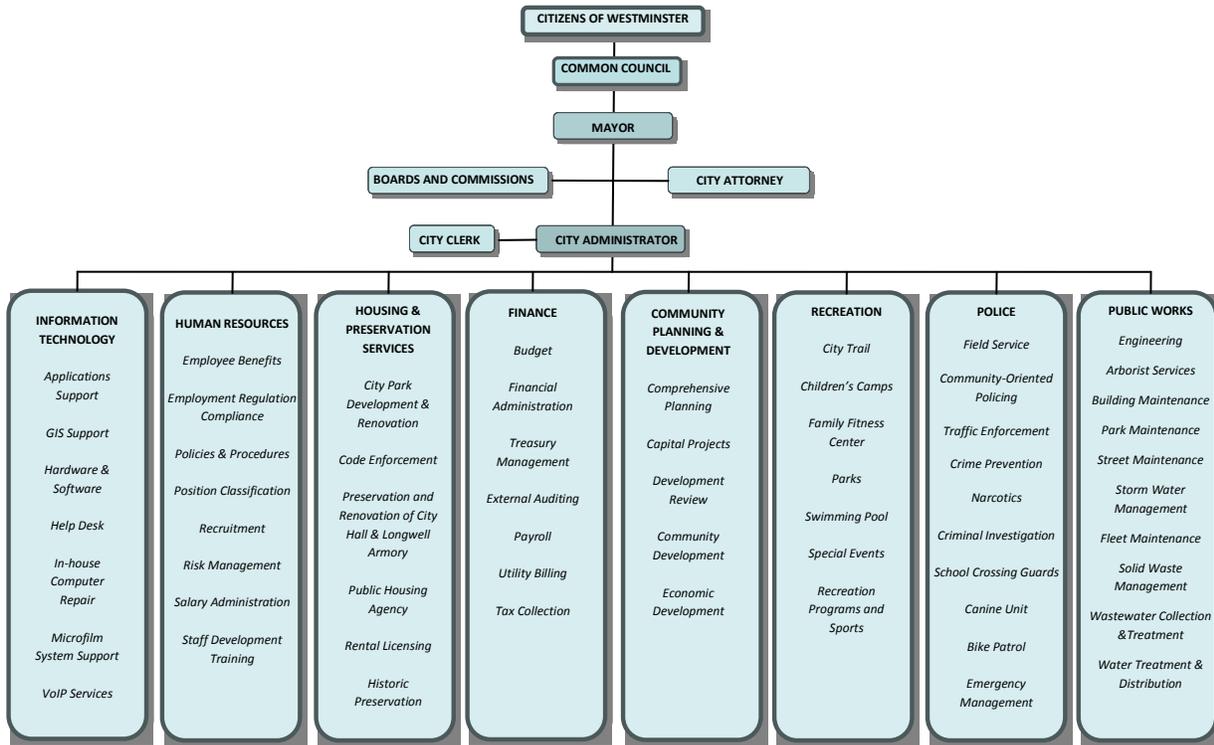
**Footnotes:**

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

**Regional Map**



# ORGANIZATIONAL CHART



## Budget Background

### DEVELOPMENT, ADOPTION, AND STRUCTURE OF THE BUDGET

#### DEVELOPMENT

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

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

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

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

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

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

### ***CITY OF WESTMINSTER VISION STATEMENT***

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

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

This Vision will be accomplished by:

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

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

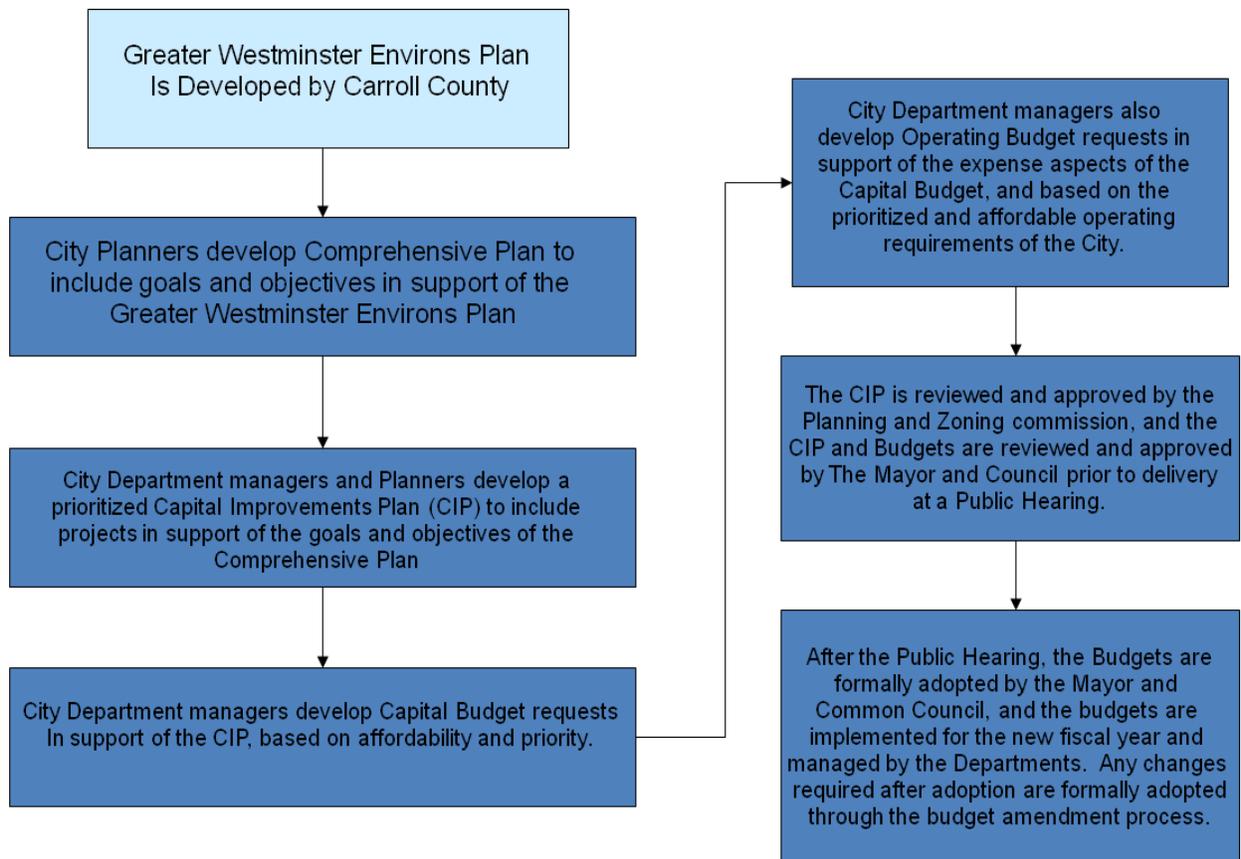
(b) *Express powers.*- In addition to, but not in substitution of, the powers which have been, or may hereafter be, granted to it, such legislative body also shall have the following express ordinance-making powers:

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

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

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

### ***BUDGET DEVELOPMENT FLOW CHART***



## ***BUDGET SCHEDULE***

### ***FY2015 Budget Schedule***

Jan - March 2014	Reviewed in regular Department Head meetings
April 1, 2014	Review preliminary budget with Finance Committee
April 10, 2014	Capital Plan submitted to Planning and Zoning for review and recommendation
April 23, 2014	Budget Workshop
April 28, 2014	Public Hearing and Introduction of Budget Ordinance
May 12, 2014	Adoption of Budget Ordinance

### ***Public Housing Agency***

April 14, 2014	Public Hearing and adoption of PHA Administrative Plan and annual PHA Plan
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## ***ADOPTION***

The budget ordinance was formally adopted on May 12, 2014.

## ***STRUCTURE***

The accounts of the City are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equities, revenues and expenditures. Budgets for the following funds are included in this document:

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

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

## DEPARTMENTAL MATRIX

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

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

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

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

## STRATEGIC PLAN

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

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

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

### 3. Expand the wastewater capacity

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

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

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

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

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

The plan to expand the wastewater capacity revolves around an aggressive project to include an Enhanced Nutrient Removal project and an expansion project to the existing facilities. The City has received extensive design and engineering services regarding this project. It is expected that about 65% of the project will be funded with Bay Restoration Funds and 35% will be bonded. In addition, the water and wastewater rate study was implemented to assure continued operational and maintenance costs on the expansion and improvements. The impact on the budget for this project is significant. Although the user rates are being adjusted annually to accommodate changes to the system, the costs associated with this project exceeds revenue raised by user rates and surplus special benefit revenues. Rates were analyzed during FY2014 and an 11% increase was recommended and adopted in this budget. The impact of the additional debt is discussed later in this plan.

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

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

# FY2015 Adopted Budget

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## SUMMARY

### *BUDGET OVERVIEW*

As the City prepares to celebrate its 250<sup>th</sup> anniversary, the FY 2015 budget demonstrates the dedication of the Mayor and Town Council to take the City into the next 250 year span.

This budget looks to the future in several ways. The first is the commitment to the employees of the City. For the second year in a row after a four-year freeze, employees were granted a 3% increase in salary. This salary increase ensures that the City is able to retain and improve its most valuable resource.

This budget also prepares for the future with major commitments in technology, economic development and environmental stewardship. Major projects in the General Fund include Storm Water Management Implementation, GIS technology, Facility Improvements, Employee Wellness Program, and Broadband Fiber Infrastructure.

The Storm Water Management Implementation is a program in which the City will partner with Carroll County in order to meet State mandated regulations regarding storm water management. This will be a recurring capital cost. The amount budgeted for FY 2015 is \$197,400. The impact to future years may require implementation of a storm water fee. For FY 2015, the City will fund this project with real property tax revenue.

The GIS project will include the purchase and implementation of a GIS server and staff member. This project is one-time for the server. Recurring costs include personnel costs, maintenance and replacement costs. This project is also funded with tax revenue. Futures costs are not expected to impact the budget in a manner which would require a tax increase.

The City will spend over one million dollars in facility improvements this year. These costs are one-time costs which are energy conservation-related. The focus of these projects is on historic properties which include City Hall and the Longwell Armory. These projects include window replacements, brick re-pointing, geothermal projects, solar energy projects and renovations. These projects are being funded with a surplus in the capital tax fund. The fund accumulated a surplus as a result of former projects being completed under budget and projects being removed from previous budgets. The City also expects to offset some costs with energy grants. The impact on future budgets is a savings on energy costs.

The Employee Wellness Program will be implemented in FY2015. While this program has initial administration costs, it is expected that the long-term effect on the budget will be a savings on employee health care premiums.

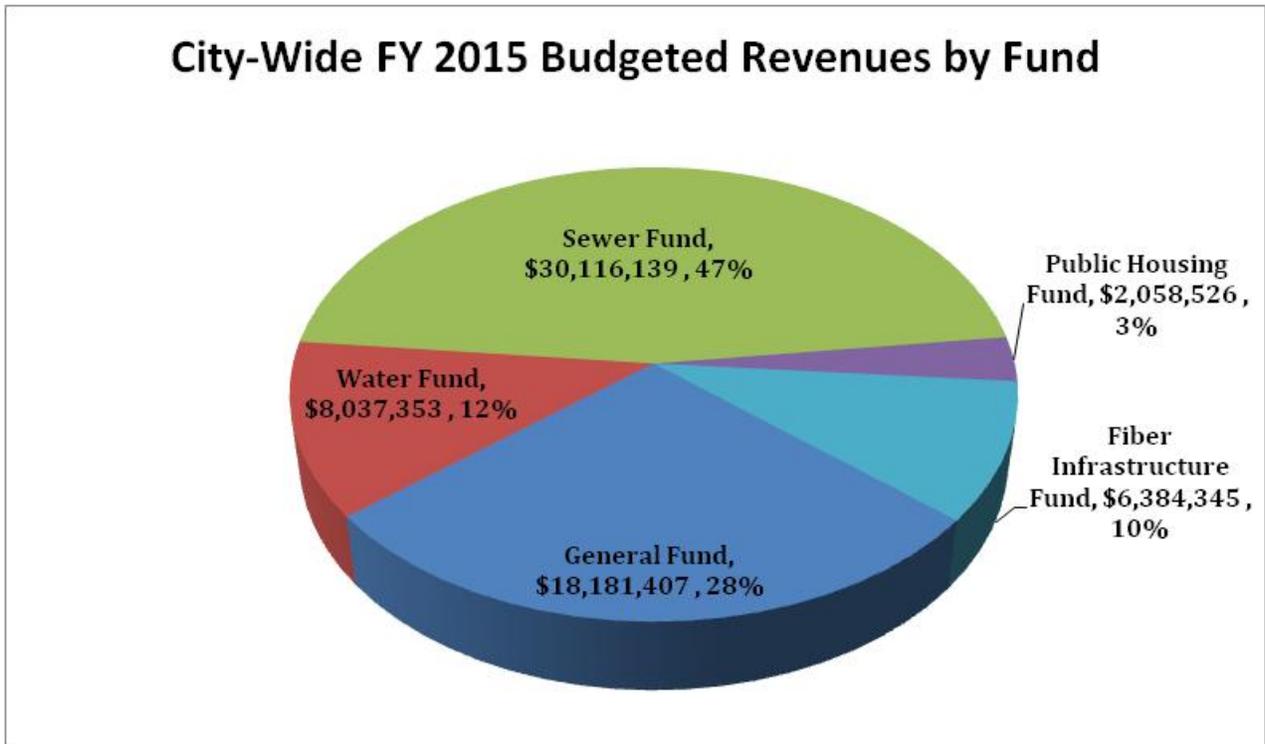
The City made a major commitment to economic development in this budget by funding the Fiber Infrastructure Project. This project is two-fold. It includes a pilot project which will provide the infrastructure to about 400 homes and a business park. The pilot project will cost \$1.25 million dollars and is funded with Special Benefit Assessment funds. The City-wide project includes providing the infrastructure to the remainder of the City. The City-Wide project will require the issuance of bonds. It is expected that lease revenue generated from the infrastructure will pay future debt service. This project is reflected in the budget in a separate fund titled Fiber Infrastructure Fund.

The water rates remain the same for this budget year. Most Capital projects are carry-overs from the prior year. The only new project is the Inspector Office.

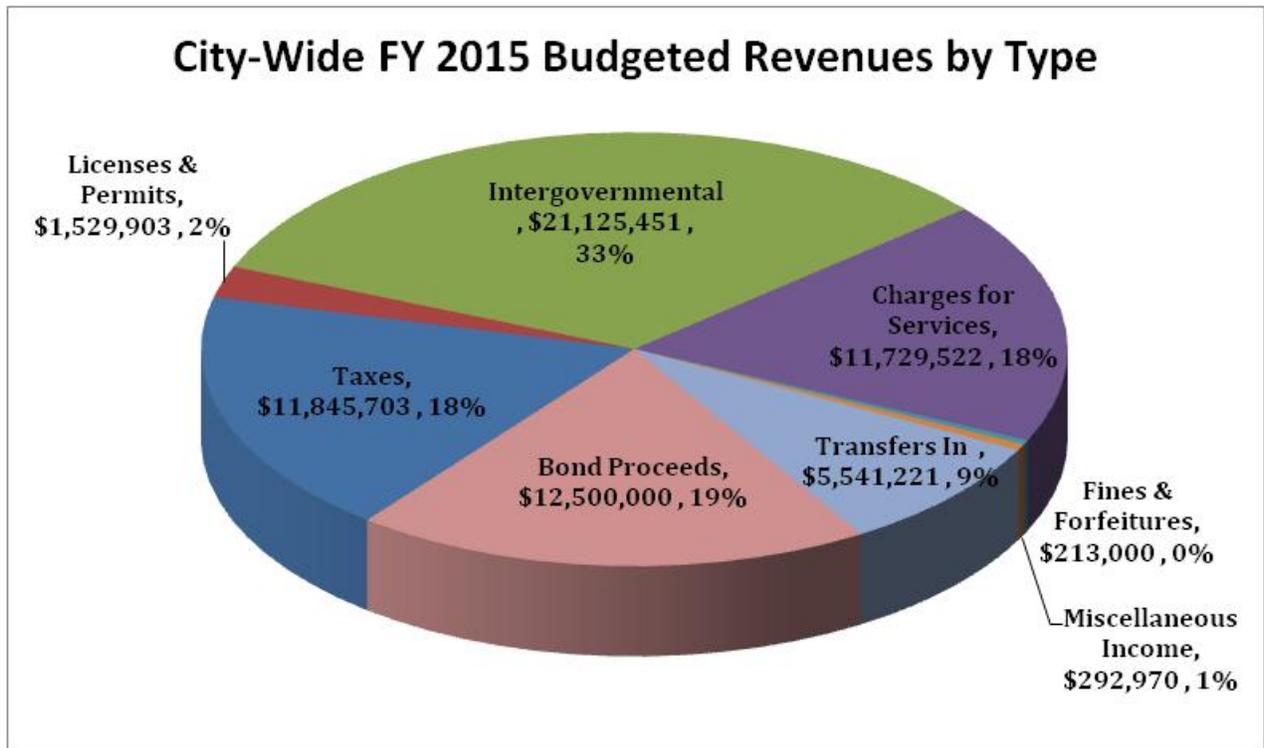
The sewer rates were increased 11%. This is primarily to offset debt service that will be incurred as a result of the Enhanced Nutrient Removal project. This project is expected to cost \$39 million dollars. The FY 2015 budget calls for \$27 million. This construction for this project will span two years. The project is 65% grant-funded and 35% city funded. The City plans to issue bonds in FY2015 in the amount of \$12 million dollars. Sewer rates were increased in 2009 to offset costs associated with this project. The projects costs have escalated since 2009 due to changes in regulations and technology. The additional costs and debt service are offset with an additional sewer rate increase. It is expected that sewer rates will increase 11% in FY 2016 and 2017.

The total budget including capital project costs is \$64,777,771.

Government-wide revenues and expenses total \$26,624,278 with General, Housing and the Fiber Funds comprising 41% percent of the total Government-wide budget and Enterprise Funds comprising 69%. The charts below demonstrate the distribution of revenues and expenses government-wide.

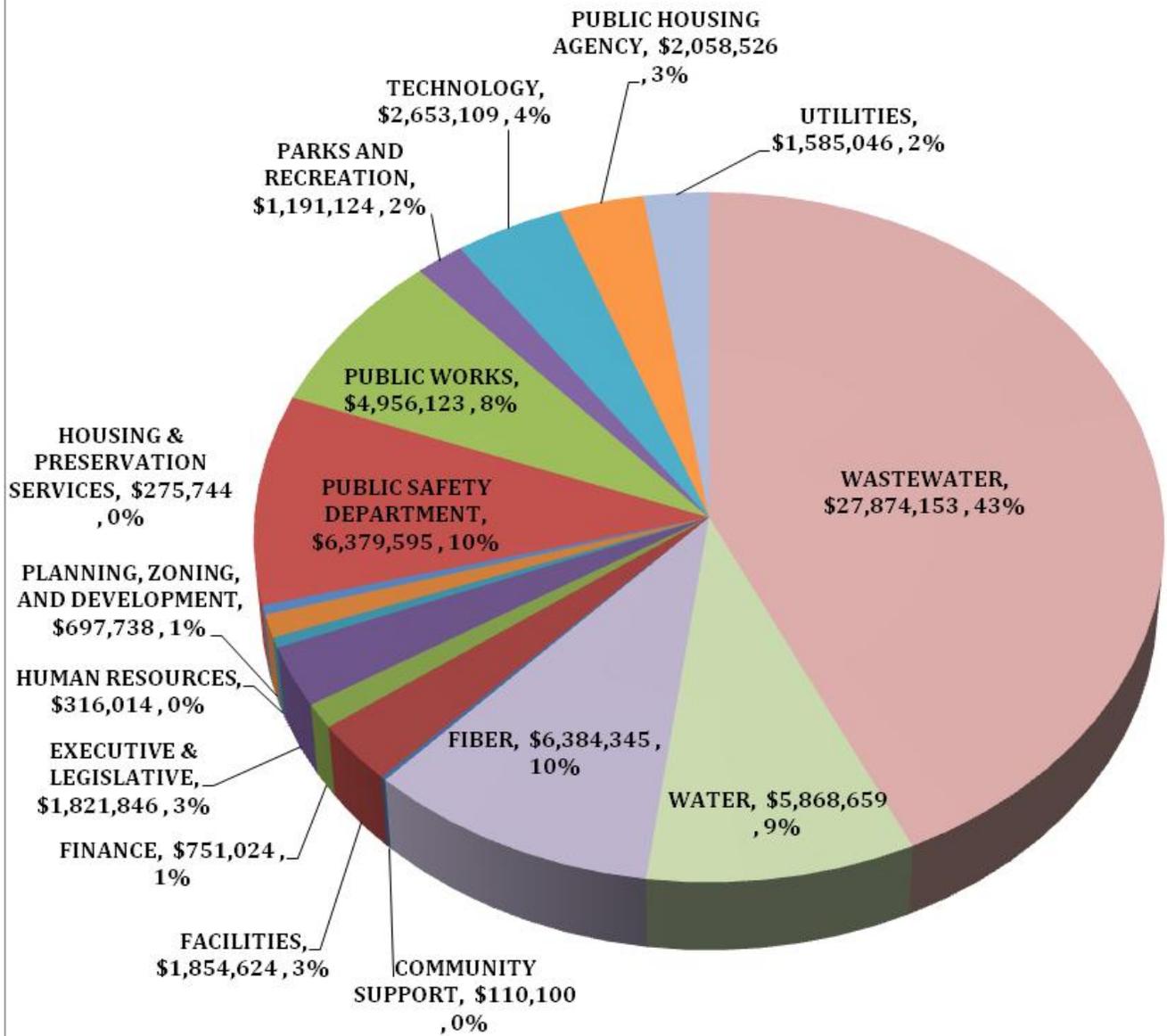


Intergovernmental funding continues to be the largest revenue type making up 33% of city-wide revenues. FY2015 will also be a year in which the City will issue bonds in the amount of \$12,500,000 creating 19% additional revenue.



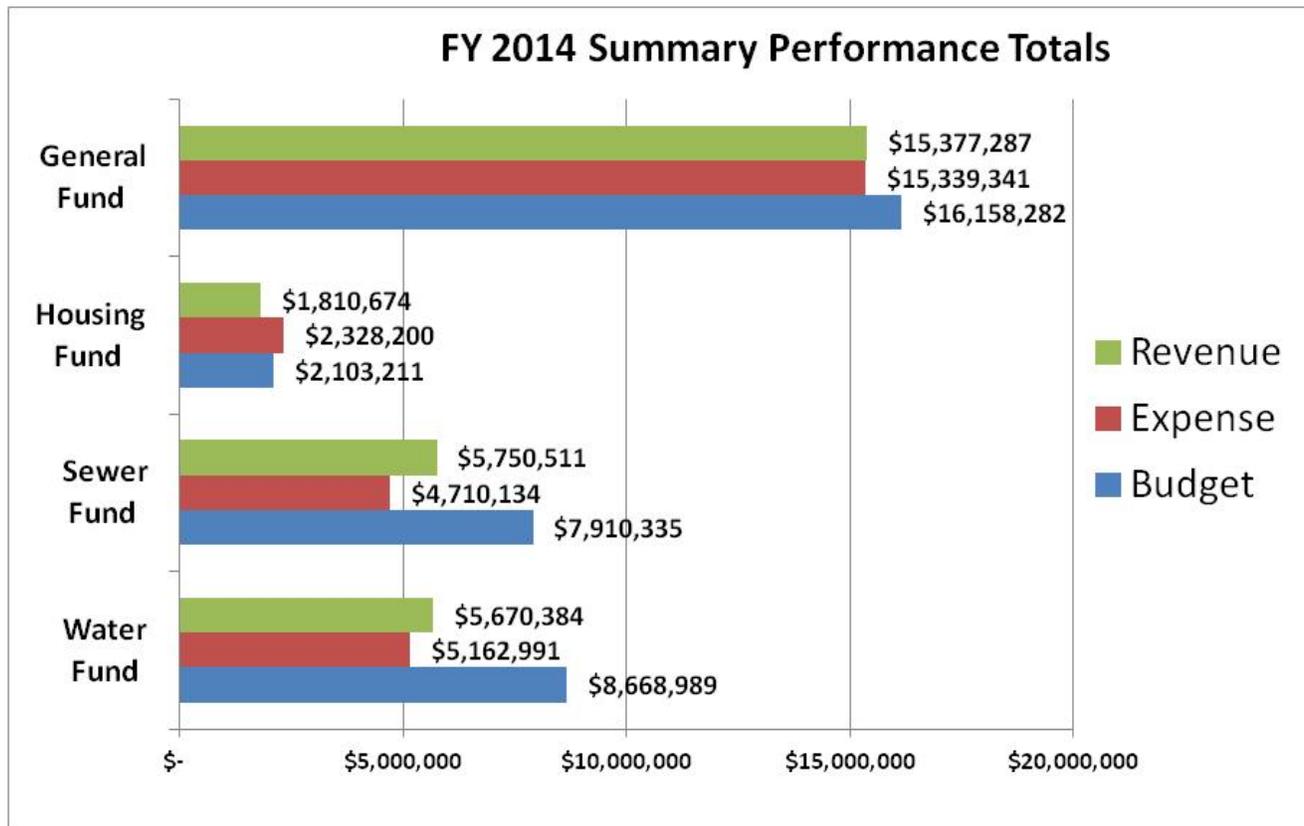
The ENR Project in the Wastewater Fund is by far the largest project undertaken by the City and is therefore a large percentage of the City-wide expenses making up 43% of the overall City-wide expenses.

### City-Wide FY 2015 Budgeted Expenditures by Department



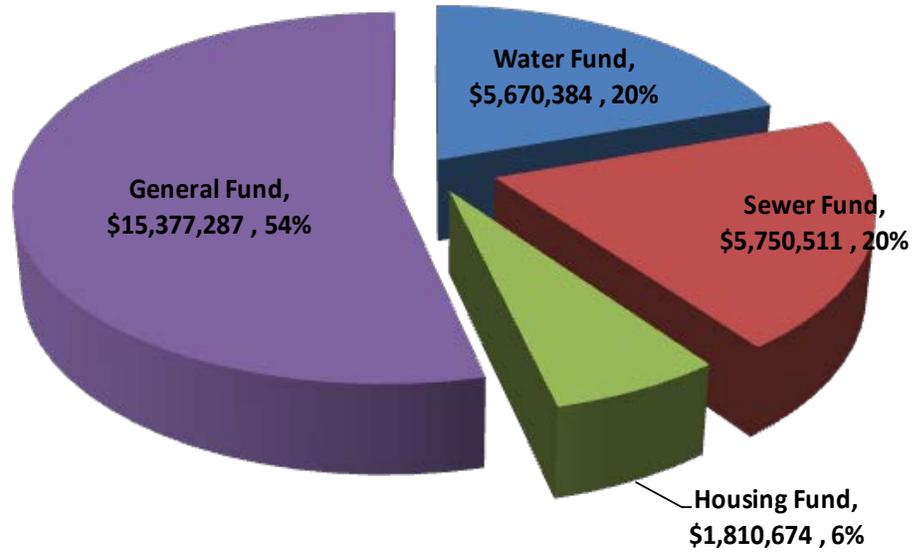
## 2014 IN REVIEW – PROJECTED RESULTS

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

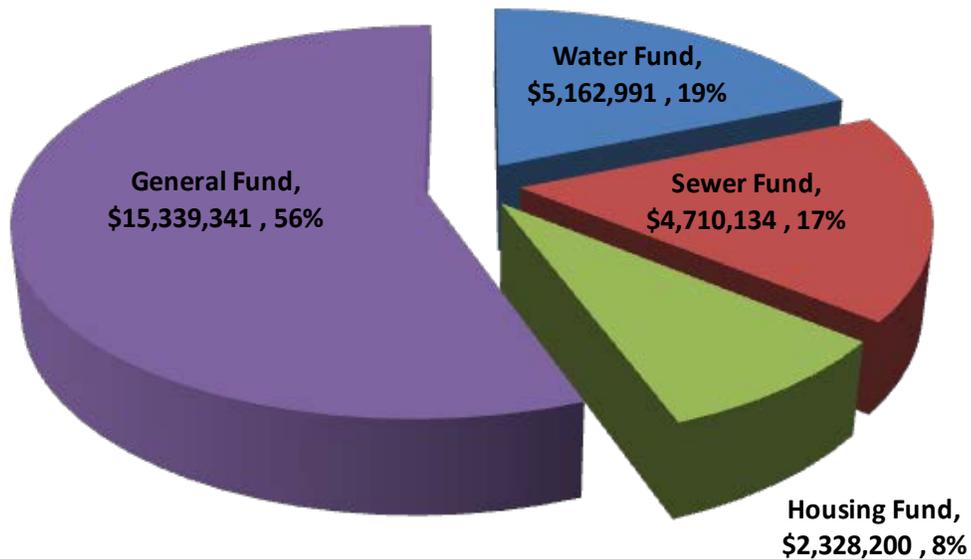


The final results for FY2014 were not complete at the time of this printing. The following charts display the projected results for FY2014.

### FY 2014 Projected Revenues by Fund

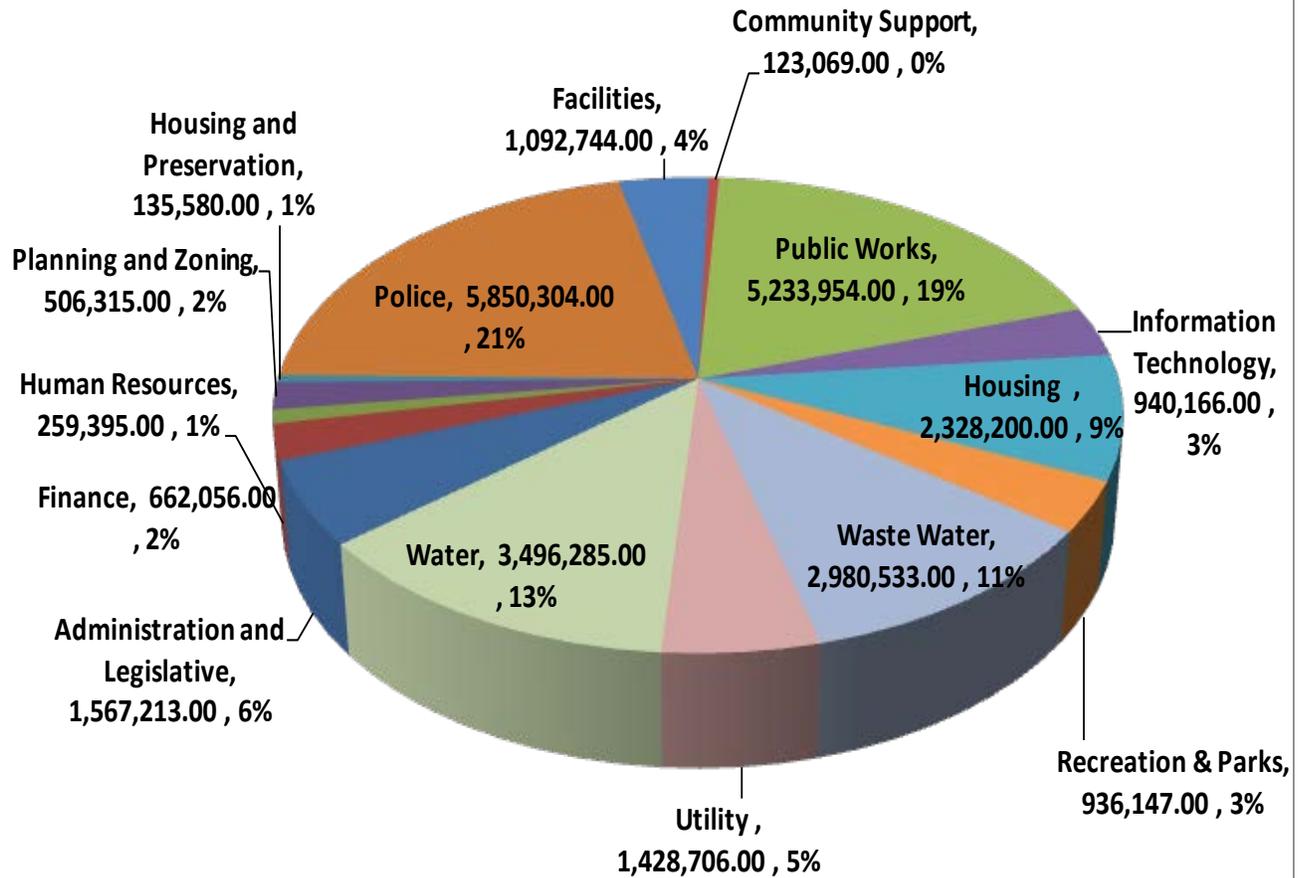


### FY 2014 Projected Expenditures by Fund



The final results for FY2014 were not complete at the time of this printing. The following charts display the projected results for FY2014.

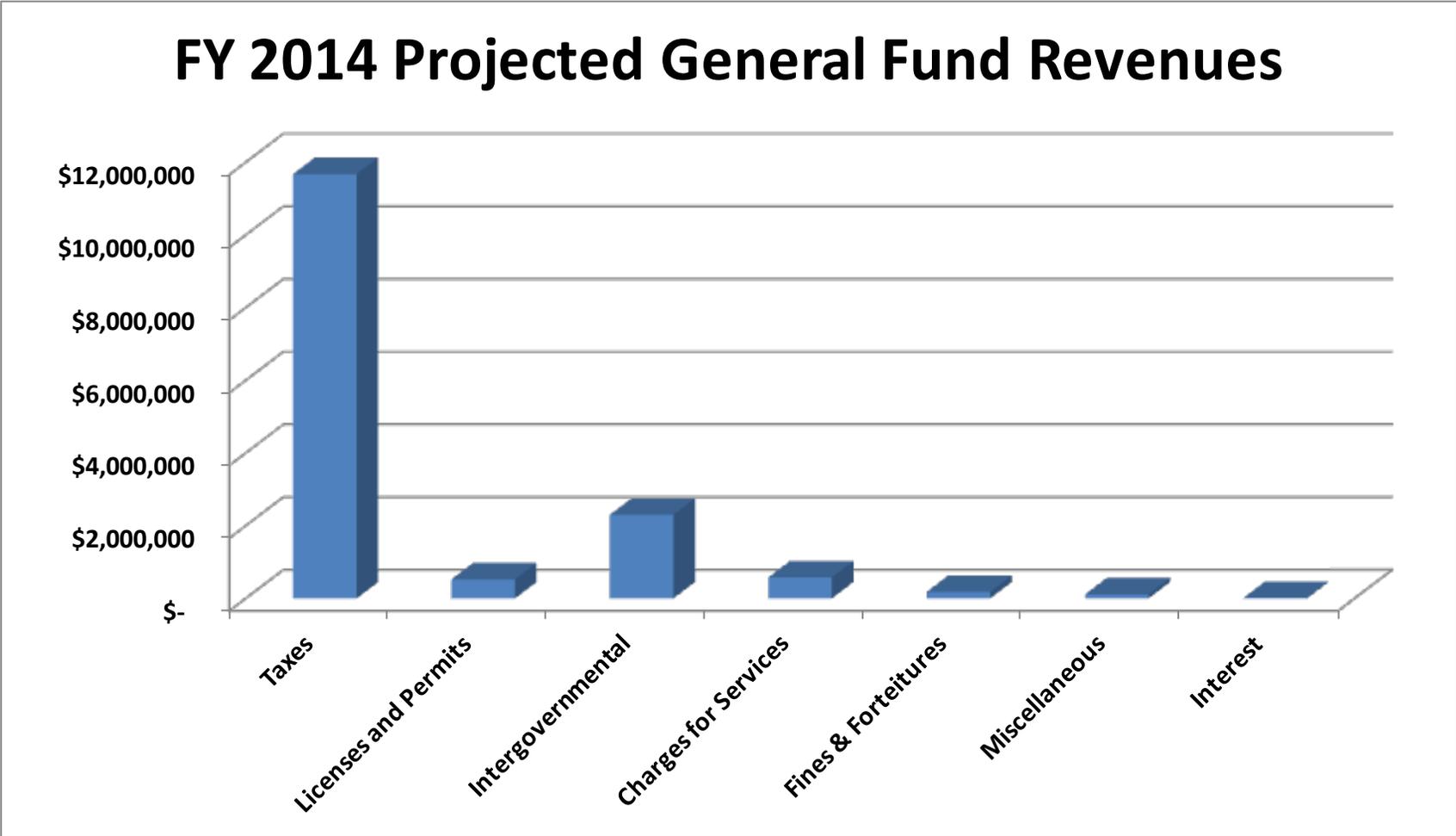
## FY 2014 Projected Expenditures by Department



**GENERAL FUND**

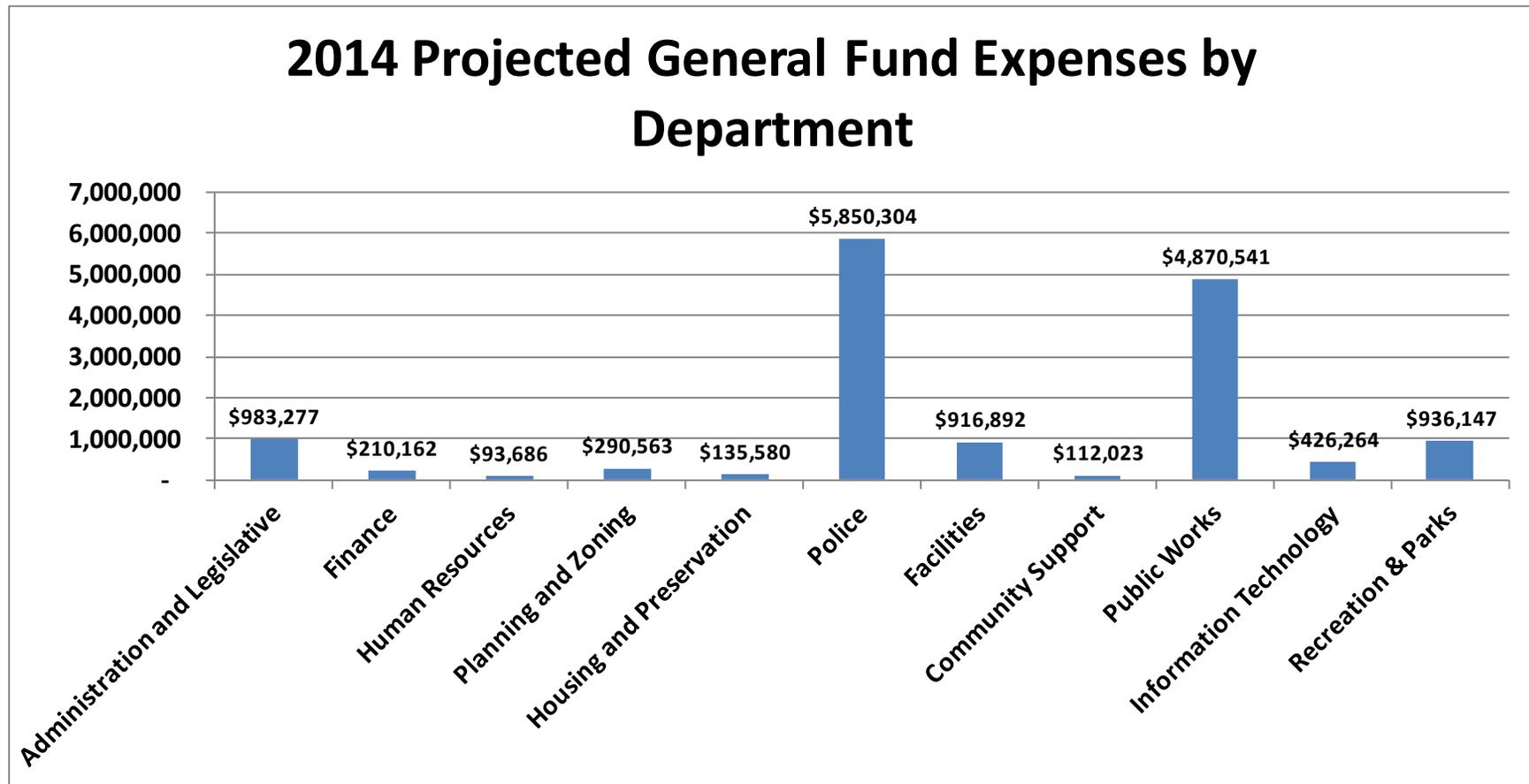
**GENERAL FUND REVENUES**

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



## GENERAL FUND EXPENSES

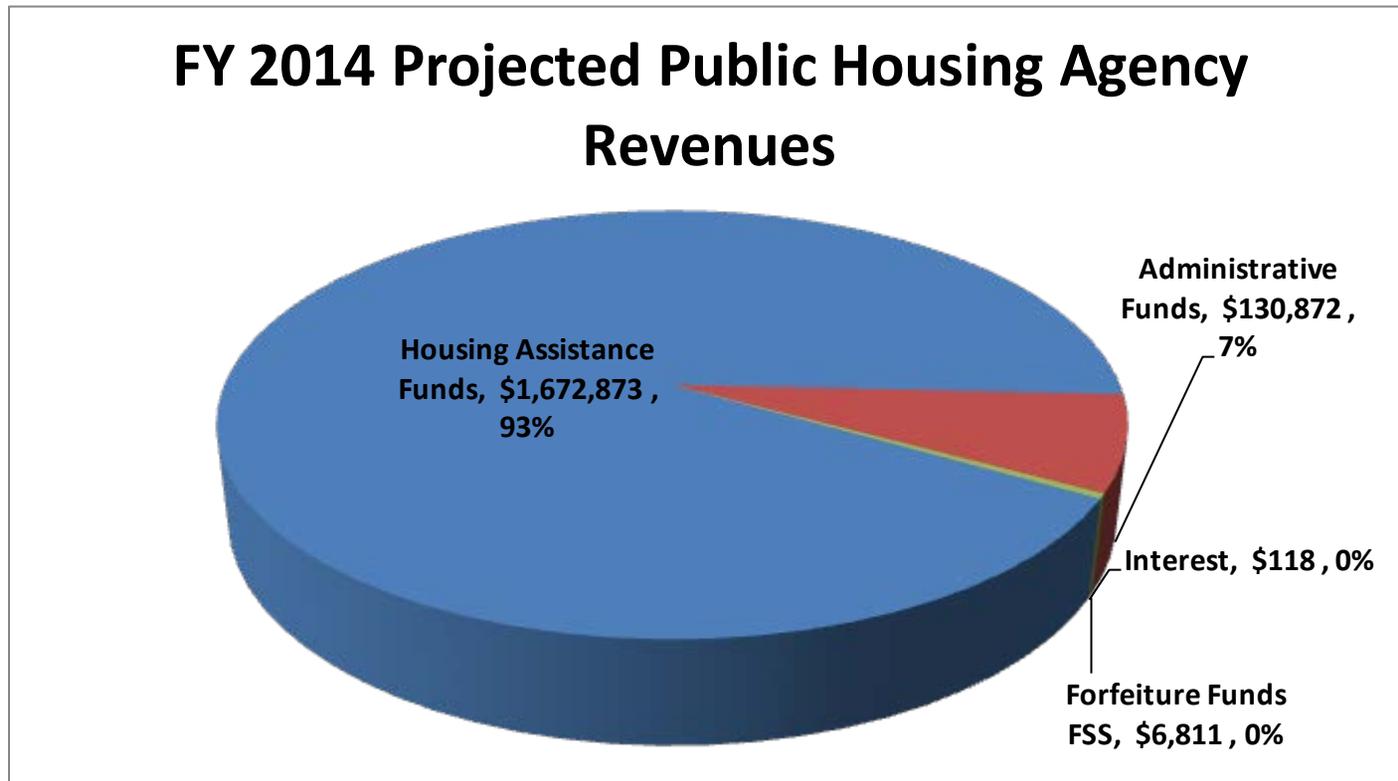
General Fund expenses are made up mostly of Public Safety (43%) and Public Works (33%) expenses. All other expenses are supporting departments.



