

# City of Westminster, Maryland

## Fiscal Year 2022 Budget



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

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# Mayor's Budget Message

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July 1, 2021

City of Westminster Residents:

I am pleased to present the adopted Fiscal Year (FY) 2022 operating budget and Capital Improvements Program for the City of Westminster. The City's annual budget determines the manner in which services will be delivered to the community during the coming year, and its adoption is the most important legislative action that my Common Council colleagues take each year.

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

Another major focus in crafting the FY 2022 budget was the continued implementation of the Compensation and Classification Study results. The City undertook this assessment of its salary and benefit structure in early FY 2022 to ensure its ability to attract and retain a quality workforce. The City staff is at the heart of our mission to provide exceptional services to the Westminster community, and I was gratified that my Council colleagues and I were able to make this investment in our workforce, particularly with the economic uncertainty stemming from the COVID-19 pandemic.

In the coming year, the City will be undertaking repairs to the main pool and installing new plumbing and filtration equipment, at a projected cost of \$1,225,000. In FY 2019, the City undertook a facility audit of the Westminster Municipal Pool Complex. The facility audit identified needed repairs, as well as potential enhancements to the Complex. The project will be bond financed.

The FY 2022 budget will also advance several initiatives included in the City's Strategic Plan, adopted by the Mayor and Common Council in February 2018. Funding has been included in the Sewer Fund for our ongoing efforts to reduce inflow and infiltration into the City's sewer system; minimizing inflow and infiltration will restore sewer treatment capacity, which is critical to Westminster's continued economic growth. The FY 2022 budget includes an allocation in the Water Fund to continue work on the City's water re-use initiative, one of several projects to identify new water sources.

The City will also make a significant investment in its infrastructure and facilities. Budgeted FY 2022 projects include street improvements and replacement of vehicles and equipment. Work will also continue on the ENR/Biosolids Upgrade Project at the Wastewater Treatment Plant in FY 2022.

The preparation of the budget is a significant undertaking by the City's Management Team and other staff members, and I offer my sincere thanks to all who played a role in its development. I would particularly like to

acknowledge the work of City Administrator Barbara B. Matthews and Finance Director Lydia Colston, whose assistance and guidance throughout the budget development and review process was invaluable.

Sincerely,

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

Joe Dominick  
Mayor, City of Westminster

# About Westminster

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## **DIRECTORY OF ELECTED AND APPOINTED OFFICIALS**

### **Mayor**

Mr. Joe Dominick

### **Common Council**

Mr. Gregory Pecoraro, Council President

Mr. Tony Chiavacci, Councilmember

Mr. Kevin Dayhoff, Councilmember

Ms. Ann Gilbert, Councilmember

Mr. Benjamin Yingling, Councilmember

### **Management Team**

#### Title

City Administrator

Chief of Police

Director of Finance and Administrative Services

Director of Housing Services

Director of Community Planning and Development

Director of Public Works

Director of Recreation and Parks

Director of Human Resources

#### Name

Thomas Ledwell

Lydia Colston

Eric Brown

Mark Depo

Jeffery D. Glass

Abby Gruber

Eltaray McCullough



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Westminster**

**Maryland**

For the Fiscal Year Beginning

**July 1, 2020**

*Christopher P. Morill*

Executive Director

*The City was proud to receive the Government Finance Officers Association Distinguished Budget Presentation Award for its fiscal year 2021 budget document. We believe the fiscal year 2022 budget document continues to conform to program requirements, and we are submitting it to Government Finance Officers Association to determine its eligibility for another award.*

## COMMUNITY PROFILE

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



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

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

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

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

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

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

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

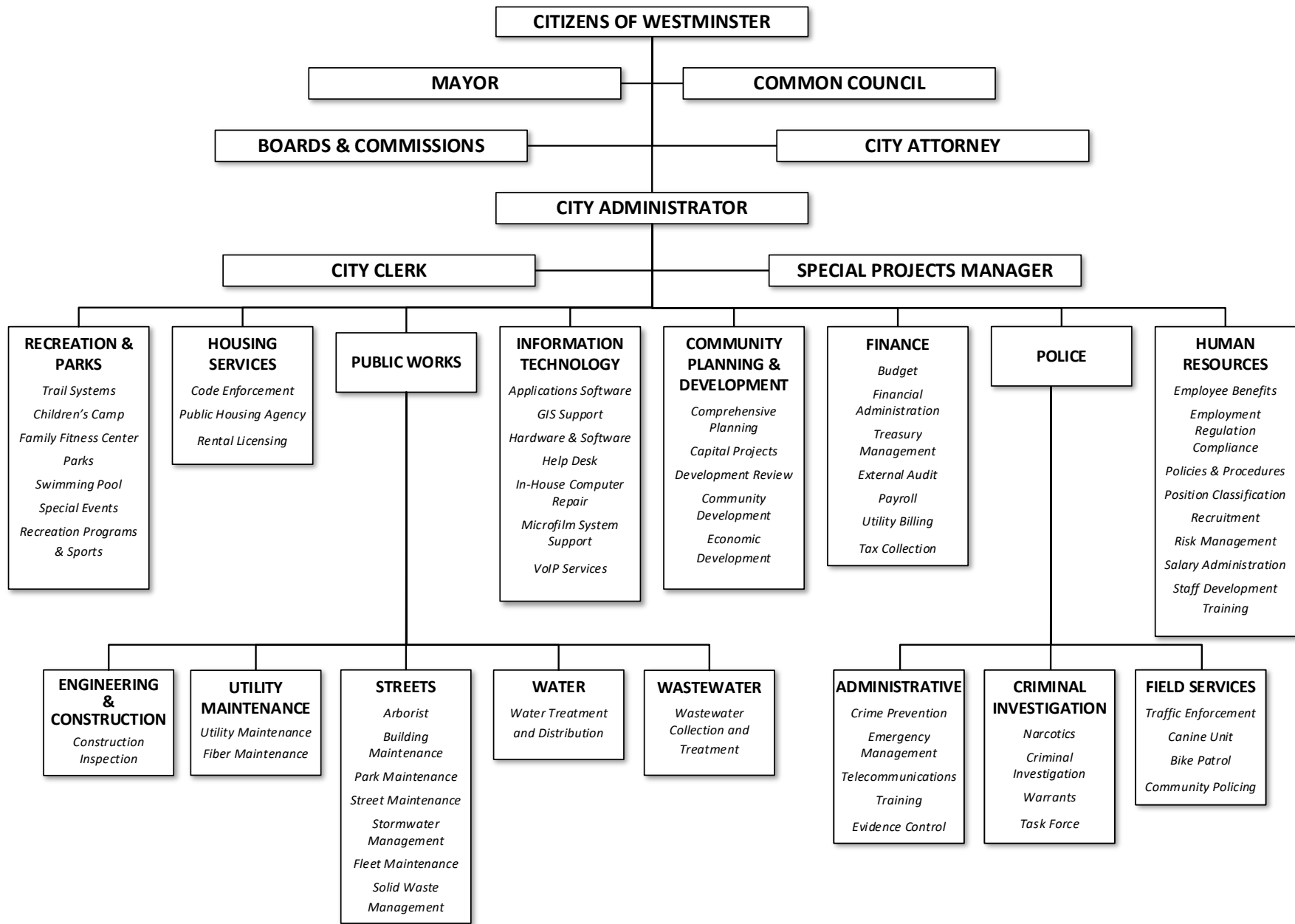
The City of Westminster operates under a Mayor-Council form of government. The Mayor is elected at-large to a four-year term. The Common Council is composed of five members who also are elected at-large to serve four-year terms. The qualified voters of Westminster vote for the Mayor and two members of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

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

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

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

# ORGANIZATIONAL CHART



# Budget Background

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## DEVELOPMENT, ADOPTION, AND STRUCTURE OF THE BUDGET

### ***DEVELOPMENT***

The budget document is the key fiscal planning document for the City. It is developed as a product of goals and objectives established via the City's Strategic Plan.

The City's adopted budget document incorporates the vision set forth in the City of Westminster Strategic Plan:

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

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

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

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

The FY 2022 budget advances these priority projects through the applicable revenue, operating, enterprise, and capital budgets. Below are the goals and defined projects listed in the Strategic Plan:

- **Strong Partnerships and an Engaged Community**
  - **Enhance downtown partners** - provided in the General Fund Community Planning and Development operating budget in the form of a Farmers' Market contract, new holiday decorations, wayfinding signage, and an ambassador program.
  - **Identify leadership of various homeowners' associations** - provided in the General Fund Community Planning and Development operating budget in the form of salaries and office supplies.
  - **Build upon existing initiatives** - provided in the General Fund Community Planning and Development and Legislative operating budgets in the form of salaries and the ambassador program.
  - **Create a Communications Coordinator position** - not funded in FY 2022.
  - **Engage the community in the City election** - provided through the General Fund Legislative operating budget in the form of salaries and office supplies.
- **Water and Sewer Capacity for Future Generations**
  - **Adopt a new water and sewer allocation policy** - funded and achieved in FY 2018.

- **Complete water and sewer rate studies** - funded and achieved in FY 2018.
- **Develop an intergovernmental strategy to pursue water re-use** - provided in the Water Fund operating budget in the form of contractual expense and in the Water Fund Capital budget under New Water Sources.
- **Explore technology for water conservation** - provided in the Water Fund operating budget in the form of salaries and operating expense.
- **Retrofit City-owned facilities to model best practices in water conservation** - provided in the Capital Projects Fund budget as part of the 45 West Main Renovation Project.
  
- **Economic Activity and Growth**
  - **Create an Economic Development position** - not funded in FY 2022.
  - **Streamline City's Zoning Code, remove barriers for development** - provided in the General Fund operating budget in the form of salaries and contractual expense.
  - **Conduct a market analysis and develop a marketing strategy** - provided in the General Fund operating budget in the form of salaries and contractual expense.
  - **Meet with Westminster employers** - provided in the General Fund Community Planning and Development budget in the form of salaries and operating expense.
  - **Promote private/public partnerships** - provided in the General Fund operating budget in the form of salaries.
  - **Pursue targeted annexations** - provided in the General Fund operating budget in the form of salaries and operating expense.
  - **Develop a branding initiative** - provided in the General Fund operating budget in the form of salaries and contractual expense.
  
- **Responsible Stewardship of City Resources**
  - **Perform a Compensation and Classification Study** – Funded and completed in FY 2019. The study was updated in 2021 using General Fund operating funds and recommendations are implemented in this budget.
  - **Implement a comprehensive performance evaluation system** – funded and achieved in FY 2020.
  - **Invest in professional development of workforce** - provided in all funds' operating budgets in the form of tuition reimbursement, dues, and training expenses.
  - **Refine City's existing reserve, debt management, and investment policies** - provided in each fund's operating budget in the form of salaries.
  - **Improve City services with new technology** - provided in the General Fund Technology operating and the Capital Projects Fund in the form of hardware and software expense.
  - **Develop a parks ordinance** - provided in the Recreation and Parks operating budget in the form of salaries.
  - **Conduct citizen survey and review of City open space** - funded in the General Fund Recreation and Parks operating budget.
  - **Determine use of Wakefield Valley Park undeveloped open space** - funded in Recreation and Parks operating and General Fund capital budgets.
  - **Relocate Street Maintenance facility** - not funded in FY 2022.
  
- **A Safe and Livable Community**
  - **Link bicycle and walking trails** - not funded in FY 2022.
  - **Increase community engagement in public safety** - funded in the General Fund Public Safety operating budget.
  - **Enhance crime analysis capabilities** - funded in the General Fund Public Safety operating budget.
  - **Enhance recruiting and retention for public safety positions** - funded in the General Fund Public Safety operating budget in the form of salaries and benefit expenses as a result of the Phase I and

Phase II implementation of the Compensation and Classification Study.

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

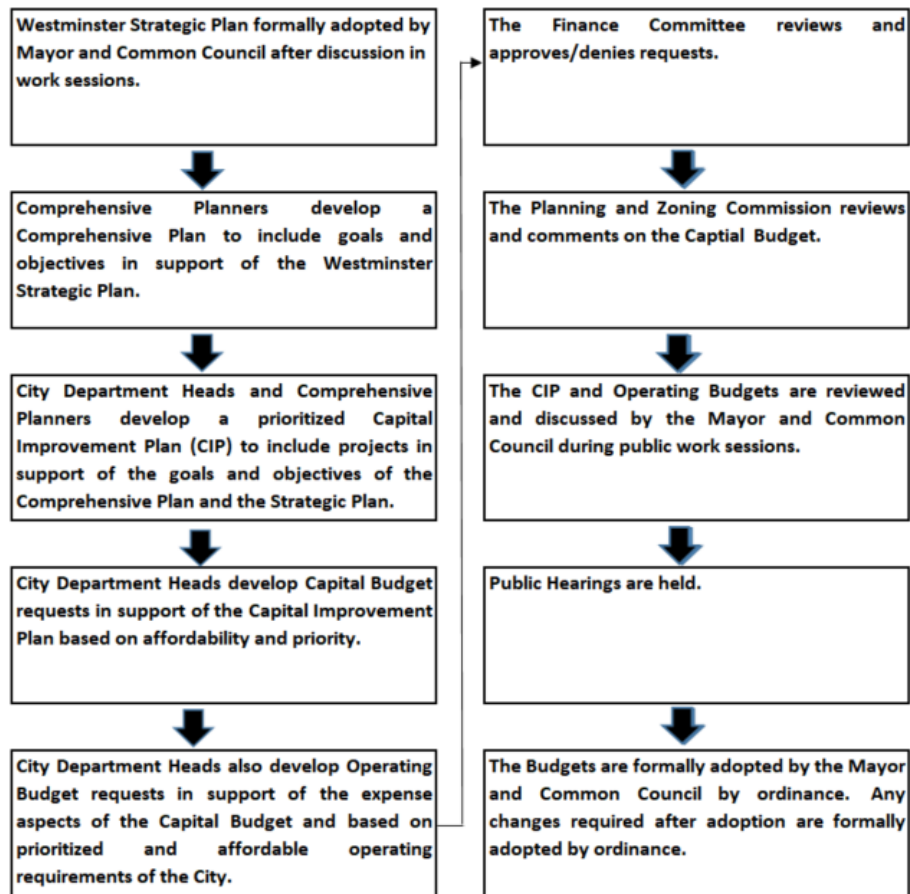
Each Department Head develops departmental budgets that are correlated by the Finance Director, reviewed and approved by the City Administrator, discussed with the Mayor and members of the Common Council’s Finance Committee, and presented by the Mayor to the Common Council for review and adoption. The Capital Improvements Plan is submitted for review and comment by the Planning and Zoning Commission prior to adoption of the operating budget.

The public is encouraged to participate in the development of the budget during two public hearings.

The City’s budget reflects both operating and capital items in single form; although, the expenditure requirements for each are designated separately. The Finance Director prepares the revenue budgets. Please refer to *Appendix I – Revenue Book* for a discussion of the major sources of revenue.

Any substantive change in the budget as appropriated by the Mayor and Common Council requires the adoption of a budget amendment.

**BUDGET DEVELOPMENT FLOW CHART**





## ***FISCAL YEAR***

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

## ***BUDGET SCHEDULE***

### ***FY 2022 Budget Schedule***

Jan - Feb 2021	Review in regular Department Head meetings
Feb and March, 2021	Receive Department Head requests and meet for discussions
March 10, 2021	Review preliminary budget with Finance Committee
March 19, 2021	Review preliminary budget with Finance Committee
April 1, 2021	Review preliminary budget with Finance Committee
April 12, 2021	City Administrator presentation at Mayor and Common Council meeting
April 12, 2021	Introduction of Budget Ordinance 935
April 19, 2021	Public Hearing on Budget Ordinance 935
April 19, 2021	Budget Work Session #1, Mayor and Common Council meeting
April 26, 2021	Public Hearing on Budget Ordinance 935
April 26, 2021	Public Hearing on Constant Yield Tax Rate
April 26, 2021	Budget Work Session #2, Mayor and Common Council Meeting
May 10, 2021	Budget Adoption

## ***ADOPTION***

The budget ordinance was formally adopted on May 10, 2021.

## ***AMENDMENT***

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

## ***STRUCTURE***

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

- **General Fund** – The General Fund is the general operating fund for the City. It is used to account for all financial activity related to general government functions, public safety, public works, recreation and parks, and finance.
- **Special Revenue Funds** – Special Revenue Funds are used to account for the proceeds of specific revenue sources that are restricted by legal and regulatory provisions to finance specific activities. The Public Housing Fund is the fund pertaining to all aspects of Public Housing and is funded by HUD grants. The Capital Projects Fund is the fund that accounts for non-enterprise capital projects; its primary funding source is a designated portion of the City's real property tax revenue.
- **Enterprise Funds** – Enterprise Funds are used to account for those activities of the City that are financed and operated in a manner similar to private business enterprises. Costs and expenses, including depreciation, are recovered principally through user charges. The Water Fund accounts for financial activity related to the provision of public drinking water and is funded by service charges. The Sewer Fund tracks financial activity related to public sewer services and is funded by service charges. The Fiber Fund

accounts for financial activity related to the construction and operation of the Westminster Fiber Network and is funded through lease revenues and loan proceeds.

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

### ***DEPARTMENTAL MATRIX***

<b>Expense by Dept</b>	<b>General Fund</b>	<b>Capital Fund</b>	<b>Housing Fund</b>	<b>Sewer Fund</b>	<b>Water Fund</b>	<b>Fiber Fund</b>
Legislative & Admin	1.41%	0.00%	0.00%	0.58%	0.59%	0.00%
Finance	0.36%	0.00%	0.00%	0.52%	0.52%	0.01%
Human Resources	0.25%	0.00%	0.00%	0.30%	0.30%	0.00%
Planning	0.77%	0.33%	0.00%	0.21%	0.21%	0.00%
Housing Services	0.18%	0.00%	0.00%	0.00%	0.00%	0.00%
Public Safety	13.50%	0.61%	0.00%	0.00%	0.00%	0.00%
Facilities	0.38%	3.17%	0.00%	0.08%	0.08%	0.00%
Public Works	6.42%	4.45%	0.00%	0.43%	0.43%	0.13%
Technology	0.65%	0.12%	0.00%	1.04%	1.04%	0.23%
Public Housing	0.00%	0.00%	4.66%	0.00%	0.00%	0.00%
Parks and Recreation	2.40%	0.38%	0.00%	0.00%	0.00%	0.00%
Sewer	0.00%	0.00%	0.00%	40.95%	0.00%	0.00%
Utility Maintenance	0.00%	0.00%	0.00%	1.59%	1.54%	0.18%
Water	0.00%	0.00%	0.00%	0.00%	6.99%	0.00%
Fiber	0.00%	0.00%	0.00%	0.00%	0.00%	2.00%

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

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

The basis of budgeting is the same as the basis of accounting used in the City's audited financial statements.

Information on the City's FY 2021 adopted budget is provided below, followed by a discussion of each fund budget. Thereafter, information is provided for each City department, delineating the functions and resource requirements of each department and the significant performance measures by which progress is measured for its key programs and initiatives. Following the department discussions are appendices that highlight key aspects of the City's operations.

# FY 2022 Adopted Budget

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## SUMMARY

### ***BUDGET OVERVIEW***

Several factors had a significant impact in the crafting of the budget, as described below.

- For the ninth year in a row, the real property tax rate of \$0.56 per \$100 of assessed valuation will be held constant. While the real property tax rate will remain unchanged, the City will realize an increase in real property tax revenue due to higher property values. This increased revenue will impact the General Fund and the Capital Projects Fund.
- In May 2018, the Common Council approved a new, multi-year rate structure for water and sewer services. Water rates will go up 3.5% while sewer rates will increase by 5% in FY 2022.
- Fiber Fund revenues will be insufficient to cover debt service costs, requiring a transfer from the General Fund.
- The economic downturn resulting from the COVID-19 pandemic is expected to continue to impact certain General Fund revenue sources, including income tax receipts, business personal property taxes, and admission and amusements fees.
- In FY 2021, the City contracted with Evergreen Solutions LLC to conduct a market survey of other local government employers in the region and to provide a recommendation as to whether any adjustment in the City's pay structure should be made. As part of its scope of work, the City also requested that Evergreen Solutions provide options for employee wage adjustments in FY 2022. The firm presented its recommendations to the Mayor and members of the Common Council's Finance Committee on March 26, 2021. Evergreen Solutions recommended a 3% adjustment in the City's pay structure and the reclassification of certain positions due to significant market shifts. Additionally, the firm provided the City with three alternative scenarios for employee wage adjustments beyond those required to move employees to the minimum of their new pay grade. The Mayor and members of the Common Council's Finance Committee elected to implement the 3% salary structure and to add three positions to the staff. A Technology Help Desk Attendant, and two Street Department Equipment Operators were approved to be added in fiscal year 2022.

The FY 2022 proposed budget, across all funds, totals \$57.28 million.

### **Advancement of the Strategic Plan**

The proposed FY 2022 budget will advance the objectives of the City's Strategic Plan, adopted initially by the Mayor and Common Council in February 2018, and updated in both November 2019 and December 2020. The Plan's priority initiatives are framed within Critical Success Factors that exemplify the elected body's long-term vision for the Westminster community. Those Critical Success Factors are Strong Partnerships and an Engaged Community; Water and Sewer Capacity for Future Generations; Economic Activity and Growth; Responsible Stewardship of City Resources; and, A Safe and Livable Community.

Below I've highlighted some of the initiatives that will be undertaken in FY 2022, and the associated Critical Success Factor to which they pertain:

- Water and Sewer Capacity for Future Generations: Sewer Fund expenditures include \$1.0 million in funding to address inflow and infiltration into the City's sewer system, restoring sewer capacity.
- Water and Sewer Capacity for Future Generations: The budget proposal includes an allocation in the Water Fund for continued advancement of the City's water re-use initiative, specifically a water re-use pilot project. A portion of the pilot project cost will be financed by a grant from the United States Bureau of Reclamation.
- Economic Activity and Growth: The General Fund provides funding for continued contractual work by Partners for Economic Solutions. The City retained the firm to provide technical assistance for the redevelopment of the former Stocksdale Property, located at 17-25 West Main Street. The City purchased this key downtown parcel in FY 2020.
- Economic Activity and Growth: An allocation is provided in the General Fund budget to retain a consultant to assist City staff with modernizing and streamlining the City's Zoning Code and Sign Code. The goal of the project is to remove barriers to development and redevelopment through these Code updates.
- Responsible Stewardship of City Resources: City resources in this context includes making a financially sustainable investment to attract and retain a quality workforce. As noted earlier in this transmittal message, the City retained Evergreen Solutions LLC in FY 2021 to conduct a market survey of other local government employers and to make recommendations regarding the pay structure and employee wage adjustments in FY 2022.
- Responsible Stewardship of City Resources: The City's adopted Strategic Plan envisions the use of technology to improve and optimize the delivery of City services. The General Fund budget provides initial funding for the implementation of a body-worn camera program in the Police Department.
- Responsible Stewardship of City Resources: One of the objectives outlined in the Strategic Plan is to look for ways to reduce the City's carbon footprint. The General Fund budget includes funding to upgrade certain lighting to LED standards, thereby reducing the City's energy usage and costs.
- Responsible Stewardship of City Resources: The proposed Capital Improvement Program for FY 2022 ensures the appropriate maintenance of the City's existing infrastructure (roads, buildings, technology, and fleet).
- Responsible Stewardship of City Resources: As part of the City's ongoing efforts to utilize technology to improve and optimize the delivery of City services, the Capital Projects Fund includes funding for the purchase of a License Plate Reader for use by Police Department staff. The new device will add to the Police Department's existing inventory of License Plate Readers.
- Responsible Stewardship of City Resources: In FY 2021, the City retained a consultant (Pennoni Associates, Inc.) to assist the City with the development of a master plan for Wakefield Valley Park. The Capital Projects Fund includes funding to begin the process of implementing the results of that master planning process.
- Responsible Stewardship of City Resources: In FY 2021, the City retained the firm of Grove and Dall'Olio Architects PLLC to conduct an historic structure assessment of the Durbin House, located in Wakefield Valley Park. The City has submitted an application for funding through the Maryland Heritage Areas Association (MHAA) to continue its effort to preserve this important part of Westminster's history. The

FY 2022 budget proposal assumes that work will be undertaken in FY 2022 to seal the building envelope of the Durbin House. The Capital Projects Fund budget assumes that 50% of the project cost will be funded from a MHAA grant award.

Certain Strategic Plan objectives do not require a specific budgetary allocation, as their advancement is tied to utilization of existing staffing resources. This is particularly true for priority projects associated with two Critical Success Factors – Strong Partnerships and an Engaged Community, as well as A Safe and Livable Community.

**Economic Climate**

The City’s budget is impacted by the national economic climate, as well as the state and local economies. The proposed FY 2022 budget is being presented at a time when the nation and the State of Maryland are recovering from the COVID-19 pandemic.

Despite the economic downturn caused the pandemic, the Director of Community Planning and Development reports that development activity in Westminster remains strong. The Community Planning and Development Department has seen no slowdown in building permits, residential development, or site development plans over the past year.

Because of the ongoing impacts of the pandemic, the Family Fitness Center is operating currently at 50% capacity. Maryland Governor Hogan recently lifted capacity restrictions on fitness clubs/gymnasiums, but the Director of Recreation and Parks has chosen to remain at the 50% capacity level for the comfort and safety of members.

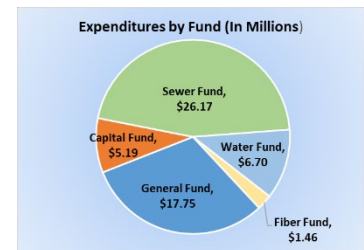
The City elected not to open the Westminster Municipal Pool or operate its summer camps in calendar year 2020. The Municipal Pool and summer camps will be open in calendar year 2021, although operating in a modified capacity due to State restrictions. Operation of both the Municipal Pool and summer camps are budgeted at a deficit in FY 2022 -- \$16,500 and \$15,847, respectively.

Due to the COVID-19 pandemic, the City did not hold its large scale community events in calendar year 2020. The FY 2022 budget proposal assumes that the City’s special events will return and be conducted in their customary manner.

For FY 2021, staff scaled back projected revenues in several categories. The FY 2022 budget proposal holds these revenue sources – income tax receipts, business personal property taxes, and admission and amusement taxes – at the same level as the prior year. Investment income was also held steady due to continued low interest rates.

**FY 2022 Budget Overview**

The proposed FY 2022 budget accounts for the City’s financial activities through five primary funds, or fiscal entities – the General Fund, the Water Fund, the Sewer Fund, the Fiber Fund, and the Capital Projects Fund. Combined revenues for all funds total approximately \$57.57 million. Combined expenditures for all funds for FY 2022 equal about \$57.28 million. The adjacent graph breaks down FY 2022 expenditures by fund.



The General Fund accounts for the day-to-day operational activities of the City, such as planning, police protection, snow removal, and general administration. Approximately 18% of the City’s proposed spending in FY 2022 is accounted for in the General Fund.

Other major funds include the City’s enterprise funds: Water, Sewer, and Fiber. These enterprise funds operate and account for their transactions in a manner similar to private businesses. By policy, they are to be self-supporting, with their fees and charges covering operating costs, capital projects, and debt service costs. Utility

rates and other user fees charged to Westminster households and businesses, and those outside the City limits, support the Water Fund and the Sewer Fund. In FY 2022, the Fiber Fund will be supported by payments from the City's fiber network operator (Ting), the drawdown of State loan proceeds, and an operating transfer/loan from the General Fund.

The Capital Projects Fund accounts for the City's non-enterprise capital expenditures. Recommended FY 2022 projects include renovation of the City's municipal pool, street improvements, acquisition of vehicles/equipment, a replacement of the City Hall roof, purchase of a new generator for the Police Department headquarters building, sidewalk retrofit work to ADA standards, sealing of the Durbin House building envelope, and initial work to implement the results of the Wakefield Valley Park master planning process.

### **Property Assessments and Tax Revenue**

Real property in Maryland is assessed on a triennial basis. All real property in Westminster was reassessed during calendar year 2020. For homeowners in the City, any increase in assessed value is phased in equally over a three-year period, and the resulting increase in the real property tax bill is capped at seven percent. Any decrease is fully factored into the first full levy year after the assessment.

FY 2022 marks the first year of the three-year assessment phase-in period. According to the Maryland Department of Assessments and Taxation, the City's assessable real property base (net) for FY 2022 is estimated to increase by approximately \$50.66 million, or 2.67%, from the prior year. This increase is a result of higher assessments from the reassessment cycle and new properties being added to the tax roll.

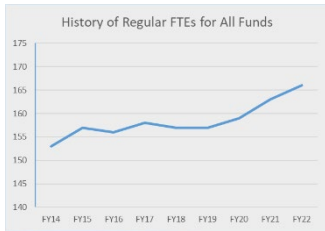
As noted earlier in this transmittal message, the proposed budget for FY 2022 is predicated on the continuation of the \$0.56 real property tax rate. Of this rate, \$0.44 is allocated for the City's general operations and \$0.12 is earmarked for the Capital Projects Fund. At the \$0.56 rate, real property tax revenues will increase by \$423,892 compared to FY 2021 budgeted revenues; of this amount, General Fund revenues will realize an increase of \$333,058 while the Capital Projects Fund will receive an additional \$90,834 compared to the prior year. The FY 2022 Constant Yield Tax Rate is \$0.5454 per \$100 of assessed valuation.

### **Staffing and Personnel Costs**

Certain staffing changes occurred during FY 2021 that were unanticipated at the time of budget adoption. These changes, and their impact on the FY 2022 budget, are discussed in more detail below.