## HOUSING FUND

### HOUSING FUND REVENUES

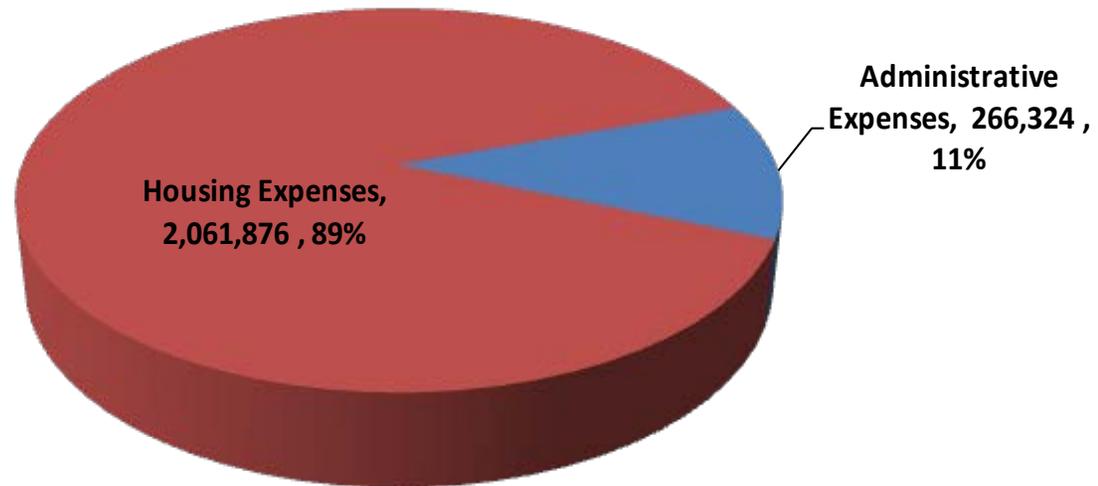
The Public Housing Agency's largest revenue is the Housing Assistance Funds. HUD changed the funding allocations requiring use of equity reserves. It is expected that funding levels will return to level for Housing Assistance Funds, but not for Administrative funds. HUD is currently funding Administration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



### ***HOUSING FUND EXPENSES***

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

## **Housing Fund Projected Expenses FY 2014**



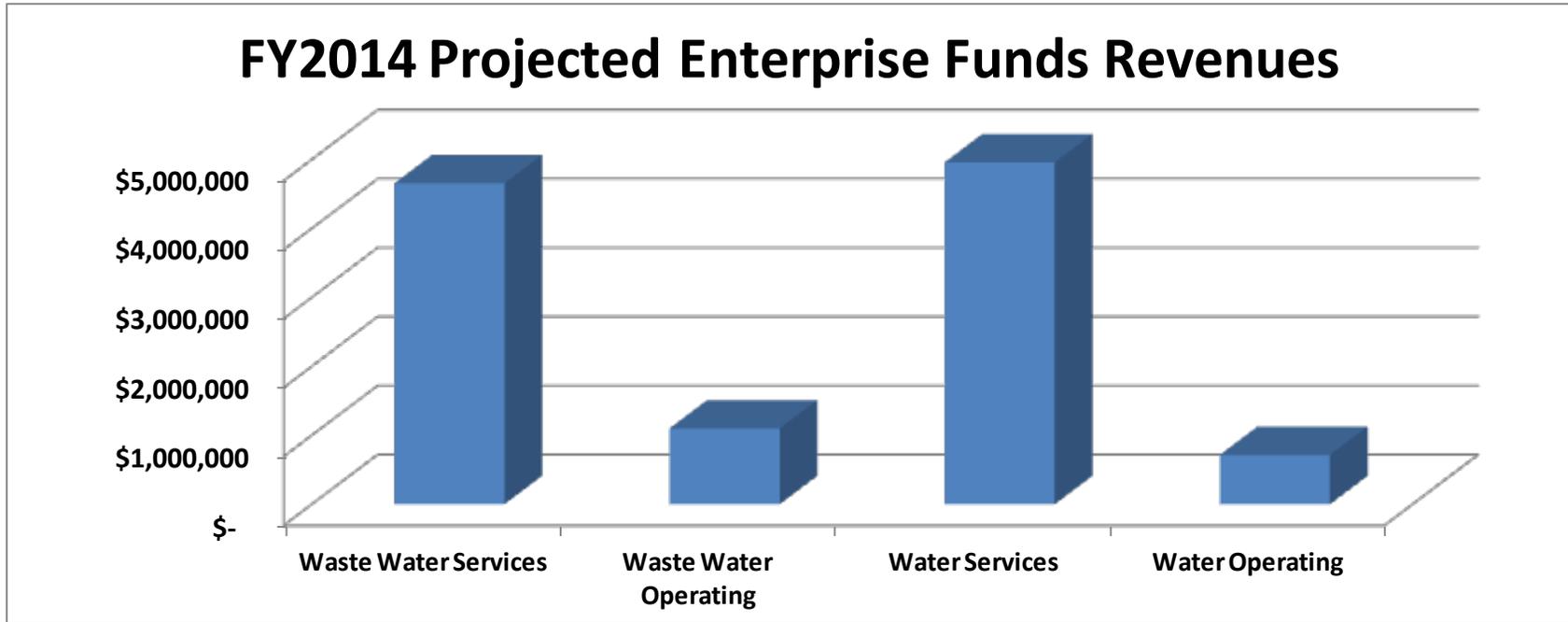
**GENERAL AND HOUSING FUNDS – CHANGES IN EQUITY**

General & Housing Fund	Actual FY 2012	Actual FY 2013	Projected FY 2014	Budgeted FY 2015
<b>Net Assets - Beginning</b>	<b>40,053,317</b>	<b>44,093,809</b>	<b>45,363,261</b>	<b>45,397,583</b>
Taxes	13,134,343	11,795,180	11,675,991	11,845,703
Charges for Services	1,443,285	1,420,942	1,278,725	1,515,115
Intergovernmental	4,643,433	3,364,268	4,110,026	4,388,051
Interest	34,368	19,900	12,872	10,000
Miscellaneous	145,750	259,471	110,347	81,500
Transfers				2,399,564
<b>Total</b>	<b>19,401,179</b>	<b>16,859,761</b>	<b>17,187,961</b>	<b>20,239,933</b>
General Government	1,658,564	1,619,659	1,634,731	3,484,676
Public Safety	5,537,316	5,849,529	5,850,304	6,379,595
Public Works	4,176,521	4,395,239	5,787,433	6,182,383
Recreation and Culture	1,231,756	1,142,296	936,147	1,191,124
Community Dev & Housing	2,510,928	2,364,831	2,754,343	2,819,355
Interest	245,602	218,755	190,681	182,800
Sewer Services				
Water Services				
<b>Total</b>	<b>15,360,687</b>	<b>15,590,309</b>	<b>17,153,639</b>	<b>20,239,933</b>
Change in Assets	4,040,492	1,269,452	34,322	-
<b>Net Assets Ending</b>	<b>44,093,809</b>	<b>45,363,261</b>	<b>45,397,583</b>	<b>45,397,583</b>

**ENTERPRISE FUNDS – WATER AND SEWER**

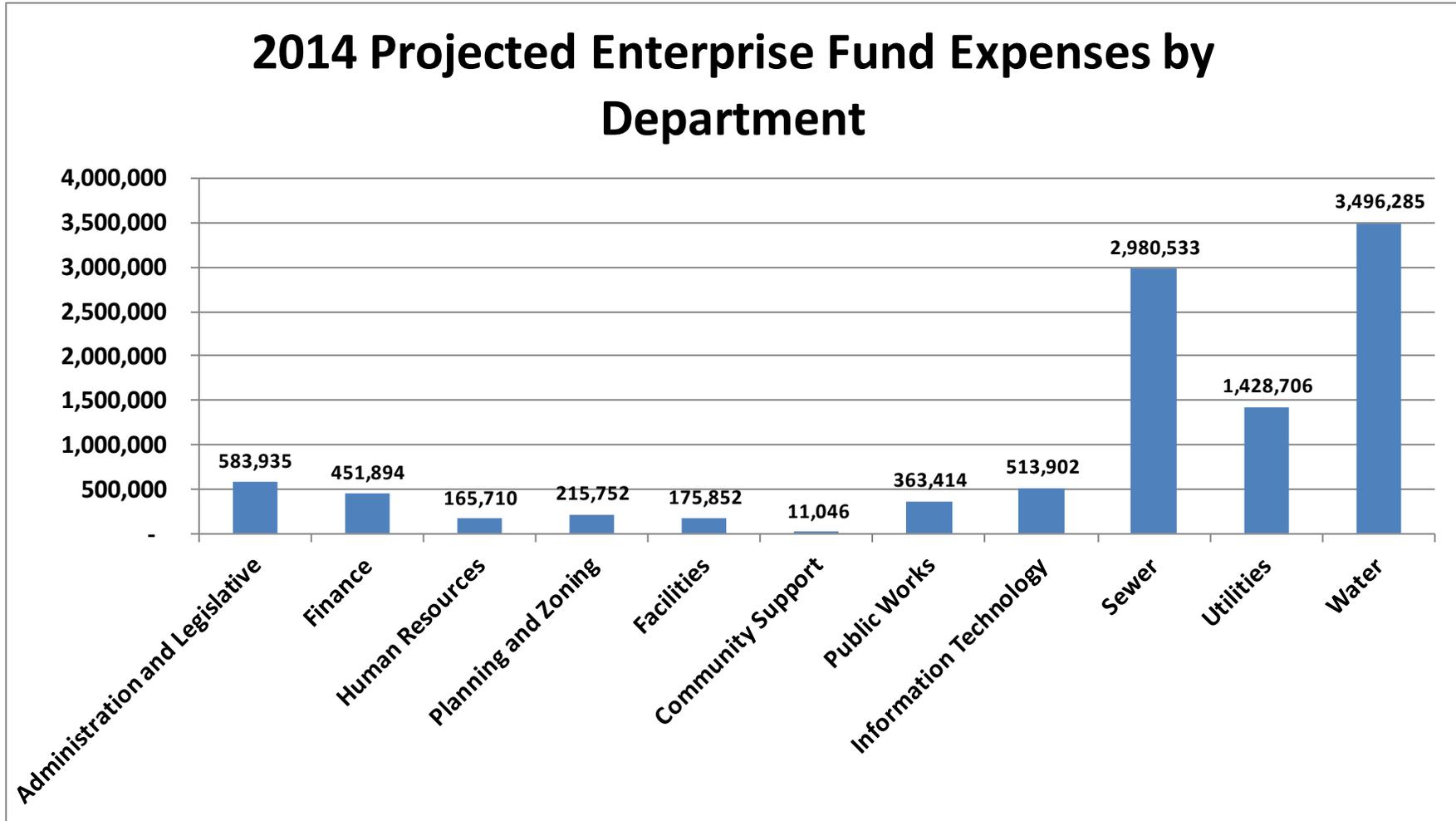
**ENTERPRISE FUNDS – WATER AND SEWER REVENUES**

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



**ENTERPRISE FUND EXPENSES**

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



**ENTERPRISE FUND CHANGES IN EQUITY**

Enterprise Funds	Actual FY 2012	Actual FY 2013	Projected FY 2014	Budgeted FY 2015
<b>Net Assets - Beginning</b>	<b>52,338,811</b>	<b>55,012,354</b>	<b>56,980,461</b>	<b>58,014,329</b>
Charges for Services	10,756,362	10,620,457	10,688,177	11,322,434
Intergovernmental	995,845	480,407	711,859	17,242,400
Interest	16,730	17,379	14,285	15,000
Miscellaneous	60,182	29,399	6,574	7,000
Bond Proceeds				7,000,000
Transfers				2,566,658
<b>Total</b>	<b>11,829,119</b>	<b>11,147,642</b>	<b>11,420,895</b>	<b>38,153,492</b>
Sewer Services	4,990,870	4,762,370	4,967,085	30,116,139
Water Services	4,164,706	4,417,165	5,419,942	8,037,353
<b>Total</b>	<b>9,155,576</b>	<b>9,179,535</b>	<b>10,387,027</b>	<b>38,153,492</b>
Change in Assets	2,673,543	1,968,107	1,033,868	-
<b>Net Assets Ending</b>	<b>55,012,354</b>	<b>56,980,461</b>	<b>58,014,329</b>	<b>58,014,329</b>

## ALL FUNDS SUMMARY – FUND BALANCES AND CHANGES IN EQUITY

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

City-Wide	Actual FY 2012	Actual FY 2013	Projected FY 2014	Budgeted FY 2015
<b>Net Assets - Beginning</b>	<b>92,392,128</b>	<b>99,106,163</b>	<b>102,343,722</b>	<b>103,411,912</b>
Taxes	13,134,343	11,795,180	11,675,991	11,845,703
Charges for Services	12,199,647	12,041,399	11,966,902	12,837,549
Intergovernmental	5,639,278	3,844,675	4,821,885	21,630,451
Interest	51,098	37,279	27,157	25,000
Miscellaneous	205,932	288,870	116,921	88,500
Bond Proceeds				7,000,000
Transfers				4,966,222
<b>Total</b>	<b>31,230,298</b>	<b>28,007,403</b>	<b>28,608,856</b>	<b>58,393,425</b>
General Government	1,658,564	1,619,659	1,634,731	3,484,676
Public Safety	5,537,316	5,849,529	5,850,304	6,379,595
Public Works	4,176,521	4,395,239	5,787,433	6,182,383
Recreation and Culture	1,231,756	1,142,296	936,147	1,191,124
Community Dev & Housing	2,510,928	2,364,831	2,754,343	2,819,355
Interest	245,602	218,755	190,681	182,800
Sewer Services	4,990,870	4,762,370	4,967,085	30,116,139
Water Services	4,164,706	4,417,165	5,419,942	8,037,353
<b>Total</b>	<b>24,516,263</b>	<b>24,769,844</b>	<b>27,540,666</b>	<b>58,393,425</b>
Change in Assets	6,714,035	3,237,559	1,068,190	-
<b>Net Assets Ending</b>	<b>99,106,163</b>	<b>102,343,722</b>	<b>103,411,912</b>	<b>103,411,912</b>

## CASH FUND BALANCE RESULTS

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

### General Fund Opening Balances:

	<u>July 1, 2010:</u>	<u>July 1, 2011:</u>	<u>July 1, 2012:</u>	<u>July 1, 2013</u>	<u>July 1, 2014</u>
• General Operating Funds:	\$2,165,255	\$ 4,161,830	\$5,988,153	\$ 7,868,076	\$ 8,154,993
• Police Forfeiture Funds:	\$ 61,190	\$ 63,305	\$ 54,210	\$ 55,061	\$ 63,078
• Capital Projects Funds:	\$ 118,891	\$ 928,273	\$1,579,781	\$ 1,899,612	\$ 1,830,180
• Community Development:	\$ 253,625	\$ 255,739	\$ 474,891	\$ 475,953	\$ 475,953
• Benefit Assessment Funds:	<u>\$ 695,510</u>	<u>\$ 819,421</u>	<u>\$ 870,266</u>	<u>\$ 985,652</u>	<u>\$ 1,061,557</u>
○ Total General Fund:	<b><u>\$3,294,471</u></b>	<b><u>\$6,228,568</u></b>	<b><u>\$8,967,301</u></b>	<b><u>\$11,284,354</u></b>	<b><u>\$11,585,761</u></b>

### Sewer Fund Opening Balances:

• Sewer Fund Operating Funds:	\$1,286,565	\$2,523,013	\$3,390,753	\$ 4,484,765	\$ 5,068,821
• Benefit Assessment Funds:	<u>\$3,159,634</u>	<u>\$3,390,595</u>	<u>\$3,638,037</u>	<u>\$ 3,868,050</u>	<u>\$ 4,158,771</u>
○ Total Sewer Fund:	<b><u>\$4,446,199</u></b>	<b><u>\$5,913,608</u></b>	<b><u>\$7,028,790</u></b>	<b><u>\$ 8,352,815</u></b>	<b><u>\$ 9,227,592</u></b>

### Water Fund Opening Balances:

• Water Fund Operating Funds:	\$2,202,248	\$3,367,771	\$4,273,236	\$ 5,083,930	\$ 5,204,233
• Benefit Assessment Funds:	<u>\$3,225,036</u>	<u>\$3,452,259</u>	<u>\$3,685,835</u>	<u>\$ 3,705,480</u>	<u>\$ 3,977,749</u>
○ Total Water Fund:	<b><u>\$5,427,284</u></b>	<b><u>\$6,820,029</u></b>	<b><u>\$7,959,071</u></b>	<b><u>\$ 8,789,410</u></b>	<b><u>\$ 9,181,982</u></b>

### Public Housing Agency Opening Balances:

• PHA Operating Funds:	\$ 459,223	\$ 67,048	\$ 3,536	\$ 0	\$ 0
• PHA HAP Equity Funds:	\$ 192,726	\$ 739,805	\$ 480,815	\$ 394,157	\$ 305,473
• PHA Admin Equity Funds:	\$ -	\$ -	\$ 78,154	\$ 17,619	\$ 0
• PHA FSS Escrow Funds:	<u>\$ 30,056</u>	<u>\$ 35,831</u>	<u>\$ 20,366</u>	<u>\$ 13,999</u>	<u>\$ 13,510</u>
○ Total PHA Fund:	<b><u>\$ 682,005</u></b>	<b><u>\$ 842,684</u></b>	<b><u>\$ 582,871</u></b>	<b><u>\$ 425,775</u></b>	<b><u>\$ 318,983</u></b>

<b>Total City of Westminster Balance:</b>	<b><u>\$13,849,959</u></b>	<b><u>\$19,804,890</u></b>	<b><u>\$24,538,033</u></b>	<b><u>\$28,852,354</u></b>	<b><u>\$30,314,317</u></b>
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**DEBT SERVICE**

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

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

The FY2015 Budget calls for a Fiber Project for which the City will incur debt in the amount of \$5,500,000 in FY2015 and \$4,500,000 in FY2016. The City expects to issue bonds for the project.

Water Fund debt is focused on three major water system projects, Well #7, the Medford Quarry Emergency Pipeline, and the Cranberry Water Treatment Plant.

The FY2015 Budget calls for the Sewer Fund to incur debt in the amount of \$7,000,000 in FY2015 and \$6,650,000 in FY2016 for the State of Maryland mandated Enhanced Nutrient Removal Wastewater Treatment Plant. The City will also utilize approximately \$27,000,000 in Bay Restoration Funds/Grants for the project. The project is scheduled to be completed in 2016. The sewer rate structure has been modeled to build sufficient reserve funding for the annual debt service requirements. The FY2015, FY2016 and FY2017 budgets include an 11% increase in sewer rates for each year. The FY2015 includes \$550,000 increased revenue as a result of these rate increases.

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

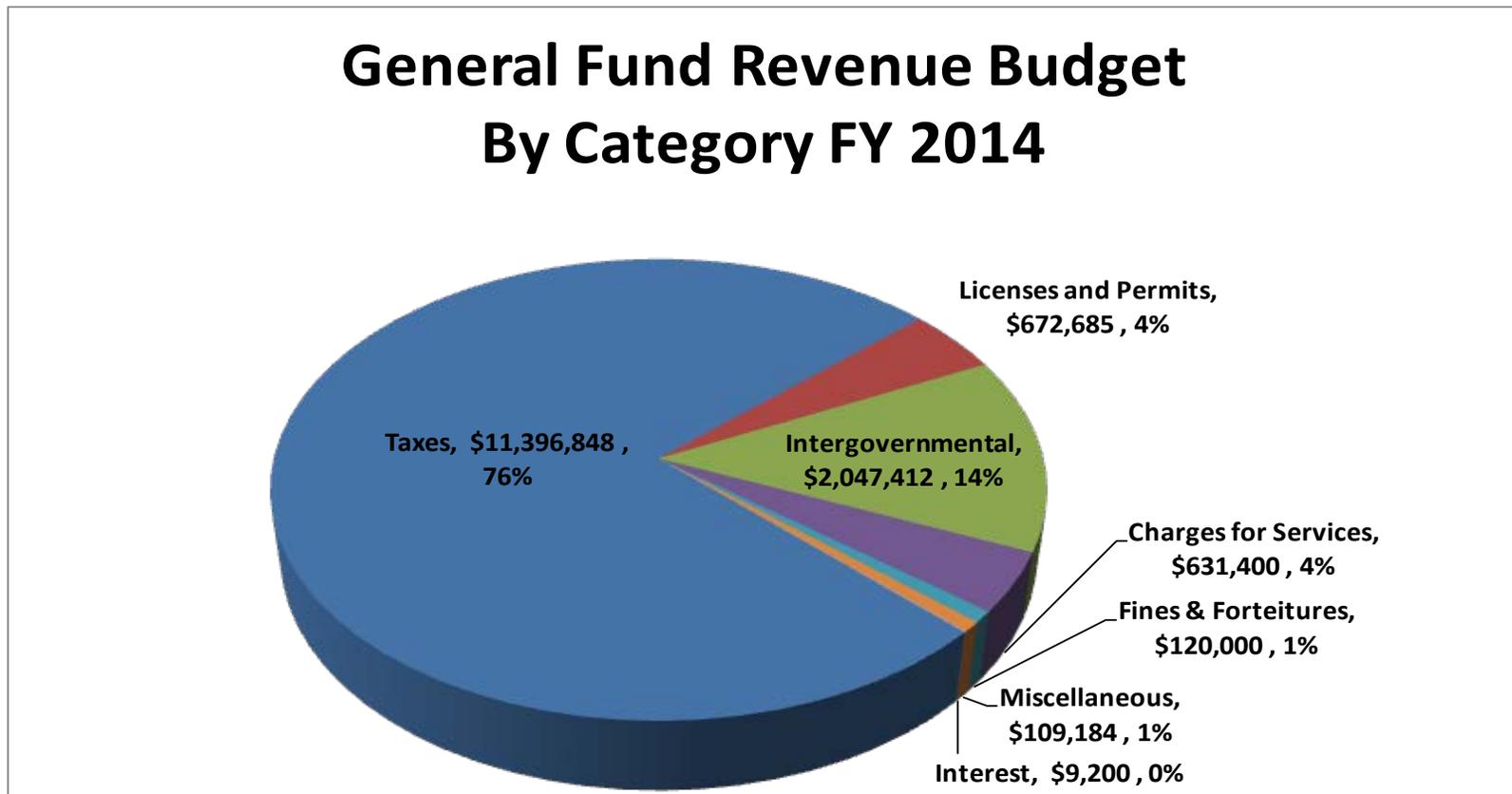
Debt Instrument	Project Name	Balance June 30, 2014	Future Payments			
			FY2015		FY2016	
			Principle	Interest	Principle	Interest
<b>General</b>						
2005 Infrastructure Bond A	Parking Garages	3,598,000	164,200	151,434	170,200	144,866
2012 Infrastructure Bond B	Parking Garages	1,246,900	148,500	21,521	150,000	19,947
<i>Total General Fund</i>		<i>4,844,900</i>	<i>312,700</i>	<i>172,955</i>	<i>320,200</i>	<i>164,813</i>
<b>Water</b>						
Drinking Water Bond 2000	Westminster Carfarro Well #7	520,124	68,706	13,523	70,492	11,737
Drinking Water Bond 2007	Cranberry WTP Upgrade	7,142,349	557,864	71,424	563,443	65,845
Drinking Water Bond 2008	Medford Quarry Emergency Connection	3,437,915	209,524	82,510	214,553	77,481
<i>Total Water Fund</i>		<i>11,100,389</i>	<i>836,095</i>	<i>167,457</i>	<i>848,488</i>	<i>155,063</i>
<b>Sewer</b>						
None						

## GENERAL FUND FY2015 BUDGET

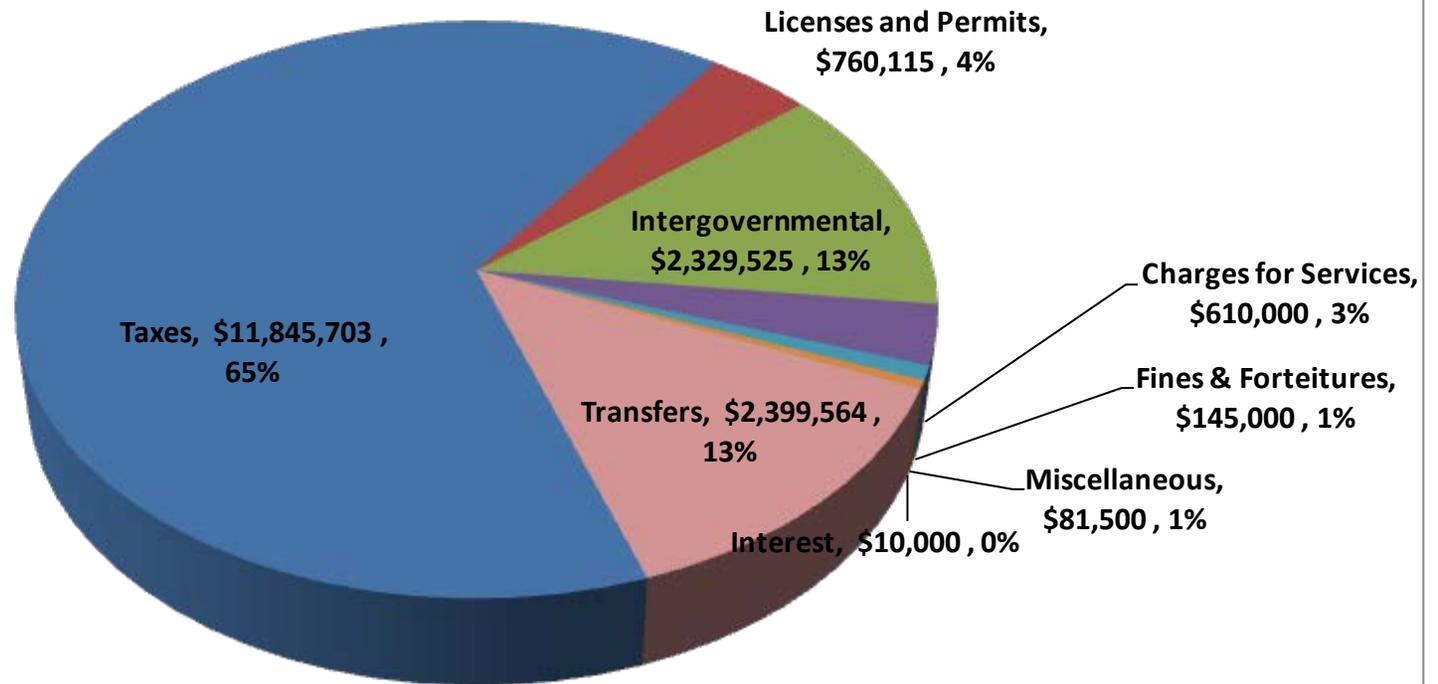
### GENERAL FUND REVENUES

For Fiscal Year 2015, the General Fund revenue base was expected to remain flat as compared to the prior year except for two transfers from reserves. A transfer of \$1,000,000 in surplus capital funds allows for extra one-time projects related to energy conservation in facilities. A transfer of \$1,289,444 from Benefit Assessment Reserves will be used towards the Fiber Pilot Project mentioned in the Mayor's Message. While other portions of the State are seeing declines in income tax, the City has seen a steady incline. It is expected that income taxes will start to level this year. The City held the Real Estate Tax rate at \$ 0.56 per \$100 of assessed value. Assessments are expected to remain constant for one more year. The charts below compare FY2014 to FY2015 Revenues. The FY2014 tax revenues are a larger percentage of the overall revenue because there are no transfers in FY2014.

### REVENUE COMPARISON FY2014 vs. FY2015



# General Fund Revenue Budget By Category FY 2015



**REVENUE DETAIL COMPARISON – FY2013 – FY2018 BUDGET, ACTUAL AND PROJECTED**

General Fund	FY 2013 Budget	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	FY 2016 Projection	FY 2017 Projection	FY 2018 Projection
<b>Account Number</b>								
<b>100.410000 Taxes</b>								
100.411101 Real Property (Full Year Levy)	\$ 7,047,063	\$ 6,917,313	\$ 6,951,095	\$ 6,995,218	\$ 7,126,838	\$ 7,340,644	\$ 7,572,349	\$ 7,852,039
100.411201 Personal Property	\$ -	\$ 18,300	\$ 12,000	\$ 15,310	\$ 15,000	\$ (41,907)	\$ (43,164)	\$ (44,459)
100.411202 Railroad & Public Utilities	\$ 202,797	\$ 195,424	\$ 203,000	\$ 195,231	\$ 248,182	\$ 255,627	\$ 263,296	\$ 271,195
100.411203 Business Personal Property	\$ 558,306	\$ 627,104	\$ 558,000	\$ 605,000	\$ 600,000	\$ 625,000	\$ 650,000	\$ 675,000
100.411301 Tax Credits	\$ (209,843)	\$ (7,863)	\$ (5,000)	\$ (12,713)	\$ (13,000)	\$ (5,500)	\$ (5,500)	\$ (5,500)
100.411501 Prior Years Additions/Abatements	\$ (36,992)	\$ (26,374)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
100.412101 Penalties & Interest	\$ 35,000	\$ 24,639	\$ 50,000	\$ 32,111	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
100.413101 Income Taxes	\$ 1,484,632	\$ 1,825,099	\$ 1,600,000	\$ 1,792,035	\$ 1,700,000	\$ 1,750,000	\$ 1,800,000	\$ 1,850,000
100.414101 Admission & Amusement	\$ 150,000	\$ 210,009	\$ 130,000	\$ 190,311	\$ 200,000	\$ 205,000	\$ 210,000	\$ 215,000
<b>Total</b>	\$ 9,230,962	\$ 9,783,651	\$ 9,499,095	\$ 9,812,503	\$ 9,902,020	\$ 10,153,864	\$ 10,471,981	\$ 10,838,275
<b>100.420000 Licenses &amp; Permits</b>								
100.421101 Street Usage Permits	\$ -	\$ 350	\$ -	\$ 200	\$ 350	\$ 350	\$ 350	\$ 350
100.421102 Parking - Longwell Garage	\$ 50,000	\$ 50,596	\$ 50,000	\$ 43,508	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
100.421103 Parking - Surface Lots	\$ 50,000	\$ 39,221	\$ 40,000	\$ 41,986	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
100.421104 Parking-West Square Garage	\$ 20,000	\$ 20,151	\$ 20,000	\$ 21,598	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
100.422101 Beer, Wine & Liquor	\$ 5,000	\$ 10,915	\$ 10,000	\$ 10,915	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
100.422102 Traders	\$ 10,000	\$ 78,103	\$ 50,000	\$ 74,806	\$ 70,000	\$ 75,000	\$ 80,000	\$ 85,000
100.423101 Building & Equipment Permits	\$ 4,000	\$ 6,408	\$ 5,000	\$ 4,307	\$ 5,000	\$ 5,500	\$ 6,000	\$ 6,000
100.423102 Cable Television Franchise Fees	\$ 200,000	\$ 221,756	\$ 215,000	\$ 229,499	\$ 225,000	\$ 220,000	\$ 215,000	\$ 210,000
100.423103 Pawn Broker Fees	\$ -	\$ 75	\$ 1,890	\$ -	\$ 1,890	\$ 1,890	\$ 1,890	\$ 1,890
100.423104 Utility Permits	\$ 25,000	\$ 17,500	\$ 20,000	\$ 21,800	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
100.423105 Zoning Permits	\$ 5,000	\$ 7,800	\$ 5,000	\$ 9,267	\$ 12,400	\$ 11,899	\$ 15,000	\$ 5,000
100.423106 Rental Licensing Program	\$ 37,500	\$ 40,500	\$ 70,000	\$ 65,820	\$ 58,740	\$ 58,740	\$ 58,740	\$ 58,740
100.423107 Sign Permits	\$ 4,000	\$ 2,250	\$ 3,000	\$ 950	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
<b>Total</b>	\$ 410,500	\$ 495,625	\$ 489,890	\$ 524,656	\$ 515,880	\$ 515,879	\$ 519,480	\$ 509,480
<b>100.430000 Intergovernmental</b>								
100.431100 Grants from Federal Agencies		\$ 42,880						
100.431102 Bullet Proof Vest Grant	\$ -	\$ 2,488	\$ 2,800	\$ 360	\$ 6,565	\$ 2,000	\$ 2,000	\$ 2,000
100.432101 State Police Aid	\$ 189,338	\$ 234,012	\$ 363,992	\$ 363,992	\$ 364,000	\$ 367,632	\$ 371,308	\$ 375,021
100.432102 Program Open Space-State & Cnty	\$ 90,000	\$ -	\$ 86,000	\$ 93	\$ 112,290	\$ 94,000	\$ 352,770	\$ 522,892
100.432103 MD State Energy Commission					\$ -			
100.432105 Domestic Violence Grant	\$ 52,000	\$ 10,720	\$ 55,000	\$ 55,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
100.432108 Community Development Projects	\$ -	\$ 45,309	\$ 318,875	\$ 318,875				
100.432114 Community Legacy Façade Grant	\$ 75,000	\$ 64,434	\$ 50,000	\$ 19,462	\$ 112,050			
<b>100.432116 Highway Users</b>	\$ 135,739	\$ 134,727	\$ 468,958	\$ 468,959	\$ 481,224	\$ 500,000	\$ 500,000	\$ 500,000
100.432117 Local Transportation Infrastructure Aid			\$ 116,332		\$ 58,166	\$ 16,000	\$ 16,160	\$ 16,322
100.432120 MD Historic Trust Grant-Longwell Seal			\$ 25,000		\$ -	\$ -	\$ -	\$ -
100.433102 Service Link Housing Programs	\$ 17,500	\$ 18,710	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500
100.433103 County Town Agreement	\$ 850,000	\$ 894,536	\$ 895,000	\$ 1,002,817	\$ 900,000	\$ 903,950	\$ 912,990	\$ 922,119
100.433104 Roads	\$ 10,000	\$ 12,830	\$ 12,830	\$ 12,897	\$ 12,830	\$ 12,830	\$ 12,830	\$ 12,830
100.433107 Tree Commission Workshop	\$ 5,000	\$ 6,905	\$ 5,000	\$ 7,480	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
100.433108 Public Safety Overtime Grants	\$ 34,600	\$ 24,001	\$ 35,000	\$ 32,035	\$ 24,900	\$ 35,350	\$ 35,704	\$ 36,061
100.433126 Community Parks & Playgrounds	\$ 143,000	\$ -			\$ 188,000	\$ -	\$ -	\$ -
100.433127 BJAG Grants		\$ 25,000	\$ 2,000		\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
<b>Total</b>	\$ 1,602,177	\$ 1,516,552	\$ 2,454,287	\$ 2,299,470	\$ 2,329,525	\$ 2,001,262	\$ 2,273,261	\$ 2,456,745

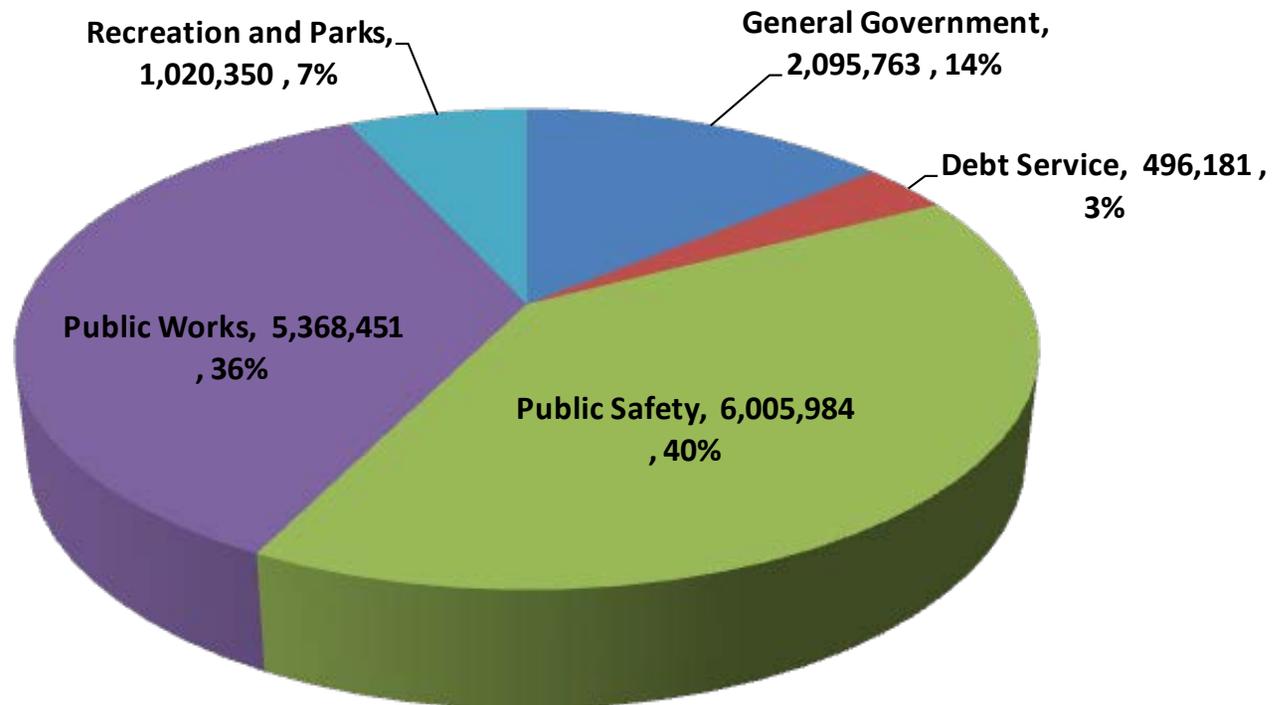
	<b>FY2013 Budget</b>	<b>FY2013 Actual</b>	<b>FY2014 Budget</b>	<b>FY2014 Projected</b>	<b>FY2015 Budget</b>	<b>FY2016 Projection</b>	<b>FY2017 Projection</b>	<b>FY2018 Projection</b>
<b>100.440000 Charges for Services</b>								
100.442102 Parking Meters	\$ 140,000	\$ 129,606	\$ 145,000	\$ 134,626	\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000
100.444101 Parks and Rec: Swimming Pool Fees	\$ 65,250	\$ 91,517	\$ 95,400	\$ 79,140	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000
100.444103 Parks and Rec: Family Center	\$ 275,000	\$ 260,150	\$ 285,000	\$ 250,000	\$ 285,000	\$ 287,850	\$ 290,729	\$ 293,636
100.444105 Parks and Rec: Programs and Events	\$ 83,000	\$ 92,663	\$ 82,000	\$ 81,870	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000
100.444111 Parks and Rec: Facility Rental	\$ 13,500	\$ 15,211	\$ 15,000	\$ 16,796	\$ 15,000	\$ 15,150	\$ 15,302	\$ 15,455
100.444115 Plan Application & Review Fees	\$ 16,000	\$ 7,050		\$ 4,500		\$ -	\$ -	\$ -
100.444124 Zoning & Annexation Fees	\$ 2,500	\$ 6,400	\$ -	\$ 8,300		\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 595,250</b>	<b>\$ 602,597</b>	<b>\$ 622,400</b>	<b>\$ 575,232</b>	<b>\$ 610,000</b>	<b>\$ 613,000</b>	<b>\$ 616,030</b>	<b>\$ 619,090</b>
<b>100.450000 Fines &amp; Forfeitures</b>								
100.451100 Fines and Forfeitures	\$ 500	\$ 5,140	\$ 500	\$ 9,914	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
100.451101 Meter Violations	\$ 4,650	\$ 3,315	\$ 4,500	\$ 3,120	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
100.451102 City Summons	\$ 13,500	\$ 14,463	\$ 11,000	\$ 12,710	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
100.451103 Municipal Infractions	\$ 4,000	\$ 4,390	\$ 4,000	\$ 3,500	\$ 4,000	\$ 4,040	\$ 4,080	\$ 4,121
100.451105 Police-Red Light Cameras	\$ 190,000	\$ 150,605	\$ 100,000	\$ 149,593	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000
<b>Total</b>	<b>\$ 212,650</b>	<b>\$ 177,913</b>	<b>\$ 120,000</b>	<b>\$ 178,837</b>	<b>\$ 145,000</b>	<b>\$ 145,040</b>	<b>\$ 145,080</b>	<b>\$ 145,121</b>
<b>100.460000 Miscellaneous Income</b>								
100.462105 Rental Income	\$ 5,000	\$ 5,080	\$ 5,000	\$ 4,200	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
100.463100 Contributions and Donations	\$ -	\$ 250		\$ 238		\$ -	\$ -	\$ -
100.463101 Farmers Market		\$ 2,456	\$ 2,000	\$ 2,000	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
100.464101 Parking Maintenance Fees		\$ 8,980	\$ 9,000	\$ 9,114	\$ 9,000	\$ 9,090	\$ 9,181	\$ 9,273
100.464250 Police Discretionary Fund	\$ 15,000	\$ 12,163	\$ 21,000	\$ 4,790	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
100.513112 Benefit Assessments	\$ 260,803	\$ 107,520	\$ 182,795	\$ 52,930	\$ 244,235	\$ 177,410	\$ 339,330	\$ 535,158
100.513132 Miscellaneous Revenues	\$ 55,000	\$ 349,656	\$ 50,000	\$ 18,264	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
100.911105 Interest-Bank Accounts	\$ 48,500	\$ 10,415	\$ 9,200	\$ 11,711	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
100.911110 Disposal of Assets	\$ 10,000	\$ 6,542	\$ 5,000	\$ 18,811	\$ 5,000	\$ 5,050	\$ 5,101	\$ 5,152
<b>Total</b>	<b>\$ 561,355</b>	<b>\$ 503,062</b>	<b>\$ 283,995</b>	<b>\$ 122,058</b>	<b>\$ 335,735</b>	<b>\$ 269,050</b>	<b>\$ 431,111</b>	<b>\$ 627,082</b>
<b>100.950000 Transfers</b>								
100.951100 Transfer from Unappro Surplus	\$ 220,041		\$ 264,973		\$ 110,120	\$ -	\$ -	\$ -
100.952200 Transfer from Assessment Benefit			\$ 141,000		\$ 1,289,444	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 220,041</b>	<b>\$ -</b>	<b>\$ 405,973</b>	<b>\$ -</b>	<b>\$ 1,399,564</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Sub-Total General Fund Operating</b>	<b>\$ 12,832,935</b>	<b>\$ 13,079,400</b>	<b>\$ 13,875,640</b>	<b>\$ 13,512,756</b>	<b>\$ 15,237,724</b>	<b>\$ 13,698,095</b>	<b>\$ 14,456,944</b>	<b>\$ 15,195,793</b>
<b>Capital Fund</b>								
<b>950.410000 Taxes</b>								
950.411101 Real Property (Full Year Levy)	\$ 2,163,775	\$ 2,040,330	\$ 1,895,753	\$ 1,863,488	\$ 1,943,683	\$ 2,001,994	\$ 2,062,054	\$ 2,123,915
950.461104 Interest - Savings Accounts	\$ -	\$ 2,483	\$ 2,000	\$ 1,043				
950.xxxxxx Transfer from Reserves	\$ -	\$ (25,934)	\$ 200,000		\$ 1,000,000			
<b>Sub-Total Capital Fund</b>	<b>\$ 2,163,775</b>	<b>\$ 2,016,879</b>	<b>\$ 2,097,753</b>	<b>\$ 1,864,531</b>	<b>\$ 2,943,683</b>	<b>\$ 2,001,994</b>	<b>\$ 2,062,054</b>	<b>\$ 2,123,915</b>
<b>Total General Fund Revenue</b>	<b>\$ 14,996,710</b>	<b>\$ 15,096,279</b>	<b>\$ 15,973,393</b>	<b>\$ 15,377,287</b>	<b>\$ 18,181,408</b>	<b>\$ 15,700,089</b>	<b>\$ 16,518,997</b>	<b>\$ 17,319,709</b>

## GENERAL FUND EXPENSES

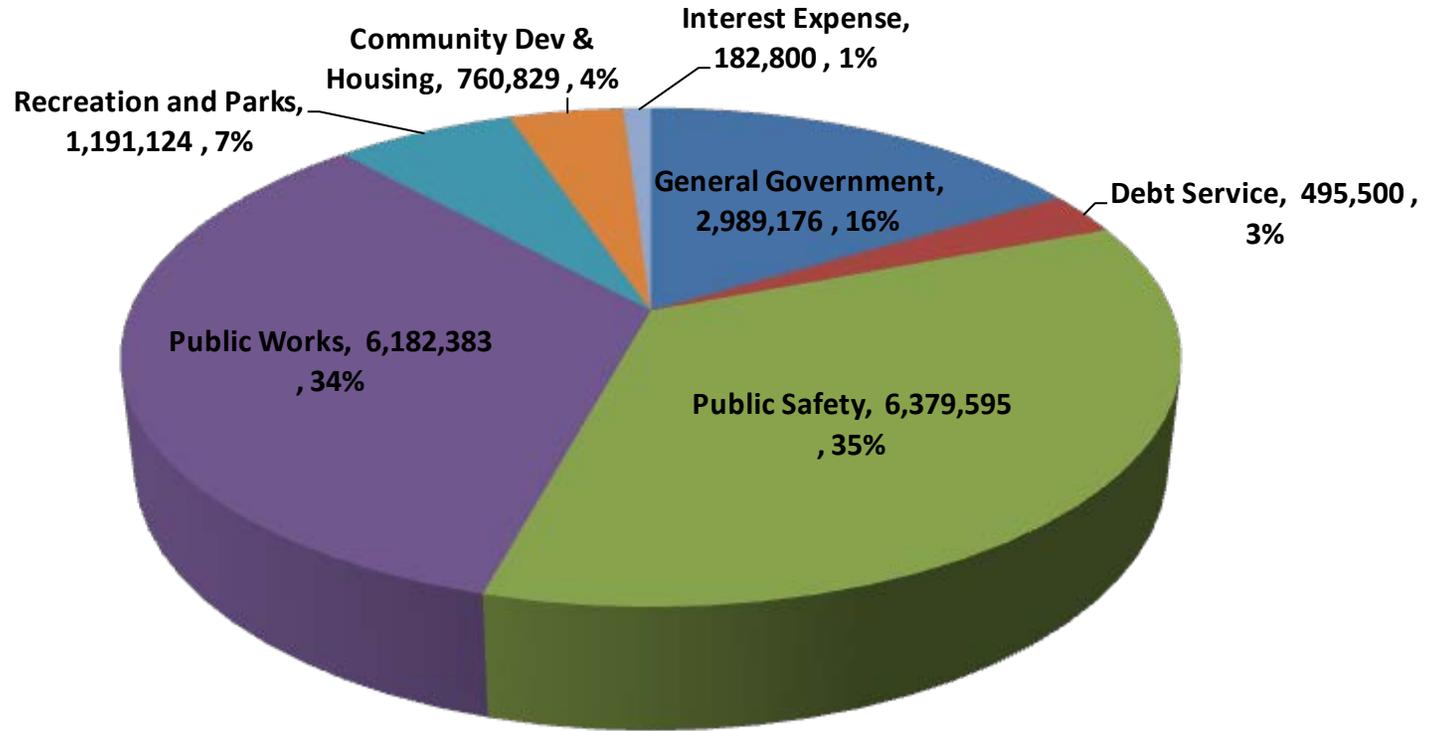
For Fiscal Year 2015, the General Fund expense base remained flat as compared to the prior year except for the increase in Facilities energy-conservation projects and the Fiber Pilot Project. Both are \$1,000,000 projects being funded through reserves. The FY2015 Budget also calls for a \$500,000 transfer to the Fiber Fund to subsidize the City-wide Fiber Project. Both the Pilot Project and the City-wide Project are reflected in the Technology Department.

### By Activity

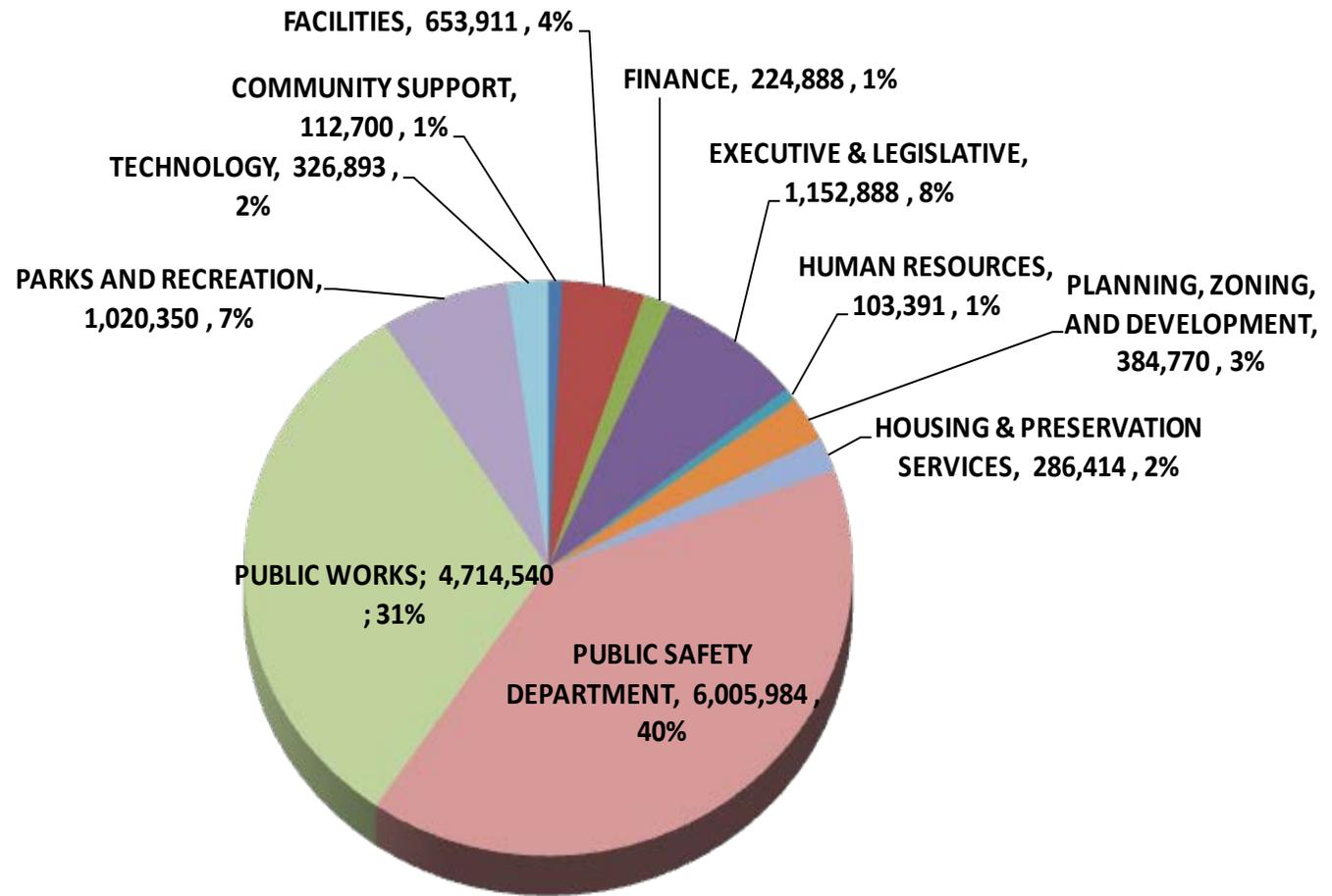
## General Fund Operating Expense Budget By Activity - FY 2014



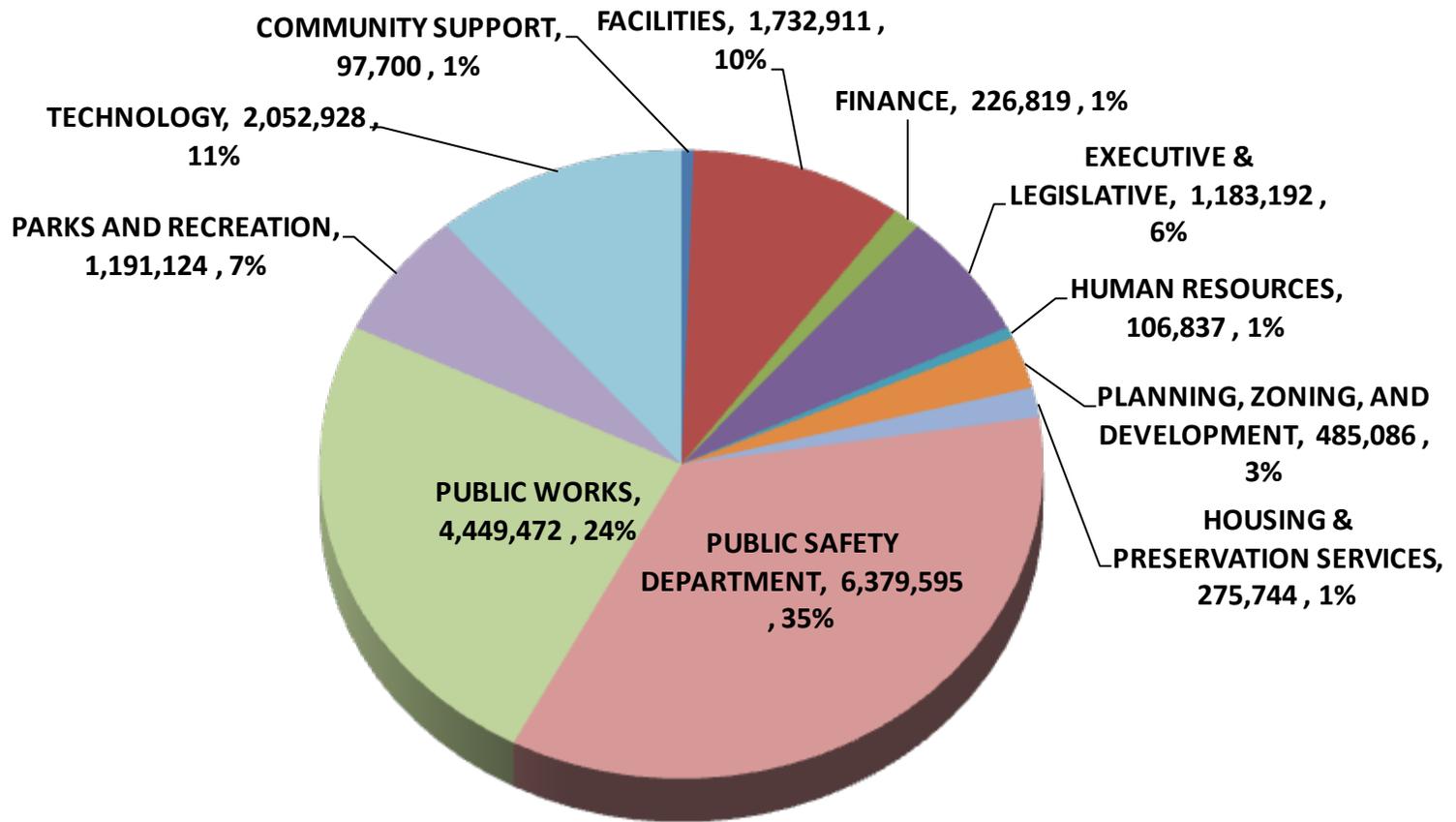
# General Fund Operating Expense Budget By Activity - FY 2015



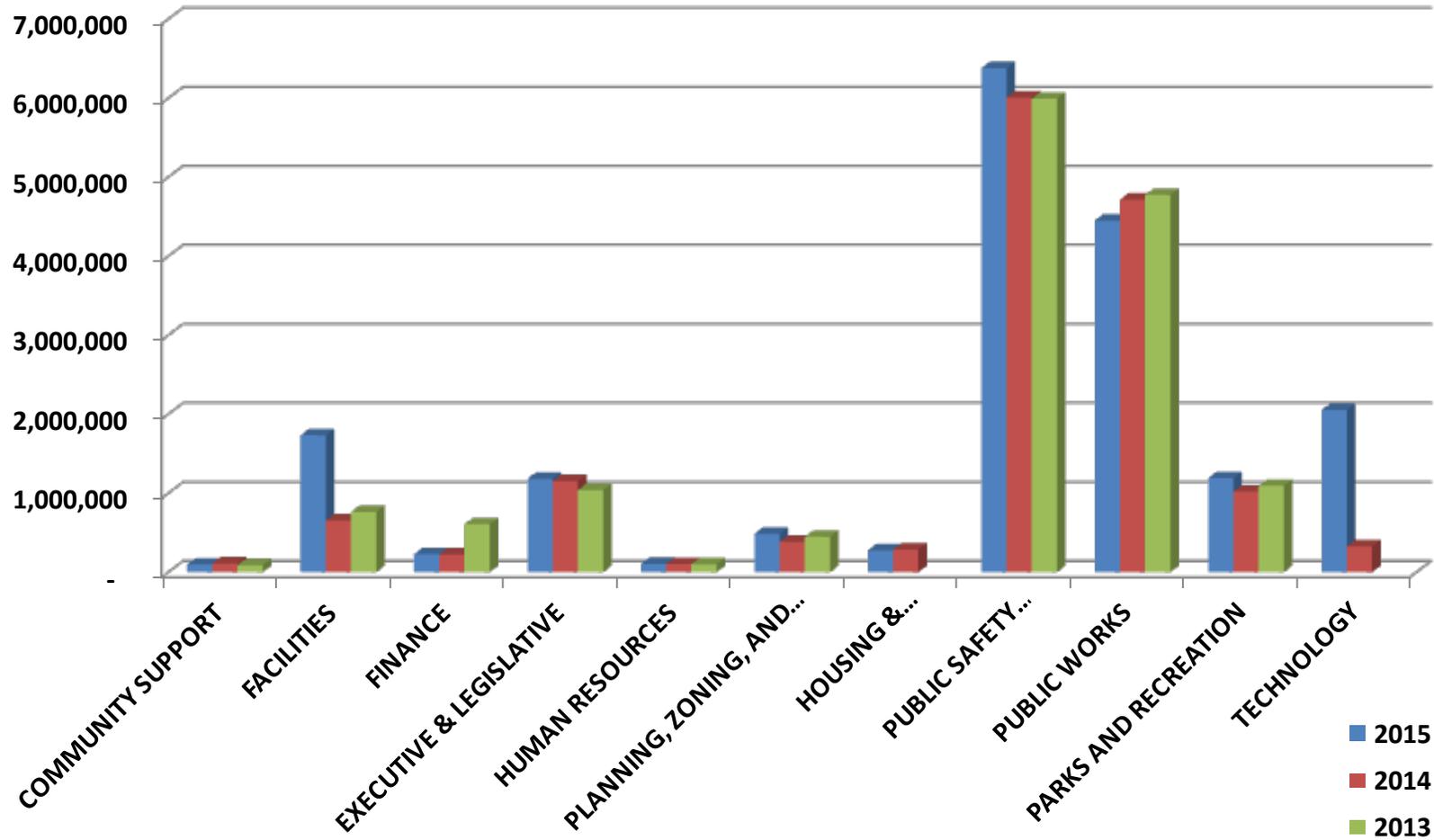
# General Fund Budget By Department FY 2014



# General Fund Budget By Department FY 2015



# General Fund Expense by Department Comparison FY2013-FY2015



## HOUSING FUND FY2015 BUDGET

### HOUSING FUND REVENUES

Changes in the Federal Program have required the City to continue to use reserves to meet rising costs of operating a Public Housing Authority. At the end of FY2014, the U.S. Department of Housing and Urban Development transferred unspent reserves back to the Federal Government by short-funding the June 2014 vouchers. The City has budgeted a subsidy from the General Fund for FY2015 in the amount of \$75,000 to cover ineligible costs and unfunded expenses. Federal funding was restored to 99% of the HAP vouchers expense. Eligible Administrative expenses are refunded at 75%.