- A second Deputy Chief position was created during FY 2021. The FY 2022 budget proposal includes funding for this position, which was unfunded during FY 2021.
- Upon the retirement of the Police Custodian in December 2020, the Police Department moved to the use of a contractual cleaning service. Therefore, the 35-hour per week Police Custodian position is not reflected in the FY 2022 proposed budget.
- During FY 2021, the City reached an agreement with Carroll County Government to handle overnight dispatching services for the Westminster Police Department. The FY 2022 budget proposal reflects the elimination of one full-time Communications Specialist I position.
- In conjunction with their discussion of the FY 2021 budget, the Mayor and Common Council directed the Recreation and Parks Director to develop and implement a plan to eliminate the Family Fitness Center's longstanding operational deficit. As part of that restructuring, the position of Family Fitness Center Manager was phased out in FY 2021.

- As mentioned earlier, three positions were approved to be added for fiscal year 2022. The positions are a Technology Help Desk Technician, and two Street Department Equipment Operators.



The adjacent chart provides historical information on City staffing. As noted earlier in this transmittal message, three new positions were approved for the fiscal year 2022. Both the Director of Technology and the Street Superintendent submitted requests for new staff positions in FY 2022. Specifically, the Director of Information Technology has requested the establishment of a full-time Help Desk Technician position, at an approximate annual cost of \$82,500. The cost of this position would be split equally among the General Fund, the Water Fund, and the Sewer Fund. The

Street Superintendent has requested two additional Equipment Operator I positions, at an associated annual cost of approximately \$71,000 per position. The full cost of these positions would be borne by the General Fund. The Street Department was provided an additional Equipment Operator I position in FY 2021.

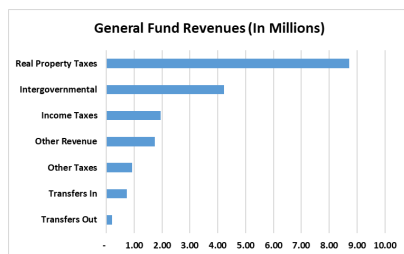
Employee health insurance costs will increase by 1.5% in FY 2022. The Maryland State Retirement and Pension System contribution rate for the City’s non-sworn staff will increase from 10.24% to 10.57%. The contribution rate for the Law Enforcement Officers’ Pension System (LEOPS) will decrease from 34.93% to 34.21%.

In March 2019, the Legislature overrode the Governor’s veto of the Fight for \$15 bill. The State minimum wage will be steadily increased until it reaches \$15.00 per hour as of January 1, 2025. The impact of the increased minimum wage is reflected in the Recreation and Parks operating budget for FY 2022. Long-term, the State minimum wage increase will likely create upwards pressure on the City's salary structure for its benefited employees.

**General Fund Revenues**

The General Fund supports many of the City’s core services and administrative functions. Fund revenues for FY 2022 are projected to total \$14.33 million – an increase of 3.4% compared to the prior year budget. The graph below depicts fund revenues by source.

The single largest General Fund revenue source is real property tax revenue, representing 47% of fund revenues in FY 2022. As mentioned earlier, the real property tax rate is proposed to remain the same. This revenue source is expected to generate approximately \$8.71 million in the General Fund.



Income tax receipts account for about 11% of General Fund operating revenues in FY 2022. This revenue source, budgeted at \$1.96 million, is the City’s share of income taxes received by the State of Maryland for returns filed from Westminster. The impact of the COVID-19 pandemic is creating payment anomalies, making it difficult to project FY 2022 revenues from this source. Given the uncertainty, FY 2022 income tax receipts have been budgeted at essentially the same amount as in the prior year.

Another significant revenue source that supports General Fund expenditures is monies received from Carroll County under the County/Town agreement. The City is expected to realize an increase of approximately \$1.08 million from this source.

**General Fund Expenditures**

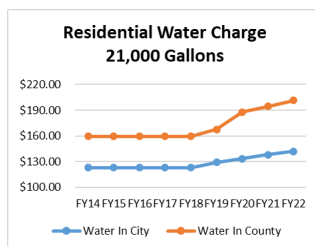
Personnel costs are the major cost driver for the General Fund, accounting for 55.4% of fund expenditures.

The budget proposal for the General Fund reflects the continuation of the City’s current complement of services. Notable initiatives included in the General Fund for FY 2022 include the following:

- The Legislative and Administrative Services budget includes an allocation for a strategic planning and team building retreat (\$8,000) and a repeat of the 2019 resident survey (\$17,300).
- Funding is included in the Community Planning and Development budget for an update of the City’s Zoning Code (\$60,000) and technical assistance associated with the redevelopment of the former Stocksdale Property (\$30,000).
- The Police Department will begin the process of implementing a body-worn camera program, at a cost of \$11,855.
- The Street Department operating budget includes funding for upgrading certain City lighting to LED standards (\$79,177); the quick payback in energy savings makes this investment worthwhile. Grant funding will be pursued to offset a portion of this cost.
- From FY 2018 – FY 2021, the City has provided an annual grant to the Mid-Atlantic Gigabit Innovation Collaboratory (MAGIC). By the end of FY 2021, the City would have provided grant funding totaling \$320,000. Prior to FY 2018, the City directly funded the services of MAGIC’s Executive Director. In prior years, the grant to MAGIC was accounted for in the Fiber Fund. Given that a transfer from the General Fund will be required in FY 2022 to bring the Fiber Fund into balance, the grant funding for MAGIC has been moved to the General Fund. The Mayor and members of the Finance Committee directed that \$80,000 be included in the FY 2022 budget.
- Continued financial support to the Westminster Volunteer Fire Department (\$250,000) and the Westminster Municipal Band (\$5,000) will be provided. For the first time, the City will make a modest contribution (\$6,500) to the Heart of the Civil War Heritage Area.

### Water Fund

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



The adjacent chart shows the history of the City’s residential water charges within the Westminster corporate boundaries and outside the City limits. In FY 2018, the City completed a rate study. The Mayor and Common Council adopted new water rates for FY 2019 through FY 2023 in conjunction with the adoption of the FY 2019 budget. Water rates will increase by 3.5% in FY 2022.

Water Fund revenues are projected to total about \$6.66 million in FY 2022. Of this amount, \$347,500 represents grant funding from the United States Bureau of Reclamation for the City’s water re-use pilot project.

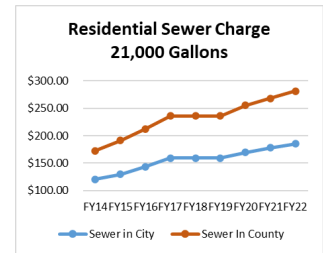
FY 2022 Water Fund expenditures total approximately \$6.7 million. Funding in the amount of \$460,546 is provided for the City’s water re-use initiative, one of the priorities included in the City’s Strategic Plan. A placeholder amount of \$250,000 is included in the proposed budget for PFAS mitigation at Well No. 8. Other Water Fund expenditures include \$275,000 for continued work on the Route 27 water main replacement project, \$100,000 for reservoir improvements, \$90,000 for GIS engineering and layers, and \$962,335 for debt service.

### Sewer Fund

The Sewer Fund accounts for the financial activity associated with the collection and delivery of sewage for treatment and disposal. Charges are based on water consumption.

The results of the rate study completed in FY 2018 were adopted in May 2018, with rates established for FY 2019 through FY 2023. Sewer rates will increase by 5% in FY 2022.

Sewer Fund revenues are projected to total about \$27.07 million in FY 2022. The chart to the right shows the history of residential sewer rates within the corporate boundaries of Westminster and outside the City limits.



Fund expenditures will total approximately \$26.17 million. The single largest cost in FY 2022 is associated with the ENR/Biosolids Upgrade Project at the City’s Wastewater Treatment Plant, budgeted at \$19.30 million. Of this amount, \$1.7 million is for the upgrade of the County’s septage facility, which is 100% reimbursed by the County.

To advance the Strategic Plan objective of ensuring water and sewer capacity for future generations, the FY 2022 budget proposal includes \$1.0 million as part of the City’s continuing efforts to address inflow and infiltration into the sewer system. Minimizing inflow and infiltration will restore sewer treatment capacity, which is critical to Westminster’s continued economic growth. FY 2022 work will include small pipe lining projects in various areas of the City.

Other Sewer Fund expenditures include \$400,000 in debt service and purchase of an influent screen at a cost of \$175,000.

### Fiber Fund

The Fiber Fund accounts for the financial activity associated with the City’s construction and operation of the Westminster Fiber Network, a community-wide gigabit fiber network. Fund revenues are projected to total about \$1.46 million in FY 2022. Contractually-based payments from Ting, the network operator, account for \$825,300 of this amount. This amount is predicated on an increase of 28 subscribers per month.

The FY 2022 budget proposal assumes the drawdown of \$516,855 in proceeds from a State-provided loan for operational costs associated with the Westminster Fiber Network. The \$1.3 million loan has a term of 30 years, at a 0% interest rate. Staff projects that the FY 2022 drawdown will exhaust the loan proceeds.

The balance of Fiber Fund revenues total \$3,000. This amount is comprised of a payment from Carroll Lutheran Village for fiber it leases from the City and interest revenues.

FY 2022 revenues will be insufficient to cover debt service costs, for which State loan proceeds cannot be used. Therefore, a transfer must be made from the General Fund to the Fiber Fund to make up the shortfall. Based on current Fiber Fund expenditures, the amount of the transfer will equal \$116,973.

Fiber Fund expenditures are estimated to total approximately \$1.46 million in FY 2022. Debt service accounts for \$925,272 of this amount. Other expenses relate to the operation and maintenance of the Westminster Fiber Network.

One of the issues discussed with the Mayor and members of the Common Council’s Finance Committee is that the current staffing allocation does not represent the City’s true cost of operating the Westminster Fiber Network. For example, no portion of the salary and benefit costs of the Director of Finance, Director of Public Works, or the Utility Maintenance Superintendent are charged currently to the Fiber Fund. The Mayor and members of the Finance Committee recommended that a review of the present staffing allocation be undertaken in FY 2022.

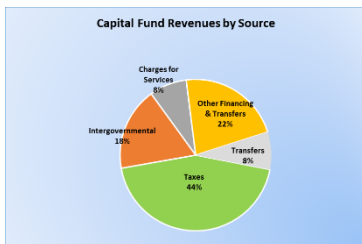
As noted above, it is anticipated that the City will exhaust the \$1.3 million State loan proceeds in FY 2022. Even steady growth in Ting subscribers and the associated increase in revenues to the City will be insufficient to close the funding gap. Without a new source of revenue, the elected body will likely be faced with an unsustainable operating transfer from the General Fund to the Fiber Fund in excess of \$600,000 per year. Preliminary discussions have taken place regarding the implementation of a community broadband fee beginning in FY 2023. Such a fee can only be assessed against property owners who have access to the Westminster Fiber Network, and logistical challenges such as how to invoice and collect revenues must be worked out.

### Capital Projects Fund

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

The Capital Projects Fund's share of real property tax revenue is projected to total \$2.37 million in FY 2022. As previously noted, the Capital Projects Fund will realize an increase in real property tax revenue due to higher assessments.

Other fund revenues include bond proceeds in the amount of \$1.19 million, which will be used to finance improvements at the Westminster Municipal Pool. Highway User Revenue (HUR) is budgeted at approximately \$770,000 while benefit assessments are anticipated to generate about \$430,000. Fund revenues for FY 2022 also include Program Open Space monies awarded in a prior fiscal year, and an anticipated \$100,000 grant from the Maryland Heritage Areas Authority for a project involving the Durbin House.



A transfer in the amount of \$430,000 from the General Fund unrestricted reserve will be made to the Capital Projects Fund. This amount represents the proceeds from the sale of City-owned property (West End Place) in FY 2021. An allocation of \$152,778 will be made from the Capital Projects Fund reserve; this amount represents re-appropriated monies for budgeted projects not completed in FY 2021.

Capital Projects Fund expenditures are budgeted at approximately \$5.19 million. As in prior years, submitted departmental requests initially exceeded available funding. The transfer of the proceeds from the sale of West End Place avoided the need to prioritize and eliminate certain departmental funding requests.

Highlighted below are some of the more significant FY 2022 projects:

- \$1.19 million for costs associated with renovation of the Westminster Municipal Pool;
- \$1.03 million for street paving;
- \$0.84 million for debt service;
- \$0.2 million for Wakefield Valley Park improvements; and,

These projects will advance the City's strategic planning objective of being a responsible steward of resources through appropriate investment in its physical infrastructure.

As noted, the funding gap in FY 2022 was largely closed by the one-time transfer of the proceeds from the sale of City-owned property. Funding requests in future years of the Capital Improvement Program will exceed available revenues, necessitating either the elimination or scaling back of projects, or identification of a new source of fund

revenue. The City's debt service burden will decrease beginning in FY 2023, which will provide some financial relief in the Capital Projects Fund.

**American Rescue Plan Act of 2021 Funding**

The American Rescue Plan Act of 2021 was passed by the 117th United States Congress and signed into law by President Biden on March 11, 2021. Under the \$360 billion Coronavirus State and Local Fiscal Recovery Funds, every level of government will receive funding regardless of size.

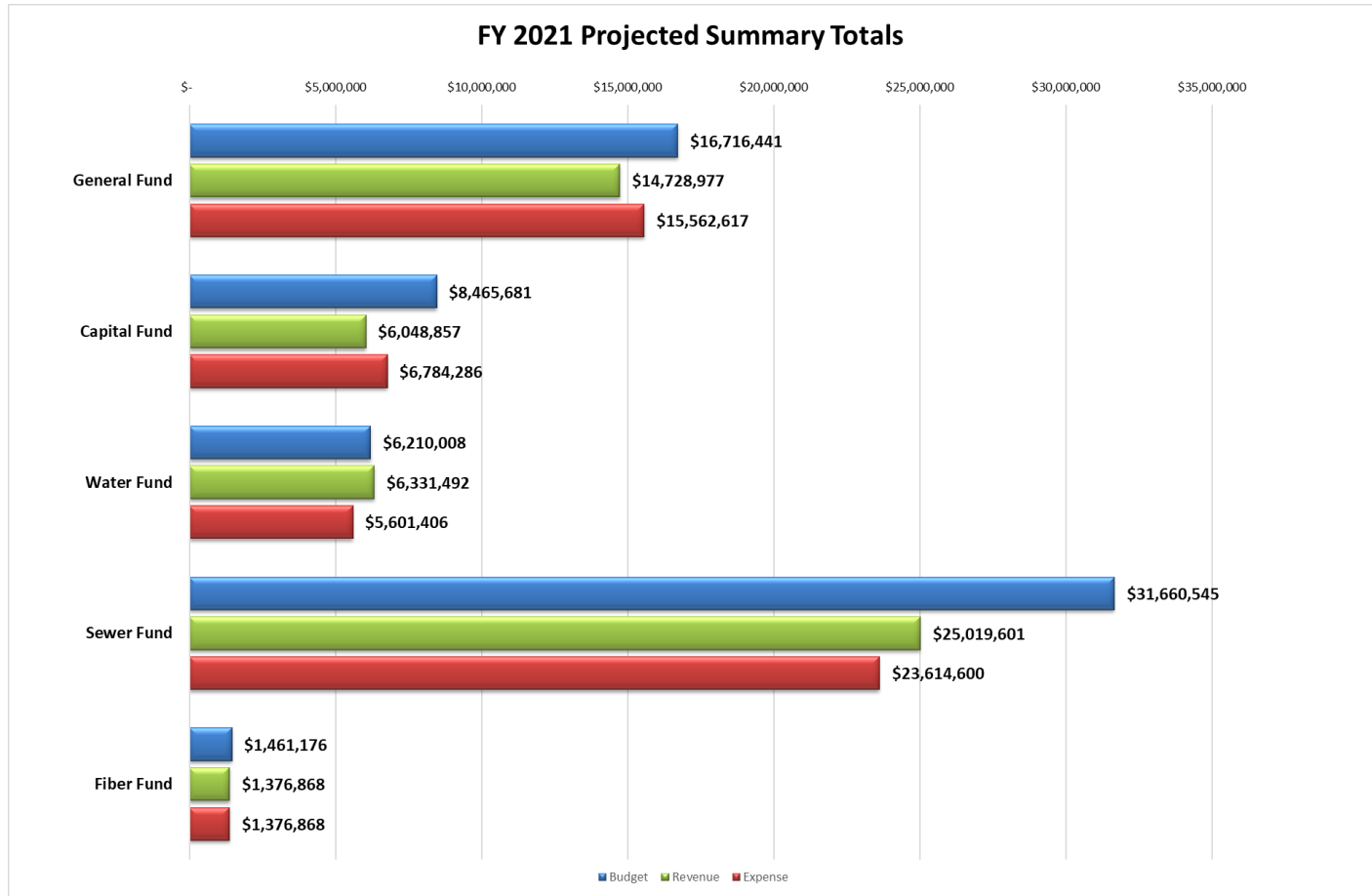
Information provided by the office of United States Senator Ben Cardin indicate that the City of Westminster is slated to receive \$15,579,260. The funds will come directly from the State of Maryland.