### REVENUE DETAIL COMPARISON – FY2013 – FY2018 BUDGET, ACTUAL AND PROJECTED

Housing Fund	FY 2013 Budget	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	FY 2016 Projection	FY 2017 Projection	FY 2018 Projection
110.492102 Annual Contributions Earned	\$ 1,569,500	\$ 1,656,389	\$ 1,600,000	\$ 1,666,062	\$ 1,767,207	\$ 1,767,207	\$ 1,767,207	\$ 1,767,207
110.492103 HAP Repayments	\$ 2,500	\$ 4,725	\$ 3,000	\$ 6,811	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
110.492104 HUD Admin Fee Distribution	\$ 209,070	\$ 166,276	\$ 200,000	\$ 130,872	\$ 200,819	\$ 204,871	\$ 216,614	\$ 231,849
110.494301 Admin Repayments	\$ 2,500	\$ 4,725	\$ 3,000	\$ 6,811	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
110.494302 Admin - Port In Subsidy Payments	\$ 24,000	\$ 3,116	\$ 10,000		\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
110.494303 Admin - Port In Admin Fees		\$ 318	\$ 500		\$ 500	\$ 500	\$ 500	\$ 500
110.911105 Interest Operating	\$ 2,250	\$ 834	\$ 500	\$ 118	\$ -	\$ -	\$ -	\$ -
110.953100 Transfer from General Fund	\$ 463,782		\$ 286,212		\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
<b>Total</b>	<b>\$ 2,273,602</b>	<b>\$ 1,836,383</b>	<b>\$ 2,103,212</b>	<b>\$ 1,810,674</b>	<b>\$ 2,058,526</b>	<b>\$ 2,062,578</b>	<b>\$ 2,074,321</b>	<b>\$ 2,089,556</b>

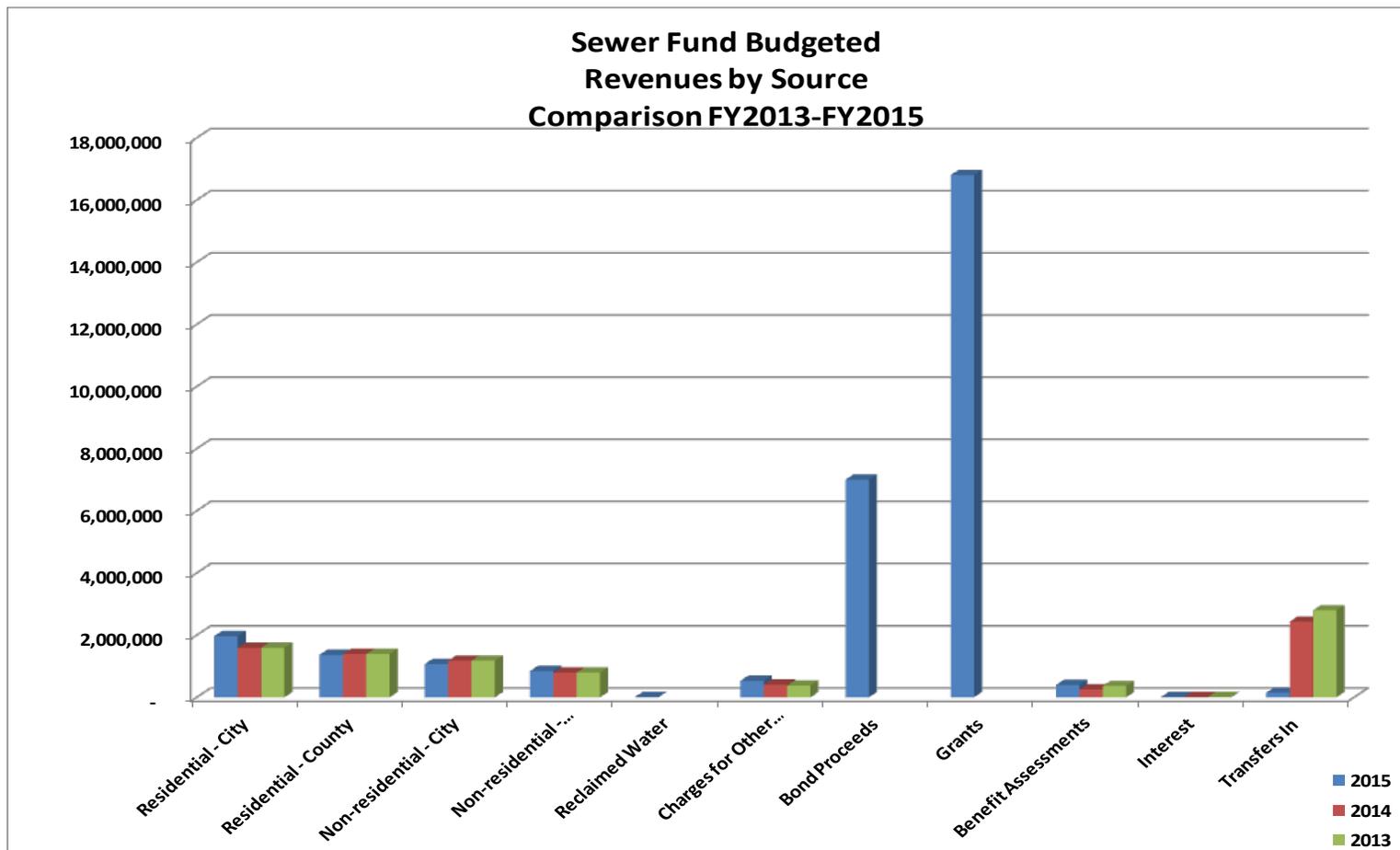
### HOUSING FUND EXPENSES

PUBLIC HOUSING AGENCY	FY 2011 BUDGET	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 BUDGET	FY 2015 BUDGET	FY 2016 Projection	FY 2017 Projection	FY 2018 Projection
Salaries	\$ 126,482	\$ 147,254	\$ 139,618	\$ 132,418	\$ 136,015	\$ 138,721	\$ 142,522	\$ 146,436
Benefits	\$ 72,692	\$ 58,342	\$ 52,989	\$ 58,269	\$ 67,227	\$ 73,181	\$ 80,734	\$ 89,393
<b>TOTAL PERSONNEL EXPENSES</b>	<b>\$ 199,174</b>	<b>\$ 205,596</b>	<b>\$ 192,607</b>	<b>\$ 190,687</b>	<b>\$ 203,243</b>	<b>\$ 211,902</b>	<b>\$ 223,256</b>	<b>\$ 235,829</b>
Administration	\$ 38,446	\$ 47,349	\$ 57,600	\$ 38,410	\$ 36,560	\$ 32,160	\$ 32,160	\$ 32,160
Housing Assistance Payments	\$ 1,927,785	\$ 2,210,382	\$ 2,062,925	\$ 1,828,000	\$ 1,776,767	\$ 1,776,767	\$ 1,776,767	\$ 1,776,767
Facilities	\$ -	\$ 12,000	\$ 29,473	\$ 41,574	\$ 41,956	\$ 41,749	\$ 42,138	\$ 44,800
<b>TOTAL OTHER OPERATING EXPENSES</b>	<b>\$ 1,966,231</b>	<b>\$ 2,269,731</b>	<b>\$ 2,149,998</b>	<b>\$ 1,907,984</b>	<b>\$ 1,855,283</b>	<b>\$ 1,850,676</b>	<b>\$ 1,851,065</b>	<b>\$ 1,853,727</b>
<b>TOTAL PUBLIC HOUSING AGENCY</b>	<b>\$ 2,165,405</b>	<b>\$ 2,475,327</b>	<b>\$ 2,342,604</b>	<b>\$ 2,098,672</b>	<b>\$ 2,058,526</b>	<b>\$ 2,062,578</b>	<b>\$ 2,074,321</b>	<b>\$ 2,089,556</b>

## SEWER FUND FY2015 BUDGET

### SEWER FUND REVENUES

The FY2015 budget includes additional revenue in the amount of \$550,000 as a result of an 11% increase in sewer rates. In July, 2009, the City put into place a revised rate structure after conducting a rate analysis. The rate analysis was updated in 2014. The recommendation was that sewer rates need to be increased 11% for three consecutive years in order to meet the debt service costs related to the escalating costs of the Enriched Nutrient Removal Project (ENR). In addition, the FY2015 Budget calls for a bond issuance of \$7,000,000 and Bay Restoration Grant proceeds in the amount of \$13,000,000 also allotted for construction of the ENR Project. Carroll County will also be granting a portion of the costs that pertain to County operations in the amount of \$3,800,000.



**REVENUE DETAIL COMPARISON – FY2013 – FY2018 BUDGET, ACTUAL AND PROJECTED**

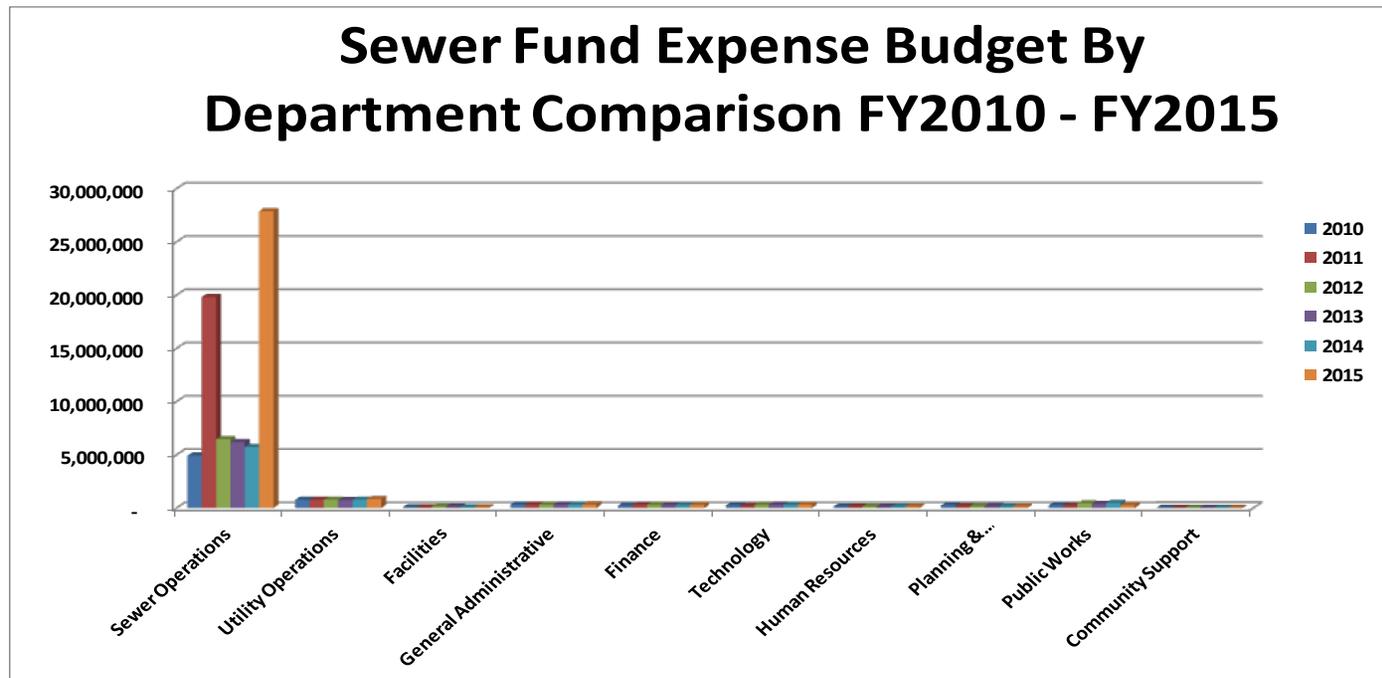
SEWER FUND	FY 2013 Budget	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	FY 2016 Projection	FY 2017 Projection	FY 2018 Projection
<b>200.510000 Operating Income</b>						\$ -	\$ -	\$ -
200.511101 Residential - City	\$ 1,736,999	\$ 1,829,298	\$ 1,589,978	\$ 1,792,572	\$ 1,966,798	\$ 2,111,000	\$ 2,264,082	\$ 2,440,504
200.511102 Residential - County	\$ 1,552,307	\$ 1,224,905	\$ 1,389,476	\$ 1,255,833	\$ 1,362,405	\$ 1,504,000	\$ 1,657,082	\$ 1,833,504
200.511105 Non-residential - City	\$ 1,283,217	\$ 928,664	\$ 1,174,562	\$ 902,407	\$ 1,066,164	\$ 1,204,000	\$ 1,357,082	\$ 1,533,504
200.511106 Non-residential - County	\$ 885,901	\$ 702,335	\$ 792,970	\$ 696,810	\$ 839,835	\$ 984,000	\$ 1,137,082	\$ 1,313,504
200.511160 Reclaimed water - City	\$ -					\$ -	\$ -	\$ -
200.511161 Reclaimed water - County	\$ 5,000			\$ 4,500	\$ 10,000	\$ 20,000	\$ 30,000	\$ 40,000
200.513101 Penalties	\$ 25,000	\$ 41,101	\$ 36,000	\$ 38,451	\$ 36,000	\$ 40,500	\$ 45,000	\$ 50,000
200.513102 Service Connection Fees	\$ 1,500	\$ (1,600)		\$ 4,500		\$ -	\$ -	\$ -
200.513112 Benefit Assessments	\$ 358,523	\$ 219,840	\$ 249,808	\$ 251,220	\$ 392,704	\$ 325,184	\$ 518,732	\$ 600,000
200.513113 Carroll County Septage Facility	\$ 300,000	\$ 395,632	\$ 320,000	\$ 409,534	\$ 430,000	\$ 320,000	\$ 320,000	\$ 320,000
200.513120 Bay Restoration Grant		\$ 43,975	\$ 448,259	\$ 242,893	\$ 13,000,000	\$ 12,350,000		
200.513121 Plant Upgrade/Expansion Loan Proceeds	\$ 1,980,000		\$ 1,980,000		\$ 7,000,000	\$ 6,650,000		\$ 8,000,000
200.51312x Plant Upgrade-County Funded				\$ 59,432	\$ 3,800,000			
200.513122 BRF Administrative Fees	\$ 6,000	\$ 12,544	\$ 6,000	\$ 13,750	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000
200.513123 New Service Application Fees	\$ 1,500	\$ 1,950	\$ 1,800	\$ 2,250	\$ 3,100	\$ 2,950	\$ 3,750	\$ 3,788
200.513126 Construction Inspection Fees	\$ -	\$ 533		\$ 34,351	\$ 1,000	\$ 1,000	\$ 1,010	\$ 1,020
200.513127 Miss Utility Billings	\$ 15,000	\$ 14,388	\$ 15,000	\$ 11,190	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,120
200.513128 Good Cause Waiver Fee		\$ 350		\$ 350	\$ 350	\$ -	\$ -	\$ -
200.513132 Miscellaneous	\$ -	\$ 7,752	\$ 5,000			\$ 5,050	\$ 5,101	\$ 5,152
200.513501 Effluent Testing	\$ 15,000	\$ 22,149	\$ 15,000	\$ 20,491	\$ 25,000	\$ 25,000	\$ 25,250	\$ 25,503
200.513503 County Town Agreement	\$ 6,143	\$ 6,038	\$ 6,200		\$ 6,200	\$ 6,262	\$ 6,325	\$ 6,388
200.911105 Interest Revenue	\$ 9,500	\$ 8,368	\$ 7,000	\$ 7,008	\$ 7,000	\$ 7,070	\$ 7,141	\$ 7,212
200.911110 Disposal of Assets	\$ -	\$ 4,245	\$ -	\$ 2,969	\$ 3,000	\$ 3,000	\$ 3,030	\$ 3,060
<b>Operating Revenues</b>	\$ 8,181,590	\$ 5,462,467	\$ 8,037,053	\$ 5,750,511	\$ 29,970,556	\$ 25,580,016	\$ 7,401,666	\$ 16,204,258
200.951100 Transfer from Unrestricted Fund Balance	\$ 325,000		\$ (126,717)		\$ 145,583			\$ (956,618)
200.952200 Transfer from Benefit Assessments	\$ 490,362					\$ 196,663	\$ 788,999	
<b>Transfers</b>	\$ 815,362	\$ -	\$ (126,717)	\$ -	\$ 145,583	\$ 196,663	\$ 788,999	\$ (956,618)
<b>Total Sewer Fund Revenues</b>	\$ 8,996,952	\$ 5,462,467	\$ 7,910,336	\$ 5,750,511	\$ 30,116,139	\$ 25,776,679	\$ 8,190,665	\$ 15,247,640

**SEWER FUND EXPENSES**

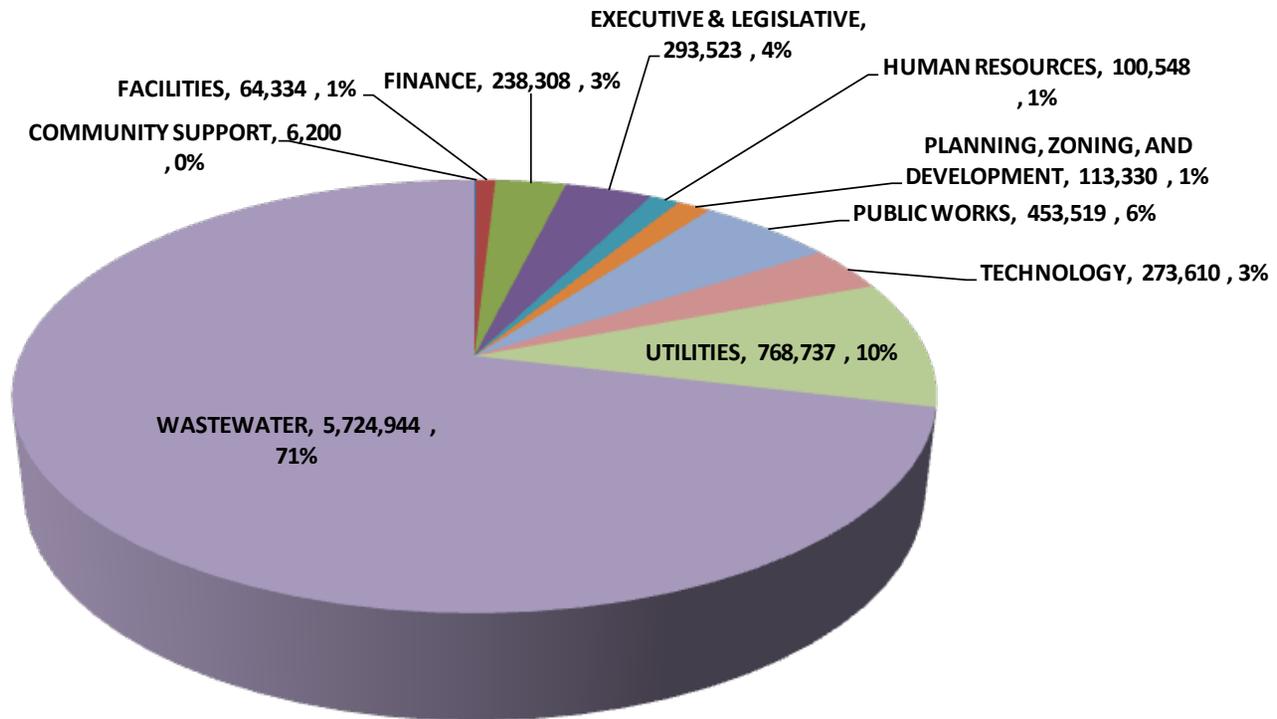
As expected, a dramatic increase in expenses is budgeted for FY2015 as a result of the ENR Project construction. All other expense categories remain constant.

**EXPENSE DETAIL COMPARISON BY DEPARTMENT – FY2010 – FY2015**

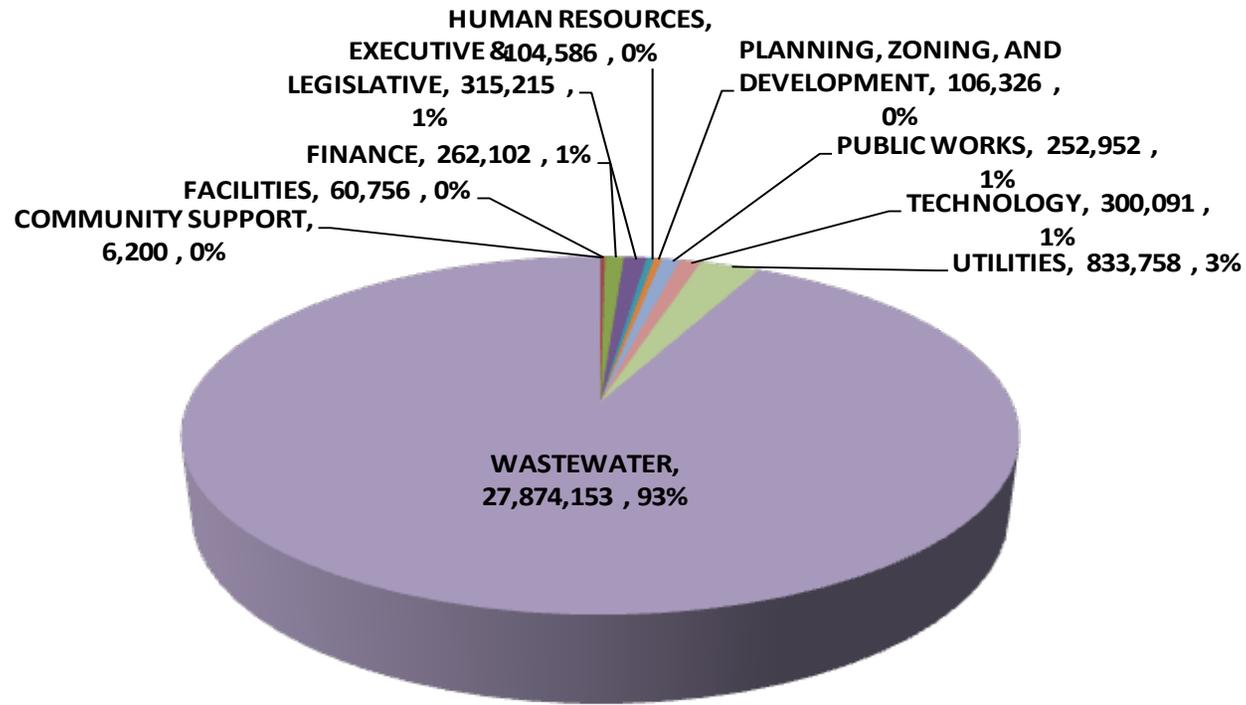
Department	2010	2011	2012	2013	2014	2015
Sewer Operations	4,902,662	19,808,018	6,444,645	6,182,567	5,724,944	27,874,153
Utility Operations	748,901	767,578	753,306	725,251	768,737	833,758
Facilities	56,044	57,412	111,811	107,250	64,334	60,756
<b>Subtotal Sewer Operations</b>	<b>5,707,607</b>	<b>20,633,008</b>	<b>7,309,762</b>	<b>7,015,068</b>	<b>6,558,015</b>	<b>28,768,667</b>
General Administrative	312,063	286,129	305,501	305,789	293,523	315,215
Finance	219,438	262,024	274,363	246,312	238,308	262,102
Technology	227,399	166,573	270,150	292,776	273,610	300,091
Human Resources	107,820	98,855	106,884	98,763	100,548	104,586
Planning & Development	242,793	155,487	143,155	162,244	113,330	106,326
Public Works	239,955	196,597	420,787	358,292	453,519	252,952
Community Support	5,460	6,143	6,143	6,270	6,200	6,200
<b>Subtotal Supporting Operations</b>	<b>1,354,928</b>	<b>1,171,808</b>	<b>1,526,983</b>	<b>1,470,446</b>	<b>1,479,038</b>	<b>1,347,472</b>
<b>Total Sewer Fund Expenses</b>	<b>7,062,535</b>	<b>21,804,816</b>	<b>8,836,745</b>	<b>8,485,514</b>	<b>8,037,053</b>	<b>30,116,139</b>



# FY 2014 Sewer Fund Expense Budget by Department



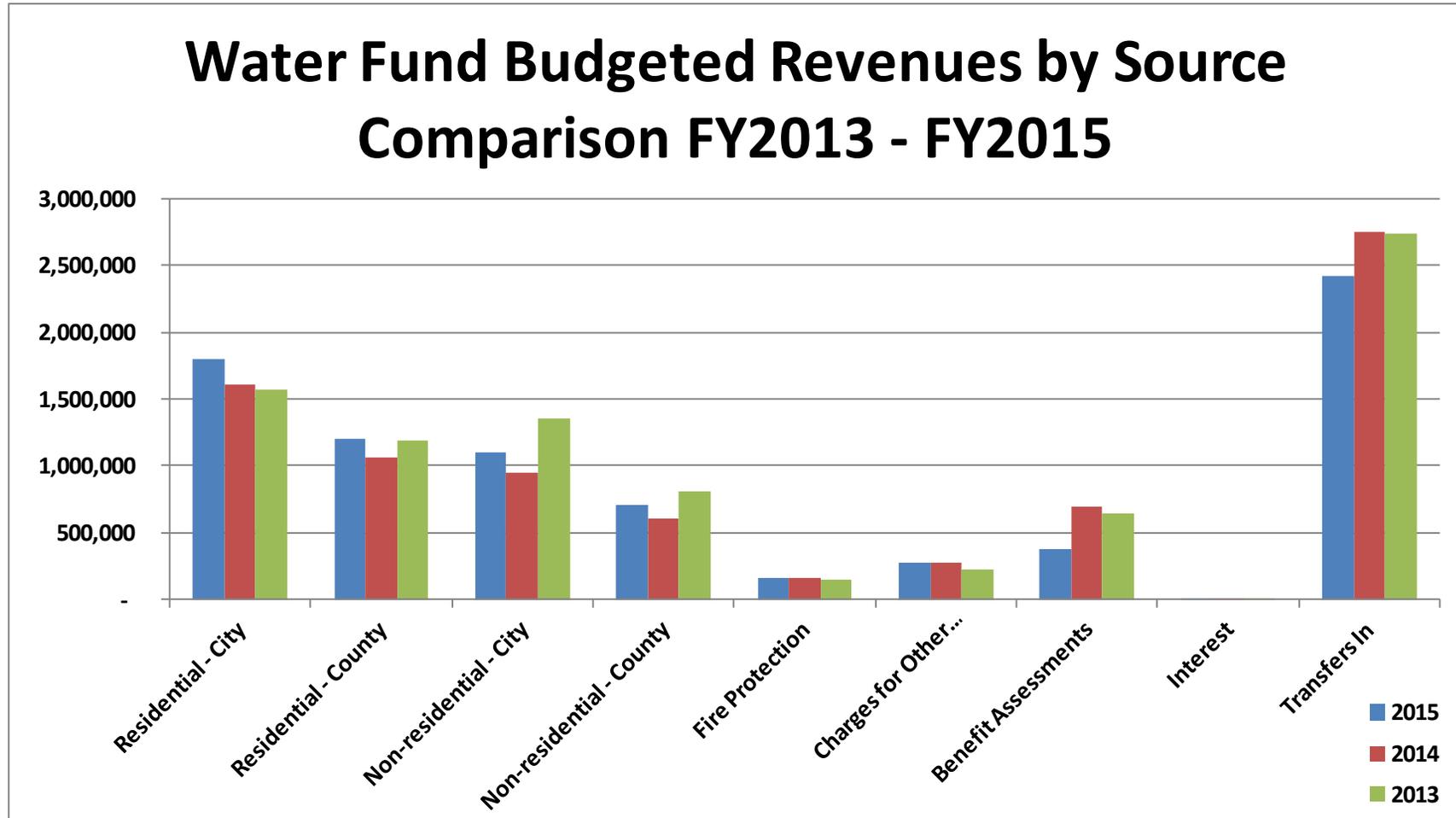
# FY 2015 Sewer Fund Expense Budget by Department



## WATER FUND FY2014 BUDGET

### WATER FUND REVENUES

The Water Fund Revenues remain constant in the FY2015 Budget. There were no changes to rates and there are no substantial changes in revenues.



**REVENUE DETAIL COMPARISON – FY2013 – FY2018 BUDGET, ACTUAL AND PROJECTED**

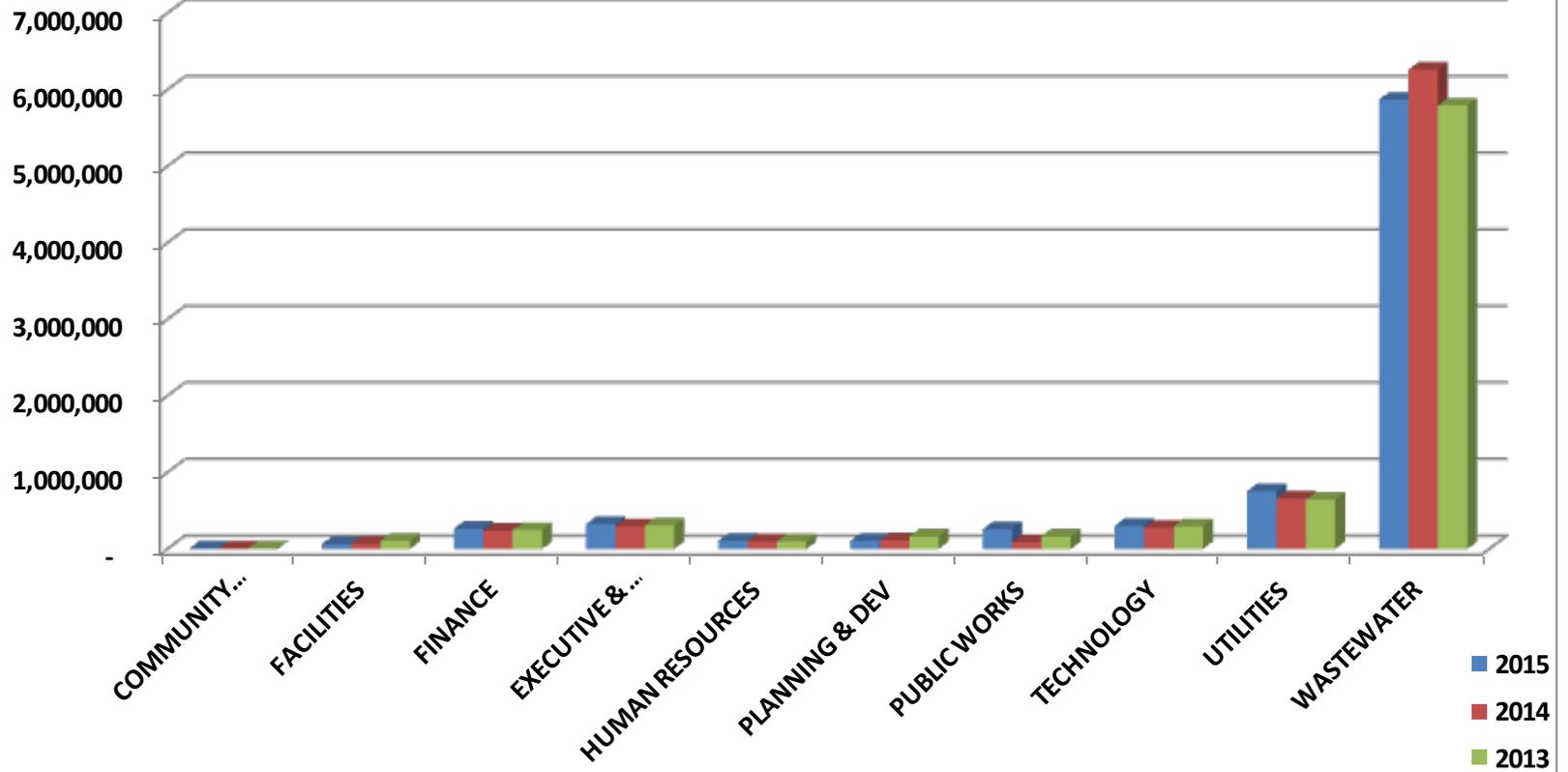
<b>WATER FUND</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Actual</b>	<b>FY 2014 Budget</b>	<b>FY 2014 Projected</b>	<b>FY 2015 Budget</b>	<b>FY 2016 Projection</b>	<b>FY 2017 Projection</b>	<b>FY 2018 Projection</b>
<b>300.510000 Operating Income</b>								
300.511101 Residential - City	\$ 1,573,941	\$ 1,869,346	\$ 1,611,933	\$ 1,830,452	\$ 1,800,000	\$ 1,800,000	\$ 1,818,000	\$ 1,836,180
300.511102 Residential - County	\$ 1,185,550	\$ 1,239,963	\$ 1,057,503	\$ 1,258,112	\$ 1,200,000	\$ 1,200,000	\$ 1,212,000	\$ 1,224,120
300.511105 Non-residential - City	\$ 1,352,724	\$ 1,154,295	\$ 941,277	\$ 1,119,687	\$ 1,100,000	\$ 1,100,000	\$ 1,111,000	\$ 1,122,110
300.511106 Non-residential - County	\$ 806,134	\$ 744,941	\$ 603,673	\$ 748,022	\$ 700,000	\$ 700,000	\$ 707,000	\$ 714,070
300.512100 Reconnection Fees	\$ -	\$ 15,700	\$ 14,400	\$ 16,400	\$ 15,000	\$ 15,000	\$ 15,150	\$ 15,302
300.512111 Private Fire Protection	\$ 151,000	\$ 162,541	\$ 153,000	\$ 166,142	\$ 160,000	\$ 160,000	\$ 161,600	\$ 163,216
300.513101 Penalties	\$ 35,000	\$ 37,080	\$ 37,000	\$ 33,373	\$ 32,000	\$ 35,500	\$ 37,000	\$ 40,000
300.513102 Service Connection Fees	\$ 1,000	\$ (1,795)	\$ -	\$ 1,500	\$ -	\$ -	\$ -	\$ -
300.513104 Meter Installation - All	\$ 5,000	\$ 10,608	\$ 8,500	\$ 6,400	\$ 15,875	\$ 13,965	\$ 19,775	\$ 19,973
300.513105 Meter Installation - County	\$ 3,000	\$ 2,854	\$ 3,000	\$ 17,061	\$ 3,000	\$ 3,900	\$ 3,000	\$ 3,030
300.513112 Benefit Assessments	\$ 345,111	\$ 204,516	\$ 240,740	\$ 229,332	\$ 377,084	\$ 310,296	\$ 501,048	\$ 100,001
300.513123 New Service Application Fees	\$ 1,000	\$ 2,000	\$ 1,800	\$ 2,150	\$ 3,100	\$ 2,950	\$ 3,750	\$ 3,788
300.513125 Cell Tower Rents	\$ 160,000	\$ 206,240	\$ 180,000	\$ 183,484	\$ 179,470	\$ 186,665	\$ 194,161	\$ 201,972
300.513126 Construction Inspection Fees	\$ -	\$ 533	\$ -	\$ 33,747	\$ 300	\$ 300	\$ 300	\$ 303
300.513127 Miss Utility Billings	\$ 15,000	\$ 14,465	\$ 15,000	\$ 12,290	\$ 12,000	\$ 12,000	\$ 12,120	\$ 12,241
300.513128 Good Cause Waiver Fee	\$ -	\$ 250	\$ -	\$ 1,100	\$ 250	\$ -	\$ -	\$ -
300.513132 Miscellaneous	\$ -	\$ 1,914	\$ 3,000	\$ 1,605	\$ 2,000	\$ 3,030	\$ 3,060	\$ 3,091
300.513137 Water Allocation Fees	\$ -	\$ 1,750	\$ -	\$ 250	\$ -	\$ -	\$ -	\$ -
300.513402 Interest Revenue	\$ 8,000	\$ 9,012	\$ 8,000	\$ 7,277	\$ 8,000	\$ 8,080	\$ 8,161	\$ 8,242
300.513503 County Town Agreement	\$ 6,143	\$ 6,038	\$ 6,200	\$ -	\$ 6,200	\$ 6,262	\$ 6,325	\$ 6,388
300.911110 Asset Disposal	\$ -	\$ 2,944	\$ -	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
<b>Operating Revenues</b>	<b>\$ 5,648,603</b>	<b>\$ 5,685,195</b>	<b>\$ 4,885,026</b>	<b>\$ 5,670,384</b>	<b>\$ 5,616,279</b>	<b>\$ 5,559,948</b>	<b>\$ 5,815,450</b>	<b>\$ 5,476,026</b>
<b>Transfers</b>								
300.951100 Transfer from Unrestricted Fund Balance	\$ -	\$ -	\$ 923,003	\$ -	\$ -	\$ (189,018)	\$ -	\$ -
300.952200 Transfer from Benefit Assessments	\$ 300,000	\$ -	\$ 458,361	\$ -	\$ -	\$ -	\$ 356,237	\$ 397,788
300.513124 Transfer from Reserve for Wakefield Tank	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
300.513136 Transfer from Reserve for RADON Removal	\$ 400,000	\$ -	\$ 300,000	\$ -	\$ 589,914	\$ -	\$ -	\$ -
300.513504 Transfer from Reserve for Gesell Well	\$ 1,000,000	\$ -	\$ 1,000,000	\$ -	\$ 1,216,161	\$ -	\$ -	\$ -
300.513506 Transfer from Reserve for New Water Supply	\$ 198,000	\$ -	\$ 218,000	\$ -	\$ 200,000	\$ -	\$ -	\$ -
300.513509 Transfer from Reserve for Rt 27 Main Repl.	\$ 735,000	\$ -	\$ 735,000	\$ -	\$ 415,000	\$ -	\$ -	\$ -
<b>Transfers</b>	<b>\$ 3,033,000</b>	<b>\$ -</b>	<b>\$ 3,634,364</b>	<b>\$ -</b>	<b>\$ 2,421,075</b>	<b>\$ (189,018)</b>	<b>\$ 356,237</b>	<b>\$ 397,788</b>
<b>Total Water Fund Revenues</b>	<b>\$ 8,681,603</b>	<b>\$ 5,685,195</b>	<b>\$ 8,519,390</b>	<b>\$ 5,670,384</b>	<b>\$ 8,037,354</b>	<b>\$ 5,370,930</b>	<b>\$ 6,171,687</b>	<b>\$ 5,873,814</b>

## ***WATER FUND EXPENSES***

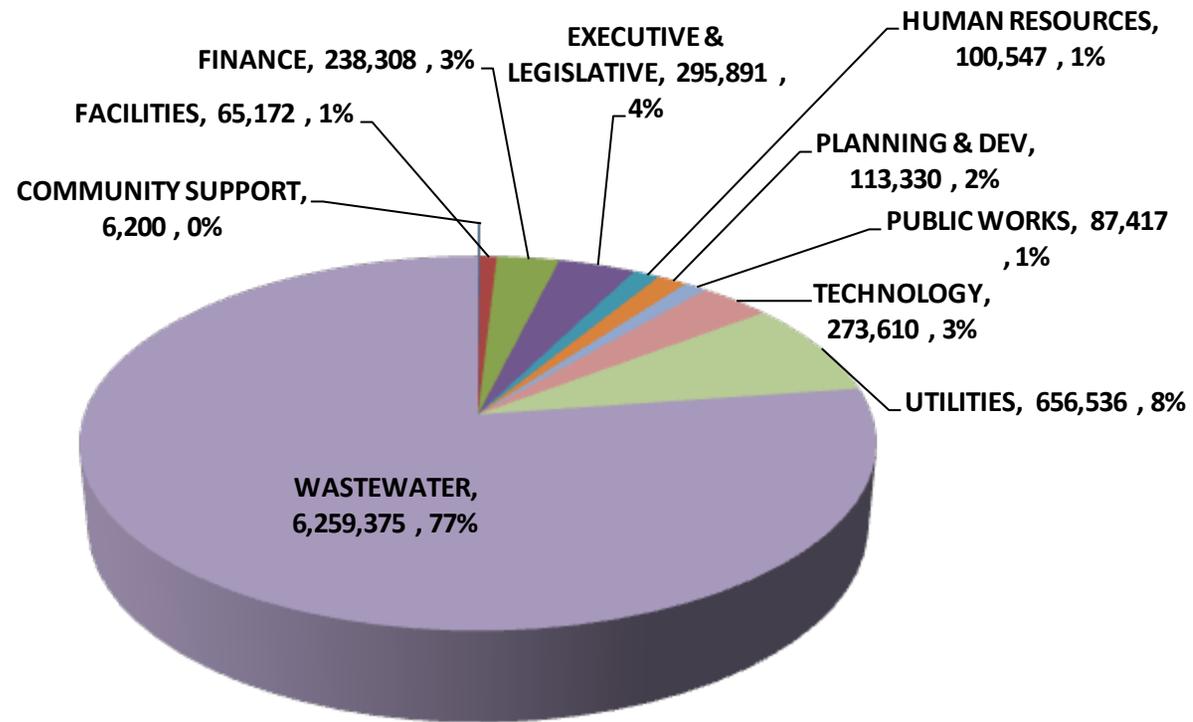
Water Fund Expenses also remain constant. There are no major capital improvements scheduled for FY2015.

<b>Department</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Water Operations	6,380,552	7,456,105	6,992,471	5,793,146	6,259,375	5,868,659
Utility Operations	632,015	646,078	624,435	642,782	656,536	751,287
Facilities	56,514	57,412	111,811	107,250	65,172	60,956
<b>Subtotal Sewer Operations</b>	<b>7,069,081</b>	<b>8,159,595</b>	<b>7,728,717</b>	<b>6,543,178</b>	<b>6,981,083</b>	<b>6,680,902</b>
General Administrative	312,221	286,129	305,696	305,789	295,891	323,439
Finance	238,480	292,630	274,400	246,312	238,308	262,103
Technology	227,779	166,573	270,091	292,776	273,610	300,091
Human Resources	107,986	98,855	106,883	98,763	100,547	104,591
Planning & Development	242,793	155,487	143,155	160,744	113,330	106,327
Public Works	242,605	196,597	171,972	163,400	87,417	253,701
Community Support	5,460	6,143	6,143	6,267	6,200	6,200
<b>Subtotal Supporting Operations</b>	<b>1,377,324</b>	<b>1,202,414</b>	<b>1,278,340</b>	<b>1,274,051</b>	<b>1,115,303</b>	<b>1,356,452</b>
<b>Total Sewer Fund Expenses</b>	<b>8,446,405</b>	<b>9,362,009</b>	<b>9,007,057</b>	<b>7,817,229</b>	<b>8,096,386</b>	<b>8,037,354</b>

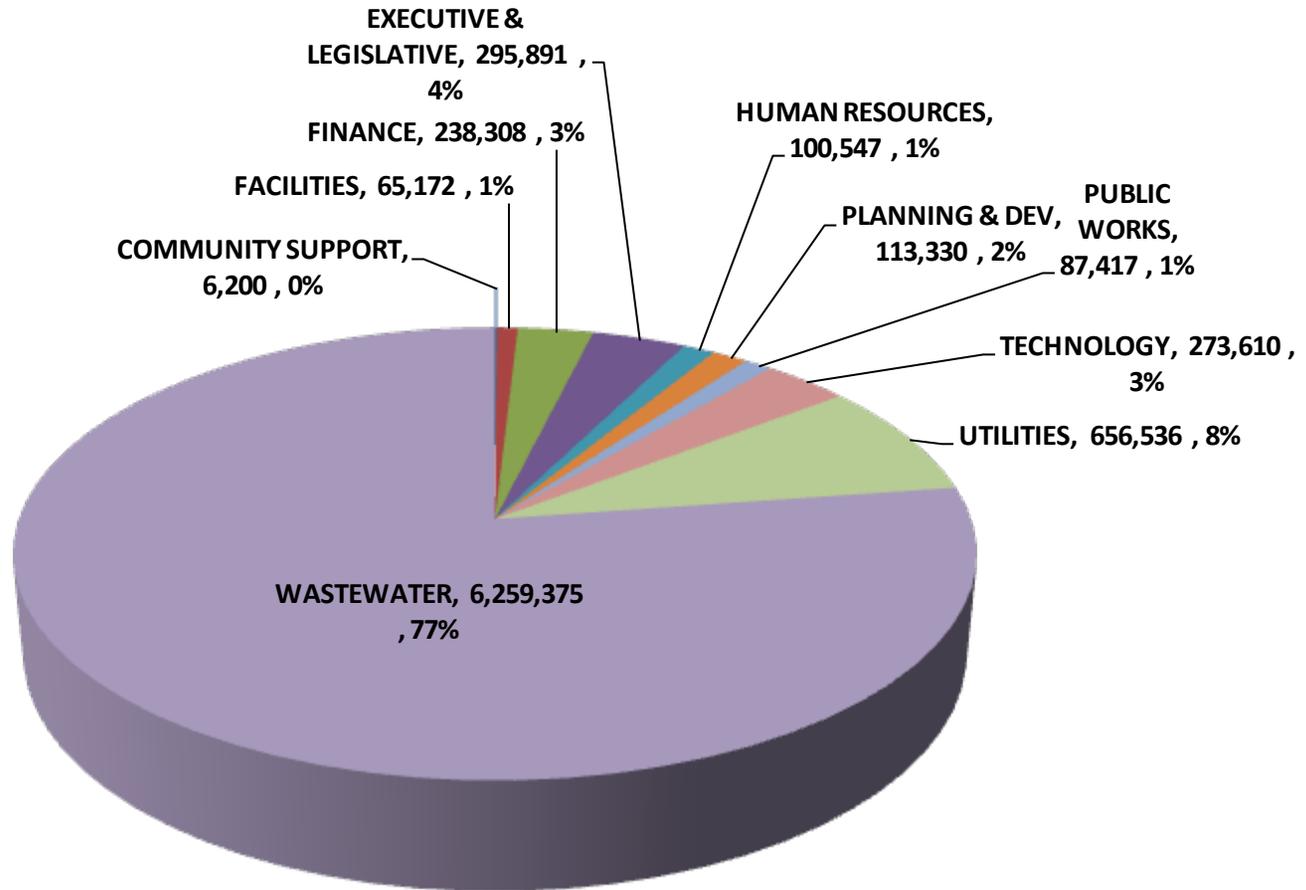
## Water Fund Expense Budget By Department Comparison FY2013-FY2015



# FY 2014 Water Fund Budget Expenses by Department



# FY2015 Water Fund Budget Expenses by Department



# Departmental Information

## LEGISLATIVE AND EXECUTIVE SERVICES

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

### MAYOR AND COMMON COUNCIL



(Back Row l-r): Councilman Chiavacci, Councilman Frazier, Councilman Whitson,  
(Front Row l-r): Mayor Utz, Councilwoman Albert, Council President Wack.

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

### COUNCIL MANAGEMENT OBJECTIVES AND ACCOMPLISHMENTS

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

### COUNCIL BUDGET

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

### PERSONAL BACKGROUND INFORMATION

**Mayor Kevin R. Utz** is a lifelong resident of Westminster, having grown up on Bond Street just outside of the City Limits, where his parents have lived for 55 years. Mayor Utz resides in the Avondale Run community, where he raised his three children, Brad, Jenni and Julie. He is very active in business in Westminster and is a Captain and former Chief of the Westminster Fire Engine as well as an EMS responder. He served on the City Council from 2005-2009, having retired from the Maryland State Police after 28 years of service.



**City Council President Dr. Robert Wack** was appointed to a vacant seat on the Council in January 2003, and was elected to a four year term in May 2003. He was reelected to a second term in May 2007, and a third in 2011. He serves as the President of the Council and Chair of the Finance Committee. Dr. Wack has spearheaded the broadband fiber project. Dr. Wack is the Director of Pediatric Services at Frederick Memorial Hospital, and like his colleagues on the Council, is extremely active in the community. He lives with his wife and 3 children on West Green St. His term expires in 2015.



**Council Member Suzanne P. Albert** is a native of Westminster and was elected to the Westminster Common Council on May 5, 1995; serving sixteen consecutive years until May 2011 as a council member, as well as President Pro Tempore. She was then re-elected to Council in May 2013 and again elected as President Pro Tempore. Her term expires in 2017. Council Member Albert serves as the Co-chair of the Finance and Personnel Committees and is the liaison to the Carroll Arts Center.



**Council Member Tony Chiavacci** lives on Willis Street in Westminster with his wife Kelly and their five children. He owns a local business, Kojak Graphic Communications, in downtown Westminster. He is a graduate of Westminster High School and of Frostburg State with a BA in Business Administration. Upon graduation from college he was commissioned into the US Army Military Police Corp. and was honorably discharged after the first Gulf War. He is currently the Chairman of the City's Public Safety Commission, Vice Chair of the City's Public works committee, and serves on the City's Recreation and Parks Board. He is President of the Westminster Area Recreation Council, and coaches a number of athletic teams. His term expires in 2017.



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



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



### ***MUNICIPAL ELECTIONS***

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

### ***LEGAL COUNSEL***

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

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

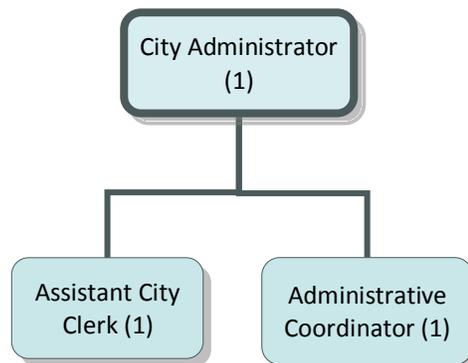
In addition to other duties, the City Attorney drafts all municipal legislation, approves all legal instruments for legal sufficiency, and ensures that legal requirements are met for all meetings and other City transactions.

### ***OFFICE OF THE CITY ADMINISTRATOR***

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

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

### ***POSITION SUMMARY SCHEDULE***



	Grade	Authorized FY '13	Authorized FY '14	Authorized FY '15
City Administrator	Q	1	1	1
Assistant City Clerk	I	1	1	1
Administrative Coordinator	D	1	1	1

## ***CITY ADMINISTRATOR PERFORMANCE MEASURES IN FY2014***

### **Comprehensive Performance Measures**

- Secure and maintain adequate water supplies to serve current and projected growth
  - Initiated drilling on the Union Mills property and determined that water is not available at that site
  - Continued developing a water allocation process for future water allocations after the Gesell Well is operational
  - Began the exploration for other possible water sources in the Westminster area
- Ensure adequacy of wastewater treatment operation in terms of quality and quantity
  - Continued engineering and design for ENR upgrade for waste water treatment plant
  - Continued negotiations for funding for the ENR upgrade for the wastewater treatment plant upgrade
- Provide open and effective communication with the public
  - Unveiled new website in April
  - Enhanced City services available over the website
  - Implemented Rental Licensing internet payment program
  - Implemented Active Network software for Recreation and Parks activities
  - Produced monthly newsletters
  - Continued Main Street face book and blog efforts
  - Implemented Constant Contact newsletter
- Promote the creation of workforce housing choices
  - Executed an agreement with Habitat for Humanity to build five houses on the Union Street property
- Enhance inter-jurisdictional coordination with Carroll County
  - Participated in the Water Resources Coordinating Council
  - Executed Memorandum of Intent with Carroll County for co-permitting on the Phase 1 NPDES and providing funding for storm water management projects
  - Participated in multijurisdictional WIP and MPDES activities
  - Continued the Town/ County Agreement activities
  - Participated in the 2030 Carroll County visioning exercise
- Enhance coordination with other public and private entities
  - Achieved Banner City Status with the Maryland Municipal League
  - Maintained membership in the MCCMA
  - Participated in Excellence for Local Government program.
  - Participated in Leadership Carroll Program

### **Other Goals**

- Continued coordination of small business services with Carroll Community College and County economic development
- Served on the Strategic Planning group for the Academy for Excellence in Local Government
- Participated in the HSP Street Summit Task Force

- Planned 250<sup>th</sup> Celebration for the City
- Completed repairs and renovations on City Hall
- Continued repairs and renovations on the Armory

## ***CITY ADMINISTRATOR GOALS FOR FY2015***

### **Comprehensive Plan Goals**

- Secure and maintain adequate water supplies to serve current and projected growth
  - Bring Gesell Well and Little Pipe Creek intake into the water system
  - Complete testing of Hydes Quarry
  - Continue exploration of additional well sites
  - Implement Water Allocation Policy
- Ensure adequate wastewater treatment operation in terms of quality and quantity
  - Begin construction of upgrade to waste water treatment facility
  - Execute septage facility agreement with Carroll County
  - Execute and implement Storm Water Management Operating Agreement with Carroll County
- Provide open and effective communication with the public
  - Maintain the City web page
  - Integrate use of GIS Server into social media
  - Produce monthly newsletters
  - Continue Main Street social media and mobile apps for Main Street activities
- Promote the creation of workforce housing choices
  - Complete the construction and sale of the five Union Street properties
- Enhance inter-jurisdictional coordination with Carroll County
  - Participate in the Water Resources Coordinating Council
  - Continue participation in Carroll County 2030 visioning exercise
  - Continue participation in multijurisdictional WIP and MPDES activities
- Enhance coordination with other public and private activities
  - Achieve Banner City status with the Maryland Municipal League
  - Maintain membership in the MCCMA
  - Participate in the Excellence for Local Government program
  - Participate in Leadership Carroll program
  - Participate in monthly Carroll County Managers' Meetings

### **Other Goals**

- Continue coordination of small business services with Carroll Community College and County economic development
- Continue business incubator program
- Serve on the Strategic Planning group for the Academy for Excellence in Local Government
- Participate on the HSP Street Summit Task Force
- Reconstitute Westminster Town Center Corporation

## LEGISLATIVE AND EXECUTIVE SERVICES BUDGET

LEGISLATIVE AND EXECUTIVE SERVICES	FY 2011 BUDGET	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 BUDGET	FY 2015 BUDGET	FY 2016 Projection	FY 2017 Projection	FY 2018 Projection
Salaries	\$ 185,909	\$ 204,014	\$ 221,517	\$ 218,880	\$ 217,873	\$ 224,294	\$ 230,960	\$ 237,825
Benefits	\$ 40,824	\$ 51,880	\$ 30,185	\$ 78,281	\$ 93,645	\$ 83,934	\$ 90,778	\$ 98,568
<b>TOTAL PERSONNEL EXPENSES</b>	<b>\$ 226,733</b>	<b>\$ 255,894</b>	<b>\$ 251,702</b>	<b>\$ 297,161</b>	<b>\$ 311,518</b>	<b>\$ 308,228</b>	<b>\$ 321,738</b>	<b>\$ 336,393</b>
Administration	\$ 193,517	\$ 165,589	\$ 184,350	\$ 177,300	\$ 181,500	\$ 189,100	\$ 204,000	\$ 208,900
Non Departmental Expenses	\$ 601,461	\$ 775,805	\$ 775,551	\$ 779,510	\$ 833,328	\$ 858,558	\$ 872,799	\$ 890,525
Debt Service	\$ 437,649	\$ 557,439	\$ 515,435	\$ 496,181	\$ 495,500	\$ 494,525	\$ 492,985	\$ 495,940
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 1,232,627</b>	<b>\$ 1,498,833</b>	<b>\$ 1,475,336</b>	<b>\$ 1,452,991</b>	<b>\$ 1,510,328</b>	<b>\$ 1,542,183</b>	<b>\$ 1,569,784</b>	<b>\$ 1,595,365</b>
<b>TOTAL LEGISLATIVE AND EXECUTIVE</b>	<b>\$ 1,459,360</b>	<b>\$ 1,754,727</b>	<b>\$ 1,727,038</b>	<b>\$ 1,750,152</b>	<b>\$ 1,821,846</b>	<b>\$ 1,850,412</b>	<b>\$ 1,891,521</b>	<b>\$ 1,931,758</b>

## COMMUNITY SUPPORT AND CONTRIBUTIONS

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

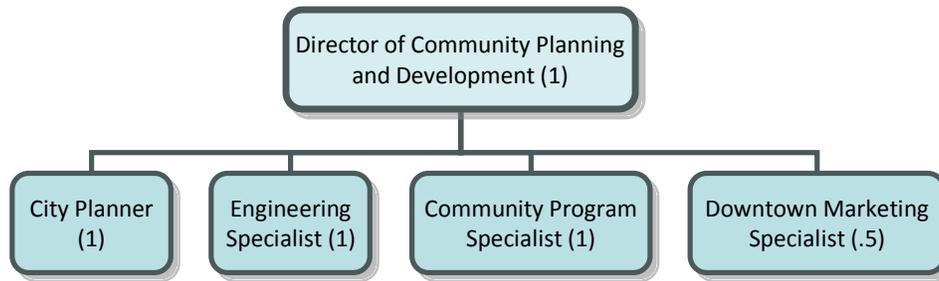
### COMMUNITY SUPPORT BUDGET

COMMUNITY SUPPORT	FY 2011 BUDGET	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 BUDGET	FY 2015 BUDGET	FY 2016 Projection	FY 2017 Projection	FY 2018 Projection
National Pollution Discharge Elimination	\$ 18,429	\$ 18,429	\$ 18,429	\$ 18,600	\$ 18,600	\$ 18,600	\$ 18,600	\$ 18,600
Tree Commission Workshop	\$ 17,000	\$ 15,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Domestic Violence Grant	\$ 63,100	\$ 61,300	\$ 52,000	\$ 55,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
Historic District Commission	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
HSP Service Linked Housing	\$ 17,500	\$ -	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500
Municipal Band and Concerts	\$ 10,000	\$ 10,000	\$ 5,000	\$ 5,000	\$ 10,000	\$ 5,000	\$ 5,000	\$ 5,000
Westminster Library	\$ -	\$ -	\$ 12,250	\$ 20,000	\$ -	\$ -	\$ -	\$ -
Greater Westminster Development Corp	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Historical Society		\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -
<b>TOTAL COMMUNITY SUPPORT</b>	<b>\$ 135,029</b>	<b>\$ 113,729</b>	<b>\$ 114,179</b>	<b>\$ 125,100</b>	<b>\$ 110,100</b>	<b>\$ 95,100</b>	<b>\$ 95,100</b>	<b>\$ 95,100</b>

## COMMUNITY PLANNING AND DEVELOPMENT

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

## POSITION SUMMARY SCHEDULE



<b>Administration</b>	<b>Grade</b>	<b>Authorized FY '13</b>	<b>Authorized FY '14</b>	<b>Authorized FY '15</b>
Director, Community Planning & Development	M	1	1	1
<b>Planning and Zoning</b>				
City Planner	H	1	1	1
Engineering Specialist	G	1	1	1
<b>Economic and Community Development</b>				
Economic Development Admin. (vacant)	M	1	1	1
Community Programs Specialist	H	1	1	1
Downtown Marketing Specialist	(Temp)	.5	.5	.5

## COMMUNITY PLANNING AND DEVELOPMENT PERFORMANCE MEASURES

	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015 (Projected)</b>
Administrative Adjustment Hearings	1	0	1
Bond Reductions Processed	15	10	15
Building Permits Issued	197	131	200
BZA Meetings	1	6	4
Façade Improvements Completed	5	3	5
Final Plats Reviewed & Approved	4	6	5
Good Cause Waivers Processed	1	1	2
Grants Awarded	3	4	3
HDC Meetings	10	9	10
P&Z Commission Meetings	10	10	10
Pre-Submittal Conferences Held	3	7	5
Public Works Agreements Prepared	6	5	7
Rezoning Requests Reviewed	1	0	2
Sign Permits Issued	30	26	30
Special Exceptions	1	3	2

Tree Commission Meetings	8	8	8
Water Allocations Approved	8	9	10
Zoning Text Amendment Reviewed	3	4	4

## **BOARDS & COMMISSIONS**

### **Historic District Commission**

The Westminster Historic District Commission (HDC) is a group of citizen appointees that function in an advisory capacity on the preservation of historic buildings within the City. The HDC meets the second Wednesday of the month.

#### **Member**

Kristen McMasters, Chair  
 Dean Camlin, Vice Chair  
 Greg Goodell  
 Sherri Hosfeld Joseph  
 D. Arlette Mitchell  
 Kevin Wagman

#### **Term Expires**

October 2014  
 August 2014  
 August 2014  
 January 2016  
 March 2015  
 October 2014

### **Planning and Zoning Commission**

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

#### **Member**

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

#### **Term Expires**

May 2015  
 May 2013  
 May 2015  
 August 2017  
 May 2014

### **Board of Zoning Appeals**

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

#### **Member**

Edward Cramer, Jr., Chair  
 Laura Matyas, Vice Chair  
 Larry Berent  
 Daniel Hoff, Alternate

#### **Term Expires**

May 2016  
 July 2016  
 July 2016

### **Tree Commission**

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

#### **Member**

#### **Term Expires**

Steve Allgeier, Chair  
 Cindy May-West  
 Richard L. Wilbur  
 Brian Rhoten (non-voting)  
 Jessica Fitzgerald (non-voting)

December 2013

**PLANNING ACCOMPLISHMENTS FY2014**

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

- Participated in the Mayor’s 2013 Downtown Business Roundtable initiative and assisted in the ongoing implementation of resulting Action Plan.
- Facilitated an aggressive downtown marketing plan consolidating downtown business and activity promotions into an annual calendar of events.
- Managed the Westminster Tree Commission 2013 Community Forestry Workshop held in October; began preparations for the 2014 event.
- Coordinated the second Holiday Open House at City Hall, hosted by the Historic District Commission, featuring downtown business participation and donations.
- Provided technical assistance relating to zoning and land use for 300+ inquires from the public; including residents, real estate appraisers and developers.
- Prepared the 2013 Development Design Preferences Manual, including revisions and updates of the 2012 version with enhanced water conservation measures, Best Management Practices (BMP’s) on site plans, and improved methods to capture stormwater on site.
- Participated in a multi-department effort to update the City’s Source Water Protection Plan with consulting engineers S. S. Papadopulos & Associates, Inc., and Chesapeake Environmental Management, Inc. Source water assessments were last completed in Westminster for ground water and surface water in 2004 and 2005, respectively. The study was initiated and paid for by MDE.
- Conducted monthly meetings of the City Planning & Zoning Commission, and coordinated the periodic meetings of the City’s Tree Commission and Historic District Commission.
- Represented the Municipal governments of Carroll County as an appointed member of the Community Media Center’s Board of Directors and Chair of the Strategic Planning Committee.

**ZONING PERFORMANCE MEASURES FY2014**

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

- Prepared and processed 131 building permit applications for residential, commercial and industrial projects.
- Prepared and issued 15 letters in reference to compliance with the City’s Zoning Ordinance.
- Reviewed and made recommendations to the Mayor and Common Council of Westminster on the following **Zoning Text Amendments:**

Ord. No.	Code Section	Nature of Request
845	Amendments to Chapter 164, Article XV,	Allows animal hospitals as permitted

	“PRSC Planned Regional Shopping Center”	uses in the Planned Regional Shopping Center Zoning District
<b>846</b>	Amendments to Chapter 164, Article XII, “P-I Planned Industrial Zone”	Allows for mixed retail uses in the Planned Industrial Zoning District
<b>847</b>	Amendments to Chapter 119, “Property Maintenance”	Updates to reflect 2012 changes to the International Property Maintenance Code (IPMC)

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

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

<b>Project Name</b>	<b>Type of Project</b>
Bolton Hill, Phase II	Final Subdivision Plat
140 Village	Plat & Site Plan
Pine Knoll Development	Resubdivision Plat
Friendship Overlook	Preliminary Subdivision
Windy Hills, Phase II	Residential Subdivision
ARC of Carroll County	Site Plan
McDonald’s of Westminster	Site Plan
Carroll Computer Connection	Site Plan
Len Stoler Redevelopment	Concept Site Plan

- Performed technical review of preliminary plans, development plans, final plats, site plans and related drawings.
- Completed 7 pre-submittal conferences that included coordinating with Carroll County officials and explaining the submittal and review process with the owner/developer of properties.
- Processed the recording of 6 final plats.
- Prepared and processed 5 public works agreements (PWA), including obtaining all surety letters and finalizing all construction drawings, including all required signatures.
- Processed 10 surety reductions, which included coordinating with City inspection staff and financial institutions, verifying the completion of work, and preparing release letters for signature.

## ECONOMIC AND COMMUNITY DEVELOPMENT

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

## ECONOMIC DEVELOPMENT PERFORMANCE MEASURES FY2014

Activity	Details
Private Sector Investment	Facilitated over \$500,000 in private sector investment
New Business	Five new businesses: creating (13) new full-time and (14) part-time jobs
Façade Improvement Program	Completed (3) commercial façade improvement projects
Downtown Restaurant Week	(13) Restaurants participated in the 3 <sup>rd</sup> Annual Restaurant Week held April 19-27
Farmer's Market	The Farmer's Market opened Saturday, May 17 <sup>th</sup> , with a Tuesday market opening on May 22. Both are in the Conaway lot.
Summer Concert Series	"Thursday's at 6:30" kicked off Thursday, June 6 <sup>th</sup> and continued for (6) more Thursday's. "A Month of Sunday's Concert Series" was held on the four Sunday's in July. "Common Ground on the Town", three bands at three locations downtown, Saturday, July 13 <sup>th</sup>
Monthly Newsletter	Debuted May 2013, the "Main Street News" is sent to 200+ email addresses.
Partnership with CC Office of Tourism and Visitor's Center	Cooperative advertising, provided Downtown maps, rack cards and added City events to their Calendar of Events.
Midnight Madness	Held downtown Friday, September 27 <sup>th</sup> , with an expansion into the upper end of East Main Street in 2013.
1 <sup>st</sup> Annual Scarecrow Contest	Provided advertising/marketing support. Contest ran the month of October. (10) businesses participated in a Trick-or-Treat downtown on Tuesday, October 29 <sup>th</sup> .
Miracle on Main Street Holiday Event	Provided advertising/marketing support for the event held Saturday, November 30 <sup>th</sup> . Attended by more than 22,000 spectators.
Main Street Maryland Small Business Saturday	Provided advertising/marketing support for the businesses participating in the event on Saturday, November 30 <sup>th</sup> .

### ***COMMUNITY DEVELOPMENT PERFORMANCE MEASURES FY2014***

- Prepared and submitted, on behalf of the Mayor & Common Council, an FY 2013 Community Development Block Grant application for \$558,337 to the Maryland Department of Housing and Community Development and the Maryland Department of Business & Economic Development. The Mayor & Common Council approved Resolution No. 13-05 in May 2013, authorizing staff to forward with the application and gave their full support of the project. The application was granted in November of 2013. Grant funds will be used to complete Union Crossing Phase II, the construction of five new townhomes in partnership with Habitat for Humanity Carroll County.
- Prepared and submitted, on behalf of the Mayor & Common Council, an FY 2014 Community Legacy Grant application for \$200,000 to the Maryland Department of Housing and Community Development, Division of Neighborhood Revitalization. The Mayor & Common Council approved Resolution No. 13-09 in August 2013, authorizing staff to forward with the application and gave their full support of the application. The application was granted for \$75,000 in November of 2013. Grant funds will be used to assist Downtown businesses with façade improvements.
- Prepared and submitted, on behalf of the Mayor & Common Council, a Maryland Smart Energy Communities Grant application. The City was awarded \$60,016 by the Maryland Energy Administration (MEA) in June 2013. And, as part of the MEA grant requirement, prepared and submitted, on behalf of the Mayor and Common Council, an Energy Efficiency Plan and a Renewable Energy Plan to MEA that received approval in December 2013.
- Helped to coordinate and oversee the 2013 Spring Clean-Up Day in conjunction with McDaniel College and Carroll Community College that brought together over 70 volunteers.
- Completed two Community Legacy commercial façade improvement projects. The total value of the projects was \$25,000, with \$12,500 of the total from Community Legacy funds with an additional \$100,000+ of private investment in one of the façade projects. There are two other commercial façade projects in progress.
- Assisted in creating a Carroll County Main Streets marketing campaign by forming a coalition with all of the Carroll County Main Streets. Through this partnership we are able to use limited funds to a greater level reaching more prospective shoppers and diners.

### ***COMMUNITY PLANNING AND DEVELOPMENT GOALS FOR FY2015***

- Continue to promote the City's sustainability and resource conservation initiatives.
- Commence with the update of the Westminster Comprehensive Plan toward a goal of adoption in 2015.
- Continue to coordinate the update of local National Flood Insurance Program (NFIP) mapping in cooperation with MDE and Carroll County.
- Aggressively market and promote downtown businesses and activities in the most cost efficient and effective manner.
- Work closely with City and County agencies in the development of new and expanded water supply sources for current and future uses.
- Continue to take advantage of existing and new grant funding opportunities in support of the needs of City residents, businesses and institutions.

**COMMUNITY PLANNING AND DEVELOPMENT FY2014-2015 WORK PLAN**

Comprehensive Plan Goal	FY 2014-2015 Action
<p><b>Goal C1:</b> Promote a ‘destination Westminster strategy and plan’ to ensure a quality visitor and resident experience.</p> <p><b>Goal C2:</b> Partner with the Carroll County tourism Office to enhance the image and identity of Westminster as an attractive destination in the marketplace.</p>	<p>*Collaborate with Carroll County’s municipal government Main Street offices and the County Tourism Office on a strategic marketing plan that promotes Westminster as a business and tourism destination.</p>
<p><b>Goal R5:</b> Create a healthy, reliable, and sustainable future by continually increasing the effectiveness of how the City of Westminster utilizes and manages energy and water resources.</p>	<p>*Continue to implement programs in accord with the City’s Sustainable Community designation.</p> <p>*Seek new funding opportunities, under programs like ‘Smart Energy Community’, to assist in the implementation of efficient energy projects relating to solar power, geothermal energy and improved fuel efficiencies for the City’s fleet.</p>
<p><b>Goal L1:</b> Ensure new development is compatible with the community vision for the future of Westminster.</p> <p><b>Obj. 2:</b> Infill development along Main Street should support downtown redevelopment efforts and plans.</p> <p><b>Goal L3:</b> Provide a sustainable balance of commercial, industrial and residential land to meet existing and future demand.</p> <p><b>Goal L4:</b> While recognizing infill development is the preferred method of growth, plan for the expansion of City boundaries to accommodate growth in the future.</p>	<p>*Consider new opportunities to boost mixed use development options within and proximate to the downtown area.</p> <p>*Initiate the update to the 2009 City of Westminster Comprehensive Plan: consider alternatives to the current zoning plan to promote greater residential densities downtown; incorporate energy efficiency measures as a common element throughout the Plan’s recommended actions; create and include strategies that boost economic investment and job growth downtown.</p>

**COMMUNITY PLANNING AND DEVELOPMENT BUDGET**

PLANNING, ZONING & DEVELOPMENT	FY 2011 BUDGET	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 BUDGET	FY 2015 BUDGET	FY 2016 Projection	FY 2017 Projection	FY 2018 Projection
Salaries	\$ 327,004	\$ 396,146	\$ 407,147	\$ 367,075	\$ 374,588	\$ 384,136	\$ 394,102	\$ 406,367
Benefits	\$ 118,397	\$ 86,587	\$ 133,508	\$ 122,057	\$ 113,250	\$ 121,535	\$ 130,945	\$ 141,810
<b>TOTAL PERSONNEL EXPENSES</b>	<b>\$ 445,402</b>	<b>\$ 482,733</b>	<b>\$ 540,656</b>	<b>\$ 489,132</b>	<b>\$ 487,838</b>	<b>\$ 505,671</b>	<b>\$ 525,047</b>	<b>\$ 548,177</b>
Administration	\$ 66,562	\$ 78,326	\$ 40,000	\$ 39,075	\$ 35,850	\$ 36,000	\$ 36,150	\$ 36,300
Annexations	\$ 750	\$ 375	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Economic Development Initiatives	\$ 17,500	\$ 115,310	\$ 35,000	\$ 85,000	\$ 174,050	\$ 37,000	\$ 37,000	\$ 37,000
<b>TOTAL OTHER OPERATING EXPENSES</b>	<b>\$ 84,812</b>	<b>\$ 194,011</b>	<b>\$ 75,000</b>	<b>\$ 124,075</b>	<b>\$ 209,900</b>	<b>\$ 73,000</b>	<b>\$ 73,150</b>	<b>\$ 73,300</b>
<b>TOTAL PLANNING, ZONING, &amp; DEV</b>	<b>\$ 530,214</b>	<b>\$ 676,744</b>	<b>\$ 615,656</b>	<b>\$ 613,207</b>	<b>\$ 697,738</b>	<b>\$ 578,671</b>	<b>\$ 598,197</b>	<b>\$ 621,477</b>

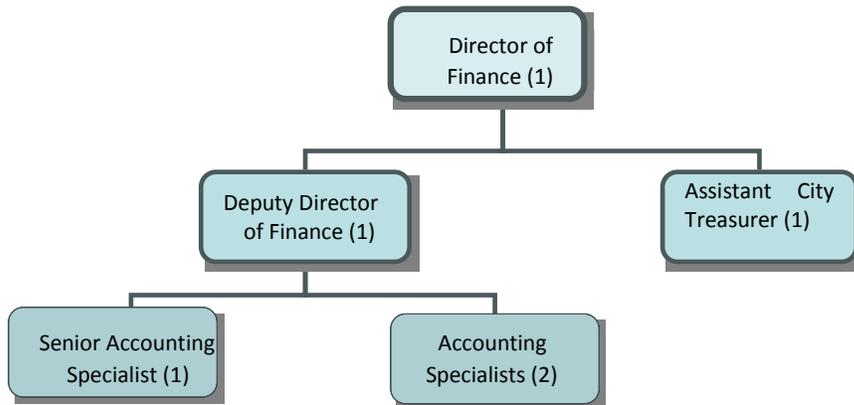
## FINANCE

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.

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.
- 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.
- Supervision of debt, investments and cash flow.

### POSITION SUMMARY SCHEDULE



	Grade	Authorized FY '12	Authorized FY '13	Authorized FY '14
Director of Finance	M	1	1	1
Deputy Director of Finance	L	0	0	1
Assistant City Treasurer	J	1	1	1
City Accountant	H	1	1	0
Senior Accounting Specialist	F	1	1	1
Accounting Specialist	E	2	2	2

## **FINANCE ACCOMPLISHMENTS FOR FY2014**

### **Audit**

McGladrey & Pullen completed their fourth audit for the City for FY 2013. The City improved substantially over the prior year's performance, resolving all previous years' findings and resulting in no new findings.

### **Fund Balance & Reporting**

Financial Performance Reports were distributed to the City Administrator, Mayor and Council and Department Supervisors and Directors on a monthly basis. These reports provide fund balances, trend data, and projections indicative of the City's financial performance and position.

### **Accounting**

Several procedural changes were made in accounting for efficiency. A notable change in procedure was the ability to produce utility billing Shut Off notices in a timely fashion. That procedural change resulted in an 80% reduction in time and labor.

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

New task and supervisory responsibilities were assigned based on performance resulting in a change in positions. The Accountant was promoted to the Deputy Director position. This position carries manager responsibilities and integrates leadership skills, information technology skills and accounting skills into one position.

### **Budget**

The City received the Government Finance Officers Association Distinguished Budget Presentation Award for the FY 2013 Budget Document.

### **Cash Management**

The Cash Management tasks were greatly improved by consolidating ten cash accounts into one. Additionally, the City invested in cash-handling software. The Department implemented new standardized end-of-day cash drawer closing and balancing. These new procedures reduced the number of deposits which reduced bank service fees.

## **FINANCE PERFORMANCE MEASURES**

	<b>FY2012</b>	<b>FY2013</b>
Utility Bills Issued	42,256	42,557
Utility Bills – Charges for Services	\$10,756,362	\$10,620,457
90 day outstanding amount-Utility Bills	\$59,380	\$63,988
Payment agreements executed-Utility Bills	21	12
Shut off notices mailed-Utility Billing	1,950	2,215
Number of customers-Utility Billing	9,667	9,757
Payments made by website	6,033	5,996
Payments made by credit card	7,141	2,563
Accounts Payables Checks Issued	4,641	4,480

Number of Vendors-Accounts Payable	982	934
1099's issued	147	147
Payroll Checks Issued	5,478	5041
Number of Employees	240	234
W2's Issued	240	234
Personal Property Tax Bills Issued	963	1,004
Personal Property Tax Delinquent Amount	\$45,015	\$52,511
On-time delivery of paychecks	100%	100%
On-time filing of Annual Audit	100%	100%
On-time billing of Taxes (all)	100%	100%

### **FINANCE GOALS FOR FY2015**

- Streamline the Audit Procedure and reduce hours dedicated to preparing for the audit.
- Provide Crystal Reports training and successfully write reports from the Eden System.
- Receive Position Budgeting Training and successfully transition to Position Budgeting on Eden.
- Reduce time spent preparing the budget by 20% and reduce Budget Revisions to one per year.
- Receive a GFOA Distinguished Budget Presentation Award for the FY2015 budget submission.
- Improve Utility Billing processes and procedures to including billing processes, penalty processes, collection processes.
- Reduce the time to produce utility bills by 20%. Reduce time spent on red-tag procedure by 20%.
- Improve payroll processes and procedures. Transition time-keeping to Supervisors. Reduce processing time by 50%.
- Improve accounts payables processes. Transition invoice entry to Finance and away from Departmental staff. Reduce number of vendors and invoices. Encourage use of City expense cards. Reduce time to process checks by 50%.
- Bid banking services to further reduce service fees and receive better service.
- Explore alternative solutions to parking permits.
- Secure funding for the Broadband Fiber Project and operate new fund for same.

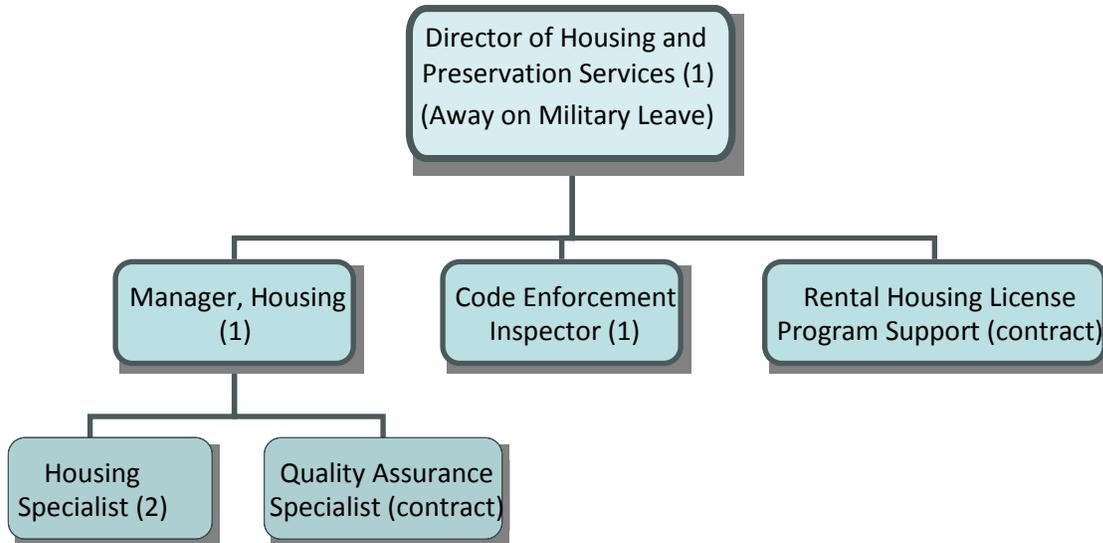
### **FINANCIAL OPERATIONS BUDGET**

FINANCE	FY 2011 BUDGET	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 BUDGET	FY 2015 BUDGET	FY 2016 Projection	FY 2017 Projection	FY 2018 Projection
Salaries	\$ 426,990	\$ 366,597	\$ 400,900	\$ 358,579	\$ 381,203	\$ 390,415	\$ 401,983	\$ 413,899
Benefits	\$ 159,142	\$ 142,975	\$ 124,643	\$ 141,192	\$ 140,521	\$ 151,643	\$ 164,464	\$ 179,088
<b>TOTAL PERSONNEL EXPENSES</b>	<b>\$ 586,132</b>	<b>\$ 509,572</b>	<b>\$ 525,543</b>	<b>\$ 499,771</b>	<b>\$ 521,724</b>	<b>\$ 542,058</b>	<b>\$ 566,448</b>	<b>\$ 592,987</b>
Administration	\$ 224,186	\$ 255,250	\$ 191,405	\$ 205,708	\$ 229,300	\$ 214,900	\$ 214,000	\$ 213,100
<b>TOTAL OTHER OPERATING EXPENSES</b>	<b>\$ 224,186</b>	<b>\$ 255,250</b>	<b>\$ 191,405</b>	<b>\$ 205,708</b>	<b>\$ 229,300</b>	<b>\$ 214,900</b>	<b>\$ 214,000</b>	<b>\$ 213,100</b>
<b>TOTAL FINANCE</b>	<b>\$ 810,318</b>	<b>\$ 764,822</b>	<b>\$ 716,948</b>	<b>\$ 705,479</b>	<b>\$ 751,024</b>	<b>\$ 756,958</b>	<b>\$ 780,448</b>	<b>\$ 806,087</b>

## HOUSING AND PRESERVATION SERVICES

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

### POSITION SUMMARY SCHEDULE



	Grade	Authorized FY '13	Authorized FY '14	Authorized FY '15
Director of Housing and Preservation Services	M	1	1	1
Manager, Housing	J	1	1	1
Code Enforcement Inspector	E	1	1	1
Housing Specialist	C	2	2	2

### HISTORIC DISTRICT COMMISSION

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

Member	Term Expires
Kristen L. McMasters, Chair	October 2015
Dean R. Camlin	August 2015
Gregory R. Goodell	August 2015
L. Kevin Wagman	October 2015
D. Arlette Mitchell	March 2016

## **ADMINISTRATION**

Responsibilities of this department have been assumed by other departments while the Director serves military duty. The Director oversees all operations of the department and serves as Executive Director of the Public Housing Agency and Code Official for the City of Westminster. He also administers the City's new Rental Housing License Program that was adopted by the Mayor and Common Council of Westminster on January 28, 2013, with an effective date of June 1, 2013. Additionally, the Director also coordinates historic preservation activities in the City of Westminster and oversees specified historic building and park development projects.

## **PUBLIC HOUSING AGENCY**

The Office of Housing Services is the Public Housing Agency (PHA) for the HUD Section 8 Housing Choice Voucher program. The PHA is allocated 293 vouchers for rent subsidies, and a grant of \$1,718,064 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 \$143,172, based on the average unit months leased. Use of these funds provides housing assistance for 400+ citizens of Westminster, in addition to providing home ownership opportunities to several qualified recipients.

The Director of the DHPS serves as the Executive Director of the PHA. The Program is also staffed with two Housing Specialists. The Manager and Housing Specialists are certified in one or more disciplines of HUD housing program management and operations.

## **PUBLIC HOUSING AGENCY PERFORMANCE MEASURES FOR FY2014**

- The PHA utilized 100% of the subsidy funding, exceeding HUD's goal of expending at least 97% or more of the funding allocation, without exceeding total available funding. Meeting these major goals helps ensure sufficient funding is available to meet the requirements of units under contract.
- In calendar year 2013, the PHA identified over \$18,310 in payments made based on fraudulent activities by voucher holders, and collected over \$11,611 in repayments. Half of the fraud payment collections are returned to the HUD subsidy payment fund, and the remainder is directed to the PHA to cover the costs of operating the program. Since the current Manager of Housing assumed her position, a total of \$393,034 in fraudulent payments was identified.
- In addition to collecting repayments, the PHA, in conjunction with the City of Westminster Police Department, prosecuted several of the most significant fraud cases in court.

## **PUBLIC HOUSING AGENCY GOALS FOR FY2015**

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

## **CODE ENFORCEMENT**

The Office of Inspection Services was created in January 2008 to implement the City of Westminster Code Enforcement Program. Chris Ilyes, Code Enforcement Inspector, handles various Code Enforcement activities, including the administration of the City's Property Maintenance Code and supporting zoning inspections. When a complaint is received by the City, the Code Enforcement Inspector completes the initial inspection, issues a

notice of violation, if necessary, and completes all follow-up inspections. If the violation is mitigated within the established timeframe, the case is closed. However, if the violation is not mitigated, the Code Enforcement Inspector issues a citation and requests a court date. The City may abate the violation and bill the property owner. The City also reserves the right to seek a court injunction to gain compliance.

**CODE ENFORCEMENT PERFORMANCE MEASURES FOR FY2014**

- Total compliance rate of roughly 78%.
- Assisted in implementation of City’s Rental Housing License program.
- Continued use of outside contractor to complete code-related mowing services.
- Worked to aggressively track and record property maintenance liens to insure that the taxpayers were made whole, plus interest, for code enforcement expenses.
- Worked closely with Homeowner Associations to promote timely sidewalk clearing during the winter of 2013-2014.
- Completed the following code enforcement inspections:

Violation Type	Number of Violations	Compliances	Number of Fines	% of Total Violations
Grass/Weeds	149	119	10	27%
Untagged Vehicles	66	48	9	12%
Trash/Rubbish	53	47	12	9%
Snow Removal	0	0	0	0%
Property Maintenance	41	34	5	7%
Private Inspection	53	42	0	9%
Rental Registration	33	25	6	6%
Water Violations	24	17	0	4%
Condemnations	4	3	1	1%
Sidewalks	23	16	1	4%
Trees/Hedges	37	29	1	7%
Zoning	50	42	2	9%
Solid Waste	29	19	6	5%
<b>Totals</b>	<b>562</b>	<b>441</b>	<b>53</b>	<b>100.00%</b>

**CODE ENFORCEMENT GOALS FOR FY2015**

- Continue integration of inspection activities with Rental Housing License Program.
- Improve documentation and tracking of “complaints” through the use of an automated database program.
- Participate in educational activities of the Maryland Municipal League Code Enforcement and Zoning Officials Association.
- Distribute informational fliers for residents regarding bulk trash warning notices.
- Continue partnership with the Carroll County Bureau of Permits and Inspections to locate illegal rental apartments and bring them into compliance.
- Purchase 2014 International Code Council manual to provide updated Code Enforcement services.

## **RENTAL HOUSING LICENSE PROGRAM**

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

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

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

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

## **RENTAL HOUSING LICENSE PROGRAM GOALS FOR FY2015**

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

## **HOUSING AND PRESERVATION SERVICES BUDGET**

### **PUBLIC HOUSING AGENCY BUDGET**

<b>PUBLIC HOUSING AGENCY</b>	<b>FY 2011 BUDGET</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 BUDGET</b>	<b>FY 2014 BUDGET</b>	<b>FY 2015 BUDGET</b>	<b>FY 2016 Projection</b>	<b>FY 2017 Projection</b>	<b>FY 2018 Projection</b>
Salaries	\$ 126,482	\$ 147,254	\$ 139,618	\$ 132,418	\$ 136,015	\$ 138,721	\$ 142,522	\$ 146,436
Benefits	\$ 72,692	\$ 58,342	\$ 52,989	\$ 58,269	\$ 67,227	\$ 73,181	\$ 80,734	\$ 89,393
<b>TOTAL PERSONNEL EXPENSES</b>	<b>\$ 199,174</b>	<b>\$ 205,596</b>	<b>\$ 192,607</b>	<b>\$ 190,687</b>	<b>\$ 203,243</b>	<b>\$ 211,902</b>	<b>\$ 223,256</b>	<b>\$ 235,829</b>
Administration	\$ 38,446	\$ 47,349	\$ 57,600	\$ 38,410	\$ 36,560	\$ 32,160	\$ 32,160	\$ 32,160
Housing Assistance Payments	\$ 1,927,785	\$ 2,210,382	\$ 2,062,925	\$ 1,828,000	\$ 1,776,767	\$ 1,776,767	\$ 1,776,767	\$ 1,776,767
Facilities	\$ -	\$ 12,000	\$ 29,473	\$ 41,574	\$ 41,956	\$ 41,749	\$ 42,138	\$ 44,800
<b>TOTAL OTHER OPERATING EXPENSES</b>	<b>\$ 1,966,231</b>	<b>\$ 2,269,731</b>	<b>\$ 2,149,998</b>	<b>\$ 1,907,984</b>	<b>\$ 1,855,283</b>	<b>\$ 1,850,676</b>	<b>\$ 1,851,065</b>	<b>\$ 1,853,727</b>
<b>TOTAL PUBLIC HOUSING AGENCY</b>	<b>\$ 2,165,405</b>	<b>\$ 2,475,327</b>	<b>\$ 2,342,604</b>	<b>\$ 2,098,672</b>	<b>\$ 2,058,526</b>	<b>\$ 2,062,578</b>	<b>\$ 2,074,321</b>	<b>\$ 2,089,556</b>

**DEPARTMENT OF HOUSING AND PRESERVATION SERVICES BUDGET**

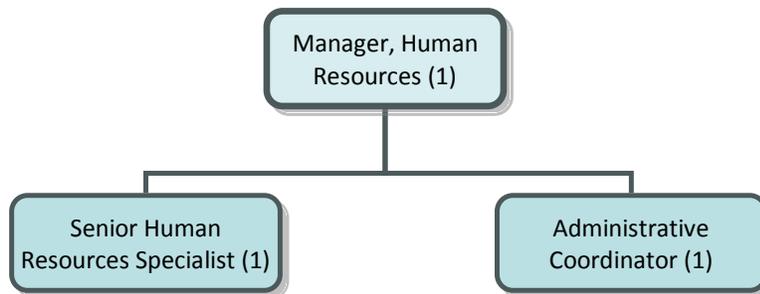
HOUSING AND PRESERVATION SERVICES	FY 2011 BUDGET	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 BUDGET	FY 2015 BUDGET	FY 2016 Projection	FY 2017 Projection	FY 2018 Projection
Salaries	\$ 18,525	\$ 18,525	\$ 37,050	\$ 174,983	\$ 160,150	\$ 164,924	\$ 169,856	\$ 174,937
Benefits	\$ 22,572	\$ 21,090	\$ 23,782	\$ 49,802	\$ 55,094	\$ 47,656	\$ 51,259	\$ 56,363
<b>TOTAL PERSONNEL EXPENSES</b>	<b>\$ 41,097</b>	<b>\$ 39,615</b>	<b>\$ 60,832</b>	<b>\$ 224,785</b>	<b>\$ 215,244</b>	<b>\$ 212,579</b>	<b>\$ 221,115</b>	<b>\$ 231,300</b>
Administration	\$ 10,626	\$ 11,350	\$ 82,250	\$ 61,550	\$ 60,500	\$ 61,000	\$ 62,000	\$ 63,000
<b>TOTAL OTHER OPERATING EXPENSES</b>	<b>\$ 10,626</b>	<b>\$ 11,350</b>	<b>\$ 82,250</b>	<b>\$ 61,550</b>	<b>\$ 60,500</b>	<b>\$ 61,000</b>	<b>\$ 62,000</b>	<b>\$ 63,000</b>
<b>TOTAL HOUSING AND PRESERVATION</b>	<b>\$ 51,723</b>	<b>\$ 50,965</b>	<b>\$ 143,082</b>	<b>\$ 286,335</b>	<b>\$ 275,744</b>	<b>\$ 273,579</b>	<b>\$ 283,115</b>	<b>\$ 294,300</b>

**HUMAN RESOURCES**

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

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

**POSITION SUMMARY SCHEDULE**



	Grade	Authorized FY '13	Authorized FY '14	Authorized FY '15
Manager, HR	J	1	1	1
Senior HR Specialist	F	1	1	1
Administrative Coordinator	D	1	1	1

## EMPLOYEE BENEFITS

### INSURANCE

The City strives to provide a comprehensive benefits package to regular full and part-time employees, including medical, dental, vision, life, short-term and long-term disability insurance, and an employee assistance program. A Health Care Committee, that includes employee and management members throughout City departments, meets to discuss and review benefit plan options and provide follow-up communication to employees as changes in plans are considered. This committee gives members an opportunity to learn about insurance plans and trends, and discuss ideas on ways to offer a comprehensive benefits package which is cost effective for both the City and its employees.

The City joined the Local Government Insurance Trust's (LGIT) Maryland Local Government Insurance Cooperative (MLGHC) in July 2011. Operational support of the cooperative is provided by The Benecon Group, a third-party benefits and consulting administrator. The MLGHC has partnered with CIGNA for benefit administration of the medical plan. The open access in-network CIGNA plan selected by the City utilizes a shared cost co-payment method for prescriptions, and office, urgent care and emergency room visits. Preventive services are covered for plan participants at 100%. All other medical services require an upfront deductible before claims are paid at 90%.

By participating in the cooperative, the City has the potential of receiving 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.

The Benecon Group provides various services to MLGHC participant employers, including assistance with compliance, administrative policies, training and Patient Protection and Affordable Care Act (PPACA) updates. In FY15, the City will incur additional fees for the medical plan under PPACA. These include the Patient Centered Outcomes Research Fee (PCOR) and the Transitional Reinsurance Program Fee. The PCOR fee is a Federal tax on group health plans to fund comparative effectiveness research. The fee is \$1 per participant in the first year, \$2 per participant in the second year, and will be indexed thereafter until 2019 when it is phased out. The Transitional Reinsurance Program Fee is to be paid annually over a 3-year period to partially reimburse commercial insurers for writing policies for individuals with high health care costs. This fee is per participant, and is estimated to be \$63 for the first year, \$44 for the second year, and \$26 for the third year.

The Benecon Group offers COBRA administration at no cost to cooperative members. The City has contracted with The Benecon Group to administer and distribute all COBRA documentation. COBRA administration by City staff has been eliminated, and compliance risk has been greatly reduced by utilizing this service.

Participation in the MLGHC includes a personal healthcare advocate service to help patients navigate the healthcare system. ConnectCare3 provides nurse navigator assistance to employees and dependents so that the patient can acquire a good understanding of the medical condition, the treatment options, and can make informed decisions about their healthcare. The City's Human Resources Manager sits on the ConnectCare3 Advisory Board, and serves as the liaison to other MLGHC members.

The City offers dental, vision, life, accidental death and dismemberment, short-term and long-term disability, and voluntary life benefits through United Healthcare. The dental plan provides for preventive and restorative benefits utilizing both in-network and out-of-network providers. The vision plan offers eye exams every 12 months and provides monetary assistance with the purchase of corrective glasses. Life, accidental death and dismemberment insurance provides an employee with death benefit amount equal to the annual salary benefit. 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, short and long-

term disability insurance. In addition, Human Resources staff provides administration of the Family Medical Leave Act (FMLA) for employees.

### **WELLNESS PROGRAM**

A Wellness Committee, made up of employee members with an interest in health, exercise, and overall wellness was created to promote healthier living to employees. The mission of the City Wellness Program is to establish and maintain a worksite that encourages environmental and social support for a healthy lifestyle. Employees are encouraged to participate in events and programs as employee involvement is the key factor for a successful wellness program. The Wellness Program offers many opportunities to participate in wellness activities, and includes free memberships to the City's own Family Center gym, health assessments, preventive health screenings, challenges, and workshops focused on healthy lifestyles and preventive health topics. In FY14, the Wellness Committee researched a points based wellness program which would incentivize employees to participate in the wellness program with the ultimate goal of preventing and reducing chronic illnesses.

The Human Resources staff organizes an annual Employee EXPO, a wellness and benefits event held in the Family Center Gym each year. This is a coordinated effort with planning assistance from Wellness Committee members, and help on the day of the event from the Recreation, Street and Police Departments. 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. The FY14 theme was the "Swingin' Sixties". The event continues to be a great success with 96 employees and retirees attending this past November. The EXPO provided attendees with the opportunity to gather information from the 18 participating vendors, get a free flu shot, a blood pressure check, a seated massage, and a hearing screening that was added as a new service.

Another benefit of supporting a wellness program is an anticipated reduction in health care claims over time. CIGNA provides wellness program assistance with both staff and financial support. 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.

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

The City's contribution is based on the employee's base salary at fiscal year end. Payment is made to the State once per year, and is due by December 31<sup>st</sup>. In addition, the State assesses an Administrative Cost Fee. This fee is charged on a per member basis each fiscal year. The fee per member in FY14 was \$144.80 annually. The various State pension plans, service retirement years and age, and employee and City contribution rates are shown in the chart below.

Pension Plan	Service Retirement Years	Service Retirement Age	Projected # Enrolled FY2015	Employee Contribution Rate			City Contribution Rate		
				FY 2013	FY 2014	FY 2015	FY 2013	FY 2014	FY 2015
ACPS (Employees enrolled after 7/1/11)	Rule of 90 (age plus years of service)	65 (with 10 years of service)	22	7%	7%	7%	8.99%	10.00%	9.73%
ACPS (Employees enrolled prior to 7/1/11)	30	62	86	7%	7%	7%	8.99%	10.00%	9.73%
LEOPS	25	50	38	6%	7%	7%	28.71%	31.76%	30.45%
Old Retirement Plan (Closed)	30	60	1	7%	7%	7%	12.88%	13.89%	13.62%

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

### **EMPLOYEE AWARD PROGRAMS**

#### **Service Awards**

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

#### **Employee of the Month Awards**

An Employee of the Month Award program recognizes outstanding achievements, accomplishments, performance and contributions to the City. An employee or a group of employees are eligible to be nominated for these awards. Monthly winners are recognized by the City Administrator during the year.

### **EMPLOYMENT POLICIES**

The Human Resources Department maintains and updates employment policies and the employee handbook. Two new Maryland employment laws became effective in October 2013, and compliance with these laws required that the Short and Long Term Disability Leave of Absence and the Family Medical Leave Act (FMLA) policies be revised. In addition, the final regulations regarding privacy and security rules under the Health Insurance Portability and Accountability Act (HIPAA) were issued in 2013. The City is required to adopt HIPAA policies and implement procedures due to its participation in a self-insured medical plan. The policies were updated in FY14, and required notices were distributed to employees.

### **COMPENSATION**

The City desires to be competitive in its identified market in providing compensation to top quality, qualified employees. The City adopted a Salary Administration Policy to insure fair and equitable compensation practices. Annual 3% step increases are subject to approval during the budget process, and eligibility is determined by the employee's job performance. Supervisors evaluate employee performance on an annual basis. The supervisor

meets with each employee in person to review the evaluation, provide feedback, and make appropriate recommendations for optimal job performance, goals, and career development.

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

The City participates in the MML Compensation Survey online reference system. Human Resources updates the information as changes occur, and utilizes the system to make comparisons to other Maryland local governments when determining placement of a position within the City's salary grade structure.

## **RECRUITMENT**

The Human Resources Department utilizes various media to externally advertise open positions, including newspapers, websites, professional journals and newsletters, colleges, City bulletin boards, the Carroll County Business and Employment Resource Center, the Maryland Job Service, the City's webpage, and the City's own job hotline to attract a diverse group of applicants. The Human Resource Department created an Employment Opportunities Information brochure which is provided to each applicant. Applications can be downloaded from the City webpage, requested in person or by phone, and can be mailed, emailed, or faxed to applicants. The City encourages current employees to apply for promotional vacant positions. These positions are posted internally, and employees have the opportunity to apply for them outside of the external advertisement process.

Upon hire, new employees attend an orientation that covers employment policies and benefits. Various videos are shown to the employee to provide a better understanding of some of the benefits provided by the City. In addition, employees receive online prevention of harassment in the workplace training.

## **RISK MANAGEMENT**

Risk Management falls under the Human Resources Office. Responsibilities include the renewal of policies, maintenance of coverage and claims filing for the City's automobile, liability, volunteer accident and health, property, equipment, boiler and machinery, electronic data processing equipment, crime, bond, flood, pollution liability, and workers' compensation insurance plans. The City participates in the Local Government Insurance Trust (LGIT) for liability and automobile insurance. In FY14, LGIT added a new Cyber Liability coverage at no additional cost to members. All other insurance policies are purchased through a local agent. Many of these policies offer multi-year rate guarantees which provide stabilization of premiums. In recent years, the Workers' Compensation insurance has included a reduction to cost of coverage through an experience modification credit. This credit is a result of positive claims experience and the City's cooperation with the insurance provider on loss control measures. Human Resources staff serves as the liaison for Workers' Compensation claims

There are annual onsite inspections and safety surveys at the various departments as required by State law and the insurance providers. These onsite visits assist in identifying risks, exposures, and possible equipment failures. Human Resources implemented insurance claim procedures and accident/incident guidelines. When vehicle accidents, property damage or injuries occur, these incidents are investigated and reviewed to look for possible ways to avoid the same type of situations in the future. This proactive approach is an important factor in minimizing future employee injuries, vehicle accidents, and liability claims.