Allowable uses of the monies include, but are not limited to, making necessary investments in water, sewer, or broadband infrastructure. Funds may not be used to support any pension fund or offset a tax cut. More guidance on eligible expenses will come as the associated regulations are written by the United States Treasury Department.

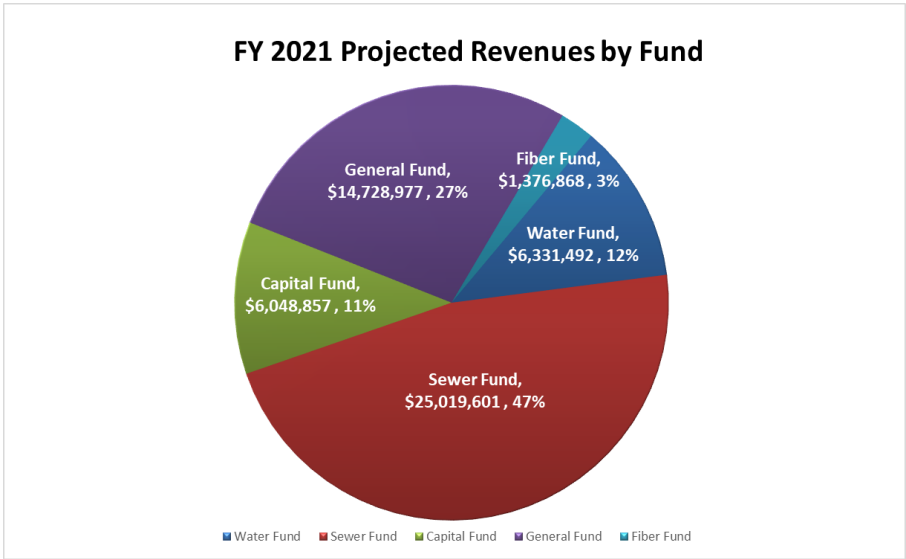
Federal funds have a significant number of associated conditions, including procurement, asset tracking, segregation of funds, records retention, reporting, and single audit requirements. The grants manager for Carroll County Government has offered to provide technical assistance as the City navigates this new source of funds.

# FY 2021 IN REVIEW – PROJECTED RESULTS

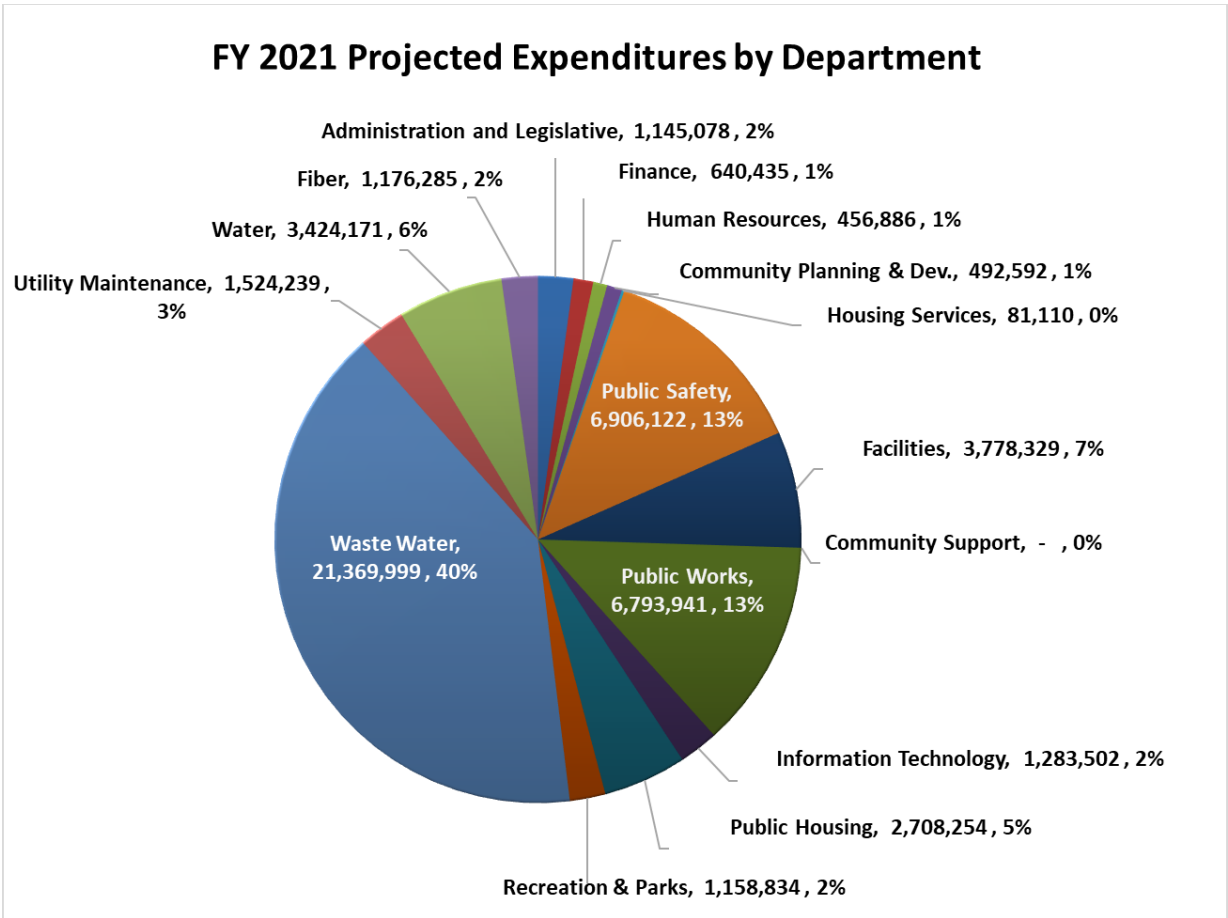
General Fund expenses are projected to exceed fund revenues by \$833,640. This is primarily due to a budgeted transfer from reserves to the Capital Fund for the 45 West Main Street Renovation Project. Capital Projects Fund expenses are expected to exceed fund revenues by \$735,429. Several projects were not completed in fiscal year 2020 and were re-allocated in the FY 2021 budget by using reserves. Water Fund revenues are expected to exceed expenses by \$730,086. This is due to capital projects not being completed in FY 2021. Sewer Fund revenues are expected to exceed expenses by \$1,405,002. This is due to capital projects not being completed in FY 2021. The Fiber Fund is expected to remain neutral due to a transfer from the General Fund.



The following charts display the projected results for FY 2021. Please refer to *Appendix B – Revenue Book* for additional information.



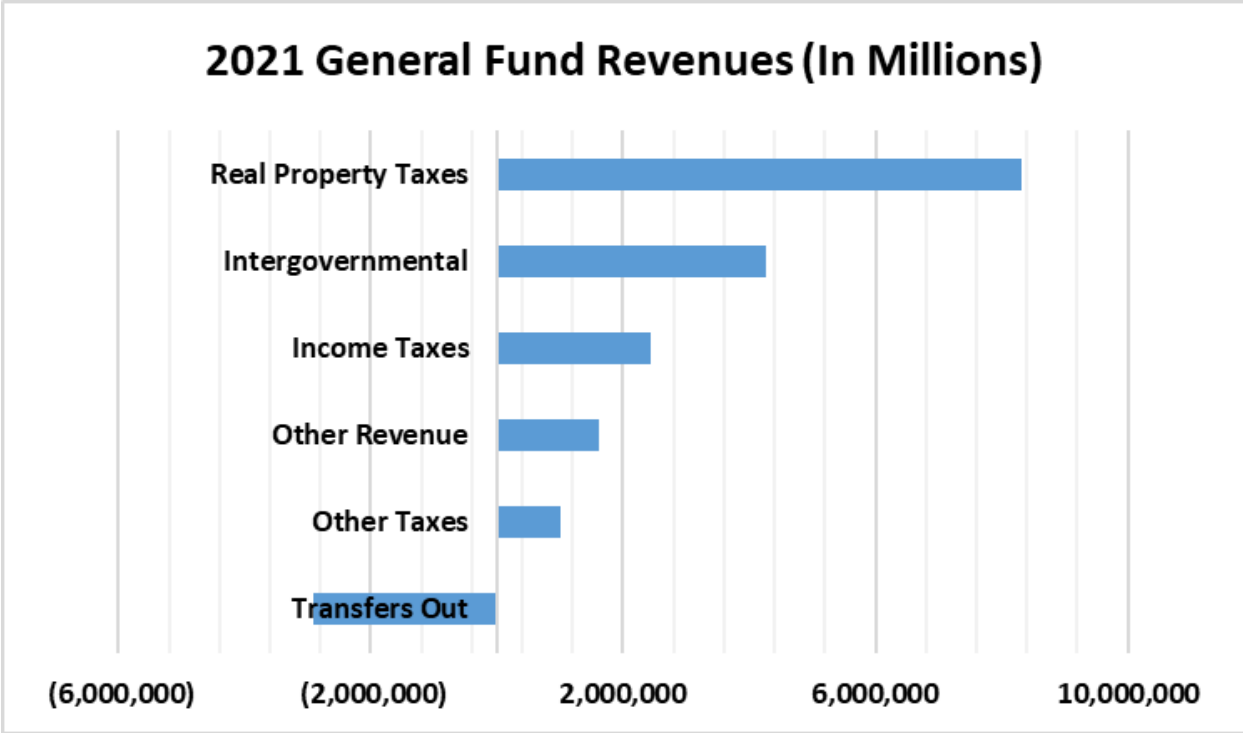
The following charts display the projected results for FY 2021. In the Wastewater Department, the Enhanced Nutrient Removal Project continued construction resulting in increased expenditures.



**GENERAL FUND**

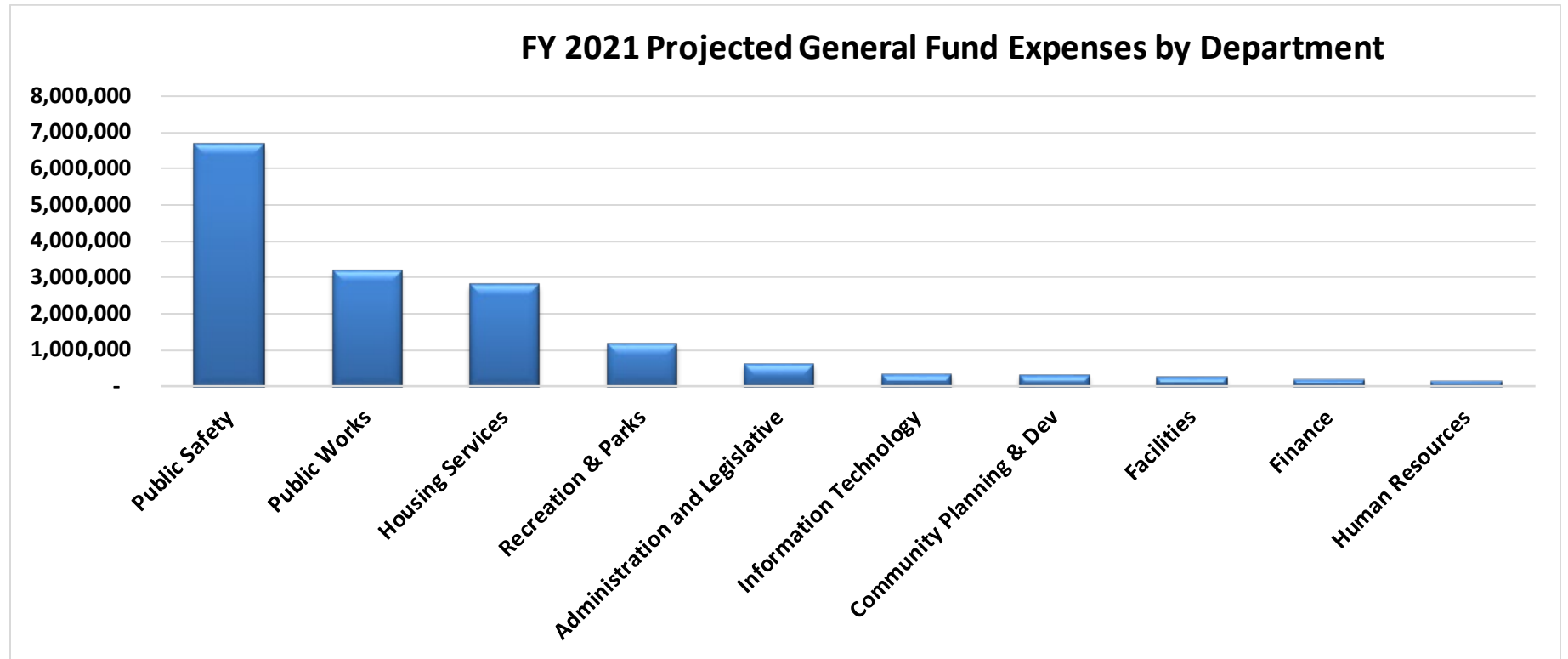
**GENERAL FUND PROJECTED REVENUES**

The General Fund’s largest revenue source is real property tax receipts, accounting for 56% of fund revenues. The next largest revenue source is intergovernmental funding, comprising 29% of estimated FY 2020 fund revenues. Intergovernmental funding is primarily made up of Housing and Urban Development grants.