The City has a Safety Committee in place with its members spanning the various departments. The committee provides an interdepartmental communication mechanism which promotes continuity for safety procedures and training. In addition, the committee reviews and makes recommendations for safety policy needs. This past year the committee completed the annual review of the safety policies and updated the Respiratory Protection Program, provided assistance in finalizing the Emergency Action Plans for all City locations, reviewed the Certification of Hazard Assessment recordkeeping and made a recommendation for an updated air quality and

sound level testing process for Public Works facilities. In FY14, the committee was instrumental in implementing an online safety training service that replaced the prior manual training system which will be utilized by all departments.

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

## **TRAINING**

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

- Cardiopulmonary Resuscitation (CPR)/ Automated External Defibrillator (AED )/First Aid/) and Bloodborne Pathogens
- Defensive Driving
- Employee Assistance Program (EAP)
- Respiratory Protection Training
- Preventing Harassment in the Workplace
- Supervisor Reasonable Suspicion for Drugs and Alcohol (D.O.T.)
- Supervisor Skills Trainings

Hands-on CPR/First Aid/AED/Bloodborne Pathogen biennial training was provided for administrative personnel in FY14. This same training will be provided to Public Works employees in FY15. Respiratory Protection training is provided to Public Works each year after annual fit testing has been completed. Defensive Driving training is required for all employees who drive a City vehicle as part of their job duties to minimize risk in this area. Preventing Harassment in the Workplace and Supervisor Reasonable Suspicion for Drugs and Alcohol are mandatory trainings that are given periodically.

In addition, safety training for all administrative staff is coordinated by Human Resources. In FY14, this training included workplace safety, workplace emergencies, fire safety, hazard communications, preventing back injuries, and electrical safety.

## HUMAN RESOURCES PERFORMANCE MEASURES

<b>Recruitment</b>	<b>CY2012</b>	<b>CY2013</b>	<b>CY2014</b>
Full-Time External Employment Advertisements	11	8	10
Part-time External Employment Advertisements	0	1	0
Temporary/Contractual/Seasonal External Advertisements	13	12	12
Employment Applications Processed	524	375	400
Full-Time New Hires	17	12	10
Part-Time New Hires	0	1	0
Temporary/Contractual/Seasonal New Hires	36	30	30
Full-time Separations and Retirements	13	11	10
Temporary/Seasonal Separations	27	31	32
Fingerprint Supported Criminal Background Checks	29	31	31

<b>Risk Management</b>	<b>CY2012</b>	<b>CY2013</b>	<b>CY2014</b>
Liability, Property & Automobile Claims Filed	16	25	20
Worker's Compensation Claims Filed	33	28	30
Employees with Commercial Driver's Licenses	50	54	54
D.O.T. Physicals	42	40	40
D.O.T. Random Drug/Alcohol Tests	28	28	28
Respirator Fit Tests	91	88	90

<b>Training</b>	<b>CY2012</b>		<b>CY2013</b>		<b>CY2014</b>	
	Sessions	Attendees	Sessions	Attendees	Sessions	Attendees
CPR/AED/First-Aid/Bloodborne Pathogen	2	30	3	39	4	61
Defensive Driving	2	9	0	0	3	75
Supervisor Reasonable Suspicion Drug and Alcohol	0	0	0	0	2	28
Preventing Harassment in the Workplace - Group	9	188	0	0	0	0
Preventing Harassment in the Workplace – Individual	0	0	63	63	40	40
Respiratory Protection	3	51	4	47	4	50

## ***HUMAN RESOURCES GOALS FOR FY2015***

- Research a points-based incentivized wellness program that could have a positive effect on the City's medical insurance claim fund by assisting employees in managing health risks. Evaluate the program's administration costs and contribution discount levels, and determine if it can be funded with minimal cost to the City. If a determination is made that it is feasible to implement a points-based wellness program:
  - Select a vendor that will provide confidential administration, and support employee participation.
  - Determine incentives that will be offered to participants.
  - Work through the Wellness Committee to select activities that can earn points for participants.
  - Develop a written program that meets regulation standards.
  - Research local services to provide support to the program.
  - Utilize wellness funds provided by the Cigna plan to support activities.
  - Utilize the Wellness Committee to promote wellness activities.
  
- Enhance Human Resources policies by:
  - Identifying the critical policies that need to be updated or implemented.
  - Continuing to re-write Employee Handbook sections that will eventually result in all sections begin updated.
  
- Continue to improve the City's safe work environment through:
  - Supporting and collaborating Safety Committee activities
  - Working with the Safety Committee to monitor safety and risk management policies and procedures for updates and required changes.
  - Training Safety Committee members in OSHA regulations.
  
- Begin development of a succession plan for replacement of leadership vacancies created by retirements through working with department Directors to:
  - Identifying key positions that have lengthy learning curves and those that will require extensive leadership training.
  - Supporting the departments in finding training mechanisms that will assist employees identified as key positions for leadership development.
  
- Monitor and implement new health care regulations under the Patient Protection and Affordable Care Act by:
  - Attending educational sessions offered by The Benecon Group, Cigna and other available media.
  - Selecting a 12-month Measurement Period to identify those employees that need to be offered health care coverage to ensure compliance in fiscal year 2016.
  - Monitoring the regulations to meet the requirements on the payment of the Patient Centered Outcomes Research (PCOR) fee and the Transitional Reinsurance Program Fee.

## HUMAN RESOURCES BUDGET

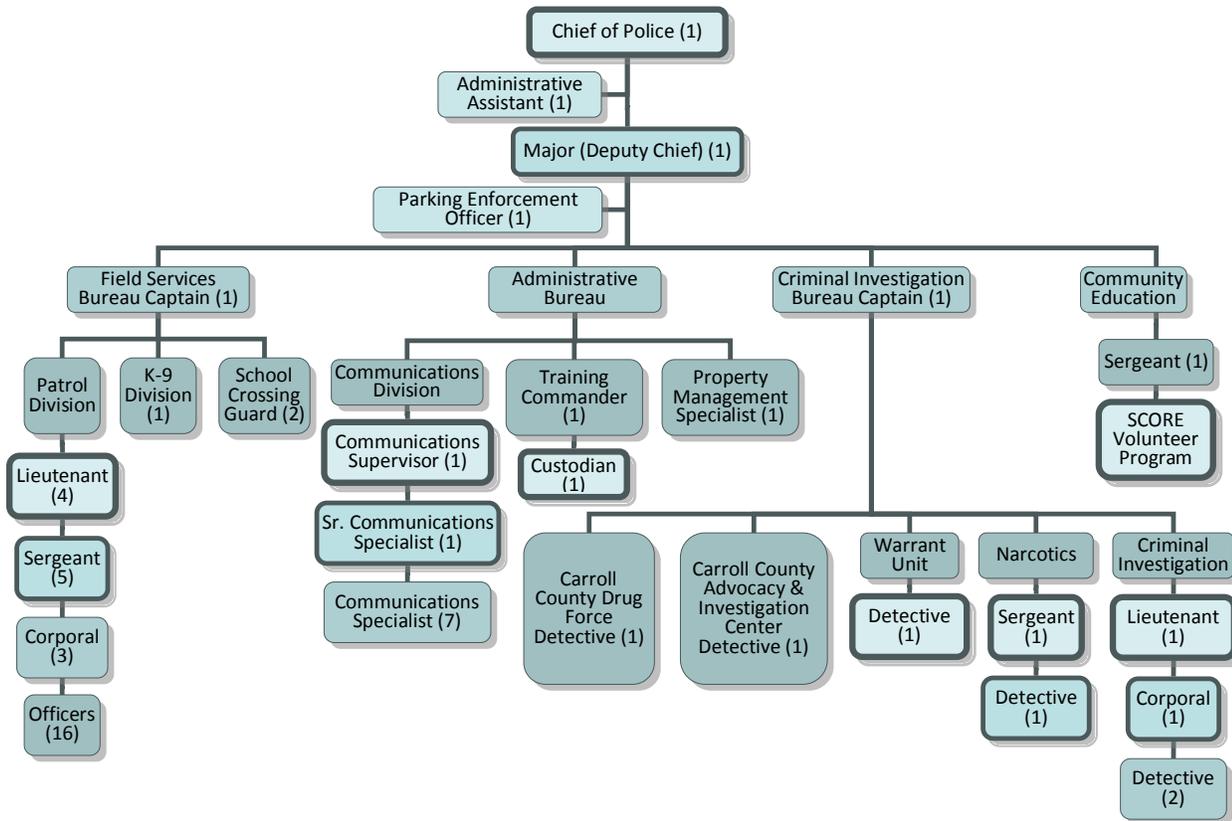
HUMAN RESOURCES	FY 2011 BUDGET	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 BUDGET	FY 2015 BUDGET	FY 2016 Projection	FY 2017 Projection	FY 2018 Projection
Salaries	\$ 139,679	\$ 138,679	\$ 141,341	\$ 145,243	\$ 149,690	\$ 153,942	\$ 158,456	\$ 163,106
Benefits	\$ 73,943	\$ 77,588	\$ 67,859	\$ 72,631	\$ 79,799	\$ 83,605	\$ 87,939	\$ 92,881
<b>TOTAL PERSONNEL EXPENSES</b>	<b>\$ 213,622</b>	<b>\$ 216,267</b>	<b>\$ 209,199</b>	<b>\$ 217,874</b>	<b>\$ 229,489</b>	<b>\$ 237,547</b>	<b>\$ 246,396</b>	<b>\$ 255,987</b>
Administration	\$ 36,910	\$ 37,600	\$ 37,234	\$ 37,685	\$ 37,175	\$ 27,925	\$ 27,925	\$ 27,925
Employee Activities	\$ 57,890	\$ 63,051	\$ 51,051	\$ 50,800	\$ 49,350	\$ 54,000	\$ 54,000	\$ 54,000
<b>TOTAL OTHER OPERATING EXPENSES</b>	<b>\$ 94,800</b>	<b>\$ 100,651</b>	<b>\$ 88,285</b>	<b>\$ 88,485</b>	<b>\$ 86,525</b>	<b>\$ 81,925</b>	<b>\$ 81,925</b>	<b>\$ 81,925</b>
<b>TOTAL HUMAN RESOURCES</b>	<b>\$ 308,422</b>	<b>\$ 316,918</b>	<b>\$ 297,484</b>	<b>\$ 306,359</b>	<b>\$ 316,014</b>	<b>\$ 319,472</b>	<b>\$ 328,321</b>	<b>\$ 337,912</b>

## WESTMINSTER POLICE DEPARTMENT

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

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

# POSITION SUMMARY SCHEDULE



Civilian	Grade	Authorized FY '13	Authorized FY '14	Authorized FY '15
Communications Supervisor	G	1	1	1
Administrative Assistant, Certified	E	1	1	1
Property Management Specialist	E	1	1	1
Senior Communications Specialist	E	1	1	1
Communications Specialist	D	7	7	7
Parking Enforcement Officer	C	1	1	1
Custodian	A	1	1	1
Sworn	Grade	Authorized FY '13	Authorized FY '14	Authorized FY '15
Chief of Police	P	1	1	1
Deputy Chief (Major)	M	1	1	1
Captain	J	3	2	2
Lieutenant	I	6	6	6
Sergeant	H	7	7	8
Corporal	G	7	5*	3*
Probationary Police Officer/Private First Class	F	20	22*	23*

\*The rank of Corporal was eliminated by administration decision in FY'13. As existing Corporals are promoted or retire, those positions are being converted to Police Officer/Private First Class positions.

## WESTMINSTER POLICE DEPARTMENT PERFORMANCE MEASURES

**NOTE – ALL OF THE INFORMATION PRESENTED IN THIS REPORT RELATES TO ACTIVITIES DURING CALENDAR YEAR 2013 DUE TO CRIME REPORTING REQUIREMENTS.**

### REVIEW OF UNIFORM CRIME REPORT STATISTICS – 2009 THROUGH 2013

	2009	2010	2011	2012	2013	5-Year Average
Homicide	0	1	0	0	2	0.6
Robbery	12	15	19	23	13	16.4
Aggravated Assault	111	84	75	98	72	88
Burglary	93	77	112	105	113	98.75
Theft	633	587	581	665	726	638.4
Auto Theft	17	11	18	13	10	13.8
<b>Total Part 1 Crime</b>	<b>866</b>	<b>775</b>	<b>805</b>	<b>904</b>	<b>936</b>	845.5

Violent crime in the City (murders, robberies and aggravated assaults) decreased by 28% in 2013. While regrettably 2 murders were reported in the City in 2013, robberies decreased by 43% and aggravated assaults decreased by 27%. Property crimes increased by 8% in 2013. Thefts led the increase with 61 more cases being reported in 2013 than in 2012. Eight more burglaries were reported in 2013 than in 2012. Auto theft reports decreased from 13 cases in 2012 to 10 cases in 2013 (23% decrease). In total, Part 1 crime increased by 32 cases in 2013 (3.5%).

### REVIEW OF PRODUCTIVITY INDICATORS – 2009 THROUGH 2013

	2009	2010	2011	2012	2013	5-Year Average
State Citations	4,076	3,389	3,069	2,280	3,993	3,361
Traffic Collisions	814	930	890	879	871	877
Missing Persons	28	33	15	35	38	30
Calls for Service	11,785	12,073	11,957	12,130	11,725	11,934
Foot Patrol Hours	1,819	2,624	1,927	2,020	2,156	2,109
Bike Patrol Hours	386	224	34	70	60	155
DUI Arrests	93	115	94	129	176	121
<b>Total Sworn Staffing</b>	<b>45</b>	<b>45</b>	<b>45</b>	<b>44</b>	<b>44</b>	44.6

### TOTAL ARRESTS FROM 2009 THROUGH 2013

	2009	2010	2011	2012	2013	5-Year Average
Adult Arrests	714	737	700	680	693	3,524
Juvenile Arrests	199	205	144	153	131	832
<b>Total Arrests</b>	<b>913</b>	<b>942</b>	<b>844</b>	<b>833</b>	<b>824</b>	4,356

The Police Department made a total of 824 arrests in 2013. Of these, 693 were adult arrests and 131 were juvenile arrests. This total represents a 1% decrease in total arrests from the 2012 total of 833 arrests. Over the past 5 years the Department has averaged 871.2 total arrests per year. *Sworn vacancies and medical/administrative issues had an adverse impact on the number of arrests in 2013.*

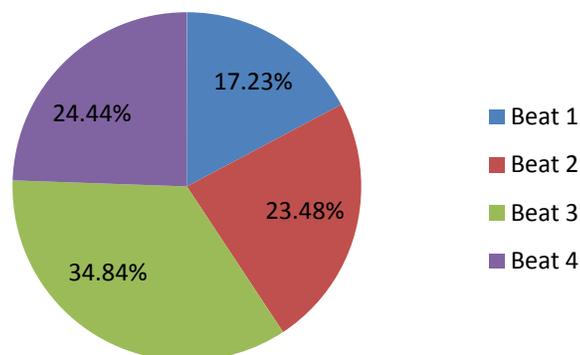
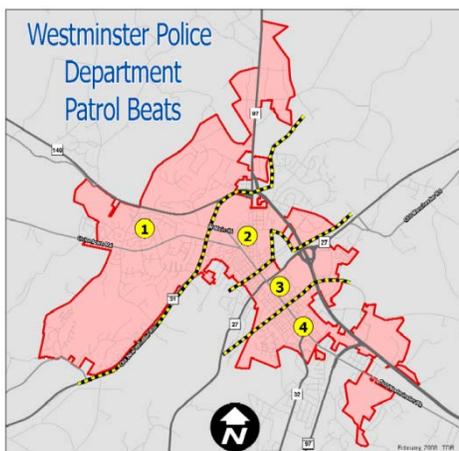
### WESTMINSTER POLICE DEPARTMENT 2013 IN REVIEW

The Police Department experienced some significant staffing challenges during 2013. There were several retirements and resignations during the year, as well as long-term medical and administrative issues that further impacted staffing. Operational shortfalls were addressed through schedule adjustments and the judicious use of overtime and grant funding. At the current time the Department has filled all existing vacancies.

Total traffic collisions occurring in the City decreased slightly during 2013, down from 879 collisions in 2012 to 871 collisions in 2013. Of these 871 collisions, 586 were minor collisions not requiring a formal collision report (per Maryland motor vehicle law). Only 285 collisions (32.7% of the total) required a formal report in 2013, down 16 collisions from 301 such collisions in 2012 (5.3% reduction). A total of 3,993 traffic citations were issued in 2013, up 1,713 citations from the 2012 enforcement level (75.1% increase). This significant increase is attributed to implementation of the ETix electronic ticketing system which was installed on all patrol vehicles during 2013. The Department affected a total of 176 arrests for driving under the influence of alcohol and/or drugs during 2013, 47 more such arrests than were made in 2012 (36.4% increase).

Calls for police service in Westminster decreased by 405 calls (-3.3%) in 2013. The highest number of police calls for service in 2013 occurred in Beat 3 (34.84%) – the center city area which includes Town Mall and Cranberry Square.

### 2013 CALLS FOR SERVICE BY BEAT



### WESTMINSTER POLICE DEPARTMENT ADMINISTRATIVE INITIATIVES

In March Chief Spaulding facilitated a day of training entitled “Justice and Law Day” for 2012-2013 class of **Leadership Carroll**. Throughout the day the class met with local judges and law enforcement leaders to gain a better understanding of the inner workings of the local criminal justice system. The training included visits to both District and Circuit Court, discussions with judges, the State’s Attorney and the Public Defender, and a tour of the Detention Center. Chief Spaulding provided two blocks of training relating to law enforcement resources in the County and local crime trends. This is the seventh year that Chief Spaulding has facilitated this portion of the Leadership Carroll program. Chief Spaulding is a 2006 graduate of the program.

In March of 2013 the **Automated Enforcement Program** (Red Light Camera) completed its third year of service at the intersection of Route 97 and Nursery Road in Westminster. The following is a synopsis of program activity during Year 3:

- A total of 2,178 potential red light running violations were captured on camera.
- Of these potential violations, 1,958 violations were approved for the issuance of citations.
- 25 violators contested their citations in court – all were convicted.
- The total number of crashes reported at the intersection during year three declined by 37.5% and none of the collisions reported related to red light running.
- The Common Council voted to continue automated enforcement at this intersection for another year.
- This violator-funded program was operated at no cost to City taxpayers.

During 2012 the City partnered with the Carroll County Government on the purchase of new **800 MHz digital radio equipment** for the Police Department. The purchase, which was approved in the FY'13 operating budget, provided new mobile (car) and portable (walkie-talkie) radios which will operate on the new digital radio system that the County is presently bringing on-line. The radio equipment was purchased from Motorola pursuant to the State bid process. The Department received and issued their inventory of new portable radios in 2013. The digital mobile units were installed in police vehicles during 2013. The sole remaining element of this project is the procurement and installation of two digital radio consoles in the Communications Section of the Police Department. This portion of the project should be completed in calendar year 2014.



During 2013 the Police Department received grant funding in the amount of \$21,000 from the FY'12 Urban Area Security Initiative (UASI) grant process. The grant funds were used to purchase a mobile **license plate reader (LPR)** which was installed in a marked WPD patrol vehicle. The LPR uses sophisticated cameras and software to scan and record the license plate numbers of vehicles in proximity to the police car. These license plate numbers are automatically queried against multiple law enforcement databases to determine if the vehicle is stolen or wanted in connection with a crime, the tags are flagged, or if the listed owner is wanted or on a terrorism watch list. An alarm is triggered if a problem is identified, this allowing the police officer to take immediate enforcement action. The LPR was purchased, installed and a total of 6 officers were certified to operate the equipment. In the initial 90-day trial period the use of the LPR resulted in 24 arrests, one recovered stolen vehicle, the service of 4 open warrants, the recovery of illegal drugs in 5 cases and nearly 500 traffic citations for a variety of traffic violations.

In 2013 the Department undertook an effort to replace their aging fleet of handguns. In August all sworn members were issued **new Glock .40 caliber pistols** during annual firearms requalification training. Additionally, all holsters were replaced with “level III” holsters which provide the highest weapon retention protection currently available. The entire project was accomplished for approximately \$9,000 using cost-savings from the Digital Radio Replacement Project.

During 2013 Chief Spaulding continued his service on several **county-level initiatives** to address social issues impacting on the criminal justice system to include:

- **Criminal Justice Diversion Workgroup** – The focus of this group is to identify and implement effective strategies designed to divert those with mental illness into appropriate treatment services and out of the criminal justice system.

- **Domestic Violence Fatality Review Team** – This multi-disciplinary workgroup reviews fatal and near-fatal domestic violence incidents occurring in the County in an effort to identify and address gaps in service which might perpetuate the domestic violence cycle.
- **Opiate Overdose Prevention Workgroup** – The focus of this group is to identify and implement effective strategies to reduce the increasing incidence of opiate overdoses and deaths in the County.
- **“Crisis Intervention Team” Workgroup** – This multi-disciplinary workgroup is working to provide police officers in the County with enhanced training relating to the effective handling of individuals suffering from a mental health crisis.



During 2013 the Police Department began developing **crime analysis tools** utilizing data in their records management system and GIS tools to assist in better focusing police resources at times/locations when crimes are occurring – a data-driven model of policing. Several recurring reports have been developed to include both 7-day and 28-day “hot spot” reports which identify those locations where officers have responded most frequently within the period specified. As new “hot spots” are identified, information is gathered and strategies are developed to address the emerging problems. Officers in the field are finding the information very useful and additional analytical reports are being developed.

In August Chief Spaulding participated as the City’s representative at the county-wide **Medical Surge Plan Tabletop Exercise** which was conducted at the Carroll Community College. The exercise was designed to test the county’s ability to respond to a major disaster which resulted in medical needs far exceeding norm. Other participants included the Health Department, Citizen Services, the Department of Social Services, Emergency Management, the Carroll County Volunteer Emergency Services Association and the Carroll Hospital Center. The exercise went well and several valuable lessons were learned.

### WESTMINSTER POLICE DEPARTMENT PERSONNEL INITIATIVES

In April Sergeants Nikki Heuer-Sales and Scott Peter attended the **Police Executive Development Program** which was taught by Penn State University and hosted by the Maryland Police Training Commission in Sykesville. This two-week training course is designed to aid law enforcement supervisors and managers in their transition into positions of greater leadership and responsibility. The training was provided at no cost through a grant from the Maryland Highway Safety Office.

The annual **Police Department Awards Ceremony** was held at Carroll Arts Center on April 24<sup>th</sup>, 2013. A number of employees and volunteers were recognized for their tremendous contributions during 2012 to include:



**Detective Corporal  
Jeffrey Schuster  
Police Officer of the Year**



**Telecommunications Specialist  
Jean Snowden  
Civilian of the Year**



**S.C.O.R.E. Member  
Deborah Pujals Keyser  
Volunteer of the Year**



From April to June, Lieutenant Douglas Johnston, a Watch Commander in the Patrol Division, participated in the **FBI National Academy** in Quantico Virginia. The National Academy is a 10-week senior management and leadership training program which is hosted four times annually by the F.B.I. It is broadly regarded as the premier law enforcement command school in the United States. Lieutenant Johnston attended this training with approximately 250 senior law enforcement officials from around the world. Lieutenant Johnston is only the third “native son” of the Westminster Police Department to attend this prestigious training opportunity. Chief Spaulding, Major Stevens and Captain Yeager are also National Academy graduates.

In June Detective Corporal Jeffrey Schuster of the Criminal Investigations Bureau was presented with the **2012 Valor Award** by the Westminster Moose Club. Detective Corporal Schuster was one of three Carroll County law enforcement officers so recognized during a ceremony at the local Moose Club. Schuster was selected for this honor based upon his exceptional investigative efforts during calendar year 2012. It is noted that Det. Cpl. Schuster had previously been recognized as the Westminster Police Department’s “Police Officer of the Year” for 2012 during our annual awards ceremony in April.



In October Lieutenant Misty Budzinski was honored as the recipient of the **Maryland Network Against Domestic Violence (MNADV) 2013 Law Enforcement Award**. Lieutenant Budzinski was selected from a group of highly qualified law enforcement candidates from around the State for her excellence in the area of domestic violence and lethality assessment training. The Westminster Police Department has twice been the recipient of the MNADV Lethality Assessment Award, largely due to the ongoing efforts and expertise of Lieutenant Budzinski. The award was presented during the MNADV annual awards ceremony in Lansdowne.

In the fall of 2013 the Department completed a **Lieutenant’s and Sergeant’s promotional process** to fill the vacancy created by the retirement of Lieutenant Patrick Bassler in late-November. At the conclusion of the promotional process, Sergeant Tom Kowalczyk was selected for promotion to Lieutenant. His promotion created a vacancy at the Sergeant’s level which was filled with the promotion of PFC Rick Lambert to the rank of Sergeant. Both Lieutenant Kowalczyk and Sergeant Lambert were formally promoted during a brief ceremony at Police Headquarters on December 30, 2013.

In 2013 the Westminster Police Department and several volunteers received recognition as part of the **2013 Governor's Crime Prevention Awards Program**. The Westminster Police Department received a Governor's Crime Prevention Award for *"incorporating an overall outstanding crime prevention program as an integral part of their daily operations"*. Additionally, Sergeant Deb Pujals-Keyser of our SCORE Uniformed Volunteer Program received recognition for her outstanding efforts in *"working with the Department and our community to further the cause of proactive crime prevention"* and Mr. Bill Gyr of MDCHIP (Maryland Child Identification Program) was recognized for an *"outstanding proactive crime prevention program that has had a significant impact on the prevention of crime in Maryland"*.

## **WESTMINSTER POLICE DEPARTMENT OPERATIONAL INITIATIVES**

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



In May the Police Department was presented with first place recognition in the **2012 Law Enforcement Challenge Program** – a year-long traffic safety program hosted by the Maryland Chiefs of Police Association, the Maryland Sheriff's Association and the Maryland Highway Safety Office. WPD received first prize honors for Maryland police agencies of similar size. The LEC program challenges police agencies to focus their educational and traffic enforcement efforts on seatbelt, drunk driving and aggressive driving violations during specific periods throughout the year. This is the 13<sup>th</sup> time that the Police Department has received first place honors in their category in the past 14 years.

In the summer of 2013 the Police Department began work with the residents and ownership of the **Bishop's Garth apartment complex** regarding growing concerns about crime and disorder in that community. A number of new strategies were implemented to address community concerns including a door-to-door survey of residents, the distribution of resource and contact information to residents, targeted foot and vehicular patrols, the development of a banning process and the assignment of a Community Liaison Officer to the community. The results of these efforts have proven very positive to date. This initiative is ongoing.

The Westminster Police Department and the Carroll County Health Department continue their work to provide training for first responders which provides them with additional skills for dealing with individuals experiencing a mental health crisis. The training, entitled **"Mental Health First Aid"** is an 8-hour course which teaches public safety professionals how to provide assistance to individuals experiencing a mental health crisis or who are in the early stages of a mental health disorder. Participants learn the signs and symptoms of the most common mental health problems, where and how to get help, and strategies that can be employed in the field to mitigate the problem and enhance responder/patient safety. Three Mental Health First Aid classes were provided to public safety officials in the County during 2013. This is an ongoing effort.



In August the Carroll County Public School system and local law enforcement established the **Carroll County School Resource Officer Partnership (CCSROP)**. Under this partnership, officers from police agencies around the County assist with the instruction of health and safety topics to school children in grades 2, 5, 7 and 8, as well as all health classes. Additionally, officers enhance school security by making regular checks and foot patrols of all schools in the County during school hours and after-hour activities. During the current school year, Sergeant Benfer of the WPD Community Education Section will teach the curriculum to approximately 600 students in schools located within the City of

Westminster. It is noted that the CCSROP replaces the D.A.R.E. program which had been in place for more than a decade.

During November the Police Department initiated another iteration of **“active shooter” training**. Two classes of 30 students each were conducted for Carroll County law enforcement at the Police Training Center in Sykesville on November 4-5 and November 18-19. The instruction was provided by the Maryland State Police. Five WPD officers were scheduled to attend each class. It is anticipated that additional classes will be scheduled in 2014 for Carroll County officers. This training effort will ensure that all officers, deputies and troopers in Carroll County will be utilizing the same training and tactics should they be called upon to deal with one of these tragic and dangerous situations.

For the past 9-years the Westminster Police Department and the Carroll County Sheriff’s Office have partnered on the **Holiday Crime Prevention Patrol Initiative** during the Christmas holiday period. Through this collaborative effort, additional officers and deputies are assigned to the commercial areas in Westminster to provide dedicated high visibility patrols during the holiday season. The patrols focus on robbery and theft prevention until the shopping areas close, then the focus is shifted to DUI and aggressive driving enforcement until 1 a.m. Both the Maryland State Police and the Sheriff’s Office committed resources to this effort in 2013. The patrols were initiated in early December and continued through the holidays. Once again in 2013, no robberies or violent crimes were reported in the City during the holiday period.

### **WESTMINSTER POLICE DEPARTMENT COMMUNITY INITIATIVES**

In January Chief Spaulding spent two weeks in South Korea as part of the Final Leg Team for the **International Law Enforcement Torch Run for Special Olympics**. One hundred police officers from around the world were joined by 10 Special Olympics athletes as they carried the Special Olympics “Flame of Hope” through 40 Korean cities in an effort to raise awareness about the life-changing benefits of Special Olympics. The Final Leg Team then carried the flame into the opening ceremonies for the 2013 World Winter Games for Special Olympics where it was used to light the cauldron signifying the opening of the World Games. Chief Spaulding served as a Route Leader for one of the two routes through Korea.

In June law enforcement officers from around Carroll County joined together to demonstrate their ongoing support of Special Olympics by participating in the **28<sup>th</sup> annual Law Enforcement Torch Run for Special Olympics**. Troopers, Officers and Deputies representing nearly every law enforcement agency in the County ran and cycled the Special Olympics “Flame of Hope” from the far reaches of the County to McDaniel College in Westminster. There, those flames were united in one unified flame which was carried down Main Street by more



than 100 officers to its final destination at Westminster City Hall. Following a ceremony which honored 9 local Special Olympics Athletes who participated with the officers in the Torch Run, everyone retired to the John Street Quarters to enjoy a wonderful luncheon. The Maryland Law Enforcement Torch Run has the distinction of being the single largest fundraising program for Special Olympics in the world - last year raising more than \$3.2 million dollars to support Special Olympics activities here in Maryland.



In August the Police Department hosted the **6th Annual "Shop With A Cop - Back To School" event**. This year the Department partnered with the Westminster Office of Housing. Eighty-nine students participated in the event, shopping for all of their school supplies for the upcoming school year with a Westminster police officer. Lunch was provided for the students and officers, and then the students enjoyed a game of kickball with officers, volunteers and staff.

On August the Police Department participated in the **Carroll County Emergency Preparedness Expo** at the Home Depot store in Westminster. This annual event, sponsored by the Carroll County Office of Public Safety, showcases a wide variety of public safety resources involved with emergency preparedness and response to disasters affecting our community. Exhibits and demonstrations were provided throughout the day to educate and assist citizens in their personal safety and preparedness efforts. This year the Westminster Police Department partnered with the Department of Campus Safety of McDaniel College, utilizing their drunk driving simulator to educate young drivers about the risks of drunken driving.



In August officers from the Westminster Police Department, the Maryland State Police, the Taneytown Police Department and the Carroll County Sheriff's Office hosted the **15<sup>h</sup> Annual "Camp C.O.P.S."** for more than 90 local students. "Camp C.O.P.S." is a week-long summer camp which helps local youth ages 10 to 14 to better understand law enforcement in a "police academy" environment. Participants learned self-discipline and team work by participating in challenging activities such as basic first aid, close order drill, crime scene processing and a variety of team competitions. This year was the first time that the program was coordinated by staff and volunteers of the Westminster Police Department.

In August the Police Department once again facilitated the annual **"National Night Out"** observances in Westminster. A total of five (5) communities partnered with the Police Department on this national event to highlight community involvement in crime prevention activities. Local events included great food, face painting, games for the children, McGruff the Crime Dog, and crime prevention presentations by members of the Police Department. This year a \$500 grant was provided by the Target Foundation to assist with the purchase of food and supplies for this event.



In December the Westminster Police Department hosted our **10<sup>th</sup> Annual “Shop With A Cop” holiday event** in partnership with the Westminster Wal-Mart Store. Twenty-one children from 9 families had the opportunity to shop with the officers and members of WPD for Christmas presents for their family members – all of the funding for this program was provided through local donations. After shopping, the families were invited for a luncheon with Santa and a holiday party with members of the Police Department. During the 10-year tenure of the “Shop With A Cop” Program here in Westminster, holiday gifts have been provided to a total of 239 children from 94 local families.

### **WESTMINSTER POLICE DEPARTMENT GOALS FOR FY2015**

<b>Comprehensive Plan Goal</b>	<b>FY’15 Action</b>	<b>Completion Date</b>
<b>Objective 1.</b> Provide residents with an adequate level of public safety and police protection services that can accommodate and sustain future population growth.	Evaluate the potential of a <b>consolidated warrants unit</b> utilizing investigative staff of WPD, the Maryland State Police and the Carroll County Sheriff’s Office.	December 2014
<b>Objective 2.</b> Increase operational efficiency and community safety through the implementation of data-driven policing.	Expand efforts to focus patrol and enforcement efforts in known problem areas based upon a timely <b>analysis of local crime data</b> (hot spot reporting).	March 2015
<b>Objective 3.</b> Enhance traffic safety in the City through the use of new and innovated traffic enforcement strategies.	Develop and implement a <b>crash analysis program</b> for automobile crashes occurring within the city. Analysis will be used to focus traffic enforcement and safety education efforts going forward.	December 2014
<b>Objective 4.</b> Enhance traffic safety in the City through the use of new and innovated traffic enforcement strategies.	Develop and implement a <b>crosswalk safety program</b> in the City which incorporates both educational and enforcement components.	June 2015
<b>Objective 5.</b> Maintain police protection in accordance with national standards of service to ensure the Westminster area is well-equipped to meet public safety needs.	Identify and implement <b>Dispatcher certification training for all Communications Division personnel</b> . This initiative will include training WPD Dispatch staff as instructors so that they	June 2015

	may provide this training locally and at no additional cost.	
<b>Objective 6.</b> Maintain police protection in accordance with national standards of service to ensure the Westminster area is well-equipped to meet public safety needs.	Working in concert with the Carroll County Health Department, develop and implement a mental health <b>Crisis Intervention Team</b> to better prepare WPD personnel to effectively and safely manage individuals suffering from mental health emergencies.	December 2014

## **WESTMINSTER POLICE DEPARTMENT BUDGET**

PUBLIC SAFETY	FY 2011 BUDGET	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 BUDGET	FY 2015 BUDGET	FY 2016 Projection	FY 2017 Projection	FY 2018 Projection
Chief's Office Salaries	\$ 346,157	\$ 314,613	\$ 320,855	\$ 330,255	\$ 314,824	\$ 323,994	\$ 333,591	\$ 343,477
Administrative Bureau Salaries	\$ 566,465	\$ 632,633	\$ 570,872	\$ 588,833	\$ 568,471	\$ 572,416	\$ 586,967	\$ 601,954
Field Office Bureau Salaries	\$ 1,751,360	\$ 1,686,381	\$ 1,694,835	\$ 1,738,976	\$ 1,864,722	\$ 1,905,724	\$ 1,954,589	\$ 2,004,921
Criminal Investigations Bureau Salaries	\$ 560,255	\$ 560,475	\$ 513,221	\$ 577,513	\$ 637,956	\$ 652,252	\$ 669,438	\$ 687,139
<b>Total Salaries</b>	<b>\$ 3,224,237</b>	<b>\$ 3,194,102</b>	<b>\$ 3,099,784</b>	<b>\$ 3,235,577</b>	<b>\$ 3,385,973</b>	<b>\$ 3,454,385</b>	<b>\$ 3,544,585</b>	<b>\$ 3,637,491</b>
Chief's Office Benefits	\$ 157,091	\$ 133,724	\$ 96,584	\$ 166,304	\$ 175,753	\$ 187,143	\$ 200,376	\$ 215,812
Administrative Bureau Benefits	\$ 304,246	\$ 334,144	\$ 124,768	\$ 343,476	\$ 343,945	\$ 364,640	\$ 391,582	\$ 422,390
Field Office Bureau Benefits	\$ 938,590	\$ 1,008,474	\$ 613,507	\$ 965,752	\$ 1,054,246	\$ 1,157,315	\$ 1,277,573	\$ 1,417,504
Criminal Investigations Bureau Benefits	\$ 293,686	\$ 341,666	\$ 189,990	\$ 292,085	\$ 354,192	\$ 388,432	\$ 428,412	\$ 474,948
<b>Total Benefits</b>	<b>\$ 1,693,614</b>	<b>\$ 1,818,008</b>	<b>\$ 1,024,849</b>	<b>\$ 1,767,616</b>	<b>\$ 1,928,135</b>	<b>\$ 2,097,531</b>	<b>\$ 2,297,943</b>	<b>\$ 2,530,655</b>
<b>TOTAL PERSONNEL EXPENSES</b>	<b>\$ 4,917,851</b>	<b>\$ 5,012,110</b>	<b>\$ 4,124,633</b>	<b>\$ 5,003,193</b>	<b>\$ 5,314,107</b>	<b>\$ 5,551,916</b>	<b>\$ 5,842,528</b>	<b>\$ 6,168,145</b>
Chief's Office	\$ 275,150	\$ 277,585	\$ 261,500	\$ 283,700	\$ 271,500	\$ 271,500	\$ 272,000	\$ 272,500
Administrative Bureau	\$ 393,370	\$ 487,541	\$ 782,380	\$ 454,240	\$ 475,890	\$ 472,740	\$ 474,740	\$ 476,740
Field Office Bureau	\$ 208,900	\$ 126,502	\$ 140,250	\$ 72,500	\$ 64,500	\$ 61,500	\$ 61,500	\$ 61,500
Criminal Investigations	\$ 14,000	\$ 13,000	\$ 12,600	\$ 13,000	\$ 12,500	\$ 13,000	\$ 13,500	\$ 14,000
Facilities	\$ 57,650	\$ 65,409	\$ 56,910	\$ 52,134	\$ 45,250	\$ 45,350	\$ 45,350	\$ 45,350
<b>TOTAL OTHER OPERATING EXPENSES</b>	<b>\$ 949,070</b>	<b>\$ 970,037</b>	<b>\$ 1,253,640</b>	<b>\$ 875,574</b>	<b>\$ 869,640</b>	<b>\$ 864,090</b>	<b>\$ 867,090</b>	<b>\$ 870,090</b>
Capital Projects	\$ 97,000	\$ 186,000	\$ 184,374	\$ 215,449	\$ 195,848	\$ 130,000	\$ 330,000	\$ 130,000
<b>TOTAL CAPITAL REQUIREMENTS</b>	<b>\$ 97,000</b>	<b>\$ 186,000</b>	<b>\$ 184,374</b>	<b>\$ 215,449</b>	<b>\$ 195,848</b>	<b>\$ 130,000</b>	<b>\$ 330,000</b>	<b>\$ 130,000</b>
<b>TOTAL PUBLIC SAFETY</b>	<b>\$ 5,963,921</b>	<b>\$ 6,168,147</b>	<b>\$ 5,562,647</b>	<b>\$ 6,094,216</b>	<b>\$ 6,379,595</b>	<b>\$ 6,546,006</b>	<b>\$ 7,039,618</b>	<b>\$ 7,168,235</b>

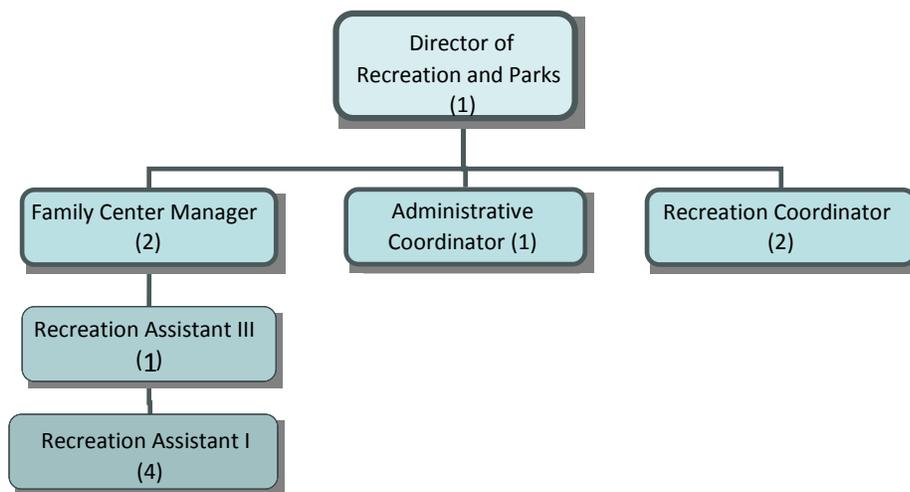
## RECREATION AND PARKS

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

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

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

### POSITION SUMMARY SCHEDULE



	Grade	Authorized FY '13	Authorized FY '14	Projected FY '15
Director, Recreation & Parks	M	1	1	1
Recreation Coordinator	E	0	2	2
Administrative Coordinator	D	0	1	1
Family Center Manager	E	2	2	2
Recreation Assistant III (Group Fitness)	C	2	1	1
Recreation Assistant I	A	4	4	4

## ***RECREATION AND PARKS SPECIAL EVENTS***

### ***MONTH OF SUNDAYS CONCERT SERIES***

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

### ***FLOWER AND JAZZ FESTIVAL***

The Westminster Flower and Jazz Festival sponsored in part by Coffey Music and the Carroll County Times is held in Downtown Westminster the Saturday before Mother's Day. Local nurseries offer a variety of plants, flowers, and shrubs for purchase; delicious food vendors line the street and great entertainment is offered throughout the day including students from local middle and high schools showcasing their talents. Over 100 craft and retail vendors display a wide variety of unique items. The Carroll County Health Department's Safe Kids program encourages Sports Safety with a variety of interactive games and displays for children plus all moms receive a FREE gift.

### ***EASTER EGG HUNT***

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

### ***TWILIGHT EASTER EGG HUNT***

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

### ***WESTMINSTER FALLFEST***

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

### ***DECORATED SCARECROW CONTEST***

The Decorated Scarecrow Contest encourages local businesses to build and display a scarecrow in their storefront, lobby or sidewalk. The entries are competitive and creative as participating businesses vie for prizes ranging from free parking passes to advertising packages to the coveted People's Choice Award. Visitors to downtown enjoy viewing and voting for their favorite entry as well as the festive atmosphere the scarecrows create.

### ***TRICK OR TREAT TRAIL***

The Trick-or-Treat Trail is a Halloween-themed event at Wakefield Valley Community Trail. Local businesses, schools, churches and civic organizations line the trail and hand out candy and information to costumed trick-or-

treaters and their adult chaperones. A free hayride and roving entertainment awaits participants at the end of the trail. During this event a pumpkin carving/decorating contest is held. Children of all ages are invited to bring uniquely carved or decorated pumpkins. Entries are displayed along the trail and voted on by attendees. Prizes are awarded to the winners.

### ***ELECTRIC HOLIDAY PARADE***

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

### ***TREE LIGHTING***

Ring in the holiday season after the parade at this community event. Sip hot cocoa, 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 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 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.

### ***CORBIT’S CHARGE CIVIL WAR BALL***

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

### ***PARENT’S NIGHT OUT***

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

### ***MOTHER/SON & DADDY/DAUGHTER DATE NIGHTS***

Parent/child date nights are designed for boys and girls in kindergarten through 8<sup>th</sup> grade. The evening includes dinner, dancing, games, door prizes, a commemorative photo and gift plus much more. Mother/Son and Daddy/Daughter Date Nights are held annually at Martin’s of Westminster.

### ***REC ON THE MOVE***

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

## SCHOOL'S OUT FUN DAY

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

## RECREATION & PARKS PERFORMANCE MEASURES

	FY2013	FY2014	FY2015 (Projected)
Volunteer Hours	344	350	350
Pavilion Rentals	120	130	135
Facility & field permits processed	205	155	160
Pool Members - City	173	108	110
Pool Member – County	61	53	55
Swim Team Members	110	100	100
Swim lessons participants	300	210	210
Summer Camp Enrollments	83	549	600
Tot Camp Enrollments <i>*(program discontinued after FY13 due to declining enrollment)</i>	21	0*	0*
Total members	1,700	1,200	1,200
Number of check-ins	73,000	58,000	59,000
Group Fitness Class attendance	15,500	19,000	20,000
Guest Visits	2,200	1,400	1,500
Gym rental hours	900	550	600
Number of rental patrons	9,100	6,000	6,000
Approximate yearly traffic	85,600	70,000	70,000
Mother/Son Date	300	239	250
Daddy/Daughter Date	300	194	200
Egg Hunt	1,200	1,350	1,400
Twilight Egg Hunt <i>*(new program offering FY14)</i>	0*	80	100
Flower and Jazz Festival	6,000	6,000	6,000
Flower and Jazz 5K	120	95	120
Trick or Treat Trail	400	500	500
Decorated Scarecrow Contest <i>*(new program offering FY14)</i>	0*	30	40
Santa's Treat	400	350	350
Tree Lighting Ceremony	1,000	1,200	1,200
Parent's Night Out	93	155	165
Recreation on the Move	150	200	200
School's Out Fun Day	249	249	300
Month of Sundays Summer Concert Series	3,800	1,000	1,000
Westminster Fallfest	45,000	60,000	50,000
Corbit's Charge Ball	30	50	50
Volunteer Hours	4,000	4,000	4,000

## ***RECREATION & PARKS ACCOMPLISHMENTS FOR FY2014***

Fiscal year 2014 proved to be a productive year for recreation and parks. The structure of the recreation staff changed with the elimination of the Assistant Director position resulting in the reclassification of three existing Recreation Assistant positions. The Recreation Assistant positions were upgraded to two Program Coordinator positions and one Administrative Coordinator position. This structural change significantly defined the roles of key staff members within the Recreation Department and provided for greater capacity as all three positions were increased to forty hour positions.

The implementation of Active Network, a web-based recreation and facility management software solution enabled the recreation and parks department to provide customer service twenty-four hours a day, seven days a week through an easy to use online customer interface. Now consumers of recreation services can register for programs, reserve park facilities and pay for a pool memberships without leaving their homes. Active Network also provides comprehensive membership management and point of sale capabilities that are beneficial to the overall operation of the Family Fitness Center and the Municipal Pool.

Plans are well underway for a complete rehabilitation of the Westminster Skate Park. A brand-new concrete park will replace the current wooden structure. The design for the new park was generated from input received during a community skate park planning meeting held at Johns Street Quarters at the Westminster Fire Department in November. Construction is scheduled to begin at the end of April.

Improvements throughout the Westminster Family Center have been ongoing throughout the year. Historic windows have been removed, refurbished and re-installed. Fitness studios including cycling and yoga have been relocated to the second floor. All group fitness classes are now held on the same level of the Family Fitness Center. Additionally, new space was created by removing a hallway outside of the former small cardio room creating a larger space. This new room will soon house a brand new thirteen- piece selectorized strength circuit. The end result will be additional space in the main area of the fitness center eliminating over-crowding of equipment making the facility more user-friendly.

The Westminster Community Pool received a brand new waterslide and ADA accessible lifts. City Park received high praise as readers of the Carroll County Times voted Westminster City Park "Carroll's Best Park" and King Park received an honorable mention.

Two new events were established during fiscal year 2014 Starlight Shopping and The Celtic Canter 5K and Irish Celebration. Both events were developed as economic drivers to downtown Westminster restaurants and retailers. Starlight Shopping was canceled due to weather but the Celtic Canter 5K and Irish Celebration was the benefactor of a mild spring day attracting close to seven hundred runners; more than two-thousand people overall.

## ***RECREATION & PARKS GOALS FOR FY2015***

- Systematically and efficiently provide for the recreational needs of all Westminster City residents by use of both public and private resources.
  - Encourage a continued, effective and efficient working relationship with community organizations which will enhance our visibility and maximize use of our facilities and services.
- Enhance and evaluate current recreation program offerings.

- The efficient delivery of recreational opportunities to current and future residents is to be encouraged. Using private organizations, department staff, and various volunteers, the residents' needs and possible changing demands for services shall be evaluated and updated periodically.
- Increase involvement and support of downtown businesses through the development and enhancement of new and existing special events.
  - Continue to search for and explore additional opportunities to develop new programs and events creating opportunities for tourism and increased traffic to downtown businesses.
- Explore and develop new sources of revenue to limit dependence on tax dollars.
  - To continue to strive for cost recovery which will help to ensure the future sustainability of recreational services for all Westminster City residents
- Promote a working environment where learning is encouraged, new ideas are welcome, and a friendly atmosphere prevails as the most productive team approach to business.
  - Nurture a high level of professionalism through the support of continuing education and other career enrichment opportunities thus improving our image to the public through excellent customer service and satisfaction.
- Develop plans and policies which will guide the growth and development of recreation and leisure opportunities in the City of Westminster thus ensuring a high quality of life for all residents and future generations.
  - To enhance the public knowledge and appreciation for the benefit and significance of participation in recreational activities through various promotional efforts and opportunities.