**GENERAL FUND PROJECTED EXPENSES**

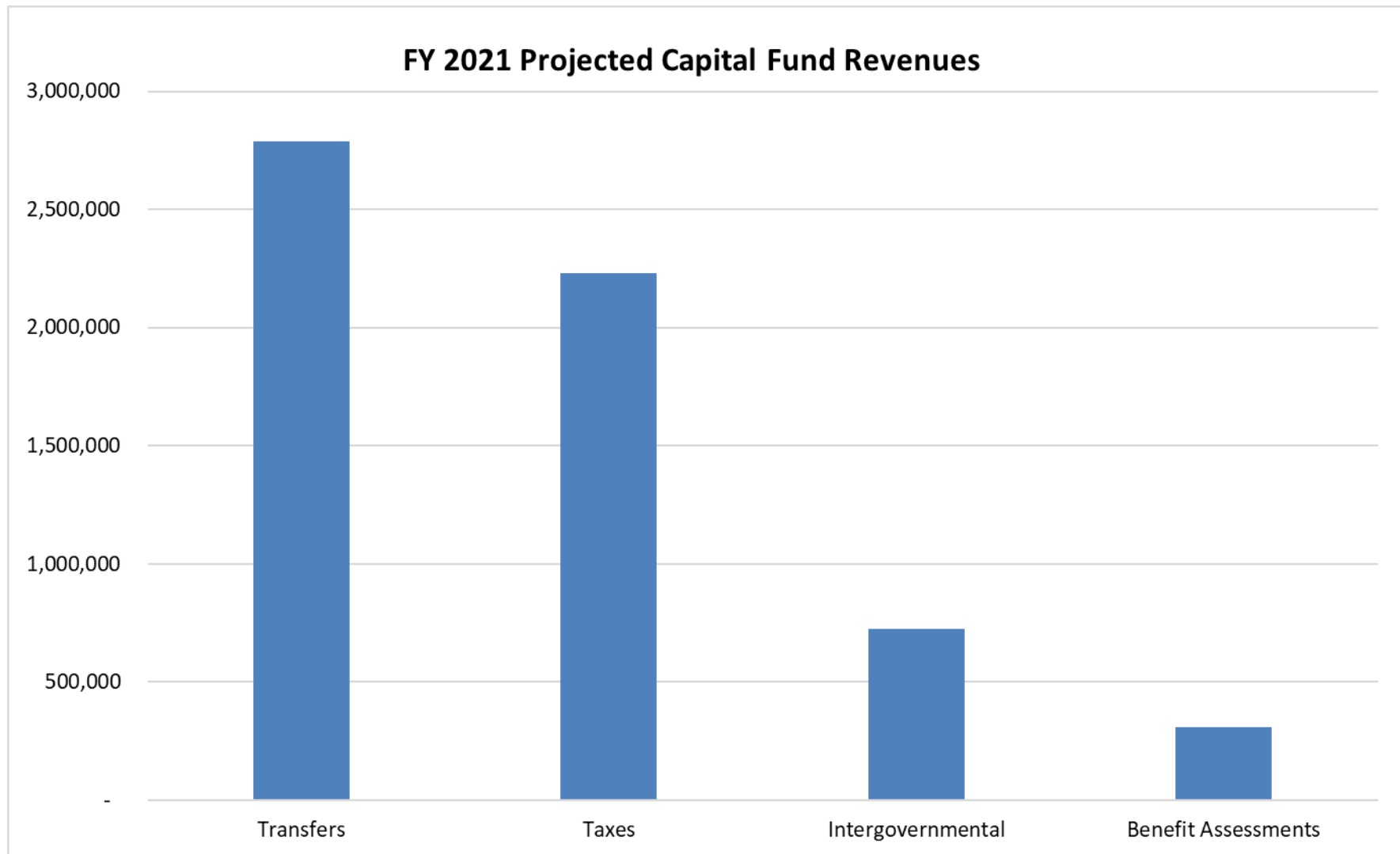
General Fund projected expenses are comprised primarily of Public Safety (43%), Public Works (20%), and Housing Services (18%) expenses. All other expenses are supporting departments (Administration, Finance, Human Resources, Community Planning and Development, Information Technology, and Recreation and Parks).



## ***CAPITAL PROJECTS FUND***

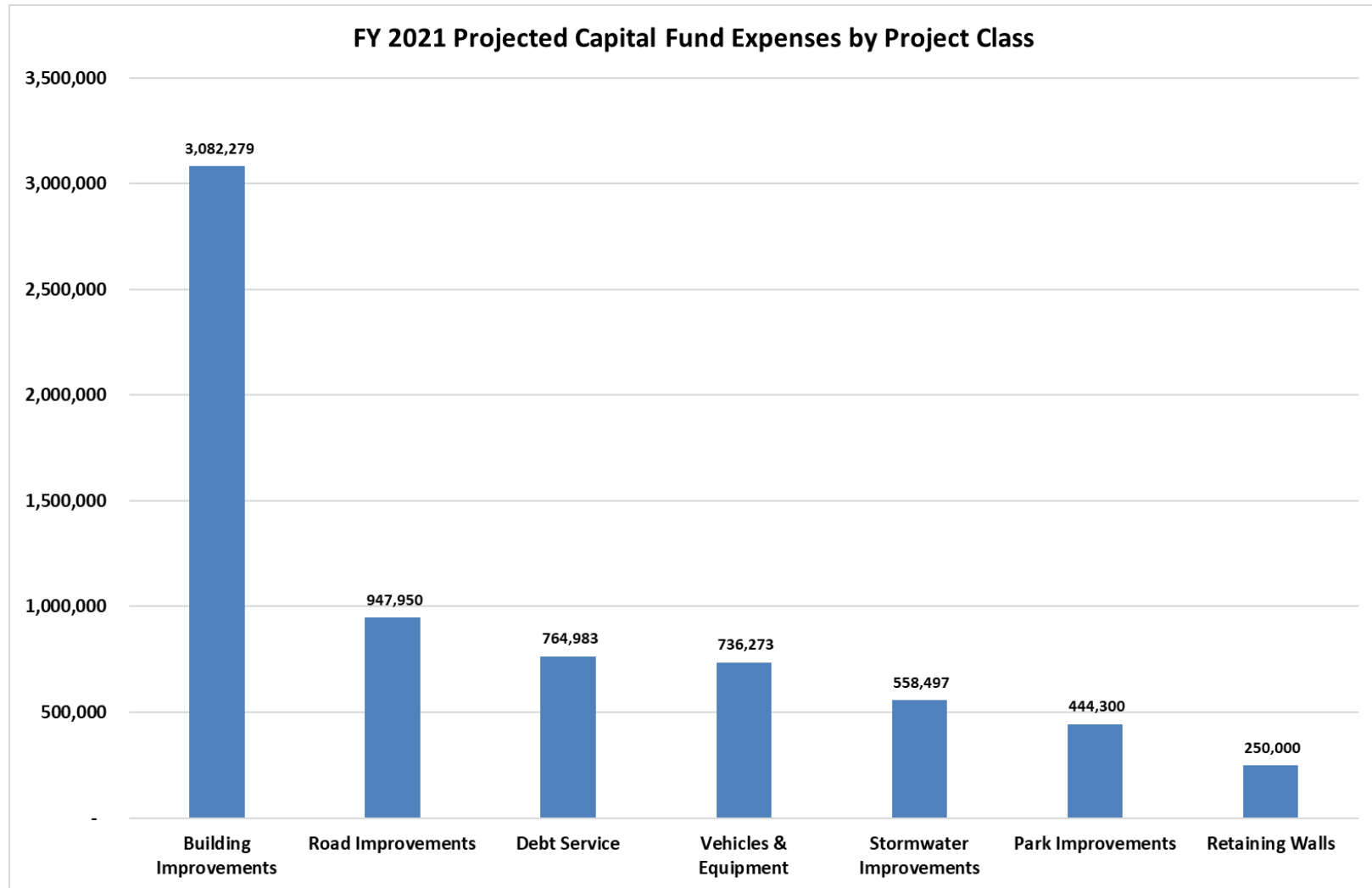
### ***PROJECTED CAPITAL FUND REVENUES***

The Capital Projects Fund saw increased revenue from a General Fund transfer in the amount of \$2.79 million for the 45 West Main Renovation Project. Other than the transfer, the largest revenue is Real Property Taxes.



**PROJECTED CAPITAL FUND EXPENSES**

The largest capital expense of fiscal year 2021 was improvements to 45 West Main Street with the City spending \$2.7 million for that purpose. Road improvements are the second largest expense of the year.



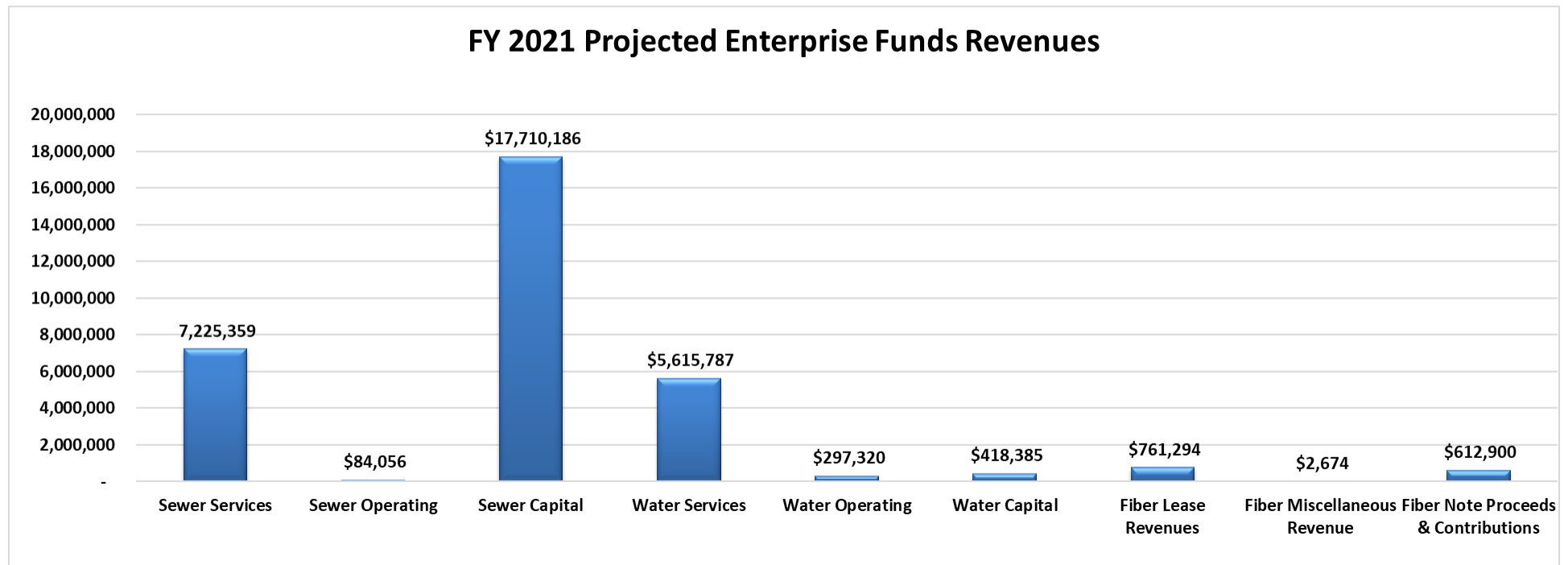
**GENERAL GOVERNMENT FUNDS – PROJECTED CHANGES IN EQUITY-INCLUDES GENERAL FUND, CAPITAL FUND, AND HOUSING FUND**

General, Capital & Housing Fund	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Actual FY 2017	Actual FY 2018	Actual FY 2019	Actual FY 2020	Projected FY 2021	Budgeted FY 2022
<b>Net Position - Beginning</b>	<b>44,093,809</b>	<b>45,255,511</b>	<b>40,728,690</b>	<b>44,835,903</b>	<b>48,983,708</b>	<b>47,041,401</b>	<b>48,449,613</b>	<b>50,024,270</b>	<b>56,530,663</b>	<b>54,961,593</b>
Taxes	11,795,180	11,846,750	12,335,060	12,038,803	12,057,925	12,218,963	13,097,157	13,676,572	13,983,467	13,965,860
Charges for Services	1,420,942	1,236,061	1,418,408	1,144,123	1,254,812	2,232,112	1,476,233	1,426,318	1,362,273	2,038,825
Intergovernmental	3,364,268	4,380,290	5,798,481	8,854,276	5,050,240	4,693,806	4,901,414	9,738,771	4,982,798	5,154,282
Interest	19,900	11,478	15,876	26,550	42,233	52,048	291,898	176,868	63,368	38,000
Miscellaneous	259,471	30,563	187,336	704,408	615,868	34,736	159,141	125,198	500,828	111,776
Transfers				(2,055,923)	(35,000)	(110,000)	-	(144,178)	(114,900)	1,069,827
<b>Total</b>	<b>16,859,761</b>	<b>17,505,142</b>	<b>19,755,161</b>	<b>20,712,237</b>	<b>18,986,078</b>	<b>19,121,665</b>	<b>19,925,843</b>	<b>24,999,549</b>	<b>20,777,834</b>	<b>22,378,570</b>
General Government	1,619,659	2,033,740	2,279,392	2,044,804	1,958,923	1,791,223	1,924,967	1,817,551	1,233,481	1,600,464
Public Safety	5,849,529	5,698,822	5,917,816	6,077,097	7,779,910	6,391,879	6,920,328	6,989,661	6,906,122	8,082,867
Public Works	4,395,239	4,668,285	4,990,363	4,833,127	5,288,557	5,049,594	5,058,444	5,248,054	9,771,049	8,048,723
Recreation and Culture	1,142,296	1,267,334	1,229,001	1,363,735	1,406,611	1,609,625	1,824,481	1,588,380	1,158,834	1,591,036
Community Dev & Housing	2,364,831	2,218,483	2,179,252	2,067,003	2,293,036	2,464,400	2,410,829	2,656,679	3,093,335	3,405,510
Interest	218,755	196,380	190,055	178,666	166,597	376,477	212,137	192,831	184,083	208,948
<b>Total</b>	<b>15,590,309</b>	<b>16,083,044</b>	<b>16,785,879</b>	<b>16,564,432</b>	<b>18,893,634</b>	<b>17,683,198</b>	<b>18,351,186</b>	<b>18,493,156</b>	<b>22,346,904</b>	<b>22,937,548</b>
Change in Position	1,269,452	1,422,098	2,969,282	4,147,805	92,444	1,438,467	1,574,657	6,506,393	(1,569,070)	(558,978)
<b>Net Position Ending</b>	<b>45,363,261</b>	<b>46,677,609</b>	<b>43,697,972</b>	<b>48,983,708</b>	<b>49,076,152</b>	<b>48,479,868</b>	<b>50,024,270</b>	<b>56,530,663</b>	<b>54,961,593</b>	<b>54,402,615</b>