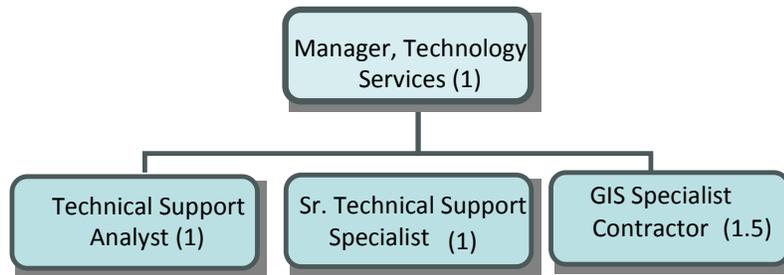
## RECREATION & PARKS BUDGET

RECREATION & PARKS	FY 2011 BUDGET	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 BUDGET	FY 2015 BUDGET	FY 2016 Projection	FY 2017 Projection	FY 2018 Projection
Administration	\$ 87,427	\$ 86,927	\$ 94,883	\$ 77,003	\$ 112,003	\$ 115,200	\$ 118,595	\$ 122,093
Family Center	\$ 300,907	\$ 286,643	\$ 286,886	\$ 279,111	\$ 237,798	\$ 240,578	\$ 245,650	\$ 250,875
Summer Camps	\$ 66,090	\$ 67,090	\$ 67,090	\$ 67,520	\$ 65,405	\$ 63,500	\$ 63,500	\$ 63,500
Program & Events	\$ 91,812	\$ 125,221	\$ 127,341	\$ 108,106	\$ 109,636	\$ 110,817	\$ 113,994	\$ 117,268
Swimming Pool Operations	\$ 41,420	\$ 41,420	\$ 41,420	\$ 43,960	\$ 47,380	\$ 46,000	\$ 46,000	\$ 46,000
<b>Total Salaries</b>	<b>\$ 587,656</b>	<b>\$ 607,301</b>	<b>\$ 617,620</b>	<b>\$ 575,700</b>	<b>\$ 572,223</b>	<b>\$ 576,094</b>	<b>\$ 587,740</b>	<b>\$ 599,735</b>
Administration	\$ 39,846	\$ 35,882	\$ 36,926	\$ 35,642	\$ 46,310	\$ 50,761	\$ 55,892	\$ 61,813
Family Center	\$ 142,999	\$ 161,307	\$ 148,039	\$ 160,895	\$ 158,849	\$ 177,728	\$ 199,723	\$ 225,157
Summer Camps	\$ -	\$ 9,003	\$ 9,003	\$ 8,105	\$ 8,918	\$ 9,555	\$ 10,494	\$ 11,622
Program & Events	\$ 47,327	\$ 73,492	\$ 57,091	\$ 55,813	\$ 34,472	\$ 37,346	\$ 40,834	\$ 44,877
Swimming Pool Operations	\$ -	\$ 5,559	\$ 5,558	\$ 5,129	\$ 5,977	\$ 6,341	\$ 6,906	\$ 7,583
<b>Total Benefits</b>	<b>\$ 230,172</b>	<b>\$ 285,243</b>	<b>\$ 256,617</b>	<b>\$ 265,584</b>	<b>\$ 254,526</b>	<b>\$ 281,732</b>	<b>\$ 313,850</b>	<b>\$ 351,053</b>
<b>TOTAL PERSONNEL EXPENSES</b>	<b>\$ 817,828</b>	<b>\$ 892,544</b>	<b>\$ 874,238</b>	<b>\$ 841,284</b>	<b>\$ 826,749</b>	<b>\$ 857,826</b>	<b>\$ 901,590</b>	<b>\$ 950,787</b>
Administration	\$ 19,100	\$ 21,700	\$ 56,920	\$ 20,725	\$ 23,625	\$ 23,625	\$ 23,625	\$ 23,625
Family Center	\$ 7,500	\$ 22,500	\$ 22,500	\$ 20,500	\$ 21,500	\$ 20,000	\$ 20,000	\$ 20,000
Summer Camps	\$ 24,300	\$ 24,300	\$ 24,300	\$ 24,300	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Program & Events	\$ 39,000	\$ 39,000	\$ 39,000	\$ 39,000	\$ 38,600	\$ 34,600	\$ 34,600	\$ 34,600
Swimming Pool Operations	\$ 32,200	\$ 35,200	\$ 39,700	\$ 47,655	\$ 30,400	\$ 33,400	\$ 36,400	\$ 39,400
Parks & Playground Operations	\$ 35,750	\$ 35,750	\$ 35,750	\$ 30,965	\$ 25,250	\$ 25,250	\$ 25,250	\$ 25,250
<b>TOTAL OTHER OPERATING EXPENSES</b>	<b>\$ 157,850</b>	<b>\$ 178,450</b>	<b>\$ 218,170</b>	<b>\$ 183,145</b>	<b>\$ 164,375</b>	<b>\$ 161,875</b>	<b>\$ 164,875</b>	<b>\$ 167,875</b>
Capital Projects	\$ -	\$ -	\$ 30,250	\$ 20,000	\$ 200,000	\$ -	\$ -	\$ 28,000
<b>TOTAL CAPITAL REQUIREMENTS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 30,250</b>	<b>\$ 20,000</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 28,000</b>
<b>TOTAL RECREATION &amp; PARKS</b>	<b>\$ 975,678</b>	<b>\$ 1,070,994</b>	<b>\$ 1,122,658</b>	<b>\$ 1,044,429</b>	<b>\$ 1,191,124</b>	<b>\$ 1,019,701</b>	<b>\$ 1,066,465</b>	<b>\$ 1,146,662</b>

## TECHNOLOGY SERVICES

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

## ***POSITION SUMMARY SCHEDULE***



	<b>Grade</b>	<b>Authorized FY '12</b>	<b>Authorized FY '13</b>	<b>Authorized FY '14</b>
Manager, Technology Services	J	1	1	1
Technical Support Analyst	J	0	1	1
Senior Technical Support Specialist	F	1	1	1
GIS Specialist (Contract Position)	Contract	1	1	1.5

### ***TECHNOLOGY ACCOMPLISHMENTS FOR FY2014***

- Completion of the Storage Area Network replacement.
- Completion of the PHA electronic payment implementation and Mobile Inspections.
- Created and filled temporary GIS Specialist position.
- Completed implementation of online registration management system for support of the Rental Housing Licensing Program.
- Completed connections of all City Offices via fiber.
- Completed engineering of fiber pilot project.
- Completed implementation of Tyler Cashiering Module.
- Completed redesign of website.

### ***TECHNOLOGY GOALS FOR FY2015***

- Continue support for the implementation of additions to the Financial Accounting System.
- Implement Microsoft SharePoint Server for City intranet.
- Provide support for the migration of the GIS environment to the server environment and provide a higher level of GIS services to both City Staff and our citizens.
- Continue documentation for processes and procedures according to adopted ITIL standards.
- Selection and implementation of an Enterprise Content Management System with full GIS integration.
- Continue efforts to bring FTTP to Westminster businesses and residents.

### ***TECHNOLOGY BUDGET***

The budget for Technology is comprised of a consolidated view of departmental, routine expenditures for the ongoing support of the desktop and enterprise computing environments, and capital for the continued

implementation of the Technology Strategic Plan. All network connectivity expense for the enterprise has been consolidated in addition to contract service requirements.

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

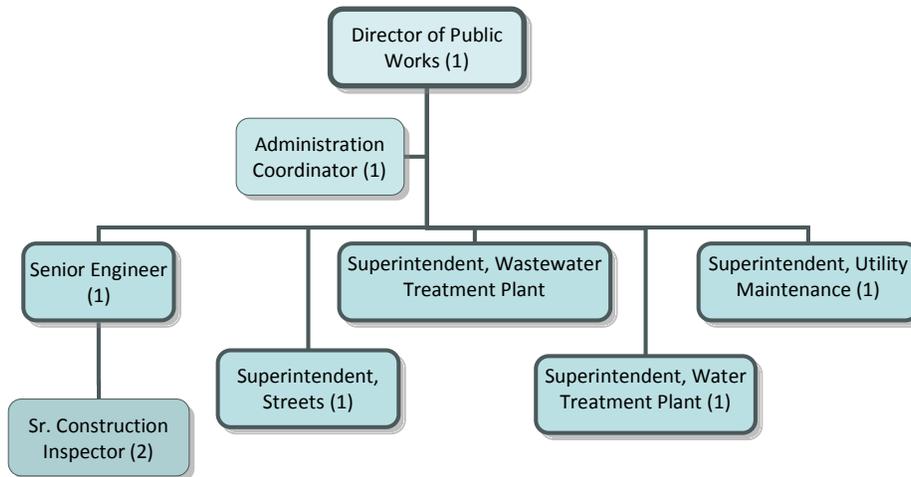
TECHNOLOGY SERVICES	FY 2011 BUDGET	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 BUDGET	FY 2015 BUDGET	FY 2016 Projection	FY 2017 Projection	FY 2018 Projection
Salaries	\$ 117,695	\$ 112,096	\$ 191,496	\$ 229,273	\$ 237,613	\$ 244,741	\$ 252,083	\$ 259,646
Benefits	\$ 58,838	\$ 56,438	\$ 74,878	\$ 108,630	\$ 111,576	\$ 122,612	\$ 135,264	\$ 149,802
<b>TOTAL PERSONNEL EXPENSES</b>	<b>\$ 176,534</b>	<b>\$ 168,534</b>	<b>\$ 266,374</b>	<b>\$ 337,903</b>	<b>\$ 349,189</b>	<b>\$ 367,353</b>	<b>\$ 387,348</b>	<b>\$ 409,448</b>
Administration	\$ 65,244	\$ 115,750	\$ 129,450	\$ 98,130	\$ 95,820	\$ 95,895	\$ 95,905	\$ 95,925
Technology	\$ 210,851	\$ 410,460	\$ 342,900	\$ 348,900	\$ 374,100	\$ 393,984	\$ 440,154	\$ 498,000
<b>TOTAL OTHER OPERATING EXPENSES</b>	<b>\$ 276,095</b>	<b>\$ 526,210</b>	<b>\$ 472,350</b>	<b>\$ 447,030</b>	<b>\$ 469,920</b>	<b>\$ 489,879</b>	<b>\$ 536,059</b>	<b>\$ 593,925</b>
Capital Projects	\$ 278,649	\$ 8,000	\$ 187,002	\$ 261,000	\$ 1,834,000	\$ 698,500	\$ 228,700	\$ 193,500
<b>TOTAL CAPITAL REQUIREMENTS</b>	<b>\$ 278,649</b>	<b>\$ 8,000</b>	<b>\$ 187,002</b>	<b>\$ 261,000</b>	<b>\$ 1,834,000</b>	<b>\$ 698,500</b>	<b>\$ 228,700</b>	<b>\$ 193,500</b>
<b>TOTAL TECHNOLOGY SERVICES</b>	<b>\$ 731,277</b>	<b>\$ 702,744</b>	<b>\$ 925,726</b>	<b>\$ 1,045,933</b>	<b>\$ 2,653,109</b>	<b>\$ 1,555,732</b>	<b>\$ 1,152,107</b>	<b>\$ 1,196,873</b>

## PUBLIC WORKS

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

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

## POSITION SUMMARY SCHEDULE



<b>Public Works Administration</b>	<b>Grade</b>	<b>Authorized FY '13</b>	<b>Authorized FY '14</b>	<b>Authorized FY '15</b>
Director of Public Works	P	1	1	1
Administrative Coordinator	D	1	1	1
<b>Engineering</b>				
Senior Engineer	J	1	1	1
Senior Construction Inspector	G	2	2	2

### ENGINEERING

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

### ENGINEERING ACCOMPLISHMENTS FOR FY2014

#### Gesell Property Well

This project, coordinated with Carroll County, has resulted in a single well that produces approximately 250 gallons per minute. This project was put out to bid and an engineering firm has been selected. During the ongoing engineering work, the water allocation permit was finalized to 330,000 GPD. This quantity was derived from a combination of the well its self and a raw water intake from Little Pipe Creek. Both water sources were combined following a suggestion from MDE to maximize the yield from the common watershed. This project was divided into phases of pipeline installation and building construction due to the delays associated with MDE approval. The pipeline installation phase includes connections to the Bramble Hills subdivision and is currently out to bid with an expected 6 month completion time. Concurrently, the final engineering and approval process for the treatment building

and surface water intake is underway and expected to be bid ready for the spring of 2014. Construction for this phase is expected to begin in the Summer of 2014 and take approximately one year to complete.

### **Radon Removal and Salt Storage Facility**

This project constructs the water treatment aspect of the improvements which are necessary to degasify well water associated with the Vo-Tech well and also constructs a bulk Salt storage facility to reduce material costs necessitated by Nitrate removal. The access roadway and process engineering is complete and is currently awaiting permits necessary for environmental and construction concerns. Project advertisement and bidding is expected in the Spring of 2014 with a one year construction term.

### **Enhanced Nutrient Removal**

This project upgrades the Wastewater Treatment Plant to ENR standards and provides a bio-solids drying system which would enable the materials use as a fuel source or granular fertilizer. Engineering design has been approved and was initiated in early 2012 with construction to follow immediately. Significant discussion with MDE involving final cost share and a revisiting of engineering design approaches has delayed this project and execution of engineering contracts. Total cost of the ENR project is estimated at \$40 million dollars and represents the largest capital project in Westminster's history. The Engineering Design Report is complete and detailed engineering is underway. Construction is expected to take 24 months and will start at the completion of engineering design.

### **Wakefield Community Trail**

This project constructs the last leg of the trail system. A re-design of the trail has become necessary due to funding delays and subsequent changes in current ADA regulations. The re-design has been approved, funding secured and bidding/construction is expected in late Summer of 2014.

### **Inflow and Infiltration Study**

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

### **Annual Street Overlay Program**

This project is an ongoing systematic approach to street rehabilitation including inspection and associated grading of pavement condition, scheduling of projected streets based on needs and grouping to minimize mobilization demobilization costs to maximize the rehabilitation effort. FY2014 completed \$1.1 million dollars of pavement milling and overlay, which resulted in 16.7 lane miles of rehabilitated streets. This significant measure is afforded by a recent tax increase. Similar funding amounts are scheduled in FY2015 but will be subject to the budget process.

### **ADA Sidewalk Ramp Project**

This project was a collaborative effort with the State departments of Correction, Public Safety, Disabilities and Housing and Community Development, with Romano Construction as the contractor. A total of 99 curb ramps were reconstructed and brought into compliance with current regulations. A Community Development Block Grant in the amount of \$318,000 made this work possible and provided individuals from the Corrections system an opportunity to learn a marketable skill for use upon their release from incarceration.

## ***PUBLIC WORKS PERFORMANCE MEASURES***

	<b>CY2011</b>	<b>CY2012</b>	<b>CY2013</b>	<b>CY2014 (Projected)</b>
Daily Inspections	24	32	50	100
Pre-bid Conferences	6	10	12	15
Construction Progress Meetings	20	16	30	40
Construction Change Orders	10	12	10	10

## ***PUBLIC WORKS GOALS FOR FY2015***

- Ensure adequacy of wastewater treatment operations in terms of quantity and quality, while maintaining compliance with regulatory requirements.
  - Provide engineering and design services for ENR upgrade to the Waste Water Treatment Plant.
- Ensure adequacy of potable water systems in terms of quantity and quality.
  - Implement priority water supply projects as they become financially feasible.
  - Construct the Gesell Well and Little Pipe Creek intake project.
  - Coordinate with State and County agencies to develop long-term water resource strategies.
  - Provide engineering and construction of the Radon removal facility.
- Link Westminster area parks and open space with a system of trails, pedestrian pathways, and bicycle routes.
- Provide engineering and construction management services to City Recreation Parks for the completion of the Wakefield Valley Community Trail.
- Develop strategies to meet new Storm Water regulations.
  - Obtain properties necessary to construct storm water retention and water quality management structures.
  - Work with Carroll County staff for design and administration of storm water projects.
  - Considerable effort between the County, WRCC, City and other Municipalities resulted in a general agreement which defines a direction to storm water compliance. The general agreement included a MOU that contains a funding cost share of 80/20 and a single storm water permit that would be County wide. Each Municipality would still hold individual responsibility for their jurisdictions responsibilities. However, the single permit approach will facilitate a more economical compliance, where facilities can be built outside the confines of jurisdictional boundrys and take advantage of economies of scale as well.
- Facility Improvements
  - Continue efforts to restore and repair City owned structures.
  - Exterior masonry re-pointing and removal and replacement of ceiling insulation in the Armory, Interior renovation at City Hall and exterior re-painting.
  - Engineering/design for a geothermal project to heat and cool the Armory in preparation for expected funding.

## PUBLIC WORKS ADMINISTRATION BUDGET

PUBLIC WORKS ADMINISTRATION & ENGINEERING	FY 2011 BUDGET	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 BUDGET	FY 2015 BUDGET	FY 2016 Projection	FY 2017 Projection	FY 2018 Projection
Salaries	\$ 301,560	\$ 470,876	\$ 419,045	\$ 408,587	\$ 387,280	\$ 397,648	\$ 409,440	\$ 421,586
Benefits	\$ 126,466	\$ 168,845	\$ 153,704	\$ 182,251	\$ 168,506	\$ 185,400	\$ 205,026	\$ 227,775
<b>TOTAL PERSONNEL EXPENSES</b>	<b>\$ 428,026</b>	<b>\$ 639,721</b>	<b>\$ 572,749</b>	<b>\$ 590,838</b>	<b>\$ 555,786</b>	<b>\$ 583,048</b>	<b>\$ 614,467</b>	<b>\$ 649,361</b>
Administration	\$ 7,151	\$ 11,787	\$ 6,970	\$ 10,200	\$ 8,100	\$ 11,183	\$ 11,266	\$ 11,350
<b>TOTAL OTHER OPERATING EXPENSES</b>	<b>\$ 7,151</b>	<b>\$ 11,787</b>	<b>\$ 6,970</b>	<b>\$ 10,200</b>	<b>\$ 8,100</b>	<b>\$ 11,183</b>	<b>\$ 11,266</b>	<b>\$ 11,350</b>
Capital Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL CAPITAL REQUIREMENTS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>					
<b>TOTAL PUBLIC WORKS &amp; ENGINEERING</b>	<b>\$ 435,177</b>	<b>\$ 651,508</b>	<b>\$ 579,719</b>	<b>\$ 601,038</b>	<b>\$ 563,886</b>	<b>\$ 594,231</b>	<b>\$ 625,732</b>	<b>\$ 660,711</b>

## 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.

2014 is a special year for Westminster as it is the 250<sup>th</sup> anniversary of the beginnings of our fine City. Completion of the interior renovation of City Hall and the exterior painting are the last phases of the total project and are scheduled for timely completion in early fall, for planned celebration events.

The following repairs were complete in FY2014:

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

Funds were requested in the FY2015 budget for the following repairs and are expected to be completed in spring of 2014:

- Rehabilitation of the interior plaster and painting of the historic City Hall building
- Floor refinishing/carpet replacement for the historic City Hall building.
- Exterior cleaning, surface preparation and re-painting
- Removal and replacement of the interior insulation in the gymnasium at the Armory building.

- Engineering and construction of a geothermal heating and cooling system to reduce the energy costs associated with the operation of the facility.

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

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

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

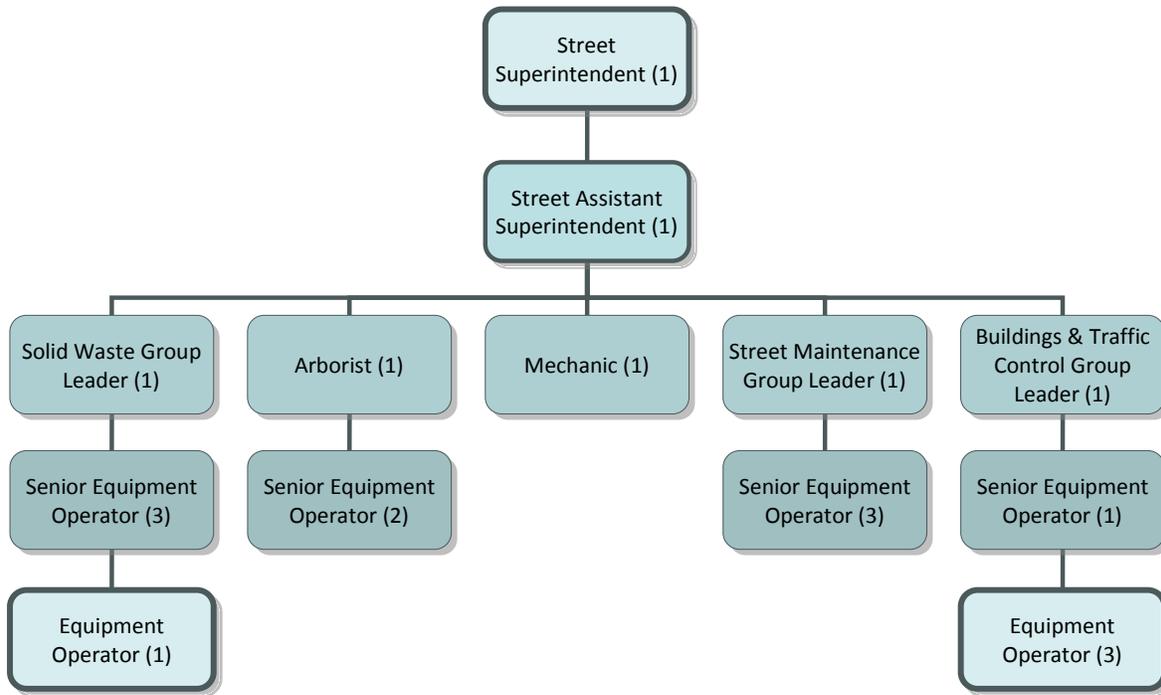
## ***FACILITIES BUDGET***

<b>FACILITIES</b>	<b>FY 2011 BUDGET</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 BUDGET</b>	<b>FY 2014 BUDGET</b>	<b>FY 2015 BUDGET</b>	<b>FY 2016 Projection</b>	<b>FY 2017 Projection</b>	<b>FY 2018 Projection</b>
11 Longwell Avenue - Recreation & Parks	\$ 81,800	\$ 53,059	\$ 59,103	\$ 81,086	\$ 81,100	\$ 81,100	\$ 81,100	\$ 81,100
56 West Main Street - Administrative Office	\$ 141,738	\$ 156,850	\$ 185,650	\$ 165,951	\$ 170,269	\$ 172,049	\$ 173,829	\$ 175,039
105 Railroad Avenue - Public Works	\$ 42,800	\$ 31,756	\$ 40,500	\$ 28,110	\$ 25,500	\$ 25,500	\$ 25,500	\$ 25,500
1838 Emerald Hill Lane - City Hall	\$ 185,501	\$ 188,583	\$ 144,100	\$ 32,388	\$ 22,200	\$ 22,200	\$ 22,800	\$ 23,700
91 West Main Street - Carroll Arts Theatre	\$ 38,500	\$ 60,500	\$ 28,500	\$ 20,094	\$ 27,000	\$ 27,000	\$ 27,000	\$ 27,000
7 Schoolhouse Road - West End Place	\$ 3,560	\$ 3,560	\$ 2,160	\$ 3,800	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
Babylon Building (Fallfest)	\$ -	\$ -	\$ 3,400	\$ 2,258	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Parks & Playgrounds Facilities	\$ -	\$ -	\$ 280,000	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 493,899</b>	<b>\$ 494,308</b>	<b>\$ 743,413</b>	<b>\$ 333,687</b>	<b>\$ 329,569</b>	<b>\$ 331,349</b>	<b>\$ 333,729</b>	<b>\$ 335,839</b>
Capital Expenses	\$ -	\$ -	\$ -	\$ 936,730	\$ 1,525,055	\$ 136,000	\$ 800,000	\$ 400,000
<b>TOTAL CAPITAL REQUIREMENTS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 936,730</b>	<b>\$ 1,525,055</b>	<b>\$ 136,000</b>	<b>\$ 800,000</b>	<b>\$ 400,000</b>
<b>TOTAL FACILITIES</b>	<b>\$ 493,899</b>	<b>\$ 494,308</b>	<b>\$ 743,413</b>	<b>\$ 1,270,417</b>	<b>\$ 1,854,624</b>	<b>\$ 467,349</b>	<b>\$ 1,133,729</b>	<b>\$ 735,839</b>

## **STREETS AND SANITATION**

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

## POSITION SUMMARY SCHEDULE



	Grade	Authorized FY '13	Authorized FY '14	Authorized FY '15
Superintendent	I	1	1	1
Assistant Superintendent	H	1	1	1
Arborist	F	1	1	1
Group Leader	F	3	3	3
Mechanic	E	1	1	1
Senior Equipment Operator	D	4	4	3
Equipment Operator	C	12	9	10

### STREETS & SANITATION ACCOMPLISHMENTS FOR FY2014

#### Storm Drains

- Maintained and repaired storm drains and inlets; repaired 36 inlets.
- Assisted the County with mapping of the storm drain system.
- Assisted the County with storm drain outfall inspections.

#### Traffic Controls

- Maintained, repaired and installed traffic control signs.
- Replaced street signs due to damage from five reported accidents and 15 reported acts of vandalism, in addition to regular maintenance.

#### Streets

- Laid 140 tons of blacktop in alleys.

- Invested \$1.18 million dollars in the City's Annual Street Overlay Program.
- Maintained and repaired two parking garages, including collection of fees at all parking meters.
- Repainted parking areas in City parking lots.
- Assisted the County in painting center and edge lane markings.
- Assisted tree contractor with trimming of street trees and traffic control.
- Removed numerous trees damaged by storms.
- Applied thermo-plastic for crosswalks and stop bars.
- Repaired numerous potholes, as necessary.
- Trained and certified five City personnel to American Traffic Safety Services Association temporary traffic control standards as required by the Maryland State Highway Administration.
- Continued GPS/GIS mapping of street signs for federal requirements.
- 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 buildings.

### **Vehicles**

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

### **Curbside Services**

- Continued weekly curbside yard waste removal.
- Continued bi-weekly curbside bulk refuse removal, including tree limbs, brush, metal, etc.
- Placed Dumpsters out for neighborhood cleanup days.
- Placed Dumpsters at residences for large quantity of bulk, such as roofing materials, on 68 occasions.
- Placed roll off Dumpsters with mulch for neighborhood use.

### **Holiday and Special Events**

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

### **Parks**

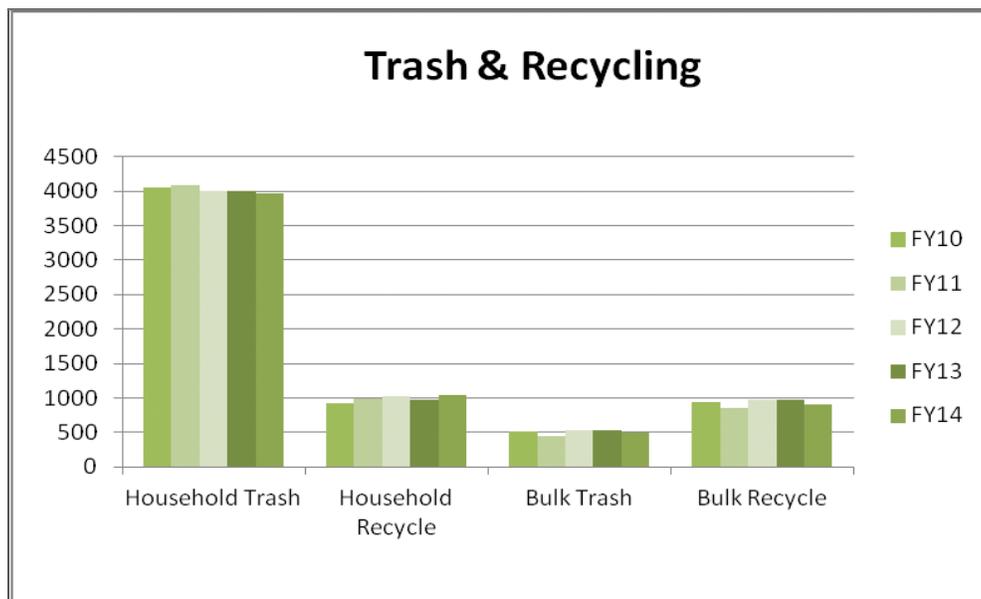
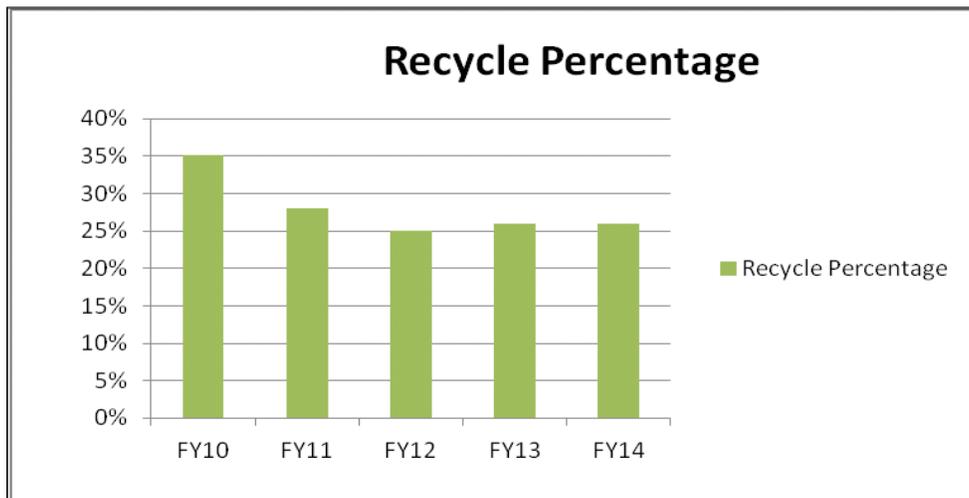
- Maintained grounds keeping of all City parks, open spaces and rights of way, including tree planting.
- Repaired and/or replaced equipment at City parks due to vandalism and regular maintenance.
- Held annual tree plantings for Arbor Week in cooperation with the Tree Commission.
- Assisted and attended annual Forestry Workshop.
- Planted and maintained flowerbeds at City Hall, Pennsylvania Avenue, and Main Street.
- Performed landscape inspections and hazard tree assessment as needed.

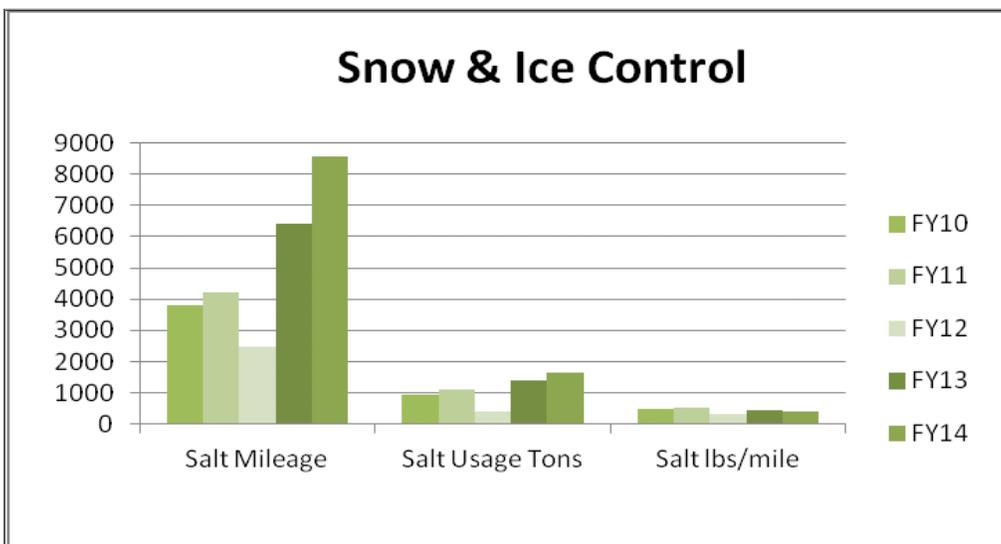
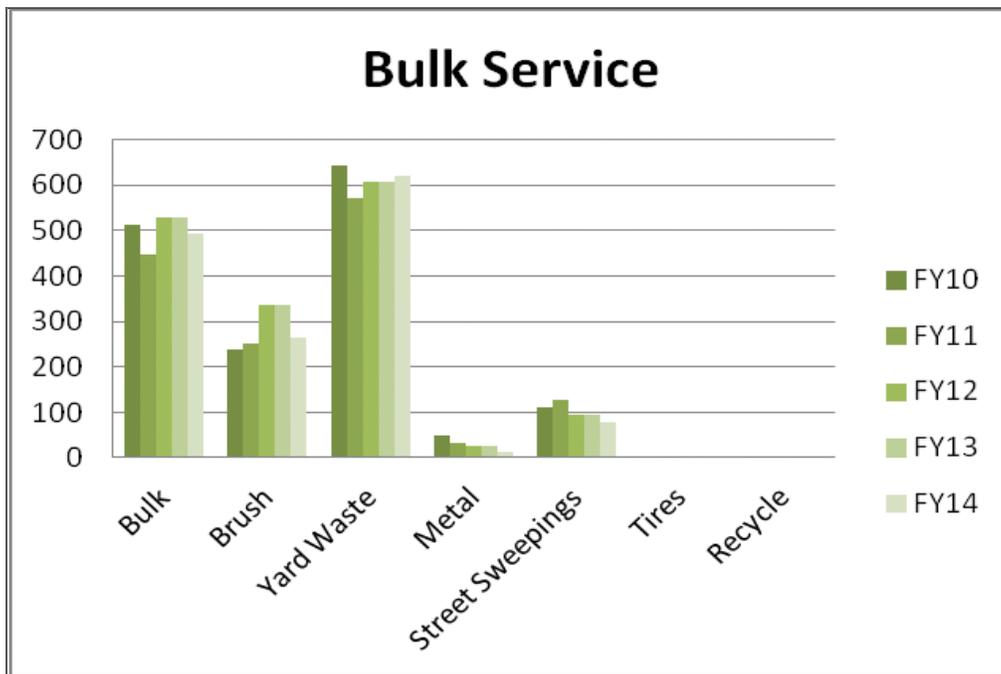
- Maintained athletic fields, including dragging softball fields, aerating, fertilizing, and over seeding for Parks and Recreation.
- Repaired City Park grounds after Fallfest event.
- Replaced fall protection, wood carpet, at parks.
- Removed graffiti from park equipment.

**Lighting**

- Replaced bulbs and ballasts on City-maintained streetlights.
- Reported in excess of 52 street light outages to BGE.

***STREETS & SANITATION PERFORMANCE MEASURES***





	FY2013	FY2014	FY2015 (Projected)
Tons of refuse collected	4,010	3,964	4,029
Tons of recyclable material collected	971	1,037	1,037
Recyclable rate	26%	26%	27%
Bulk trash collection	530	492	463
Brush collected	335	266	388
Yard waste/leaves collected	609	621	716
Tons of metal collected	25	13	10
Street lights repaired	50	52	55
Hours provided to special events	1,700	2,000	2,200
Linear feet of yellow curb painted	2,100	2,000	2,200
General information calls	100	55	50
Bulk pickup service calls	50	0	0
Parking meter housing replacements	5	10	5
Vehicle maintenance work orders completed		434	382
Linear feet of cracks sealed	50	0	0
Storm drains repaired	15	36	40
Grates and catch basins cleaned	100	56	60
Storm drain grates opened	8	5	5
Tons of salt spread	1,381	1,658	1,200
Pounds of salt per lane mile	430	386	400

### ***STREETS & SANITATION GOALS FOR FY2015***

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

## STREETS & SANITATION BUDGET

STREETS AND SANITATION	FY 2011 BUDGET	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 BUDGET	FY 2015 BUDGET	FY 2016 Projection	FY 2017 Projection	FY 2018 Projection
Salaries	\$ 969,398	\$ 930,974	\$ 909,108	\$ 915,123	\$ 956,515	\$ 975,316	\$ 999,946	\$ 1,025,301
Benefits	\$ 392,895	\$ 428,404	\$ 409,478	\$ 462,854	\$ 481,388	\$ 533,118	\$ 593,233	\$ 577,511
<b>TOTAL PERSONNEL EXPENSES</b>	<b>\$ 1,362,293</b>	<b>\$ 1,359,378</b>	<b>\$ 1,318,587</b>	<b>\$ 1,377,977</b>	<b>\$ 1,437,903</b>	<b>\$ 1,508,434</b>	<b>\$ 1,593,180</b>	<b>\$ 1,602,811</b>
Administration	\$ 9,600	\$ 10,740	\$ 10,200	\$ 11,900	\$ 7,900	\$ 7,900	\$ 7,900	\$ 7,900
Operation	\$ 1,269,700	\$ 1,565,820	\$ 1,039,900	\$ 1,124,247	\$ 1,070,200	\$ 1,050,200	\$ 1,018,200	\$ 1,243,200
Street Sanitation	\$ 739,000	\$ 745,000	\$ 745,000	\$ 780,000	\$ 780,000	\$ 780,000	\$ 803,400	\$ 827,502
<b>TOTAL OTHER OPERATING EXPENSES</b>	<b>\$ 2,018,300</b>	<b>\$ 2,321,560</b>	<b>\$ 1,795,100</b>	<b>\$ 1,916,147</b>	<b>\$ 1,858,100</b>	<b>\$ 1,838,100</b>	<b>\$ 1,829,500</b>	<b>\$ 2,078,602</b>
Capital Projects	\$ 2,920,500	\$ 2,990,570	\$ 1,704,839	\$ 1,725,895	\$ 1,096,235	\$ 1,212,400	\$ 1,132,400	\$ 1,790,400
<b>TOTAL CAPITAL REQUIREMENTS</b>	<b>\$ 2,920,500</b>	<b>\$ 2,990,570</b>	<b>\$ 1,704,839</b>	<b>\$ 1,725,895</b>	<b>\$ 1,096,235</b>	<b>\$ 1,212,400</b>	<b>\$ 1,132,400</b>	<b>\$ 1,790,400</b>
<b>TOTAL STREETS AND SANITATION</b>	<b>\$ 6,301,093</b>	<b>\$ 6,671,508</b>	<b>\$ 4,818,526</b>	<b>\$ 5,020,019</b>	<b>\$ 4,392,238</b>	<b>\$ 4,558,934</b>	<b>\$ 4,555,080</b>	<b>\$ 5,471,813</b>

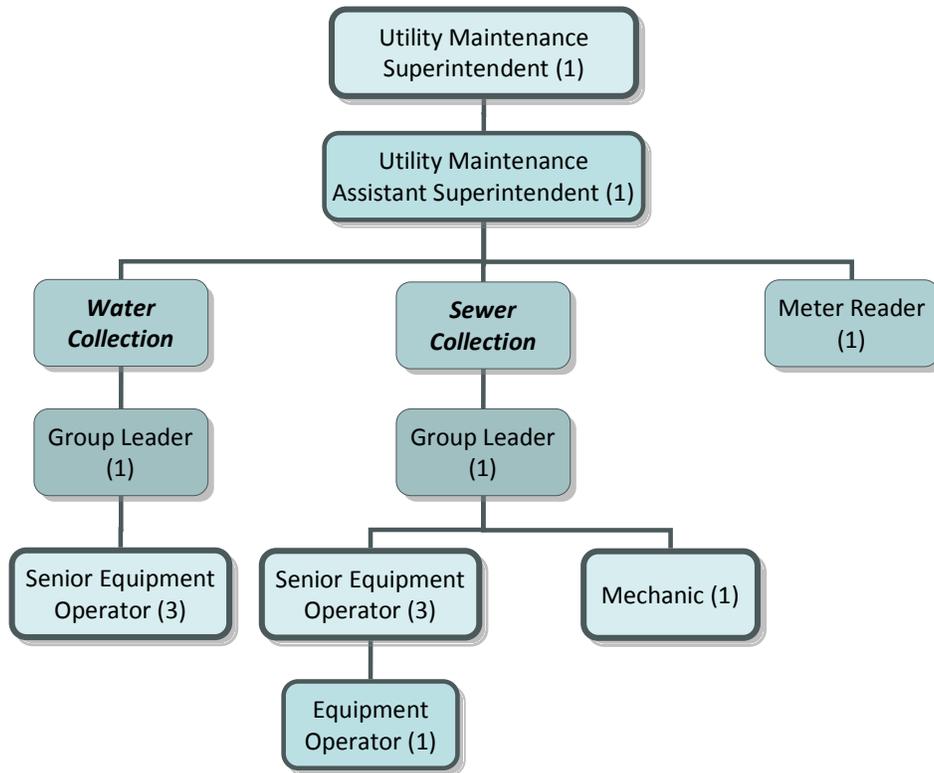
## UTILITY MAINTENANCE

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

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

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

**POSITION SUMMARY SCHEDULE**

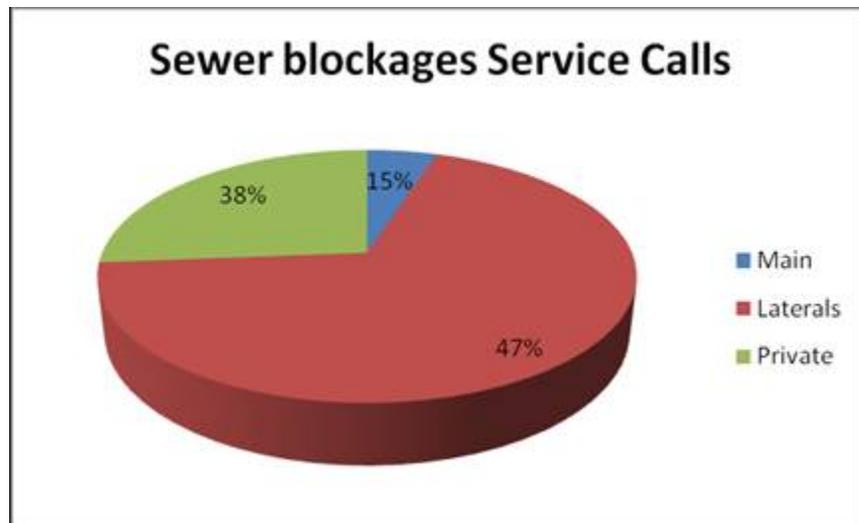


	Grade	Authorized FY '13	Authorized FY '14	Authorized FY '15
Superintendent	I	1	1	1
Assistant Superintendent	H	1	1	1
Group Leader	F	2	2	2
Mechanic	E	1	1	1
Meter Reader	D	1	1	1
Senior Equipment Operator	D	5	7	7
Equipment Operator	C	0	0	0

**UTILITY MAINTENANCE PERFORMANCE MEASURES**

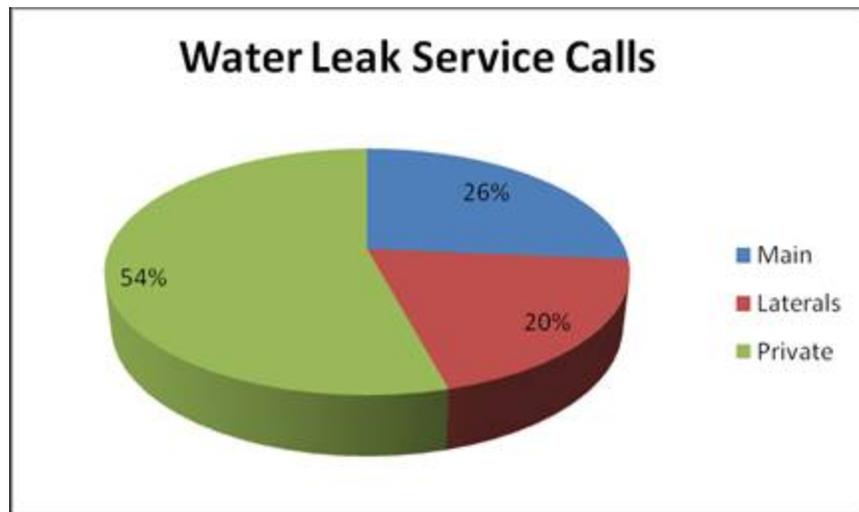
	CY2012	CY2013	CY2014 (Projected)
Feet of sewer main cleaned/flushed	50,000	69,591	75,000
Upgrades to sewage pump stations	9	3	5
Sewer laterals excavated and repaired	21	10	10
New sewer service installations	2	2	1
Lateral Service Call responses	55	39	40

Miscellaneous Service Call responses	21	31	40
Sewer Main Service Call responses	4	12	10
Work Orders completed	2,136	2,136	2,136
Water Meter readings	38,580	38,580	38,780
Miss Utility Tickets completed	4,388	4,332	4,500
New Water Service installations	1	0	4
Water Related Service Call responses	431	456	500
Water Services renewed	2	1	5
Water Meter/meter top replacements	113	65	100
Hours of leak detection conducted	350	225	200
Number of Fire Hydrants repaired and serviced	47	39	75
Main Service leak responses	19	11	15
House Service leak responses	14	13	20
Private house service leak responses	39	55	55



### **SEWAGE PUMP STATION ACCOMPLISHMENTS FOR CY2013**

- Completed preventive maintenance work orders
- Installed alarms in the dry well at all pump stations
- Replaced motor base at station #1
- Replaced blower at station #5
- Removed grease from pump station #5 wet well
- Painted the diesel cabinet at station #5
- Replaced suction piping at station #7
- Completed the interior painting of pump station 14



#### **UTILITY MAINTENANCE ACCOMPLISHMENTS FOR CY2013**

- Worked on the Inflow and Infiltration (I&I) Study of the Sewage Collection System. TRB cleaned and televised 27,697 feet of sewer main. The majority of this work took place in the interceptor lines that carries Westminster’s flow to Pumping Station 5 and the Waste Water Treatment Plant.
- Completed reconditioning of the Sawgrass Road water tank by painting the exterior and interior of the tank
- Completed a “Loop” in the water system the Utility Department installed 600 feet of 6” water main on Kriders Church Rd.

#### **UTILITY MAINTENANCE GOALS FOR FY2015**

- Use available research and techniques to locate new water supply at the Union Mills Homestead.
- Review the findings from the I & I study to find solutions to complete the necessary repairs to the sewer system.
- Use new water leak detection equipment (Permalogger) reduce water loss in the system
- Upgrade sewage pumps at station 6

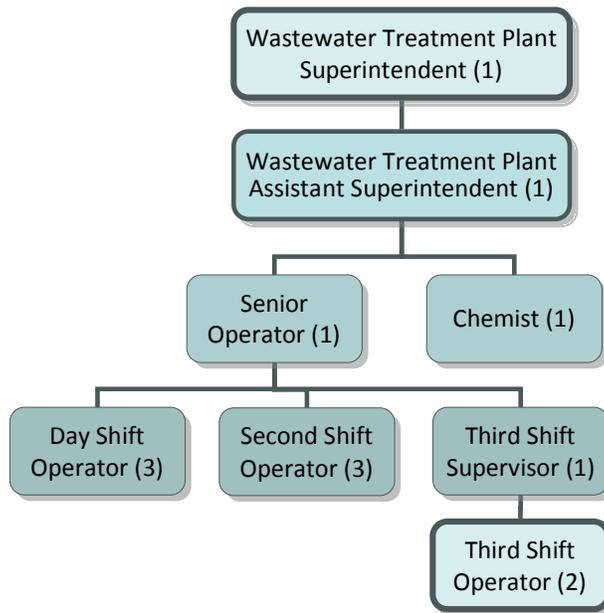
#### **UTILITY MAINTENANCE BUDGET**

UTILITY OPERATIONS	FY 2011 BUDGET	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 BUDGET	FY 2015 BUDGET	FY 2016 Projection	FY 2017 Projection	FY 2018 Projection
Salaries	\$ 676,542	\$ 602,188	\$ 582,027	\$ 635,241	\$ 688,020	\$ 700,929	\$ 718,177	\$ 735,942
Benefits	\$ 316,114	\$ 328,552	\$ 258,055	\$ 292,757	\$ 338,697	\$ 374,400	\$ 415,890	\$ 463,801
<b>TOTAL PERSONNEL EXPENSES</b>	<b>\$ 992,656</b>	<b>\$ 930,740</b>	<b>\$ 840,082</b>	<b>\$ 927,998</b>	<b>\$ 1,026,717</b>	<b>\$ 1,075,329</b>	<b>\$ 1,134,067</b>	<b>\$ 1,199,743</b>
Operating Expenses	\$ 420,000	\$ 461,893	\$ 527,811	\$ 561,828	\$ 558,329	\$ 549,800	\$ 549,800	\$ 549,800
<b>TOTAL OTHER OPERATING EXPENSES</b>	<b>\$ 420,000</b>	<b>\$ 461,893</b>	<b>\$ 527,811</b>	<b>\$ 561,828</b>	<b>\$ 558,329</b>	<b>\$ 549,800</b>	<b>\$ 549,800</b>	<b>\$ 549,800</b>
<b>TOTAL UTILITY OPERATIONS</b>	<b>\$ 1,412,656</b>	<b>\$ 1,392,633</b>	<b>\$ 1,367,893</b>	<b>\$ 1,489,826</b>	<b>\$ 1,585,046</b>	<b>\$ 1,625,129</b>	<b>\$ 1,683,867</b>	<b>\$ 1,749,543</b>

## WASTEWATER TREATMENT PLANT

The Wastewater Treatment Plant is responsible for the operation and maintenance of an advanced level treatment system utilizing Biological Nutrient Removal technology. The plant is designed for 5 MGD (million gallons per day), but can handle in excess of 15 MGD during rain events. The Wastewater Plant operates an in house laboratory that analyzes all required testing with the exception of metals. Wastewater staff also dewater bio-solids generated for off-site removal by a contractor for land application or landfilling. The staff also operates a septage pre-treatment facility that is financially supported by Carroll County. Recyclables and residuals from the septage facility are further treated through Westminster’s processing along with associated bio-solids dewatering and ultimate disposal at the County landfill.

### POSITION SUMMARY SCHEDULE



	Grade	Authorized FY '13	Authorized FY '14	Authorized FY '15
Superintendent	I	1	1	1
Assistant Superintendent	H	1	1	1
Senior Operator	G	1	1	1
Chemist	F	1	1	1
Shift Supervisor	E	1	1	1
Certified Operator	D	5	6	6
Non-Certified Operator	C	3	2	2

## WASTEWATER TREATMENT PLANT ACCOMPLISHMENTS FOR FY2014

### Maintenance

- Purchased new truck 31.
- Refurbished old truck 31 and replaced as truck #26.
- Replaced seals and bearings in Clarifier #2 drive.
- Cleaned and removed 60 tons of grit from the Septage Facility tanks.
- Performed routine maintenance on treatment plant equipment.
- Conducted one Sludge dryer pilot demonstration.