## ***ENTERPRISE FUNDS – WATER, SEWER, AND FIBER***

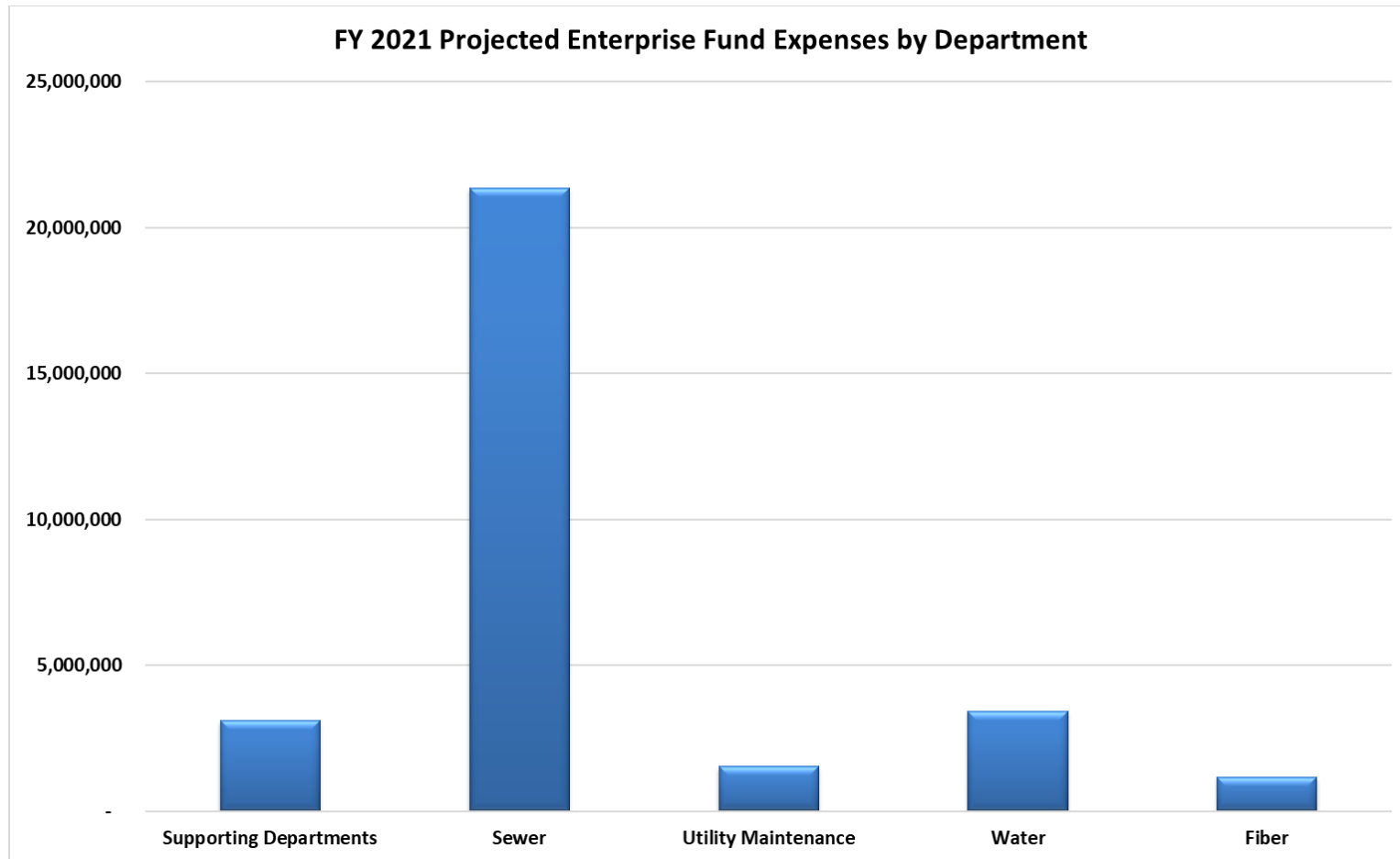
### ***ENTERPRISE FUNDS – WATER, SEWER, AND FIBER REVENUES***

Both the Water and Sewer Funds saw charges for services come in over budget. Fiber Fund lease revenues do not exceed debt service, so a transfer from the General Fund is required. In addition, proceeds from a Note from the Governor’s Office of Rural Broadband covers operating expenditures.



**ENTERPRISE FUND EXPENSES**

Enterprise Fund expenses consist mainly of Sewer Fund expenses (70%). This is due to the ENR construction project. These are capital expenses that will be moved into fixed assets upon project completion.



**ENTERPRISE FUND CHANGES IN EQUITY**

Enterprise Funds	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Actual FY 2017	Actual FY 2018	Actual FY 2019	Actual FY 2020	Projected FY 2021	Budgeted FY 2022
<b>Net Position - Beginning</b>	<b>55,012,354</b>	<b>56,980,461</b>	<b>59,277,441</b>	<b>60,855,345</b>	<b>65,430,242</b>	<b>67,571,580</b>	<b>71,029,937</b>	<b>77,745,054</b>	<b>91,819,955</b>	<b>93,955,042</b>
Charges for Services	10,620,457	10,819,233	10,830,889	11,502,435	11,698,090	13,468,473	12,266,531	12,713,857	13,602,440	13,517,200
Capital Contributions	480,407	872,369	1,615,385	419,379	941,831	-	5,439,362	12,662,554	18,128,571	20,449,277
Interest	17,379	14,547	31,694	53,066	84,466	101,906	312,722	351,515	114,684	312,000
Miscellaneous	29,399	17,565	14,059	228,452	373,012	292,500	413,130	342,817	269,366	283,437
Transfers & Other Financing			-	2,055,923	35,000	110,000	-	144,178	612,900	633,828
<b>Total</b>	<b>11,147,642</b>	<b>11,723,714</b>	<b>12,492,027</b>	<b>14,259,255</b>	<b>13,132,399</b>	<b>13,972,879</b>	<b>18,431,745</b>	<b>26,214,921</b>	<b>32,727,961</b>	<b>35,195,742</b>
Sewer Services	4,762,370	4,877,723	4,944,571	4,839,774	5,036,757	5,108,995	5,518,913	5,555,226	23,614,600	26,174,586
Water Services	4,417,165	4,549,011	4,424,143	4,496,897	4,548,024	4,779,413	4,793,870	4,772,537	5,601,406	6,701,640
Fiber Services				347,687	378,031	617,265	1,403,845	1,812,257	1,376,868	1,462,126
<b>Total</b>	<b>9,179,535</b>	<b>9,426,734</b>	<b>9,368,714</b>	<b>9,684,358</b>	<b>9,962,812</b>	<b>10,505,673</b>	<b>11,716,628</b>	<b>12,140,020</b>	<b>30,592,874</b>	<b>34,338,352</b>
Change in Position	1,968,107	2,296,980	3,123,313	4,574,897	3,169,587	3,467,206	6,715,117	14,074,901	2,135,087	857,390
<b>Net Position Ending</b>	<b>56,980,461</b>	<b>59,277,441</b>	<b>62,400,754</b>	<b>65,430,242</b>	<b>68,599,829</b>	<b>71,038,786</b>	<b>77,745,054</b>	<b>91,819,955</b>	<b>93,955,042</b>	<b>94,812,432</b>

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

Fund balances continue to grow steadily. City reserves are being used for the 45 West Main Street Renovation Project and other one-time improvements.

	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Actual FY 2017	Actual FY 2018	Actual FY 2019	Actual FY 2020	Projected FY 2021	Budgeted FY 2022
City-Wide										
<b>Net Position - Beginning</b>	<b>99,106,163</b>	<b>102,235,972</b>	<b>100,006,131</b>	<b>105,691,248</b>	<b>114,413,950</b>	<b>114,612,981</b>	<b>119,479,550</b>	<b>127,769,324</b>	<b>148,350,618</b>	<b>148,916,635</b>
Taxes	11,795,180	11,846,750	12,335,060	12,038,803	12,057,925	12,218,963	13,097,157	13,676,572	13,983,467	13,965,860
Charges for Services	12,041,399	12,055,294	12,249,297	12,646,558	12,952,902	15,700,585	13,742,764	14,140,175	14,964,713	15,556,025
Intergovernmental	3,844,675	5,252,659	7,413,866	9,273,655	5,992,071	4,693,806	10,340,776	22,401,325	23,111,369	25,603,559
Interest	37,279	26,025	47,570	79,616	126,699	153,954	604,620	528,383	178,052	350,000
Miscellaneous	288,870	48,128	201,395	932,860	988,880	327,236	572,271	468,015	770,194	395,213
Transfers and Other Financing				-	-	-	-	-	498,000	1,703,655
<b>Total</b>	<b>28,007,403</b>	<b>29,228,856</b>	<b>32,247,188</b>	<b>34,971,492</b>	<b>32,118,477</b>	<b>33,094,544</b>	<b>38,357,588</b>	<b>51,214,470</b>	<b>53,505,795</b>	<b>57,574,312</b>
General Government	1,619,659	2,033,740	2,279,392	2,044,804	1,958,923	1,791,223	1,924,967	1,817,551	1,233,481	1,600,464
Public Safety	5,849,529	5,698,822	5,917,816	6,077,097	7,779,910	6,391,879	6,920,328	6,989,661	6,906,122	8,082,867
Public Works	4,395,239	4,668,285	4,990,363	4,833,127	5,288,557	5,049,594	5,058,444	5,248,054	9,771,049	8,048,723
Recreation and Culture	1,142,296	1,267,334	1,229,001	1,363,735	1,406,611	1,609,625	1,824,481	1,588,380	1,158,834	1,591,036
Community Dev & Housing	2,364,831	2,218,483	2,179,252	2,067,003	2,293,036	2,464,400	2,410,829	2,656,679	3,093,335	3,405,510
Interest	218,755	196,380	190,055	178,666	166,597	376,477	212,137	192,831	184,083	208,948
Sewer Services	4,762,370	4,877,723	4,944,571	4,839,774	5,036,757	5,108,995	5,518,913	5,555,226	23,614,600	26,174,586
Water Services	4,417,165	4,549,011	4,424,143	4,496,897	4,548,024	4,779,413	4,793,870	4,772,537	5,601,406	6,701,640
Fiber Services	-	-	-	347,687	378,031	617,265	1,403,845	1,812,257	1,376,868	1,462,126
<b>Total</b>	<b>24,769,844</b>	<b>25,509,778</b>	<b>26,154,593</b>	<b>26,248,790</b>	<b>28,856,446</b>	<b>28,188,871</b>	<b>30,067,814</b>	<b>30,633,176</b>	<b>52,939,778</b>	<b>57,275,900</b>
Change in Position	3,237,559	3,719,078	6,092,595	8,722,702	3,262,031	4,905,673	8,289,774	20,581,294	566,017	298,412
<b>Net Position Ending</b>	<b>102,343,722</b>	<b>105,955,050</b>	<b>106,098,726</b>	<b>114,413,950</b>	<b>117,675,981</b>	<b>119,518,654</b>	<b>127,769,324</b>	<b>148,350,618</b>	<b>148,916,635</b>	<b>149,215,047</b>

## CASH FUND BALANCE RESULTS

As shown below, cash balances have been accumulating over the past several years. The FY 2020 and FY 2021 budgets called for use of City reserves in the General Fund for the 45 West Main Renovation Project.

### General Fund Opening Balances:

	July 1, 2011	July 1, 2012	July 1, 2013	July 1, 2014	July 1, 2015	July 1, 2016	July 1, 2017	July 1, 2018	July 1, 2019	July 1, 2020
· General Operating Funds:	\$ 4,161,830	\$ 5,988,153	\$ 7,868,076	\$ 8,154,993	\$ 10,867,627	\$ 11,186,431	\$ 15,579,323	\$ 9,675,162	\$ 11,446,251	\$ 10,597,865
· Police Forfeiture Funds:	\$ 63,305	\$ 54,210	\$ 55,061	\$ 63,078	\$ 109,161	\$ 106,426	\$ 93,877	\$ 159,866	\$ 175,848	\$ 168,410
· Capital Projects Funds:	\$ 928,273	\$ 1,579,781	\$ 1,899,612	\$ 1,830,180	\$ 1,631,040	\$ 3,492,548	\$ 1,372,001	\$ 1,690,016	\$ 1,127,337	\$ 212,094
· Benefit Assessment Funds:	\$ 819,421	\$ 870,266	\$ 985,652	\$ 1,061,557	\$ -	\$ 37,548	\$ 171,958	\$ 171,958	\$ 791,807	\$ 1,393,033
· Other Restricted Funds:	\$ 255,739	\$ 474,891	\$ 475,953	\$ 475,953	\$ 475,953	\$ 475,953	\$ 475,953	\$ 5,778,159	\$ 5,332,800	\$ 3,920,415
o Total General Fund:	\$ 6,228,568	\$ 8,967,301	\$ 11,284,354	\$ 11,585,761	\$ 13,083,781	\$ 15,298,906	\$ 17,693,112	\$ 17,475,161	\$ 18,874,043	\$ 16,291,817

### Sewer Fund Opening Balances:

· Sewer Fund Operating Fund:	\$ 2,523,013	\$ 3,390,753	\$ 4,484,765	\$ 5,068,821	\$ 5,468,737	\$ 6,733,279	\$ 8,123,711	\$ 8,525,105	\$ 9,758,911	\$ 9,205,143
· Benefit Assessment Funds:	\$ 3,390,595	\$ 3,638,037	\$ 3,868,050	\$ 4,158,771	\$ 4,413,804	\$ 4,593,252	\$ 4,878,625	\$ 5,386,822	\$ 5,043,126	\$ 5,455,806
· Retainage:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 232,485	\$ 1,090,399
· Other Restricted Funds:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 554,319
o Total Sewer Fund:	\$ 5,913,608	\$ 7,028,790	\$ 8,352,815	\$ 9,227,592	\$ 9,882,540	\$ 11,326,531	\$ 13,002,336	\$ 13,911,927	\$ 15,034,522	\$ 16,305,667

### Water Fund Opening Balances:

· Water Fund Operating Fund:	\$ 3,367,771	\$ 4,273,236	\$ 5,083,930	\$ 5,204,233	\$ 5,729,266	\$ 6,502,129	\$ 6,630,279	\$ 6,736,557	\$ 7,510,991	\$ 8,327,794
· Benefit Assessment Funds:	\$ 3,452,259	\$ 3,685,835	\$ 3,705,480	\$ 3,977,749	\$ 2,691,211	\$ 1,520,429	\$ 616,929	\$ (206,861)	\$ (78,956)	\$ 2,164
· Retainage:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,905	\$ 10,086
· Other Restricted Funds:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 578,920
o Total Water Fund:	\$ 6,820,030	\$ 7,959,071	\$ 8,789,410	\$ 9,181,982	\$ 8,420,477	\$ 8,022,558	\$ 7,247,208	\$ 6,529,697	\$ 7,443,940	\$ 8,918,964

### Public Housing Agency Opening Balances:

· PHA Operating Funds:	\$ 67,048	\$ 3,536	\$ -	\$ -	\$ 81,353	\$ 124,316	\$ 188,329	\$ 184,529	\$ 233,198	\$ 235,145
· PHA HAP Equity Funds:	\$ 739,805	\$ 480,815	\$ 394,157	\$ 305,473	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
· PHA Admin Equity Funds:	\$ -	\$ 78,154	\$ 17,619	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,905	\$ 10,086
· PHA FSS Escrow Funds:	\$ 35,831	\$ 20,366	\$ 13,999	\$ 13,510	\$ 22,427	\$ 36,483	\$ 9,240	\$ 2,130	\$ 3,684	\$ -
o Total PHA Fund:	\$ 842,684	\$ 582,871	\$ 425,775	\$ 318,983	\$ 103,780	\$ 160,799	\$ 197,569	\$ 186,659	\$ 236,882	\$ 235,145

### Fiber Fund Opening Balances:

· Fiber Operating Funds:	\$ -	\$ -	\$ -	\$ -	\$ 128,942	\$ 299,275	\$ 717,514	\$ 283,713	\$ 57,344	\$ 28,192
· Retainage:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 763,154	\$ 474,149
o Total Fiber Fund:	\$ -	\$ -	\$ -	\$ -	\$ 128,942	\$ 299,275	\$ 717,514	\$ 283,713	\$ 820,498	\$ 502,341

### Total City of Westminster Balance:

	\$ 19,804,890	\$ 24,538,033	\$ 28,852,354	\$ 30,314,318	\$ 31,619,522	\$ 35,108,069	\$ 38,857,739	\$ 38,387,157	\$ 42,409,885	\$ 42,253,934
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**DEBT SERVICE**

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

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

Water Fund debt is focused on two major water system projects: the Medford Quarry Emergency Pipeline and the Cranberry Water Treatment Plant. The Maryland Water Quality Financing Administration financed both instruments.