### Professional Development

- Tested operators for respirator fit; respirator trained and received DOT physicals.
- Participated in Maryland Center for Environmental training seminars.
- Participated on the Safety and Health Care committees. Mark Mellendick, senior operator is Chair of the Safety Committee.
- Attended CPR, First Aid and AED training.
- Conducted plant safety meetings.
- Implemented online safety training through Business and Legal Repots.
- Attended the Water Environment Technical Conference and Exhibition for technical training and to investigate new technologies.
- Hired Mathew Desmond on second shift

### Analysis

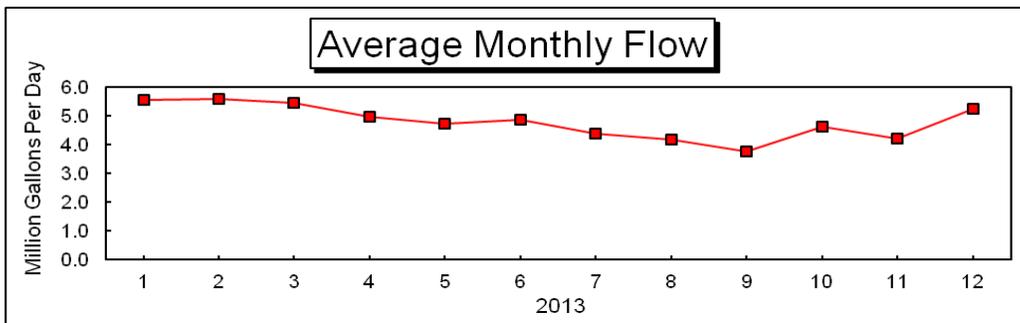
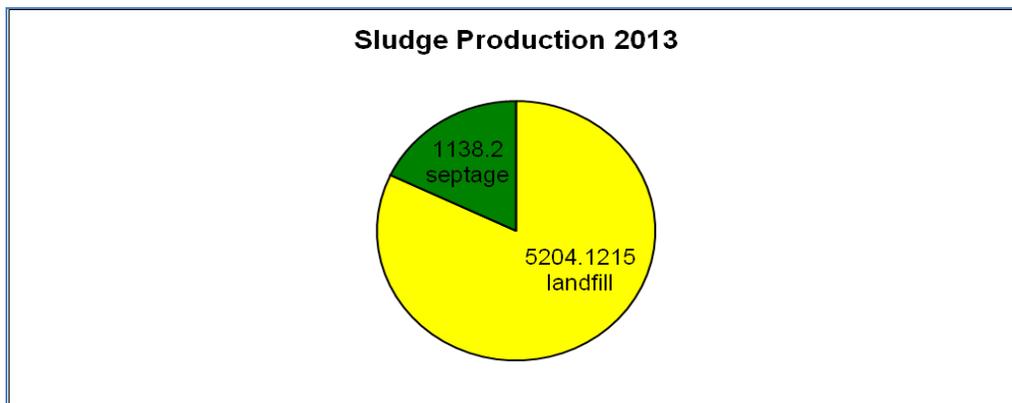
- Conducted quarterly and bi-annual raw wastewater analysis on selected industrial sewer customers and provided the finance office with billing information for sewer surcharges.
- Conducted permit required Biological Monitoring and Toxicity analysis.
- Conducted nutrient analysis .
- Collected soil samples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

### Plant Operations

- Participated in the PJM curtailment program to shed electric load from the power grid during time of high electric demand.
- Refined plant operation to reduce effluent phosphorous to meet new effluent limits of <0.3 mg\l
- Continued development and calibration of the plant modeling software.

## WASTEWATER TREATMENT PLANT PERFORMANCE MEASURES

	CY2012	CY2013	CY2014 (Projected)
Wastewater analysis conducted	35,000	35,000	35,000
Average Daily Flow (MGD)	4.8	4.78	4.8
Annual Sludge Production (wet tons)	4,976	5204	5,200
Annual Septage Received (MG)	13.4	14.85	15
Annual Septage Sludge Production (wet tons)	990	1138	1200



### **WASTEWATER TREATMENT PLANT GOALS FOR FY2015**

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

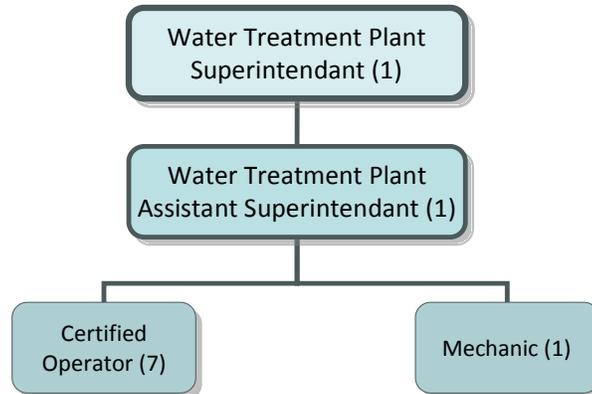
### **WASTEWATER TREATMENT PLANT BUDGET**

WASTEWATER OPERATIONS	FY 2011 BUDGET	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 BUDGET	FY 2015 BUDGET	FY 2016 Projection	FY 2017 Projection	FY 2018 Projection
Salaries	\$ 617,994	\$ 599,087	\$ 612,130	\$ 620,310	\$ 620,692	\$ 635,839	\$ 654,103	\$ 672,914
Benefits	\$ 314,213	\$ 317,466	\$ 289,433	\$ 312,298	\$ 326,648	\$ 361,084	\$ 401,029	\$ 447,193
<b>TOTAL PERSONNEL EXPENSES</b>	<b>\$ 932,207</b>	<b>\$ 916,553</b>	<b>\$ 901,563</b>	<b>\$ 932,608</b>	<b>\$ 947,340</b>	<b>\$ 996,923</b>	<b>\$ 1,055,132</b>	<b>\$ 1,120,107</b>
Operating Expenses	\$ 1,931,900	\$ 1,864,630	\$ 1,502,850	\$ 1,476,150	\$ 2,025,200	\$ 2,692,200	\$ 2,692,200	\$ 2,697,200
<b>TOTAL OTHER OPERATING EXPENSES</b>	<b>\$ 1,931,900</b>	<b>\$ 1,864,630</b>	<b>\$ 1,502,850</b>	<b>\$ 1,476,150</b>	<b>\$ 2,025,200</b>	<b>\$ 2,692,200</b>	<b>\$ 2,692,200</b>	<b>\$ 2,697,200</b>
Capital Projects	\$ 413,700	\$ 3,680,700	\$ 3,778,000	\$ 3,285,000	\$ 24,901,613	\$ 19,785,000	\$ 2,055,000	\$ 10,295,000
<b>TOTAL CAPITAL REQUIREMENTS</b>	<b>\$ 413,700</b>	<b>\$ 3,680,700</b>	<b>\$ 3,778,000</b>	<b>\$ 3,285,000</b>	<b>\$ 24,901,613</b>	<b>\$ 19,785,000</b>	<b>\$ 2,055,000</b>	<b>\$ 10,295,000</b>
<b>TOTAL WASTEWATER OPERATIONS</b>	<b>\$ 3,277,807</b>	<b>\$ 6,461,883</b>	<b>\$ 6,182,413</b>	<b>\$ 5,693,758</b>	<b>\$ 27,874,153</b>	<b>\$ 23,474,123</b>	<b>\$ 5,802,332</b>	<b>\$ 14,112,307</b>

## WATER TREATMENT PLANT

The Water Treatment Plant department is responsible for the operation of four filter plants - three of which incorporate wells as source water. The filtering means and methodology are Membrane/Micro Filtration, slow sand with dual media, and Diatomaceous Earth pressure systems. In addition, there are also seven wells that contribute to the system that do not require filtering. Water Plant personnel conduct all daily sampling, and operation and maintenance activities of the wells in addition to the main plant. The planned state of the art membrane filtration plant was placed into full time service on January 5, 2009.

### POSITION SUMMARY SCHEDULE



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

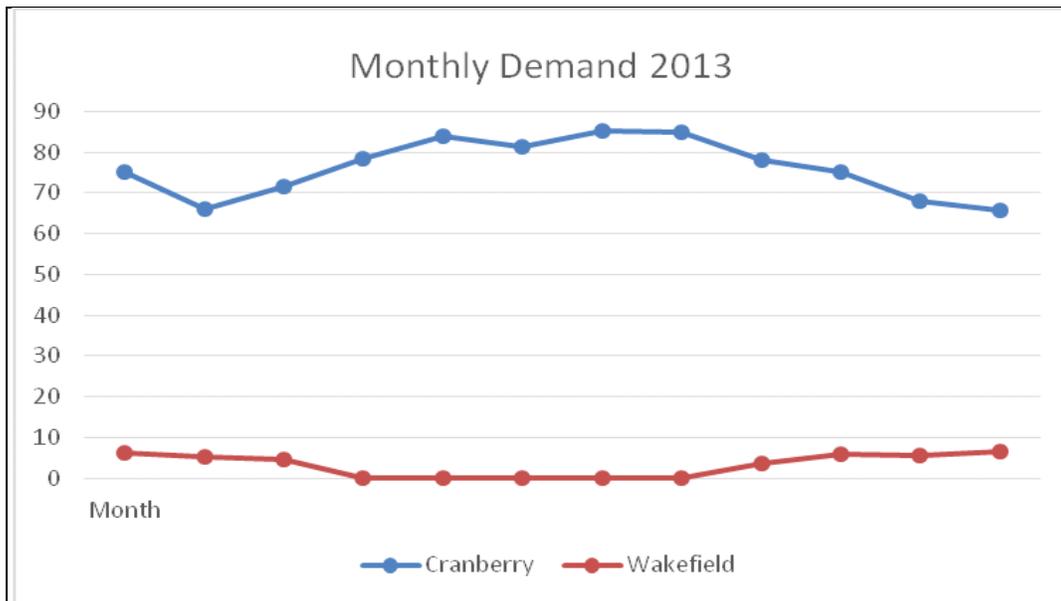
### WATER TREATMENT PLANT PERFORMANCE MEASURES

	FY2013	FY2014	FY2015 (Projected)
Millions of gallons delivered to Cranberry System	936	913	940
Millions of gallons delivered to Wakefield System	64	37	65
Number of incidents/interruptions	0	0	0
Quality control tests conducted	21,900	21,900	21,900

### WATER TREATMENT PLANT FY2015 GOALS

- Design and construction of the Gesell Property well and treatment facility.
- Design and construction of a Radon removal and Salt storage facility at the Vo-Tech well.
- Design and construction of the Little Pipe Creek Raw Water Pumping Station.

- Refine our treatment processes to further improve the quality of the finished water provided to our customers.



### WATER TREATMENT PLANT BUDGET

WATER OPERATIONS	FY 2011 BUDGET	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 BUDGET	FY 2015 BUDGET	FY 2016 Projection	FY 2017 Projection	FY 2018 Projection
Salaries	\$ 470,584	\$ 494,571	\$ 479,230	\$ 463,947	\$ 477,657	\$ 488,159	\$ 500,744	\$ 513,706
Benefits	\$ 198,502	\$ 220,313	\$ 218,971	\$ 234,887	\$ 245,584	\$ 272,092	\$ 302,823	\$ 338,338
<b>TOTAL PERSONNEL EXPENSES</b>	<b>\$ 669,086</b>	<b>\$ 714,884</b>	<b>\$ 698,201</b>	<b>\$ 698,834</b>	<b>\$ 723,240</b>	<b>\$ 760,251</b>	<b>\$ 803,567</b>	<b>\$ 852,044</b>
Operating Expenses	\$ 1,044,650	\$ 1,474,813	\$ 900,741	\$ 809,791	\$ 946,850	\$ 906,850	\$ 906,850	\$ 906,850
Debt Service	\$ 1,062,969	\$ 1,250,541	\$ 1,048,647	\$ 1,048,647	\$ 1,048,655	\$ 1,048,700	\$ 1,048,800	\$ 1,048,650
<b>TOTAL OTHER OPERATING EXPENSES</b>	<b>\$ 2,107,619</b>	<b>\$ 2,725,354</b>	<b>\$ 1,949,388</b>	<b>\$ 1,858,438</b>	<b>\$ 1,995,505</b>	<b>\$ 1,955,550</b>	<b>\$ 1,955,650</b>	<b>\$ 1,955,500</b>
Capital Projects	\$ 3,510,000	\$ 4,145,000	\$ 3,141,000	\$ 3,806,219	\$ 3,149,914	\$ 425,000	\$ 1,095,000	\$ 650,000
<b>TOTAL CAPITAL REQUIREMENTS</b>	<b>\$ 3,510,000</b>	<b>\$ 4,145,000</b>	<b>\$ 3,141,000</b>	<b>\$ 3,806,219</b>	<b>\$ 3,149,914</b>	<b>\$ 425,000</b>	<b>\$ 1,095,000</b>	<b>\$ 650,000</b>
<b>TOTAL WATER OPERATIONS</b>	<b>\$ 6,286,705</b>	<b>\$ 7,585,238</b>	<b>\$ 5,788,589</b>	<b>\$ 6,363,491</b>	<b>\$ 5,868,659</b>	<b>\$ 3,140,801</b>	<b>\$ 3,854,217</b>	<b>\$ 3,457,544</b>

# Appendix A – Financial Policies

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## GENERAL

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

## BUDGET

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

## REVENUE POLICIES

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

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

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

## **EXPENDITURE POLICIES**

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

## **CAPITAL IMPROVEMENT PLAN (CIP) POLICIES**

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

## CAPITAL ASSET MANAGEMENT POLICIES

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

## ACCOUNTING, AUDITING, & FINANCIAL REPORTING POLICIES

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

## PURCHASING POLICY

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

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

## INVESTMENT POLICY

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

## DEBT MANAGEMENT POLICIES

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

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

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

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

(ii) Debt restructuring that:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

of proceeds that may be required under the Code.

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

(1) Take any other or further actions;

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

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

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

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

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

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

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

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

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

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

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

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

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

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

(3) "County" means:

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

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

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

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

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

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

(ii) Has not been advanced to the county.

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

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

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

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

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

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

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

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

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

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

# Appendix B – Revenue Book

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## Revenue Book

## PURPOSE

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

## GENERAL FUND REVENUES

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

### ***TAXES – REAL PROPERTY***

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

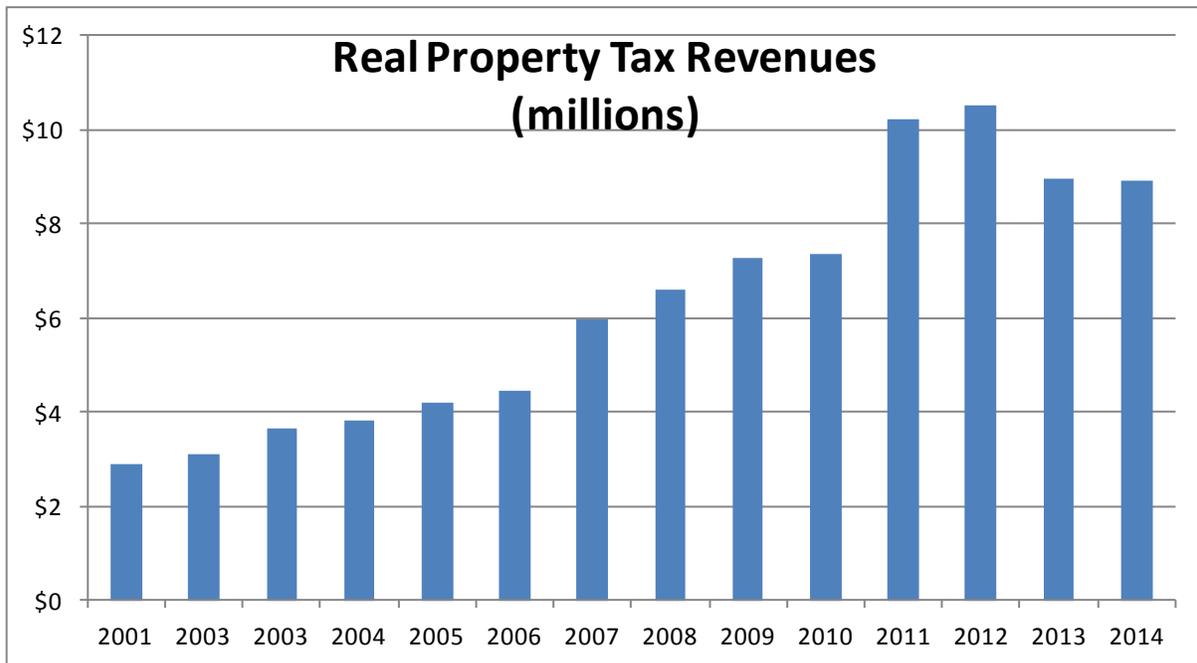
- (1) Government property;
- (2) Leasehold interests;
- (3) Operating property of railroads and public utilities;
- (4) Stock in business of manufacturing or commercial business;
- (5) ***Real property***; and
- (6) Tangible personal property.

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

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

Real property taxes are assessment based with a 2015 rate of \$.56 per \$100 of assessed value for the City. The assessments are determined by the Maryland Department of Assessments and Taxation every three years. New assessments were distributed through the County for FY2013 which resulted in a 17% reduction in assessed value. Combined with a \$.01 reduction in the tax rate in consecutive years 2013 and 2014, the real property tax revenue saw a decrease of 20% in FY2013. FY2014's tax revenue held steady.

The current adjusted assessable base is \$1,619,735,997, resulting in a revenue expectation of \$9,070,522. For the fiscal year 2014, the City booked \$8,895,527 in revenues for real property taxes. The previous year's results were:



As discussed earlier, the decreases in Real Estate Taxes in 2013 and 2014 are a result of lower assessments and decreases in the tax rate.

### **BUSINESS PERSONAL PROPERTY TAXES**

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

JURISDICTION	COUNTY RATE			TOWN/SPECIAL TAXING DISTRICT TAX RATE		
	REAL	*PERSONAL	**UTILITY	REAL	*PERSONAL	**UTILITY
Westminster	1.018	2.515	2.515	0.560	1.100	1.400

The tax rate on real property of \$.56/\$100, and the tangible property rate of \$1.10/\$100 of assessed value remain the same for FY2015. The Utility Operating Property was raised to \$1.40/\$110 of assessed value in FY2015. In FY 2014, the City booked \$696,173 in business, personal property and utility operating taxes.

### **INCOME TAXES**

STATUTE CITATION: Tax General Article, Section 2-607

SOURCE: Local Income Tax

FORMULA: The Comptroller is required to annually certify the amount of the State income tax liability of the residents of each municipality and special taxing district and to return the greater of either 17% of the county income tax liability to the respective governments or .37% of the State taxable income of municipal or taxing district residents.

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

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

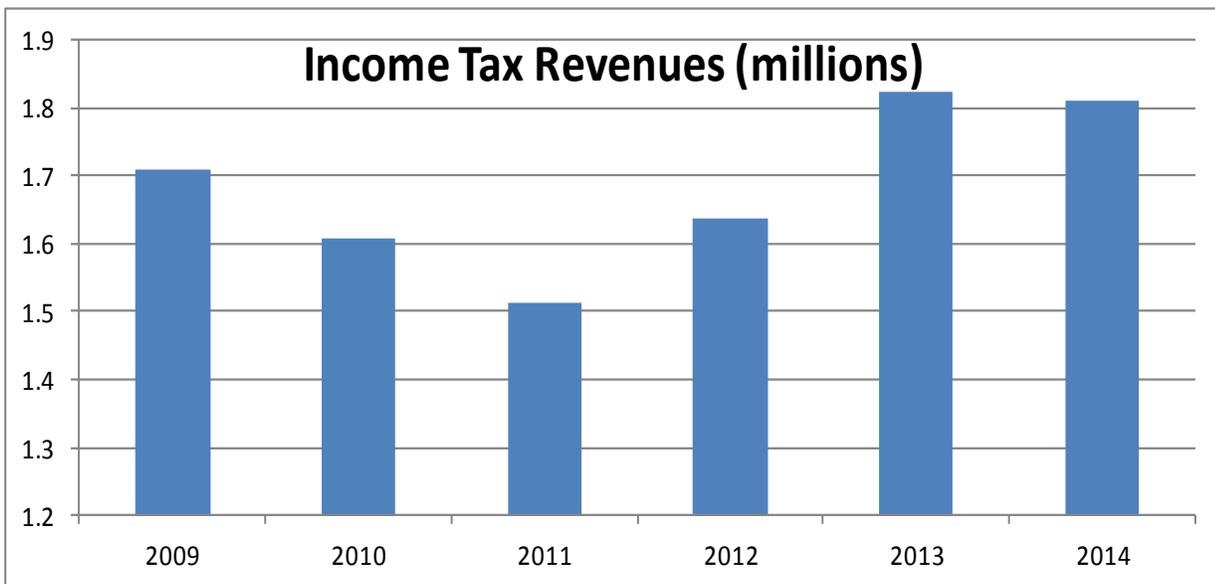
**DISTRIBUTION:** The State Comptroller pays each municipality and special taxing district its share of the local income tax quarterly. The Comptroller also makes other payments throughout the year to account for delinquent tax returns and finalization of the individual accounts at the end of the fiscal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

**CONDITIONS:** None.

**CONTACT:**

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

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



**ADMISSIONS & AMUSEMENTS TAX**

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

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

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

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

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

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

CONDITIONS:

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

CONTACT:

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

### **HIGHWAY USERS TAX REVENUES**

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

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

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

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

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

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

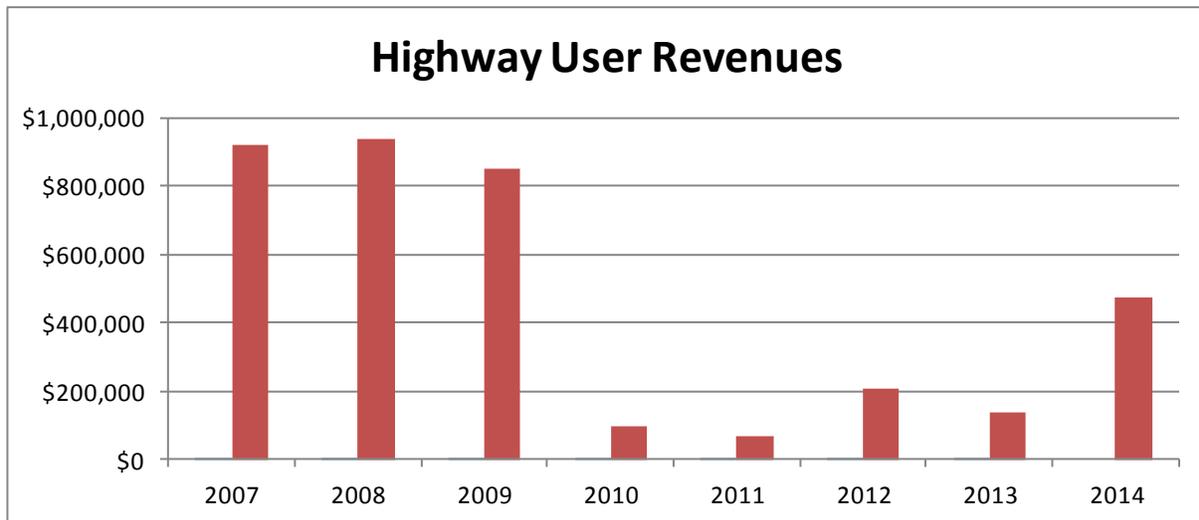
**DISTRIBUTION:** Distributions are made monthly to municipalities by the State Comptroller.

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

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

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

From FY2010 to FY2013, the State cut Highway User's Funds significantly in order to fund its own transportation projects. The City has seen a 90% reduction in this revenue. In order for the City to have enough funding to complete its own transportation (and other) projects, the Mayor and Council adopted a Capital Tax of \$.12 for FY2015. The State of Maryland offered a one-time grant for FY2014 and the grant is in the State budget for FY2015. Expected revenue for FY2015 is \$481,224, a slight increase over FY2014.



### *LICENSES & PERMITS REVENUES*

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

### *GRANTS FROM FEDERAL GOVERNMENT*

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

### *POLICE PROTECTION GRANT*

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

**SOURCE:** State Grant

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

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

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

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

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

**CONTACT:**

Maryland State Police  
Planning, Research, Inspection Division  
Telephone: 410/653-4384 or 410/653-4302

## *OVERTIME FUNDING*

### *TRAFFIC SAFETY*

#### **16.727 COMBATING UNDERAGE DRINKING**

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

### *DOMESTIC VIOLENCE GRANT*

#### **16.738 BYRNE– JUSTICE ASSISTANCE GRANT**

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

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

### *PROGRAM OPEN SPACE*

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

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

# GENERAL FEES

## GENERAL GOVERNMENT

### Special Capital Benefit Assessment

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

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

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

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

#### Type of Use

##### Amount of Assessment

Dwellings and Dwelling Units (including mobile homes)

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

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

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

##### Industrial Manufacturing

Minimum (includes buildings containing up to 5,000 square feet total floor space) \$3,200

Next 10,000 square feet	\$0.64 per square foot
Next 15,000 square feet	\$0.61 per square foot
All over 30,000 square feet	\$0.58 per square foot

##### Industrial Warehousing

Minimum (including buildings containing up to 2,000 square feet total floor space) \$3,200

Next 3,000 square feet	\$0.64 per square foot
Next 5,000 square feet	\$0.58 per square foot
Next 20,000 square feet	\$0.49 per square foot
All over 30,000 square feet	\$0.38 per square foot

##### Schools and Colleges, Including Dormitories (students and staff)

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

##### Hospitals, Care Homes and Nursing Homes

1 to 20 beds	\$5,440
21 to 60 beds	\$9,600

Each additional bed over 60	\$224
Hotels and Motels	
1 to 10 rooms	\$3,200
11 to 50 rooms	\$5,440
Each additional bed over 50	\$256
Commercial (retail, wholesale and business offices)	
Minimum (includes building containing up to 5,000 square feet total floor space)	\$3,200
Next 5,000 square feet	\$0.64 per square foot
Next 10,000 square feet	\$0.58 per square foot
All over 20,000 square feet	\$0.49 per square foot

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

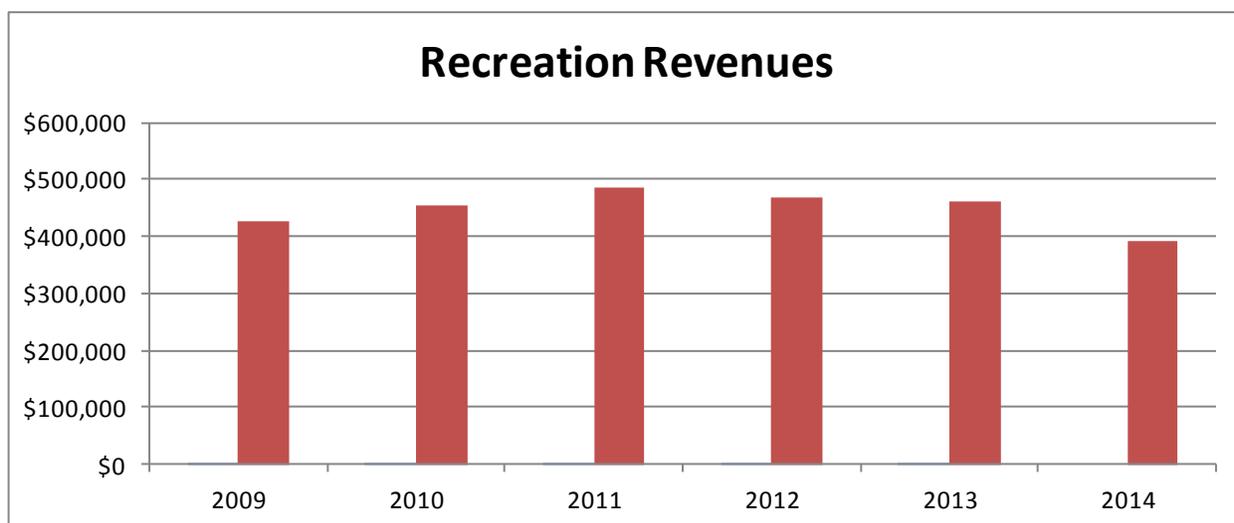
**[Amended 6-14-2004 by Ord. No. 716 Editor's Note: This ordinance also provided that it take effect 1-1-2005.]**

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

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

## ***RECREATION PROGRAMS***

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



## SEWER AND WATER REVENUES

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

- Commodity Consumption
- Capital Benefit Assessments

## COMMODITY CONSUMPTION

### RATE MODEL STRUCTURE OVERVIEW

- Model is “driven” by expenditure level compared to consumption levels
  - Operating Budget Expenditures
  - Capital Improvement Program Projects
  - 90% consumption of anticipated levels
- Model is consumer driven
  - The consumers that “drive” the costs of the systems are the “1 EDU” population, 5/8” and 3/4” meters
  - In peak periods these are the consumers that stress the system thereby driving the costs upward
  - 85% of the consumption is by 81% of the customers; they consume under 18,000 gallons/quarter
- Model has a pricing component
  - 1 EDU is the base pricing, 5/8” and 3/4” meter sizes, assumes 250 gallons consumed each day
  - 1 EDU pricing structure also provides conservation incentive
  - +1 EDU customers (large meters) are priced lower than conservation levels, but higher than small meter consumers
- Revenue balances to operating budget
  - There is a 10% conservation assumption built into the model
  - Operating loans are carried forward into FY2011 – 2012
    - \$1M+ for Water Fund
    - \$.5M for Sewer Fund
  - Loans are projected to repay beginning in 2014
  - Growth projects are modeled to begin in 2014
  - Reserves are calculated for all scenarios
- Model was been developed for a July 1, 2009 implementation

- The FY2015 water rates remained the same. The FY2015 sewer rates increased.

[City of Westminster](#)  
**Water and Sewer Rates 2015**

**Fixed Quarterly Charge**

Meter Size	AWWA		<u>Inside City</u>		<u>Outside City</u>	
	Meter	Eqv.	<u>Water</u>	<u>Sewer</u>	<u>Water</u>	<u>Sewer</u>
Tier 1 - 5/8	1.00		\$23.09	\$21.23	\$24.71	\$29.83
Tier 1 - 3/4	1.00		\$23.09	\$21.23	\$24.71	\$29.83
Tier 2 - 1	2.50		\$57.72	\$53.08	\$61.78	\$74.58
Tier 2 - 1 1/2	5.00		\$115.44	\$106.16	\$123.57	\$149.17
Tier 2 - 2	8.00		\$184.70	\$169.85	\$197.71	\$238.67
Tier 2 - 3	16.00		\$369.39	\$339.70	\$395.41	\$477.34
Tier 2 - 4	25.00		\$577.18	\$530.79	\$617.83	\$745.85
Tier 2 - 6	50.00		\$1,154.35	\$1,061.58	\$1,235.66	\$1,491.71
Tier 2 - 8	80.00		\$1,846.96	\$1,698.53	\$1,977.06	\$2,386.73

**Water Usage Charge**

**Tier 1 Rates**

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

**Tier 2 Rates**

Unit Rate		<u>Inside City</u>	<u>Outside City</u>
per 1,000 gallons		<u>Water</u>	<u>Water</u>
		\$5.29	\$7.15

**Sewer Usage Charge**

	<u>Inside City</u>	<u>Outside City</u>
<u>Everyone</u>	<u>Sewer</u>	<u>Sewer</u>
Unit Rate (per 1,000 gallons)	\$5.14	\$7.69

### ***RATE MODEL SUMMARY***

- The rate structure in Ordinance 802 provides:
  - Breakeven rates in Year4;
  - Operating loans totaling \$1.49M
- Changing the implementation by phasing over 4 years provides:
  - Artificially lower rates for 4 years, higher rates beginning in 3<sup>rd</sup> year;
  - Additional loan commitment of \$748K in the Water Fund

# Appendix C – Three Year Comparison – Staffing Schedule

DEPARTMENT	FISCAL YEARS					
	2012/2013		2013/2014		2014/2015	
	FULL-TIME	PART-TIME	FULL-TIME	PART-TIME	FULL-TIME	PART-TIME
City Administrator	3	0	3	0	3	0
Housing & Preservation Services	4	0	5	0	5	0
Technology Services	3	0	4	0	4	0
Finance	6	0	7	0	6	0
Human Resources	3	0	3	0	3	0
Community Planning & Development	5	0	5	0	5	0
Engineering	3	0	3	0	3	0
Recreation & Parks	9	4	10		10	2
Police Administrative/Civilian	14	0	14	0	14	0
Police Sworn	43	0	44	0	44	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	13	0	13	0	13	0
Water	10	0	10	0	10	0
<b>CITY STAFFING LEVELS</b>	<b>151</b>	<b>4</b>	<b>156</b>	<b>2</b>	<b>155</b>	<b>2</b>

DEPARTMENT	FISCAL YEARS					
	2012/2013		2013/2014		2014/2015	
	FULL-TIME	PART-TIME	FULL-TIME	PART-TIME	FULL-TIME	PART-TIME
General Operations	36	4	36	4	40	2
Public Safety	57	0	57	0	58	0
Public Works	58	0	58	0	58	0
<b>FUND TOTALS</b>	<b>155</b>		<b>158</b>		<b>157</b>	

	FT	PT	Position	Department
<b>2011/12 – 2012/13</b>	-1		Staff Assistant	Office of the Administrator
	1		Assistant City Clerk	Office of the Administrator
	1		Senior Technical Support Analyst	Technology Services
	-1		Private First Class CID	Police
	-1		Captain – Administrative Bureau	Police
	1		Community Programs Specialist	Planning, Zoning, & Development
	-1		Cultural & Natural Resources Planner	Planning, Zoning, & Development
	-1		Equipment Operator	Streets
	-1		Administrative Assistant (Certified)	Utility Maintenance
<b>Total Staffing Change</b>	<b>-3</b>			
	FT	PT	Position	Department
<b>2012/13 – 2013/14</b>	1		Private First Class CID	Police
	1		Cashier	Finance
	1		Director	Housing & Preservation Services
	-1		Assistant Director	Recreation & Parks
	-2		Program Assistant	Recreation & Parks
	2		Program Coordinator	Recreation & Parks
		-2	Recreation Assistant I	Recreation & Parks
	1		Recreation Assistant I	Recreation & Parks
	1		Administrative Coordinator	Recreation & Parks
1		GIS Technician	Technology	
<b>Total Staffing Change</b>	<b>3</b>			
	FT	PT	Position	Department
<b>2013/14 – 2014/15</b>	-1		Cashier	Finance
<b>Total Staffing Change</b>	<b>-1</b>			



## Appendix D – Salary Structure

Grade	Job Title	Titles	Positions
A	Custodian, Recreation Assistant I	2	5
B	Cadet	1	1
C	Equipment Operator, Housing Specialist, Non-Certified Operator, Parking Enforcement Officer, Recreation Assistant III	5	15
D	Administrative Coordinator, Certified Operator, Communications Specialist, Meter Reader, Senior Equipment Operator	5	36
E	Accounting Specialist, Administrative Assistant – Certified, Code Inspector, Family Center Manager, Mechanic, Police Officer Candidates, Program Coordinator, Property Management Specialist, Senior Communications Specialist, Shift Supervisor	10	17
F	Arborist, Chemist, Group Leader, Probationary Police Officer/Private First Class, Senior Accounting Specialist, Senior HR Specialist, Senior Technical Support Specialist, Assistant City Clerk, Community Programs Specialist	9	32
G	Communications Supervisor, Corporal, Engineering Specialist, Senior Construction Inspector, Senior Operator	5	8
H	Assistant Superintendent, Comprehensive Planner, Sergeant	3	13
I	Administrator - Economic Development, GIS Specialist, Lieutenant, Superintendent	4	12
J	Accounting Manager, Captain, Manager – Human Resources, Manager – Housing, Senior Engineer, Manager – Technology, Senior Technical Support Analyst	7	8
K	N/A	0	0
L	Deputy Director of Finance	1	1
M	Assistant Director – Public Works, Deputy Chief (Major), Director – Housing & Preservation Services, Director – Planning & Community Development, Director – Recreation & Parks, Director – Finance	6	6
N	N/A	0	0
O	N/A	0	0
P	Chief of Police, Director – Public Works	2	2
Q	City Administrator	1	1
		<b>61</b>	<b>157</b>

# GRADE AND STEP TABLES

## 40 Hour Week, 26 Pays, 3% Steps

Grade		Step 1 (base)	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16
Annual	A	23,566.40	24,273.39	25,001.59	25,751.64	26,524.19	27,319.92	28,139.51	28,983.70	29,853.21	30,748.81	31,671.27	32,621.41	33,600.05	34,608.05	35,646.29	36,715.68
Bi-Weekly		906.40	933.59	961.60	990.45	1,020.16	1,050.77	1,082.29	1,114.76	1,148.20	1,182.65	1,218.13	1,254.67	1,292.31	1,331.08	1,371.01	1,412.14
Hourly		11.33	11.67	12.02	12.38	12.75	13.13	13.53	13.93	14.35	14.78	15.23	15.68	16.15	16.64	17.14	17.65
Annual	B	26,020.80	26,801.42	27,605.47	28,433.63	29,286.64	30,165.24	31,070.20	32,002.30	32,962.37	33,951.24	34,969.78	36,018.87	37,099.44	38,212.42	39,358.79	40,539.56
Bi-Weekly		1,000.80	1,030.82	1,061.75	1,093.60	1,126.41	1,160.20	1,195.01	1,230.86	1,267.78	1,305.82	1,344.99	1,385.34	1,426.90	1,469.71	1,513.80	1,559.21
Hourly		12.51	12.89	13.27	13.67	14.08	14.50	14.94	15.39	15.85	16.32	16.81	17.32	17.84	18.37	18.92	19.49
Annual	C	28,704.00	29,565.12	30,452.07	31,365.64	32,306.60	33,275.80	34,274.08	35,302.30	36,361.37	37,452.21	38,575.78	39,733.05	40,925.04	42,152.79	43,417.38	44,719.90
Bi-Weekly		1,104.00	1,137.12	1,171.23	1,206.37	1,242.56	1,279.84	1,318.23	1,357.78	1,398.51	1,440.47	1,483.68	1,528.19	1,574.04	1,621.26	1,669.90	1,720.00
Hourly		13.80	14.21	14.64	15.08	15.53	16.00	16.48	16.97	17.48	18.01	18.55	19.10	19.68	20.27	20.87	21.50
Annual	D	31,699.20	32,650.18	33,629.68	34,638.57	35,677.73	36,748.06	37,850.50	38,986.02	40,155.60	41,360.27	42,601.07	43,879.11	45,195.48	46,551.34	47,947.88	49,386.32
Bi-Weekly		1,219.20	1,255.78	1,293.45	1,332.25	1,372.22	1,413.39	1,455.79	1,499.46	1,544.45	1,590.78	1,638.50	1,687.66	1,738.29	1,790.44	1,844.15	1,899.47
Hourly		15.24	15.70	16.17	16.65	17.15	17.67	18.20	18.74	19.31	19.88	20.48	21.10	21.73	22.38	23.05	23.74
Annual	E	34,923.20	35,970.90	37,050.02	38,161.52	39,306.37	40,485.56	41,700.13	42,951.13	44,239.66	45,566.85	46,933.86	48,341.88	49,792.13	51,285.90	52,824.47	54,409.21
Bi-Weekly		1,343.20	1,383.50	1,425.00	1,467.75	1,511.78	1,557.14	1,603.85	1,651.97	1,701.53	1,752.57	1,805.15	1,859.30	1,915.08	1,972.53	2,031.71	2,092.66
Hourly		16.79	17.29	17.81	18.35	18.90	19.46	20.05	20.65	21.27	21.91	22.56	23.24	23.94	24.66	25.40	26.16
Annual	F	38,563.20	39,720.10	40,911.70	42,139.05	43,403.22	44,705.32	46,046.48	47,427.87	48,850.71	50,316.23	51,825.72	53,380.49	54,981.90	56,631.36	58,330.30	60,080.21
Bi-Weekly		1,483.20	1,527.70	1,573.53	1,620.73	1,669.35	1,719.44	1,771.02	1,824.15	1,878.87	1,935.24	1,993.30	2,053.10	2,114.69	2,178.13	2,243.47	2,310.78
Hourly		18.54	19.10	19.67	20.26	20.87	21.49	22.14	22.80	23.49	24.19	24.92	25.66	26.43	27.23	28.04	28.88
Annual	G	42,411.20	43,683.54	44,994.04	46,343.86	47,734.18	49,166.20	50,641.19	52,160.43	53,725.24	55,337.00	56,997.11	58,707.02	60,468.23	62,282.28	64,150.75	66,075.27
Bi-Weekly		1,631.20	1,680.14	1,730.54	1,782.46	1,835.93	1,891.01	1,947.74	2,006.17	2,066.36	2,128.35	2,192.20	2,257.96	2,325.70	2,395.47	2,467.34	2,541.36
Hourly		20.39	21.00	21.63	22.28	22.95	23.64	24.35	25.08	25.83	26.60	27.40	28.22	29.07	29.94	30.84	31.77
Annual	H	46,696.00	48,096.88	49,539.79	51,025.98	52,556.76	54,133.46	55,757.47	57,430.19	59,153.10	60,927.69	62,755.52	64,638.18	66,577.33	68,574.65	70,631.89	72,750.85
Bi-Weekly		1,796.00	1,849.88	1,905.38	1,962.54	2,021.41	2,082.06	2,144.52	2,208.85	2,275.12	2,343.37	2,413.67	2,486.08	2,560.67	2,637.49	2,716.61	2,798.11
Hourly		22.45	23.12	23.82	24.53	25.27	26.03	26.81	27.61	28.44	29.29	30.17	31.08	32.01	32.97	33.96	34.98
Annual	I	51,417.60	52,960.13	54,548.93	56,185.40	57,870.96	59,607.09	61,395.30	63,237.16	65,134.28	67,088.31	69,100.95	71,173.98	73,309.20	75,508.48	77,773.73	80,106.95
Bi-Weekly		1,977.60	2,036.93	2,098.04	2,160.98	2,225.81	2,292.58	2,361.36	2,432.20	2,505.16	2,580.32	2,657.73	2,737.46	2,819.58	2,904.17	2,991.30	3,081.04
Hourly		24.72	25.46	26.23	27.01	27.82	28.66	29.52	30.40	31.31	32.25	33.22	34.22	35.24	36.30	37.39	38.51
Annual	J	56,784.00	58,487.52	60,242.15	62,049.41	63,910.89	65,828.22	67,803.07	69,837.16	71,932.27	74,090.24	76,312.95	78,602.34	80,960.41	83,389.22	85,890.89	88,467.62
Bi-Weekly		2,184.00	2,249.52	2,317.01	2,386.52	2,458.11	2,531.85	2,607.81	2,686.04	2,766.63	2,849.62	2,935.11	3,023.17	3,113.86	3,207.28	3,303.50	3,402.60
Hourly		27.30	28.12	28.96	29.83	30.73	31.65	32.60	33.58	34.58	35.62	36.69	37.79	38.92	40.09	41.29	42.53
Annual	K	62,566.40	64,443.39	66,376.69	68,367.99	70,419.03	72,531.61	74,707.55	76,948.78	79,257.24	81,634.96	84,084.01	86,606.53	89,204.73	91,880.87	94,637.29	97,476.41
Bi-Weekly		2,406.40	2,478.59	2,552.95	2,629.54	2,708.42	2,789.68	2,873.37	2,959.57	3,048.36	3,139.81	3,234.00	3,331.02	3,430.95	3,533.88	3,639.90	3,749.09
Hourly		30.08	30.98	31.91	32.87	33.86	34.87	35.92	36.99	38.10	39.25	40.43	41.64	42.89	44.17	45.50	46.86
Annual	L	68,556.80	70,613.50	72,731.91	74,913.87	77,161.28	79,476.12	81,860.40	84,316.22	86,845.70	89,451.07	92,134.61	94,898.64	97,745.60	100,677.97	103,698.31	106,809.26
Bi-Weekly		2,636.80	2,715.90	2,797.38	2,881.30	2,967.74	3,056.77	3,148.48	3,242.93	3,340.22	3,440.43	3,543.64	3,649.95	3,759.45	3,872.23	3,988.40	4,108.05
Hourly		32.96	33.95	34.97	36.02	37.10	38.21	39.36	40.54	41.75	43.01	44.30	45.62	46.99	48.40	49.85	51.35
Annual	M	74,984.00	77,233.52	79,550.53	81,937.04	84,395.15	86,927.01	89,534.82	92,220.86	94,987.49	97,837.11	100,772.23	103,795.39	106,909.25	110,116.53	113,420.03	116,822.63
Bi-Weekly		2,884.00	2,970.52	3,059.64	3,151.42	3,245.97	3,343.35	3,443.65	3,546.96	3,653.36	3,762.97	3,875.85	3,992.13	4,111.89	4,235.25	4,362.31	4,493.18
Hourly		36.05	37.13	38.25	39.39	40.57	41.79	43.05	44.34	45.67	47.04	48.45	49.90	51.40	52.94	54.53	56.16
Annual	N	78,832.00	81,196.96	83,632.87	86,141.85	88,726.11	91,387.89	94,129.53	96,953.42	99,862.02	102,857.88	105,943.62	109,121.92	112,395.58	115,767.45	119,240.47	122,817.69
Bi-Weekly		3,032.00	3,122.96	3,216.65	3,313.15	3,412.54	3,514.92	3,620.37	3,728.98	3,840.85	3,956.07	4,074.75	4,197.00	4,322.91	4,452.59	4,586.17	4,723.76
Hourly		37.90	39.04	40.21	41.41	42.66	43.94	45.25	46.61	48.01	49.45	50.93	52.46	54.04	55.66	57.33	59.05
Annual	O	82,784.00	85,267.52	87,825.55	90,460.31	93,174.12	95,969.34	98,848.43	101,813.88	104,868.29	108,014.34	111,254.77	114,592.42	118,030.19	121,571.09	125,218.23	128,974.77
Bi-Weekly		3,184.00	3,279.52	3,377.91	3,479.24	3,583.62	3,691.13	3,801.86	3,915.92	4,033.40	4,154.40	4,279.03	4,407.40	4,539.62	4,675.81	4,816.09	4,960.57
Hourly		39.80	40.99	42.22	43.49	44.80	46.14	47.52	48.95	50.42	51.93	53.49	55.09	56.75	58.45	60.20	62.01
Annual	P	86,944.00	89,552.32	92,238.89	95,006.06	97,856.24	100,791.93	103,815.68	106,930.15	110,138.06	113,442.20	116,845.47	120,350.83	123,961.35	127,680.20	131,510.60	135,455.92
Bi-Weekly		3,344.00	3,444.32	3,547.65	3,654.08	3,763.70	3,876.61	3,992.91	4,112.70	4,236.08	4,363.16	4,494.06	4,628.88	4,767.74	4,910.78	5,058.10	5,209.84
Hourly		41.80	43.05	44.35	45.68	47.05	48.46	49.91	51.41	52.95	54.54	56.18	57.86	59.60	61.38	63.23	65.12
Annual	Q	99,944.00	102,942.32	106,030.59	109,211.51	112,487.85	115,862.49	119,338.36	122,918.51	126,606.07	130,404.25	134,316.38	138,345.87	142,496.25	146,771.13	151,174.27	155,709.50
Bi-Weekly		3,844.00	3,959.32	4,078.10	4,200.44	4,326.46	4,456.20	4,589.94	4,727.64	4,869.46	5,015.55	5,166.01	5,320.99	5,480.62	5,645.04	5,814.39	5,988.83
Hourly		48.05	49.49	50.98	52.51	54.08	55.70	57.37	59.10	60.87	62.69	64.58	66.51	68.51	70.56	72.68	74.86

### 35 Hour Week, 26 Pays, 3% Steps

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

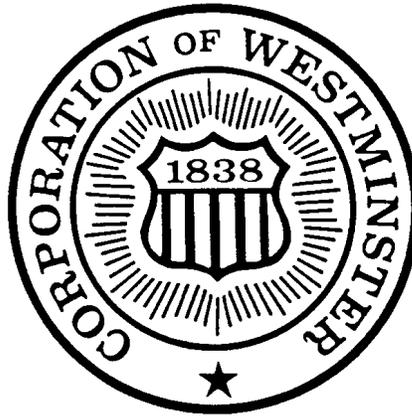
### 25 Hour Week, 26 Pays, 3% Steps

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

# Appendix E – Capital Improvements Program FY 2015 to FY 2020

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## City of Westminster, Maryland Capital Improvements Program FY 2015 to FY 2020



### Mayor and Common Council of Westminster

Kevin R. Utz, Mayor  
Suzanne Albert  
Tony Chiavacci

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

### City Administrator

Marge Wolf

## INTRODUCTION

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

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

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

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

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

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

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

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

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

## **CAPITAL IMPROVEMENTS PROGRAM SCHEDULE**

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

## **SUMMARY OF PROJECTED CAPITAL EXPENDITURES**

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

The CIP for FY 2011 to 2016 General Fund requirements resulted in the assessment of a \$.14/\$100 "Capital Tax". The Capital Tax was intended to raise approximately \$2.6 million in revenue that was targeted for Priority 1 capital projects. Without the additional revenue, these projects would not be completed. Priority 1 capital projects and purchases include street repair, storm drains upgrades, vehicle replacements and equipment replacements. Any Capital Tax revenue that carries over to future years will be accounted for in a capital reserve fund, to keep these funds segregated from the rest of the budget. In FY 2013, the Capital Tax was reduced to \$.13 and further reduced to \$.12 in FY 2014. The \$.12 Capital Tax is expected to raise \$1.94 million in revenue for Priority 1 capital projects in FY 2015.

The FY2015 budget includes \$1.158 million in one-time facility improvements. Most of these projects are energy-conservation projects. The projects include new windows, brick repointing, geothermal, paint and shingles and solar power. These projects are funded from Capital Taxes that were not used in prior years as a result of other projects coming in under budget or subsequently being removed from the budget.

Other capital expenditures in the General Fund include sidewalk retrofit, skate equipment, radio equipment, storm water management, recycle toters, vehicles and street overlay.

A major initiative of the City is the Broadband Fiber Project. This project is two-fold. The pilot project is in the FY2015 Budget in the General Fund in the amount of \$1.25 million. This project includes engineering and construction for a select group of residential and commercial projects. The City-Wide project is contained in the Fiber Fund in the amount of \$5.46 million. This project will provide fiber to all other addresses in the City. The Fiber Pilot Project is funded with Benefit Assessment funds. The City-wide project is funded with a subsidy from the General Fund in the amount of \$500,000 and bond proceeds. It is expected that the Fiber Fund will produce enough revenue after two years to pay all bond repayments.

In FY 2011, the City began a number of significant water supply projects including engineering for the combined Gesell Well (which is partially funded with private dollars) and the Little Pipe Creek Intake project, and some preliminary work on the Big Pipe Creek Pipeline and Wellfield project. These projects are projected to provide significant new water resources to the City. The City has also completed a portion of the preliminary engineering work on the Enhanced Nutrient Removal (ENR) upgrade to the Wastewater Treatment Plant. This proposed \$39 million project will be funded by the Maryland Department of the Environment (MDE), with approximately \$27 million in grant funds and the remaining \$12 million in bond proceeds. The City has also proposed a separate, but related, \$9 million project named the Wastewater Treatment Plant expansion project. The City conducted a Rate Study for both the Water and Sewer Funds in 2009. The adoption of increases in utility rates and various fees and charges in FY 2009 provide a strong local funding source for future water and sewer projects. The City updated the Rate Study in FY2014 which resulted in a recommended 11% increase in sewer rates. The rate increase is included in the FY2015 budget and helps to offset the increase in the ENR projected cost and to pay bond repayments.

## **SUMMARY OF FUNDING SOURCES**

### ***GENERAL FUND REVENUES***

The list below indicates the General fund revenues used to fund the City's CIP for FY 2015 to FY 2020. General fund revenues consist mainly of taxes and charges for services. Grants consist of funding sources from various Maryland and Federal agencies. There is no additional debt scheduled in the current CIP for the General Fund.

- General Revenue (GEN)
- Grant

### ***FIBER FUND REVENUES***

The list below indicates the Fiber fund revenues used to fund the City's CIP for FY 2015 to FY 2020.

- Fiber Debt (FD)

### ***SEWER FUND REVENUES***

The list below indicates the Sewer fund revenues used to fund the City's CIP for FY 2015 to FY 2020. Borrowed funds are repaid from sewer rates.

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

## **WATER FUND REVENUES**

The list below indicates the water fund revenues used to fund the City's CIP for FY 2015 to FY 2020. Borrowed fund are repaid from water rates.