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

<b>Debt Instrument</b>	<b>Funding Authority</b>	<b>Project Name</b>	<b>Balance Due June 30 2021 Principal Only</b>	<b>Interest Due to Maturity</b>	<b>Matures</b>
<b>General</b>					
2005 Infrastructure Bond A	MD Community Dev. Admin	Green St Paving	804,500	92,108	5/1/2025
2012 Infrastructure Bond B	MD Community Dev. Admin	Parking Garages	165,500	4,767	5/1/2022
2017 Infrastructure Bond	MD Community Dev. Admin	Road Paving	4,212,000	1,242,232	4/1/2037
<i>Total General Fund</i>			<i>5,182,000</i>	<i>1,339,107</i>	
<b>Water</b>					
Drinking Water Bond 2007	MD Water Quality Financing Admin	Cranberry WTP Upgrade	3,118,175	447,798	2/1/2027
Drinking Water Bond 2008	MD Water Quality Financing Admin	Medford Quarry Emergency Connection	1,861,318	280,633	2/1/2028
<b>Sewer</b>					
Water Quality Bond 2019A	MD Water Quality Financing Admin	Enhanced Nutrient Removal/Biosolids	27,606,475	4,287,676	6/30/2052
Water Quality Bond 2019B	MD Water Quality Financing Admin	Enhanced Nutrient Removal/Biosolids	1,500,000	-	3/28/2029
<b>Fiber</b>					
2019 Taxable Infrastructure Bond A	MD Community Dev. Admin	City-wide Broadband Network	15,555,000	10,194,234	6/30/2046
Fiber Note	MD Dept of Housing & Comm Dev.	City-wide Broadband Network	1,300,000	-	6/30/2049
<i>Total Enterprise Funds</i>			<i>50,940,968</i>	<i>15,210,340</i>	

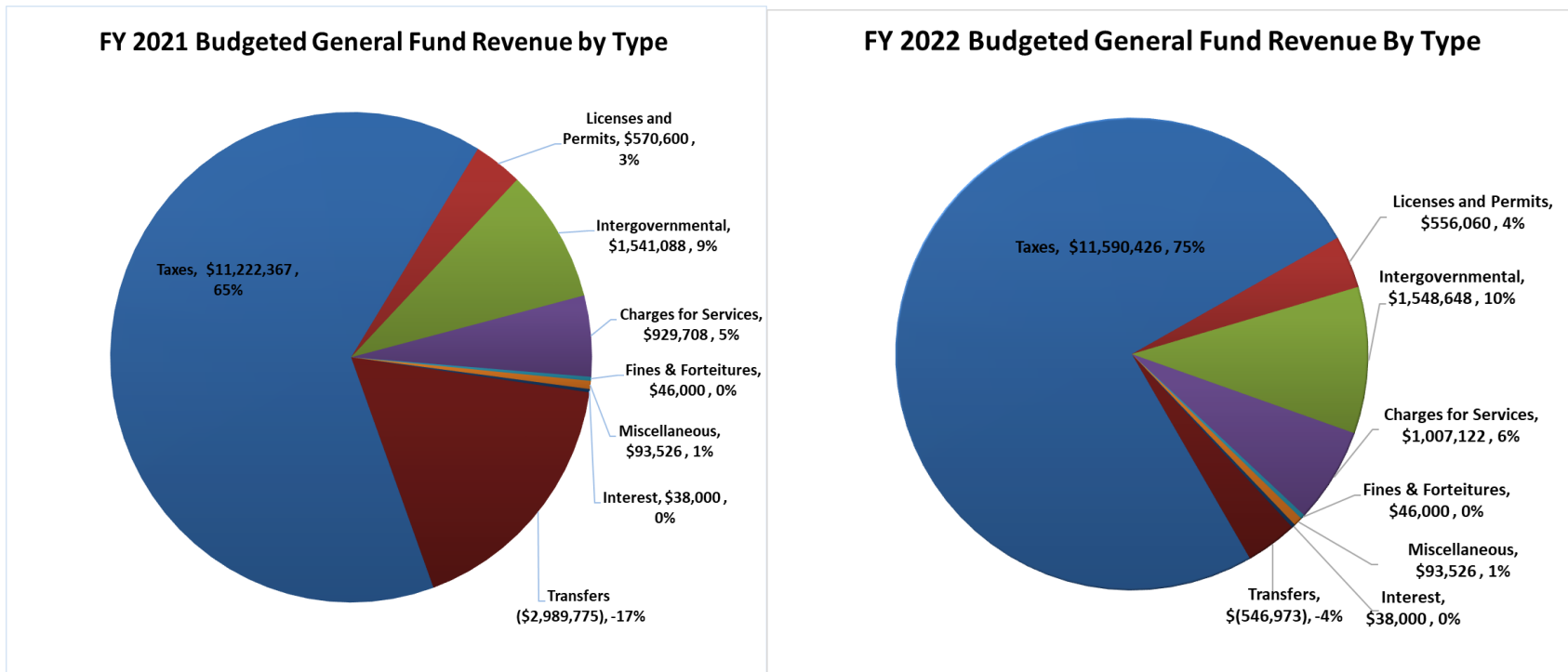
# GENERAL FUND FY 2022 BUDGET

## GENERAL FUND REVENUES

The charts below compare FY 2021 to FY 2022 General Fund revenues. The City held its real estate tax rate at \$0.56 per \$100 of assessed value. Tax revenues will increase slightly due to higher property assessments.

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

### REVENUE COMPARISON FY 2021 vs. FY 2022



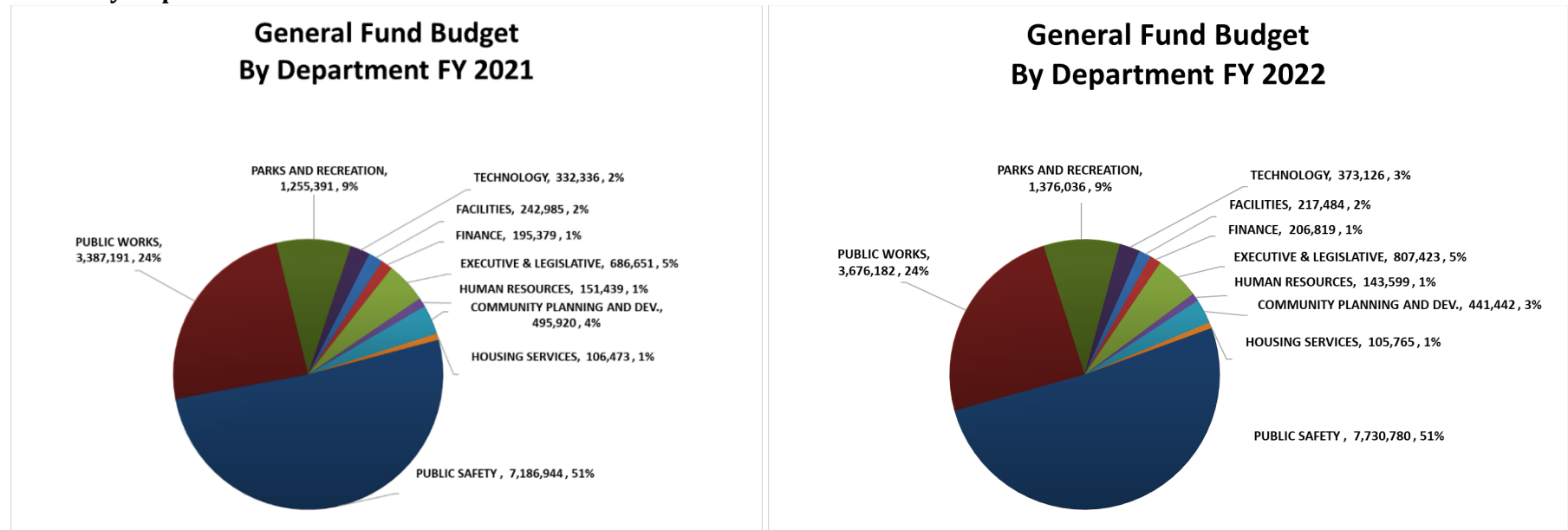
**REVENUE COMPARISON – GENERAL FUND FY 2016 – FY 2022 BUDGET AND ACTUAL**

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2019	FY 2020	FY 2020	FY 2021	FY 2021	FY 2022
General Fund	Actual	Actual	Actual	Budget	Actual	Budget	Actual	Budget	Proj. Actual	Budget
Taxes	12,250,654	12,058,463	10,485,508	10,842,259	11,037,346	11,252,854	11,447,153	11,222,367	11,753,137	11,590,426
Licenses & Permits	525,886	606,307	545,773	581,600	579,465	605,130	587,807	570,600	557,644	556,060
Intergovernmental	2,393,759	2,390,419	1,505,766	2,254,056	1,434,659	2,267,199	1,574,723	1,541,088	1,557,837	1,548,648
Charges for Services	722,721	775,162	783,692	853,704	992,746	1,188,653	919,881	929,708	480,328	1,007,122
Fines & Forfeitures	222,351	141,899	160,288	122,000	119,991	105,500	96,890	46,000	15,464	46,000
Miscellaneous Income	432,098	382,352	421,627	830,400	189,903	103,900	153,757	93,526	494,585	93,526
Interest Income	26,550	42,233	52,046	40,000	291,898	180,000	176,783	38,000	63,368	38,000
Transfers	(405,305)	(110,000)	(1,785,000)	(3,251,857)	(470,138)	(599,767)	(3,569,800)	(203,035)	(114,900)	198,873
<b>Total</b>	<b>16,168,714</b>	<b>16,286,833</b>	<b>12,169,700</b>	<b>12,272,162</b>	<b>14,175,870</b>	<b>15,103,469</b>	<b>11,387,194</b>	<b>14,238,254</b>	<b>14,807,463</b>	<b>15,078,655</b>

**GENERAL FUND EXPENSES**

The Operating Budget saw little change from FY 2021 to FY 2022.

**By Department**



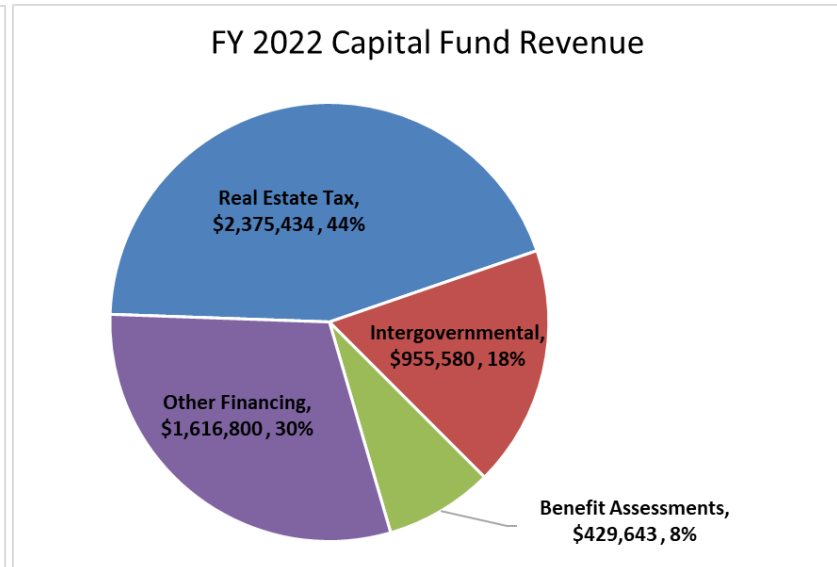
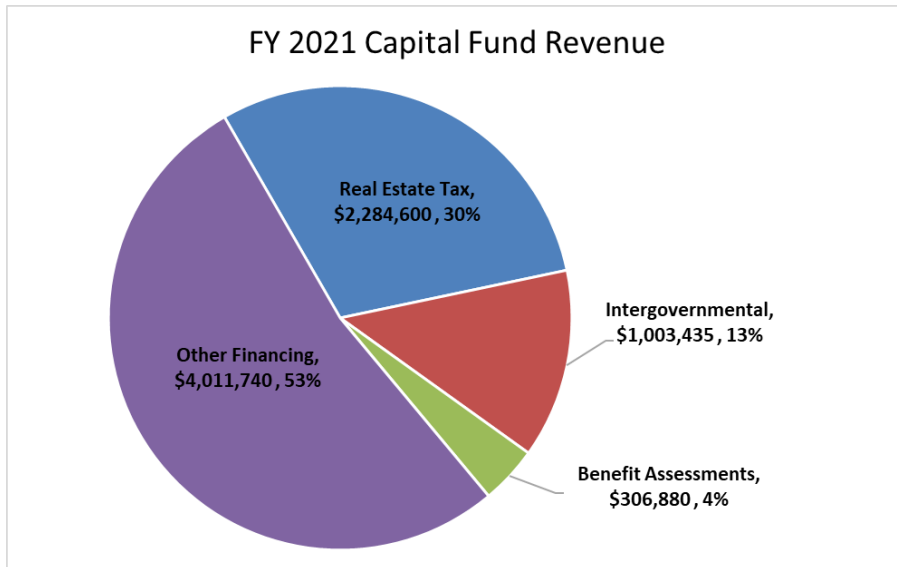
# CAPITAL PROJECTS FUND FY 2022 BUDGET

## CAPITAL PROJECTS FUND REVENUES

The charts below compare FY 2021 to FY 2022 Capital Projects Fund revenues. The City held its real estate tax rate at \$0.56 per \$100 of assessed value, with no change in the tax share dedicated to the Capital Projects Fund. Tax revenues will increase slightly as property assessments rose. The most substantial change from FY 2021 to FY 2022 is the Other Financing category. Other Financing includes a transfer in from reserves for projects that were budgeted in a prior year but not completed and loan proceeds for the improvements to the community pool.