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

<b>FUNDING REQUIREMENTS - ALL PROJECTS</b>						
	<b>(000's)</b>					
	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
GF Revenues	1,997,683	2,012,400	1,633,600	2,084,900	1,427,400	1,202,400
GF Cash Balance	1,318,833	-	-	-	-	-
GF Benefit Assessment	1,250,000	-	-	-	-	-
GF Debt	-	-	-	-	-	-
GF Grants	228,622	94,000	800,000	428,000	100,000	100,000
<b>Total General Fund</b>	<b>4,795,138</b>	<b>2,106,400</b>	<b>2,433,600</b>	<b>2,512,900</b>	<b>1,527,400</b>	<b>1,302,400</b>
SF Revenues	303,000	723,500	1,137,000	309,500	155,000	155,000
SF Cash Balance	826,613	-	-	-	-	-
SF Benefit Assessment	-	90,000	940,000	8,650,000	-	-
SF Debt	7,000,000	6,650,000	-	-	-	-
SF Grants	16,800,000	12,350,000	-	-	-	-
<b>Total Sewer Fund</b>	<b>24,929,613</b>	<b>19,813,500</b>	<b>2,077,000</b>	<b>8,959,500</b>	<b>155,000</b>	<b>155,000</b>
WF Revenues	48,000	126,700	95,900	103,900	150,700	205,000
WF Cash Balance	3,129,914	-	-	-	-	-
WF Benefit Assessment	-	326,800	1,021,100	560,600	779,300	1,460,000
WF Debt	-	-	-	-	-	-
WF Grants	-	-	-	-	-	-
<b>Total Water Fund</b>	<b>3,177,914</b>	<b>453,500</b>	<b>1,117,000</b>	<b>664,500</b>	<b>930,000</b>	<b>1,665,000</b>
FF Revenues						
FF Cash Balance						
FF Benefit Assessment						
FF Debt	5,455,605	4,818,971	770,602	13,613	-	-
FF Grants						
<b>Total Fiber Fund</b>	<b>5,455,605</b>	<b>4,818,971</b>	<b>770,602</b>	<b>13,613</b>	<b>-</b>	<b>-</b>
	<b>38,358,270</b>	<b>27,192,371</b>	<b>6,398,202</b>	<b>12,150,513</b>	<b>2,612,400</b>	<b>3,122,400</b>

## INDIVIDUAL CAPITAL IMPROVEMENT PROJECTS

### Capital Improvement Program FY 2015 to FY 2020 (In Thousands of Dollars)

#### General Government

<b>Mandatory Projects</b>	<b>Project</b>	<b>Fund</b>	<b>Pri</b>	<b>CO\$</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>Total</b>
VOIP System	INF08-5	Gen	1		13,500	13,500	6,700	0	0	0	33,700
San 2013	INF13-1	Gen	1		14,500	14,500	14,500	14,500	0	0	58,000
Sidewalk Retrofit	ST08-20	Gen	1		50,000	50,000	50,000	50,000	50,000	50,000	300,000
Transfer to Reserves for Skate Equip	REC07-04	Gen	1		200,000	0	0	0	0	0	200,000
<b>Mandatory Projects Total</b>				<b>0</b>	<b>278,000</b>	<b>78,000</b>	<b>71,200</b>	<b>64,500</b>	<b>50,000</b>	<b>50,000</b>	<b>591,700</b>

<b>One Time Priority One Projects</b>	<b>Project</b>	<b>Fund</b>	<b>Pri</b>	<b>CO\$</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>Total</b>
<b>Facilities</b>											
<b>11 Longwell - Armory</b>											
Longwell Bldg. Window /Insulation Re	FA08-2	Gen	1		140,000	0	0	0	0	0	140,000
Longwell Bldg. Repoint	FA10-06	Gen	1	48,700	75,000	0	0	0	0	0	123,700
Longwell Bldg. Family Ctr Upgrades	FA08-4	Gen	1	38,635	45,000	0	0	0	0	0	83,635
Longwell Geothermal project	FA08-2B	Gen/Grant	1		490,000	0	0	0	0	0	490,000
<b>1838 Emerald Hill - City Hall</b>											
City Hall Bldg. Renovations	FA08-6	Gen	1	11,098	188,000	0	0	0	0	0	199,098
<b>105 Railroad Avenue - Streets &amp; Sanitation</b>											
Paint and Shingles	FA10-02	Gen	1		20,000	0	0	0	0	0	20,000
Street Dept. Solar Power Project	FA12-01	Gen/Grant	1		200,000	0	0	0	0	0	200,000
<b>One Time Priority One Projects Total</b>				<b>98,433</b>	<b>1,158,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,256,433</b>

<b>Priority One Projects</b>		<b>Fund</b>	<b>Pri</b>	<b>CO\$</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>Total</b>
Reconstruct SWMP	ST11-01	Gen	1		197,400	197,400	197,400	197,400	197,400	197,400	1,184,400
Broadband Project	INF13-2	Gen	1		500,000	600,000	150,000	150,000	150,000	125,000	1,675,000
Recycle Toters - 65 Gallon	ST15-01	Gen	1		212,000	0	0	0	0	0	212,000
Replacement Radio System	POL10-1	Gen	1	62,400	0	0	0	0	0	0	62,400
Vehicles	TBD	Gen	1		133,448	130,000	330,000	130,000	330,000	130,000	1,183,448
Salt Barn Door Replacement	FA08-5	Gen	1		40,000	42,000	0	0	0	0	82,000
Street Overlay Prog.	ST08-2	Gen	1		636,835	500,000	500,000	500,000	500,000	500,000	3,136,835
<b>Priority One Projects Total</b>				<b>62,400</b>	<b>1,719,683</b>	<b>1,469,400</b>	<b>1,177,400</b>	<b>977,400</b>	<b>1,177,400</b>	<b>952,400</b>	<b>7,536,083</b>

**Capital Improvement Program FY 2015 to FY 2020 (In Thousands of Dollars)**

**General Government**

<b>Priority Two and Three Projects</b>		<b>Fund</b>	<b>Pri</b>	<b>CO\$</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>Total</b>	
<b>Public Works</b>												
Ve./Equip. Replacement Prog.	ST08-1	Gen	2		0	200,000	335,000	305,000	200,000	200,000	1,240,000	
West Main St. Lighting	ST08-5	Gen	3		0	0	10,000	272,000	0	0	282,000	
East Main St. Lighting	ST08-6	Gen	3		0	0	10,000	416,000	0	0	426,000	
Dump Trucks	ST08-8	Gen	2	0	0	160,000	0	0	0	0	160,000	
New Maint. Equip.	ST08-9	Gen	2	0	0	20,000	0	20,000	0	0	40,000	
Equip. Purchase	ST08-10	Gen	2	0	0	55,000	0	0	0	0	55,000	
Stamped Crosswalks	ST08-16	Gen	2		0	30,000	30,000	30,000	0	0	90,000	
Fiber Pilot Project	INF13-2	Ben Assess	2		1,250,000	0	0	0	0	0	1,250,000	
<b>Parks</b>												
Wakefield Valley Trail Ext.	REC07-4	Grant	2		198,032	0	0	0	0	0	198,032	
Pool Community Building Imps.	REC10-4	Grant	2		0	20,000	0	0	0	0	20,000	
City Park Improvements	REC10-10	Grant	3		0	0	700,000	0	100,000	100,000	900,000	
Belle Grove Square Imp.	REC10-1	Grant	2		30,590	0	0	0	0	0	30,590	
Municipal Pool		Grant	2		0	12,000	0	0	0	0	12,000	
Dutterer Park Improvements	REC10-5	Grant	2		0	10,000	100,000	0	0	0	110,000	
Jaycee Park Improvements	REC10-7	Grant	2		0	37,000	0	300,000	0	0	337,000	
King Park Improvements	REC10-8	Grant	2		0	0	0	100,000	0	0	100,000	
Com. Trail Ph. 3 Resurface	REC08-2	Grant	2		0	15,000	0	0	0	0	15,000	
Charles Street Tot Lot Imps.	REC10-3	Gen	2		0	0	0	28,000	0	0	28,000	
<b>Priority Two and Three Projects Total</b>					<b>0</b>	<b>1,478,622</b>	<b>559,000</b>	<b>1,185,000</b>	<b>1,471,000</b>	<b>300,000</b>	<b>300,000</b>	<b>5,293,622</b>

<b>Summary Totals</b>				<b>CO\$</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>Total</b>
<b>Mandatory Projects Total</b>				0	278,000	78,000	71,200	64,500	50,000	50,000	591,700
<b>One Time Priority One Projects Total</b>				98,433	1,158,000	0	0	0	0	0	1,256,433
<b>Priority One Projects Total</b>				62,400	1,719,683	1,469,400	1,177,400	977,400	1,177,400	952,400	7,536,083
<b>Priority Two and Three Projects Total</b>				0	1,478,622	559,000	1,185,000	1,471,000	300,000	300,000	5,293,622
<b>General Government Total</b>				<b>160,833</b>	<b>4,634,305</b>	<b>2,106,400</b>	<b>2,433,600</b>	<b>2,512,900</b>	<b>1,527,400</b>	<b>1,302,400</b>	<b>14,677,838</b>

**Capital Improvement Program FY 2015 to FY 2020 (In Thousands of Dollars)**

					<b>Enterprise Operations</b>						
<b>Water Enterprise Operations</b>		<b>Fund</b>	<b>Pri</b>	<b>CO\$</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>Total</b>
Radon Removal	WA03-03	WBA	1	589,914	0	0	0	0	0	0	589,914
MD27 Water Main Upgrade	WA03-04	WR	1	415,000	0	0	0	0	0	0	415,000
Gessell Well/Little Pipe Crk.	WA08-9	WBA/PD	M	1,300,000	0	0	0	0	0	0	1,300,000
VOIP System	INF08-5	G/W/S	1		13,500	13,500	7,000	0	0	0	34,000
San 2013	INF13-1	G/W/S	1		14,500	15,000	15,000	14,500	0	0	59,000
FMS Module(s)	INF09-3	G/W/S	1					0	0	0	0
Veh.&Equip. Replacement	WA92-91	WR	2		0	85,000	35,000	0	0	0	120,000
Main St. Water Main Upgrade	WA92-35	WR50/SBA5	2	320,000	0	0	0	0	0	0	320,000
Ralph&Church Water Main	WA93-06	WBA	3		0	10,000	45,000	0	0	0	55,000
Storage Facility	WA92_28	WBA	2				0	40,000	300,000	300,000	640,000
Park Ave. Water Main	WA93-08	WR66/SBA3	2	0	0	20,000	40,000	40,000	0	0	100,000
Winter St. Water Main	WA93-11	WR66/SBA3	3		0	0	0	50,000	145,000	0	195,000
Hollow Rock/City View Wtr. Main	WA93-13	WR50/SBA5	3	180,000	0	0	0	0	0	0	180,000
Ridge Rd. Water Main	WA96-08	WR50/SBA5	2		0	0	25,000	60,000	60,000	60,000	205,000
Sophia Ave. Water Main	WA98-01	WR	3		0	0	0	0	25,000	150,000	175,000
W. George St. Water Main	WA99-05	WBA	3		0	0	0	10,000	40,000	40,000	90,000
John St. Wtr. Main Repl.	WA99-06	WBA	3		0	0	0	0	10,000	40,000	50,000
James St. Wtr. Main Repl.	WA99-07	WBA	3	25,000	0	10,000	0	0	0	0	35,000
Watershed Esmt. Purchase Prog.	WA00-03	WBA	2	100,000	0	100,000	100,000	100,000	100,000	100,000	600,000
Interzone Main	WA01-06	WBA	2		0	0	650,000	150,000	0	0	800,000
New Wtr. Supply Source Dev.	WA02-03	WBA	2	200,000	0	200,000	200,000	200,000	200,000	200,000	1,200,000
MD140 Parallel Wtr. Main	WA02-05	WBA	2		0	0	0	0	50,000	750,000	800,000
Inspector Office	WA 15-01	WR	2		20,000						20,000
WTP Storage Building	WA 15-02	WR	3	0						25,000	25,000
<b>Water Fund Total</b>				<b>3,129,914</b>	<b>48,000</b>	<b>453,500</b>	<b>1,117,000</b>	<b>664,500</b>	<b>930,000</b>	<b>1,665,000</b>	<b>8,007,914</b>

**Capital Improvement Program FY 2015 to FY 2020 (In Thousands of Dollars)**

<b>Enterprise Operations</b>											
<b>Sewer Enterprise Operations</b>	<b>Project</b>	<b>Fund</b>	<b>Pri</b>	<b>CO\$</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>Total</b>
Sewer System Rehab.	SE08-1	SR	1	226,613	220,000	600,000	600,000	125,000	125,000	125,000	2,021,613
WWTP Upgrade/ENR	SE08-3	DE34, GR66	1	600,000	20,000,000	19,000,000	0	0	0	0	39,600,000
WWTP Upgrade-Septage (County)	SE15-01	GR100	1		3,800,000						3,800,000
WWTP Plant Expansion	SE10-3	SBA	1		0	0	500,000	8,500,000	0	0	9,000,000
Veh. & Equip. Replacement Prog.	SE08-6	SR	1		0	40,000	35,000	115,000	0	0	190,000
Replace Clarifier 1&2 Drives	SE13-1	SR	1				125,000	0			125,000
Replace BNR Mixers	SE14-1	SR	1		25,000	25,000	25,000	25,000			100,000
Roof Replacement-Bldg 3	SE14-2	SR	1		0	0	50,000	0			50,000
Pump Station Upgrades	SE15-1	SR	1		30,000	30,000	30,000	30,000	30,000	30,000	180,000
VOIP System	INF08-5	G/W/S	1		13,500	13,500	7,000	0	0	0	34,000
San 2013	INF13-1	G/W/S	1		14,500	15,000	15,000	14,500	0	0	59,000
FMS Module(s)	INF09-3	G/W/S	1					0	0	0	0
Upgrade Pump Sta. No. 12	SE08-4	158	2		0		500,000	0	0	0	500,000
Rehab. Pump Sta. No. 15	SE08-7	SBA	2		0	90,000	190,000	150,000	0	0	430,000
<b>Sewer Fund Total</b>				<b>826,613</b>	<b>24,103,000</b>	<b>19,813,500</b>	<b>2,077,000</b>	<b>8,959,500</b>	<b>155,000</b>	<b>155,000</b>	<b>56,089,613</b>

**Capital Improvement Program FY 2015 to FY 2020 (In Thousands of Dollars)**

<b>FIBER FUND</b>											
<b>Fiber Enterprise Operations</b>	<b>Project</b>	<b>Fund</b>	<b>Pri</b>	<b>CO\$</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>Total</b>
Headend Data		FD	1		200,000						200,000
Facilities		FD	1		150,000				0	0	150,000
Backbone & FTTP		FD	1		3,986,277	3,986,277			0	0	7,972,554
CPE Res. & Small Commercial		FD	1		530,208	394,434	365,022		0	0	1,289,664
Average Drop Cost		FD	1		589,120	438,260	405,580				1,432,960
Replacement Costs			1					13,613			13,613
<b>Fiber Fund Total</b>				<b>0</b>	<b>5,455,605</b>	<b>4,818,971</b>	<b>770,602</b>	<b>13,613</b>	<b>0</b>	<b>0</b>	<b>11,058,791</b>
<b>ALL FUNDS</b>				<b>CO\$</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>Total</b>
Water Fund Total				3,129,914	48,000	453,500	1,117,000	664,500	930,000	1,665,000	8,007,914
Sewer Fund Total				826,613	24,103,000	19,813,500	2,077,000	8,959,500	155,000	155,000	56,089,613
<b>Water and Sewer Fund Total</b>				<b>3,956,527</b>	<b>24,151,000</b>	<b>20,267,000</b>	<b>3,194,000</b>	<b>9,624,000</b>	<b>1,085,000</b>	<b>1,820,000</b>	<b>64,097,527</b>
<b>General Government Total</b>				<b>160,833</b>	<b>4,634,305</b>	<b>2,106,400</b>	<b>2,433,600</b>	<b>2,512,900</b>	<b>1,527,400</b>	<b>1,302,400</b>	<b>14,677,838</b>
<b>Fiber Fund Total</b>				<b>0</b>	<b>5,455,605</b>	<b>4,818,971</b>	<b>770,602</b>	<b>13,613</b>	<b>0</b>	<b>0</b>	<b>11,058,791</b>
<b>All Funds</b>				<b>4,117,360</b>	<b>34,240,910</b>	<b>27,192,371</b>	<b>6,398,202</b>	<b>12,150,513</b>	<b>2,612,400</b>	<b>3,122,400</b>	<b>89,834,156</b>



## INDIVIDUAL CAPITAL IMPROVEMENT PROJECT DESCRIPTIONS

### *CITY OF WESTMINSTER CAPITAL IMPROVEMENTS PROGRAM- GENERAL*

**Project Name: Information Technology Equipment**

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

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

**Project Name: Sidewalk Retrofit – Street Dept.**

**Project Number: ST08-20**

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

**Project Name: Skate Park Improvements - Recreation Dept.**

**Project Number: REC07-04**

This project is to replace existing deteriorating skateboard equipment at the City Skate Park. This project was scheduled for phasing in 2014, 2015 and 2016. However, the City realized a substantial savings by purchasing and installing the equipment in 2014. In FY2014, a budget revision was adopted which allowed \$200,000 to be taken from reserves. This budget item replaced the reserves taken last year. This project is funded by priority one real property tax revenues.

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

**Project Number: FA08-2**

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

**Project Name: Longwell Bldg Repoint – Facilities Dept.**

**Project Number: FA10-06**

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

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

**Project Number: FA08-4**

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

**Project Name: Longwell Bldg Geothermal – Facilities Dept.**

**Project Number: FA08-2B**

This project is to install a geothermal HVAC system to the Longwell Building. This project will lower energy costs. This project is funded with priority one tax revenues.

**Project Name: City Hall Building Renovations – Facilities Dept.**

**Project Number: FA08-6**

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

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

**Project Number: FA10-02**

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

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

**Project Number: FA12-01**

This project is to add solar panels to 105 Railroad Ave. This project will reduce energy costs. This project is funded with priority one tax revenues.

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

**Project Number: ST11-01**

This project is recurring annual expense to repair and replace leaking pipes at Storm Water Management pond overflows and dredge at various locations throughout the City. This project also addresses State-mandated storm water management regulations. This project is funded with priority one tax revenues.

**Project Name: Broadband Project – Technology Department**

**Project Number: INF13-2**

This project is a subsidy to the Fiber Fund from the General Fund for the City-wide Fiber project. The City-wide Fiber project will provide fiber and high speed internet services to all addresses in the City.

**Project Name: Recycle Toters – 65 Gallon**

**Project Number: ST15-01**

This project will provide residents with larger 65 gallon toters for recycling. This will incent residents to recycle and reduce City tipping expenses for solid waste. This project is funded with priority one tax revenues.

**Project Name: Replacement Radio System**

**Project Number: POL10-1**

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

**Project Name: Replacement Police Vehicles**

**Project Number: POL08-1**

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

**Project Name: Salt Barn Door Replacement – Facilities Dept.**

**Project Number: FA08-5**

This project is to replace the doors of two existing salt barns. The doors can no longer be repaired to extend the life. This project is funded with priority one tax revenues.

**Project Name: Street Overlay – Street Dept.**

**Project Number: ST08-2**

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

**Project Name: Vehicle and Equipment Replacement – Street Dept.**

**Project Number: ST08-1**

This is the routine replacement of vehicles and equipment. These items and maintenance and additional expenses are funded through real property taxes. The projected schedule for replacement is below. There are no funds in the FY2015 budget for this item.

FY 2016	Replace truck #19 @ \$160,000, Replace Truck # 18 @ \$40,000
FY 2017	Replace Truck #52 \$160,000, Replace paver @ \$175,000
FY 2018	Replace Truck #35 @ \$95,000, Replace Truck #38 @ \$160,000 Replace truck #23 @ \$50,000
FY2019	Replace Truck #40 @ \$160,000, Replace Truck #36 @ \$40,000

**Project Name: West Main St. Lighting – Street Dept.**

**Project Number: ST08-5**

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

**Project Name: East Main St. Lighting – Street Dept.**

**Project Number: ST08-6**

This project includes installation of pedestrian level lighting at 26 locations as the final phase of the SHA reconstruction project. Lights are \$16,000 per pole, fixture and electric. During the street reconstruction, the State Highway administration installed hand-boxes which will permit access for

the installation of electrical conduit for the light fixtures. This project will improve visibility along the streets and at the crosswalks, thereby improving safety and access for both pedestrians and motorists. This project is scheduled for 2017 and later.

**Project Name: Dump Trucks – Street Dept.**

**Project Number: ST08-8**

This project is the purchase of one new dump truck with plow, spreader, and radio. This truck is need for maintenance of the City’s infrastructure and snow removal in newly developed areas of the City. This project is scheduled for 2016 and will be funded with priority one real property taxes.

**Project Name: Maintenance Equipment – Street Dept.**

**Project Number: ST08-9**

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

**Project Name: Equipment – Street Dept.**

**Project Number: ST08-10**

This project is the purchase of one new 4 x4 truck with plow and radio. This truck is need for maintenance of the City’s infrastructure and snow removal in newly developed areas of the City. This project is scheduled for 2016 and will be funded with priority one real property taxes.

**Project Name: Stamped Crosswalks – Street Dept.**

**Project Number: ST08-16**

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

**Project Name: Fiber Pilot Project**

**Project Number: INF13-2**

This project will provide fiber and high speed internet services to selected residential and commercial sites located in the City. This project is funded with Benefit Assessment funds.

**Project Name: Wakefield Valley Trail Extension - Recreation Dept.**

**Project Number: REC07-4**

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

**Project Name: Pool Community Building Improvements - Recreation Dept.**

**Project Number: REC10-4**

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

**Project Name: City Park Improvements - Recreation Dept.**

**Project Number: REC10-10**

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

**Project Name: Belle Grove Square Improvements - Recreation Dept.**

**Project Number: REC10-1**

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

**Project Name: Municipal Pool- Recreation Dept.**

**Project Number:**

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

**Project Name: Dutterer Park Improvements- Recreation Dept.**

**Project Number: REC10-5**

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

**Project Name: Jaycee Park Improvements- Recreation Dept.**

**Project Number: REC10-7**

This project is to repair the parking lot, redevelop the multi-purpose fields and replace the lights with energy saving lights at the Jaycee Park. This project is scheduled for 2016 and 2018. This project is funded by Program Open Space, Community Parks and Playgrounds grants and Maryland Energy grants.

**Project Name: King Park Improvements- Recreation Dept.**

**Project Number: REC10-8**

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

**Project Name: Community Trail Phase 3 Resurface**

**Project Number: REC08-2**

This project will resurface the Community Trail. This project is scheduled for 2016 and will be funded by Program Open Space and Community Parks and Playgrounds grants.

**Project Name: Charles Street Tot Lot Improvements**

**Project Number: REC10-3**

This project will replace the tot lot at the Charles Street Park. This project is scheduled for 2018 and will be funded with Program Open Space and Community Parks and Playgrounds grants.

## ***CITY OF WESTMINSTER CAPITAL IMPROVEMENTS PROGRAM- FIBER***

**Project Name: Headend Data**

**Project Number: FI15-01**

This project is the design and construction or lease of the master facility for receiving and sending signals for processing and distribution.

**Project Name: Facilities**

**Project Number: FI15-02**

This project includes the additional facilities required for the startup of the City-wide project.

**Project Name: Backbone & FTTP**

**Project Number: FI15-03**

This project includes the design, implementation and inventory to provide fiber to the premises.

**Project Name: CPE Res & Small Commercial**

**Project Number: FI15-04**

This project includes all the customer premises equipment to provide service to residential and small commercial properties.

**Project Name: Average Drop Cost**

**Project Number: FI15-05**

This project includes the costs to connect at the site.

**Project Name: Replacement Cost**

**Project Number: FI15-06**

This project includes the costs to replace equipment and infrastructure.

## ***CITY OF WESTMINSTER CAPITAL IMPROVEMENTS PROGRAM- WATER***

### **Project Descriptions**

#### **Project Name: Radon Removal**

##### **Project Number: WA03-03**

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

#### **Project Name: Rt. 27 Water Main**

##### **Project Number: WA03-04**

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

#### **Project Name: Gessell Well/Little Pipe Creek**

##### **Project Number: WA08-9**

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

#### **Project Name: Vehicle and Equipment Replacement**

##### **Project Number: W92-21**

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

#### **Project Name: Main Street Water Main Upgrade**

##### **Project Number: W92-35**

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

#### **Project Name: Ralph and Church St. Water Main**

##### **Project Number: W93-06**

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

**Project Name: Storage Facility**

**Project Number: WA92-28**

This project provides a storage facility in anticipation of future capacity of the water system and potential expansion of the system.

**Project Name: Park Ave. Water Main**

**Project Number: W93-08**

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

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

**Project Name: Winter St. Water Main**

**Project Number: W93-11**

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

**Project Name: Hollow Rock/ City View Water Main**

**Project Number: W93-13**

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

**Project Name: Ridge Road Water Main**

**Project Number: W96-08**

For design and construction of an 8" and 6" water main as a replacement for an old 2" and 4" main. This is for Old New Windsor Rd. to Westmoreland St. to the dead end of the line on Ridge Rd. The existing mains are old, and tapped on a fire hydrant lateral. Some of it is asbestos concrete pipe, and some of the line is under trees. The length of replacement pipe is 1,882 feet.

**Project Name: Sophia Ave. Water Main**

**Project Number: W98-01**

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

**Project Name: W. George Street Water Main**

**Project Number: W99-05**

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

**Project Name: John Street Water Main Replacement**

**Project Number: W99-06**

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

**Project Name: James Street Water Main Replacement**

**Project Number: W99-07**

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

**Project Name: Watershed Easement Purchase Program**

**Project Number: W00-03**

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

**Project Name: Interzone Main**

**Project Number: W01-06**

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

**Project Name: New Water Supply Source Development**

**Project Number: W02-03**

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

**Project Name: MD 140 Parallel Water Main**

**Project Number: W02-05**

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

**Project Name: Inspector Office**

**Project Number: WA15-01**

This project includes design and construction of an inspector's office at the existing facility.

**Project Name: Storage Building**

**Project Number: WA15-02**

This project includes design and construction of an storage building at the existing facility.

## ***CITY OF WESTMINSTER CAPITAL IMPROVEMENTS PROGRAM- SEWER***

### **Project Name: Sewer System Rehabilitation**

#### **Project Number: SE08-1**

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

2014:

2015: Joint grouting \$ 36,613. Series 14 rehabilitation \$ 190,000, Series 17, 12 and 15 rehabilitation \$ 220,000

2016: Series 13 replacement mainline 50% cost \$ 600,000

2017: Series 13 replacement mainline 50% cost \$ 600,000

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

### **Project Name: WWTP Upgrade/ENR**

#### **Project Number: SE08-3**

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

### **Project Name: WWTP Upgrade/ENR County Portion**

#### **Project Number: SE15-01**

This is at the wastewater treatment plant. Currently the Maryland Department of the Environment requires the wastewater plant to meet a total nitrogen (TN) limit of 8 mg/l on a yearly average and a total phosphorous (TP) limit of 2mg/l on a monthly average. Newly proposed TN and TP limits are going to be 3.0 mg/l and .03 mg/l. An Enhanced Nutrient Removal upgrade will be needed to meet the new regulation. This portion is for upgrades to the part of the facility that Carroll County utilizes. Carroll County is funding this project.

### **Project Name: Wastewater Plant Expansion**

#### **Project Number: SE10-3**

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

### **Project Name: Vehicle and Equipment Replacement Program**

#### **Project Number: SE08-6**

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

**Project Name: Wastewater Treatment Clarifier Drives**

**Project Number: SE13-1**

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

**Project Name: BNR Mixers**

**Project Number: SE14-1**

This project replaces BNR Mixers. This is a recurring cost.

**Project Name: Roof Replacement Building 3**

**Project Number: SE14-2**

This project replaces the roof on Building 3.

**Project Name: Pump Station Upgrades**

**Project Number: SE15-1**

This project is a recurring project to make various pump station upgrades as the facilities age.

**Project Name: Upgrade Pump Station # 12**

**Project Number: SE08-4**

Upgrade pump station to install two new submersible pumps, a new wet well, valve vault and piping. Pump station # 12 is located on Old Bachman's Valley Road, adjacent to the West Branch Trade Center Industrial Park. These upgrades are recommended in the December 2000 "Infrastructure Assessment Report" conducted for the City by Stearns and Wheler, LLC, for economic development in the Route 97 Corridor. This project could be funded by contributors to the sewer shed and development.

**Project Name: Rehabilitate Pump Station # 15**

**Project Number: SE08-7**

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

# Appendix F – Budget Ordinance

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Sponsored By: Kevin R. Utz, Mayor  
Robert Wack, Council President

## ORDINANCE NO. 849

### OF THE MAYOR AND COMMON COUNCIL OF WESTMINSTER, MARYLAND APPROVING AND ADOPTING A BUDGET FOR THE FISCAL YEAR BEGINNING JULY 1, 2014 AND ENDING JUNE 30, 2015

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, it is the determination of the Mayor and Common Council that an ordinance should be enacted to budget and appropriate funds for the several programs and purposes for which the City of Westminster must provide in the fiscal year beginning July 1, 2014, and ending June 30, 2015 (“Fiscal Year 2015”) and to set the property tax rates for the said Fiscal Year 2015; and,

WHEREAS, the Mayor, as required by the City Charter, on or before the 15th of June, 2014 prepared and presented to the Common Council a proposed budget outlining the anticipated expenditures and transfers for Fiscal Year 2015. The budget includes the estimated revenues and other financing sources required and establishes the proposed tax rate for all real property taxes; and,

WHEREAS, the Common Council held scheduled budget worksessions and a public hearing on April 28, 2014 after notice thereof in a newspaper having general circulation in Westminster.

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

Section 1: That from and out of the moneys and balances known to be in the General Fund, Water and Sewer Funds, and Public Housing Fund of the City of Westminster, Maryland, and from all moneys anticipated to come into all funds during the twelve (12) month period

ending June 30, 2015, there shall be, and hereby are, appropriated the following sums for use by the several departments and offices of the City, and for the objects and purposes for which the City must provide during Fiscal Year 2015.

GENERAL FUND REVENUES

Taxes	\$9,902,020
Licenses and Permits	515,880
Intergovernmental	2,329,525
Charges for Services	610,000
Fines & Forfeitures	145,000
Miscellaneous Income	335,735
Transfers	1,399,564
Capital Fund	2,943,683

GENERAL FUND APPROPRIATIONS BY ACTIVITY

Community Support	\$ 97,700
Facilities	1,732,911
Finance	226,819
Executive & Legislative	1,183,192
Human Resources	106,837
Planning, Zoning & Development	485,086
Housing & Preservation Services	275,744
Public Safety Department	6,379,595
Public Works	4,449,472
Recreation & Parks	1,191,124
Technology	2,052,928
Total General Fund Revenues	<u>\$18,181,408</u>
Total General Fund Appropriations	<u>\$18,181,408</u>
Difference	<u>\$ NONE</u>

WATER AND SEWER FUNDS

The water and sewerage rate structure effective for all water consumption and sewerage service used between July 1, 2014 and June 30, 2015 shall be as set forth below and shall superseded the contained in Section A175-1 of the City Code for the period of Fiscal Year 2015.

Sponsored By: Kevin R. Utz, Mayor  
Robert Wack, Council President

**City of Westminster**  
**Water and Sewer Rates 2015**

**Fixed Quarterly Charge**

Meter Size	AWWA Meter Eqv.	<u>Inside City</u>		<u>Outside City</u>	
		<u>Water</u>	<u>Sewer</u>	<u>Water</u>	<u>Sewer</u>
Tier 1 - 5/8	1.00	\$23.09	<del>[\$19.13]</del> <u>\$21.23</u>	\$24.71	<del>[\$26.88]</del> <u>\$29.83</u>
Tier 1 - 3/4	1.00	\$23.09	<del>[\$19.13]</del> <u>\$21.23</u>	\$24.71	<del>[\$26.88]</del> <u>\$29.83</u>
Tier 2 - 1	2.50	\$57.72	<del>[\$47.82]</del> <u>\$53.08</u>	\$61.78	<del>[\$67.19]</del> <u>\$74.58</u>
Tier 2 - 1 1/2	5.00	\$115.44	<del>[\$95.64]</del> <u>\$106.16</u>	\$123.57	<del>[\$134.39]</del> <u>\$149.17</u>
Tier 2 - 2	8.00	\$184.70	<del>[\$153.02]</del> <u>\$169.85</u>	\$197.71	<del>[\$215.02]</del> <u>\$238.67</u>
Tier 2 - 3	16.00	\$369.39	<del>[\$306.04]</del> <u>\$339.70</u>	\$395.41	<del>[\$430.04]</del> <u>\$477.34</u>
Tier 2 - 4	25.00	\$577.18	<del>[\$478.19]</del> <u>\$530.79</u>	\$617.83	<del>[\$671.94]</del> <u>\$745.85</u>
Tier 2 - 6	50.00	\$1,154.35	<del>[\$956.38]</del> <u>\$1,061.58</u>	\$1,235.66	<del>[\$1,343.88]</del> <u>\$1,491.71</u>
Tier 2 - 8	80.00	\$1,846.96	<del>[\$1,530.21]</del> <u>\$1,698.53</u>	\$1,977.06	<del>[\$2,150.21]</del> <u>\$2,386.73</u>

**Water Usage Charge**

**Tier 1 Rates**

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

**Tier 2 Rates**

Unit Rate	<u>Inside City</u>	<u>Outside City</u>
per 1,000 gallons	<u>Water</u>	<u>Water</u>
	\$5.29	\$7.15

**Sewer Usage Charge**

**Everyone**

Unit Rate (per 1,000 gallons)	<u>Inside City</u>	<u>Outside City</u>
	<u>Sewer</u>	<u>Sewer</u>
	<del>[\$4.63]</del> <u>\$5.14</u>	<del>[\$6.93]</del> <u>\$7.69</u>

Sponsored By: Kevin R. Utz, Mayor  
Robert Wack, Council President

WATER FUND REVENUES

Small Meter – City	1,800,000
Small Meter - County	1,200,000
Large Meter - City	1,100,000
Large Meter – County	700,000
Penalties and Fees	247,725
Miscellaneous Income	191,470
Benefit Assessment Fees	377,084
Transfers	2,421,075

WATER FUND APPROPRIATIONS BY ACTIVITY

Community Support	\$ 6,200
Facilities	60,956
Finance	262,103
Executive & Legislative	323,439
Human Resources	104,590
Planning, Zoning & Development	106,327
Public Works	253,701
Technology	300,090
Utilities	751,287
Water	5,868,659

Total Water Fund Revenues	<u>\$8,037,353</u>
Total Water Fund Appropriations	<u>\$8,037,353</u>
Difference	<u>\$ NONE</u>

SEWER FUND REVENUES

Small Meter – City	1,966,798
Small Meter – County	1,362,405
Large Meter – City	1,066,164
Large Meter – County	839,835
Reclaimed Water-County	10,000
Penalties and Fees	522,650
Miscellaneous Income	10,000
Benefit Assessment Fees	392,704
Grants	16,800,000
Bond Proceeds	7,000,000

Transfers	145,583
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SEWER FUND APPROPRIATIONS BY ACTIVITY

Community Support	\$ 6,200
Facilities	60,756
Finance	262,102
Executive & Legislative	315,215
Human Resources	104,586
Planning, Zoning & Development	106,325
Public Works	252,951
Technology	300,091
Utilities	833,758
Wastewater	27,874,153

Total Sewer Fund Revenues	<u>\$30,116,139</u>
Total Sewer Fund Appropriations	<u>\$30,116,139</u>
Difference	<u>\$ NONE</u>

PUBLIC HOUSING FUNDS

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

PUBLIC HOUSING FUND REVENUES

Housing Assistance Payments	\$1,767,207
HAP Equity Reserve Transfer	75,000
HUD Administrative Fee Distribution	200,819
Miscellaneous Income	15,500

PUBLIC HOUSING FUND EXPENDITURES

Salaries & Benefits	\$ 203,242
Administration	36,560
Housing Assistance Payments	1,776,767
Facilities	41,956

Total Housing Fund Revenues	<u>\$2,058,526</u>
Total Housing Fund Expenditures	<u>\$2,058,526</u>
Difference	

FIBER INFRASTRUCTURE FUND REVENUES

Provider Fees	\$ 384,345
Loan Proceeds	5,500,000
General Fund Subsidy	500,000

FIBER INFRASTRUCTURE FUND EXPENDITURES

Salaries & Benefits	\$ 60,250
Operating Expenses	301,372
Debt Service	797,500
Capital Improvements	5,225,223

Total Fiber Fund Revenues	<u>\$6,384,345</u>
Total Fiber Fund Expenditures	<u>\$6,384,345</u>
Difference	<u>\$ NONE</u>

Section 2: The Tax Levy for the tax year beginning July 1, 2014 and ending June 30, 2015 shall be: (a) a tax of FIFTY FOUR AND FIFTY-SIX HUNDREDTHS CENTS (54.56) on every One Hundred Dollars of the assessed value of all real property within the corporate limits of the City of Westminster, Maryland, and a tax of ONE HUNDRED SIX AND FOURTY HUNDREDTHS CENTS (106.40 CENTS) on every One Hundred Dollars of the assessed value of all personal property and a tax of ONE HUNDRED THIRTY SIX AND FOURTY HUNDREDTHS CENTS (136.40 CENTS) on every One Hundred Dollars of the assessed value of all public utility operating property within the corporate limits of the City of Westminster, Maryland, subject to assessment and taxation, shall be levied for the use of The Mayor and

Common Council of Westminster, for its general purposes as authorized by Section 41 of the Charter of the City of Westminster.

(b) a special tax of ONE AND FORTY-FOUR HUNDREDTHS CENTS (1.44 CENTS) on every One Hundred Dollars of the assessed value of all real property within the corporate limits of the City of Westminster, Maryland, and a special tax of THREE AND SIXTY HUNDREDTHS CENTS (3.60 CENTS) on every One Hundred Dollars of the assessed value of all personal property and public utility operating property within the corporate limits of the City of Westminster, Maryland, subject to assessment and taxation, shall be levied for the purposes of paying for the light and water used by The Mayor and Common Council of Westminster, as authorized and directed by Section 31 of the Charter of the City of Westminster.

Section 3. That the taxes levied for the aforesaid respective purposes for the tax year beginning July 1, 2014 and ending June 30, 2015, shall be due and payable July 1, 2014 and shall be subject to interest beginning October 1, 2014 at the rate of  $\frac{2}{3}$  of 1 per centum for each month or fraction thereof until paid, and additionally, a  $\frac{1}{2}$  of 1 per centum penalty assessment for each month or fraction thereof until paid, provided that taxes paid by owner-occupants of residential property shall be due and payable as provided in § 10-204.3 of the Tax-Property Article of the Annotated Code of Maryland and § 143-3 of the City Code which authorize semiannual and annual payments of taxes. Additionally, taxes paid by owner-occupants of residential property on a semiannual basis as provided in § 10-204.3 of the Tax Property Article of the Annotated Code of Maryland and § 143-3 of the City Code shall also be subject to a service charge in an amount equal to the service charge adopted by the Board of County Commissioners of Carroll County as to its County property taxes, which charge may include an administrative fee as permitted by law.

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

Section 5: Outstanding encumbrances at Fiscal Year 2014 year end shall be considered revenues for Fiscal Year 2015 at June 30, 2014 and re-appropriated, by this budget ordinance, in Fiscal Year 2015 for the purposes set forth in the budget ordinance for the Fiscal Year 2014, unless otherwise appropriated by the Common Council.

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

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

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

INTRODUCED this 30<sup>th</sup> day of April, 2014

  
Margaret L. Wolf, Acting City Clerk

ADOPTED this 12<sup>th</sup> day of May, 2014

  
Margaret L. Wolf, Acting City Clerk

APPROVED this 12<sup>th</sup> day of May, 2014

  
\_\_\_\_\_  
Kevin R. Utz, Mayor

APPROVED AS TO FORM AND SUFFICIENCY this 12<sup>th</sup> day of May, 2014

  
\_\_\_\_\_  
Elissa D. Levan, City Attorney

# Appendix G – Glossary of Terms

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

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

**ADA** – See Americans with Disabilities Act.

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

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

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

**Assessable Base** – The total value of all real and personal property in the City which is used as a basis for levying taxes. Tax exempt property is excluded from the assessable base.

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

**Balance Budget** – A budget in which revenues equal expenditures.

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

**Bond Anticipation Notes** – Short-term interest-bearing notes issued by a government in anticipation of bonds to be issued at a later date. The notes are retired from proceeds of the bond issue to which they are related.

**Bonds issued** – Bonds sold.

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

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

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

**CAFR** – See Comprehensive Annual Financial Report.

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

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

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

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

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

**CDBG** – See Community Development Block Grant

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

**CIP** – See Capital Improvements Program.

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

**COBRA** – See Consolidated Omnibus Budget Reconciliation Act.

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

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

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

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

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

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

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

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

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

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

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

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

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

**Disbursement** – The expenditure of monies from an account.

**Distinguished Budget Presentation Award Program** – A voluntary program administered by the Government Finance Officers Association (GFOA) to encourage governments to publish efficiently organized and easily readable budget documents and to provide peer recognition and technical assistance to the fiscal officers preparing them.

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

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

**Encumbrance** – A firm commitment to pay for future goods and services, formally documented with a contract or agreement that may extend over more than one budget year. Both encumbrances and planned expenditures on a project must fit within an agency's appropriation.

**ENR – Enhanced Nutrient Removal**

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

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

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

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

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

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

**Fixed Assets** – Assets of a long-term character which are intended to continue to be held and used. Examples of fixed assets include items such as land, buildings, machinery, furniture, and other equipment.

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

**Front-Foot Benefit** – See Capital Facilities Assessment.

**FTE** – See Full-Time Equivalent.

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

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

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

**Fund Balance** – The cumulative difference between revenues and expenditures over the life of a fund. A negative fund balance is usually referred to as a deficit.

**FY** – See Fiscal Year.

**GAAP** – See Generally Accepted Accounting Principles.

**GASB** – See Governmental Accounting Standards Board.

**General Obligation Bonds** – Bonds that are backed by the full faith and credit of the issuing government.

**General Fund** – The general operating fund that is used to account for all financial resources except for these required to be accounted for in another fund.

**Generally Accepted Accounting Principles** (GAAP – Uniform minimum standards for financial accounting and recording encompassing the conventions, rules and procedures that define accepted accounting principles as determined through common practice or as promulgated by the Governmental Accounting Standards Board, Financial Accounting Standards Board, or various other accounting standard-setting bodies.

**GFOA** – An abbreviation for Government Finance Officers Association.

**Goal** – A statement of broad direction, purpose, or intent based on the needs of the community. A goal is a general and timeless.

**Governmental Accounting Standards Board** (GASB) – This organization was established as an arm of the Financial Accounting Foundation in April, 1984, to promulgate standards of financial accounting and reporting with respect to activities and transactions of state and local governmental entities.

**Grant** – A county, state or federal financial assistance award making payment in cash or in kind for a specified program.

**Gross Bonded Debt** – The total amount of direct debt of a government represented by outstanding bonds before deduction of any assets available and earmarked for their retirement.

**HVAC** – An abbreviation for heating, ventilation and air conditioning equipment.

**ICMA** – An abbreviation for international City Manager’s Association.

**Infrastructure** – The physical assets of a city (streets, water, sewer, public building, parks), upon which the continuance and growth of a community depend.

**Interfund Operating Transfers** – Payments made from one operating fund to another as a contribution to defray a portion of the recipient fund’s costs.

**Intergovernmental Revenues** – Revenues from other governments in the form of grants, entitlement, shared revenues, or payments in lieu of taxes.

**Investments** – Securities, bonds, and real property (land and buildings) held for the production of revenues in the form of interest, dividends, rentals, or lease payments. The term does not include fixed assets as used in the normal course of governmental operations.

**Levy** – (Verb) To impose taxes or special assessments for the support of governmental activities. (Noun) The total amount of taxes or special assessments imposed by a government.

**Liabilities** – Debts or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances.

**Long-Term Debt** – Debt with a maturity of more than one year after the date of issuance.

**Management Indicators** – Specific quantitative and qualitative measures of work performed as an objective of a department.

**Matured Bonds Payable** – A liability account reflecting unpaid bonds which have reached or passed their maturity date.

**Measurement Focus** – The accounting convention which determines (1) which assets and liabilities are included on an entity’s balance sheet and (2) whether its operating statement presents “financial flow” information (revenues and expenditures) or “capital maintenance” information (revenues and expenses).

**Modified Accrual Basis of Accounting** – The accrual basis of accounting adapted to the governmental fund type. It is a modified version of the full accrual basis of accounting in that it, in general measure financial flow (tax and spend) of an organization, rather than capital accumulation (profit or loss).

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

**Non-Departmental Operation Expenditures** – Operating expenditures which are not charged directly to specific departments, but are a cost to the City as a whole, such as debt service payments and general liability insurance.

**Object Expense Code** – As used in expenditure classification, this term applies to the article purchased to the service obtained.

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

**Obligations** – Amounts which a government may be required legally to meet out of its resources. They include not only actual liabilities, but also un-liquidated encumbrances.

**Operating Budget** – See Budget.

**Operating Expenditures** – Costs other than expenditures for personnel directly employed by the City (salaries, wages and fringe benefits) and capital outlays. Examples of operating expenditures include office supplies, telephone expense, consulting or professional services and travel expenses.

**Ordinance** – A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status. Ordinarily, the statutes or charter will specify or imply those legislative actions which must be enacted by ordinance and those which may be enacted by resolution.

**Other Charges** – In a summary analysis of expense types, this refers to all expenses not included within specifically defined categorizations. For example, within the City’s general fund, this category consists primarily of funding to Outside Agencies and transfers to/from other funds.

**Outside Agency** – An independent non-profit community organization working on behalf of the community that request funding contributions from the City.

**Overlapping Debt** – The proportionate share of the debts of local governments located wholly or in part within the limits of the reporting government which must be borne by property within each government.

**Pay-As-You-Go** – Capital expenditures included in the Capital Improvements Program which are funded by a contribution from an operating fund.

**Per Capita** – Per unit of population; by or for each person.

**Performance Measurements** – See Management Indicators.

**Permanent Employee** – An employee who is hired to fill a position anticipated to have a continuous service duration of longer than one year, whose compensation is derived from the City’s Administrative classification tables, and whose position is established by the Position Control System.

**Personnel (Costs)** – Expenditures which include salary costs for full-time part-time, hourly, and contract employees, overtime expenses, and all associated fringe benefits.

**Previously Authorized Projects** – Projects listed in the CIP section that were funded in prior years, but which have not been completed and formally closed.

**Prior Year(s)** – The fiscal year(s) immediately preceding the current year.

**Program Area** – A group of activities and/or work programs based primarily upon measurable performance.

**Projections** – Estimates of budget authority, outlays, receipts, or other budget amounts extending several years into the future. Projections are generally intended to dictate the budgetary implications of existing or proposed programs.

**Property Tax** – A tax levied on all real and certain personal property, tangible and intangible, according to the property’s assessed valuation. The power to impose and collect property taxes is given to the Mayor and Council.

**Purchase Order** – A document which authorizes the delivery of specified merchandise or the rendering of certain services and the making of charge for them.

**Re-appropriation** – Statutory action to continue the availability, whether for the same or different purposes, of all or part of the unobligated portion of a budget into the next fiscal year.

**Re-appropriations Ordinance** – Changes made to the appropriation ordinance during the fiscal year to reflect encumbered amounts added to the current budget from the prior fiscal year.

Receipts – Collections from the public, based on a government’s exercise of its sovereign powers. Governmental receipts consist of receipts from taxes, court fines, gifts and contributions, and compulsory licenses.

**Reimbursement** – A sum (1) that is received by the government as a repayment for commodities sold or services furnished either to the public or to another government account and (2) that is authorized by law to be credited directly to specific appropriation and fund accounts.

**Repurchase Agreement** – An agreement in which a governmental entity transfers cash to a broker-dealer or financial institution; the broker-dealer or financial institution transfers securities to the entity and promises to repay the cash plus interest in exchange for the same securities.

**Resolution** – A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

**Retained Earnings** – The accumulated gains and losses of an enterprise fund to date, reduced by amounts transferred to permanent capital accounts.

**Revenue** – Monies received or collected by the City as income, including such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, shared revenues, and interest income.

**Revenue Anticipation Notes** – Notes (sometimes called warrants) issued in anticipation of collection of non-tax revenues, retired after the collection of such revenues.

**Revenue Bonds** – Bonds whose principal and interest are payable exclusively from earnings from an Enterprise Fund. In addition to a pledge of revenues, such bonds sometimes contain mortgages on Enterprise Fund Property.

**Revision** – Shifting of all or part of the budget authority in one appropriation or fund account to another, as specifically authorized by law.

**Self-Insurance** – Refers to the City's participation in a self insurance fund. Self-insurances allows an organization to closely realize its actual claim experience, as well as pool its insurance buying power with other participating agencies.

**Special Assessment** – A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

**Special Revenue Fund** – A fund used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or for major capital projects) that are legally restricted to expenditure for specified purposes.

**Storm Water Management (SWM)** – A means of controlling the quantity and quality of storm water runoff flowing downstream. SWM can refer to structural practices such as underground storage facilities, dams for retention and detention facilities, or it can refer to nonstructural practices such lower density of development and wider stream buffers.

**Surplus** – The amount by which the City's budget receipts exceed its budget outlays for a given period, usually a fiscal year.

**Tax Anticipation Notes** – Notes, sometimes called warrants, issued in anticipation of collection of taxes, retired from tax collections, and frequently from the proceeds of the tax levy whose collection they anticipate.

**Tax Base** – All forms of wealth under the City's jurisdiction that are taxable.

**Tax Duplication** – A state of affairs whereby both County and City levy property taxes on citizens to pay for services rendered by the City.

**Tax Rate** – The amount levied per \$100 of assessed property value, as determined by the State Assessor, on property within the City. The Mayor and Council establish the tax rate each year in order to finance General Fund Activities.

**Temporary Employee** – An employee who is hired to fill a position anticipated to have a continuous service duration of less than one year, whose compensation is not derived from the City’s Administrative, Police or Union classification tables, and whose position is not established in the Position Control System.

**Transfer** – See Revision.

**Undesignated Fund Balance** – Funds remaining from the prior year which are available for appropriation and expenditure in the current year.

**Unreserved Fund Balance** – That portion of a fund balance for which no binding commitments have been made.

**User Fees** – Payments for direct receipt of a public service by the party benefitting from the service. Also known as user charges.

**Zoning** – The partitioning of a city, borough, or township by ordinance into sections reserved for different purposes (i.e. residential, offices, manufacturing).