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

### REVENUE COMPARISON FY 2021 vs. FY 2022



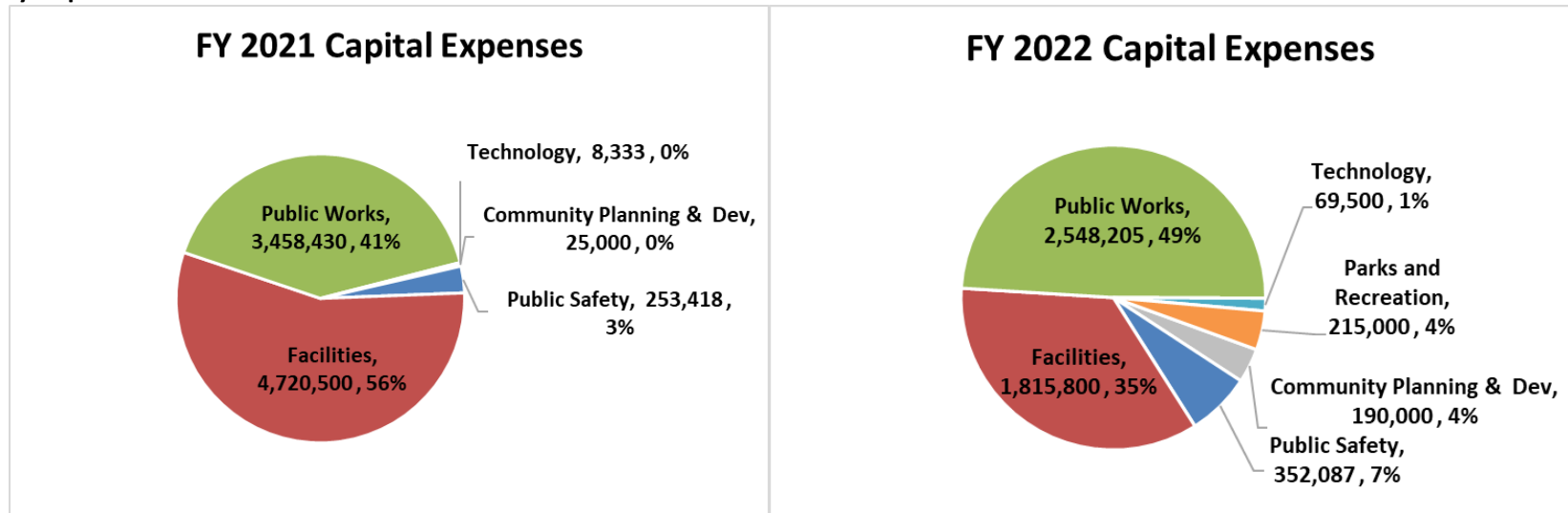
**REVENUE COMPARISON – CAPITAL FUND FY 2018 – FY 2022 BUDGET AND ACTUAL**

	FY 2018	FY 2018	FY 2019	FY 2019	FY 2020	FY 2020	FY 2021	FY 2021	FY 2022
Capital Fund	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Proj. Actual	Budget
Taxes	2,027,381	1,991,369	2,099,252	2,093,053	2,198,960	2,174,329	2,284,600	2,230,330	2,375,434
Intergovernmental	617,838	621,986	617,085	619,457	983,657	721,191	1,003,435	722,950	855,580
Charges for Services	238,839	346,416	210,946	273,432	289,380	326,726	306,880	308,837	429,643
Other Fin & Transfers	5,000,000	6,600,000	-	395,138	5,517,830	3,350,622	4,870,766	3,522,169	1,769,578
<b>Total</b>	<b>7,884,058</b>	<b>9,559,772</b>	<b>2,927,283</b>	<b>3,381,080</b>	<b>8,989,827</b>	<b>6,572,868</b>	<b>8,465,681</b>	<b>6,784,286</b>	<b>5,430,235</b>

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

**CAPITAL PROJECTS FUND EXPENSES**

By Department



## HOUSING FUND FY 2022 BUDGET

### HOUSING FUND REVENUES

Public Housing Agency revenues and expenses will not materially change from FY 2021.

### REVENUE DETAIL COMPARISON – FY 2015 – FY 2022 BUDGET AND ACTUAL

	FY 2018	FY 2018	FY 2019	FY 2019	FY 2020	FY 2020	FY 2021	FY 2021	FY 2022
Public Housing Fund	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Proj. Actual	Budget
Intergovernmental	1,991,118	2,290,464	2,340,206	2,262,143	2,401,233	2,422,214	2,664,826	2,702,011	2,650,054
Other Revenue	10,000	33,828	16,000	86,160	122,934	113,337	18,000	6,243	18,250
Transfers	75,000	75,000	75,000	75,000	75,000	75,000	-	-	-
<b>Total</b>	<b>2,076,118</b>	<b>2,399,292</b>	<b>2,431,206</b>	<b>2,423,303</b>	<b>2,599,167</b>	<b>2,610,551</b>	<b>2,682,826</b>	<b>2,708,254</b>	<b>2,668,304</b>

### HOUSING FUND EXPENSES

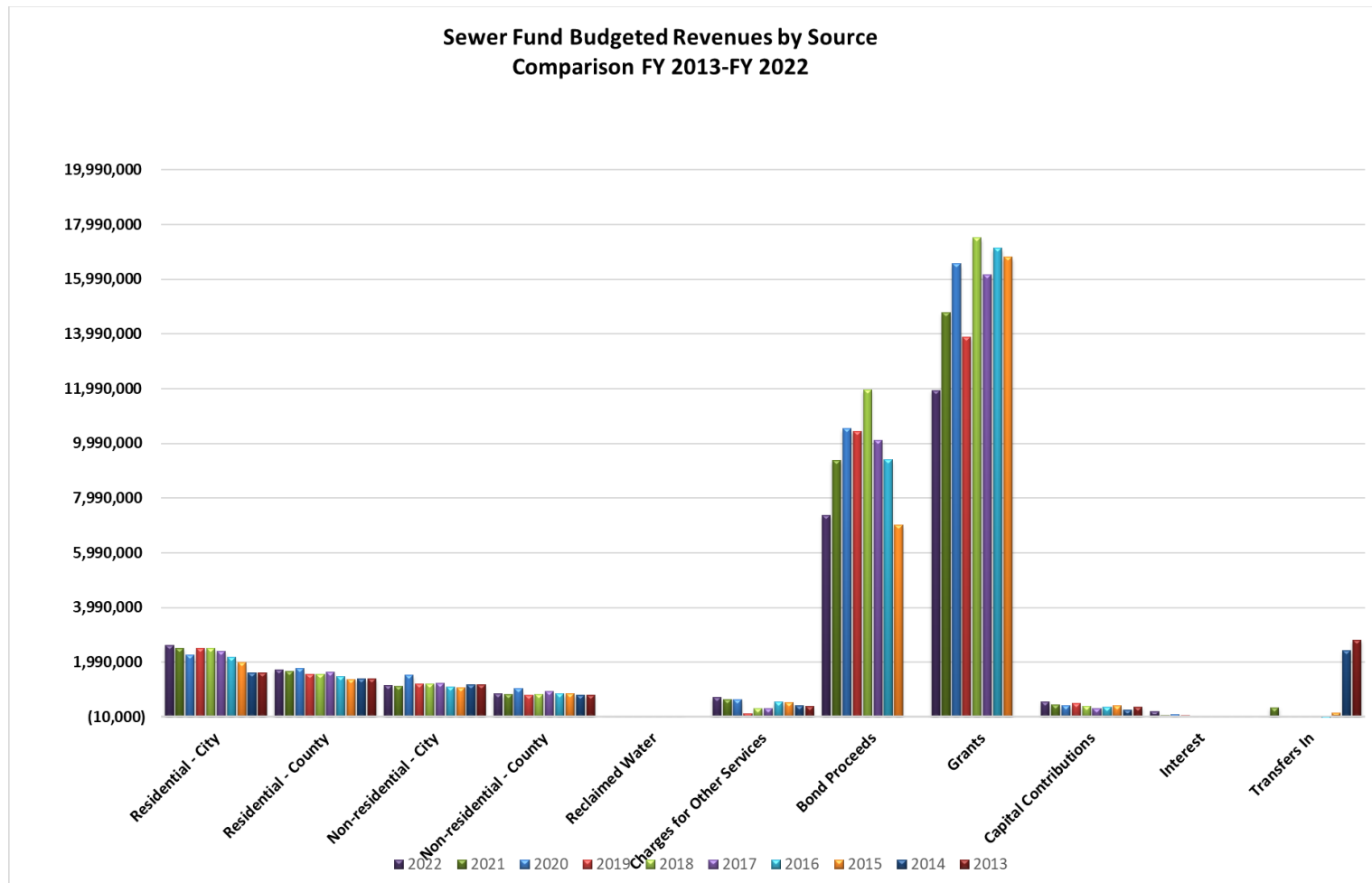
Public Housing Agency expenses will not materially change from FY 2021.

	FY 2016		FY 2017		FY 2018		FY 2019		FY 2020		FY 2021		FY 2022
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
<b>Public Housing Fund</b>													
Salary	144,697	133,063	149,354	165,996	148,623	138,247	150,162	135,154	159,959	151,220	164,742	122,665	161,695
Benefits	68,098	63,813	73,491	71,208	70,176	67,688	66,091	49,207	75,556	63,641	80,632	61,071	69,757
Operating	1,856,696	1,809,372	1,851,562	1,992,051	1,857,319	2,195,372	2,218,534	2,182,202	2,358,719	2,401,262	2,437,451	2,524,519	2,436,851
Capital	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>2,069,491</b>	<b>2,006,248</b>	<b>2,074,407</b>	<b>2,229,255</b>	<b>2,076,118</b>	<b>2,401,307</b>	<b>2,434,787</b>	<b>2,366,562</b>	<b>2,594,234</b>	<b>2,616,124</b>	<b>2,682,825</b>	<b>2,708,254</b>	<b>2,668,303</b>

# SEWER FUND FY 2022 BUDGET

## SEWER FUND REVENUES

A rate study was performed during FY 2018, and sewer rates for the following five years were adopted as part of the FY 2019 budget process. Sewer rates will increase 5% per year over this time period. The largest capital project in the Sewer Fund is the ENR/Biosolids Project, which includes significant upgrades to the Wastewater Treatment Plant. Project construction got underway in FY 2019. The FY 2022 budget calls for 40% completion of the project, totaling \$19.3 million in capital expenses; most of those expenses are replaced by bond proceeds, Carroll County reimbursements, and Bay Restoration Grant funds. Carroll County will be fully funding the portion of the project that pertains to its septage facility, representing \$1.7 million in FY 2022.



**REVENUE DETAIL COMPARISON – FY 2016 – FY 2022 BUDGET AND ACTUAL**

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2020	FY 2021	FY 2021	FY 2022
Sewer Fund	Actual	Actual	Actual	Actual	Budget	Actual	Budget	Proj. Actual	Budget
Charges for Services	6,214,019	6,587,898	6,824,869	6,507,852	7,110,464	6,693,400	6,699,700	7,225,359	6,953,150
Capital Contributions	312,836	223,035	665,168	5,066,081	27,565,646	11,716,672	24,577,607	17,710,186	19,908,483
Rental Revenue	-	-	-	32,500	32,500	54,463	-	-	-
Other Revenue	23,215	10,285	10,169	59,319	10,000	14,569	10,000	9,339	10,000
Interest Revenue	26,533	42,233	50,953	201,384	140,000	215,361	40,000	74,717	200,000
Gains/Loss on Assets	429	-	-	7,377	-	2,950	-	-	-
Transfers	-	-	-	-	-	-	333,233	-	-
<b>Total</b>	<b>6,577,033</b>	<b>6,863,451</b>	<b>7,551,158</b>	<b>11,874,515</b>	<b>34,858,610</b>	<b>18,697,415</b>	<b>31,660,540</b>	<b>25,019,601</b>	<b>27,071,633</b>

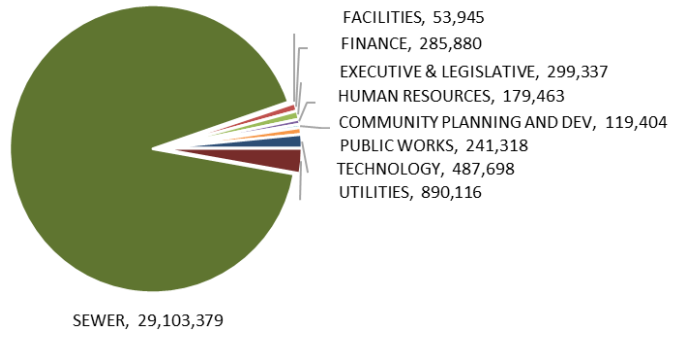
**SEWER FUND EXPENSES**

The only material change between the FY 2021 and FY 2022 Sewer Fund budgets relates to the ENR/Biosolids Project and associated improvements at the Wastewater Treatment Plant. The project is in the second year and is expected to be completed during FY 2023.

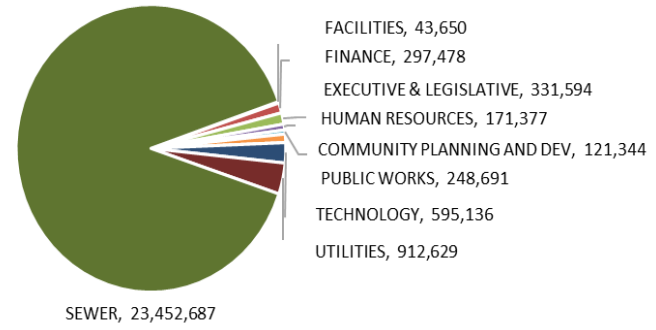
**EXPENSE DETAIL COMPARISON BY DEPARTMENT – FY 2016 – FY 2022**

	2016	2017	2018	2019	2020	2021	2022
	Budget	Budget	Budget	Budget	Budget	Budget	Budget
Expense by Dept	Sewer	Sewer	Sewer	Sewer	Sewer	Sewer	Sewer
Legislative & Admin	342,405	408,294	373,527	392,921	325,376	299,338	331,594
Finance	250,158	263,501	278,102	305,294	281,358	285,881	297,478
Human Resources	110,282	119,314	154,986	157,428	160,064	179,465	171,377
Planning	145,923	123,448	124,079	118,985	118,213	119,404	121,344
Facilities	63,550	64,343	64,673	64,700	65,725	53,945	43,650
Public Works	257,201	244,356	222,969	231,899	231,689	241,320	248,691
Technology	359,055	429,780	534,063	324,043	606,671	487,697	595,136
Sewer	30,197,536	31,135,942	34,178,563	33,363,932	31,688,492	29,103,379	23,452,687
Utility Maintenance	871,135	867,530	888,103	925,340	881,157	890,116	912,629
<b>Total</b>	<b>32,597,245</b>	<b>33,656,508</b>	<b>36,819,065</b>	<b>35,884,542</b>	<b>34,358,745</b>	<b>31,660,545</b>	<b>26,174,586</b>

**FY 2021 Sewer Fund Expenses By Department**



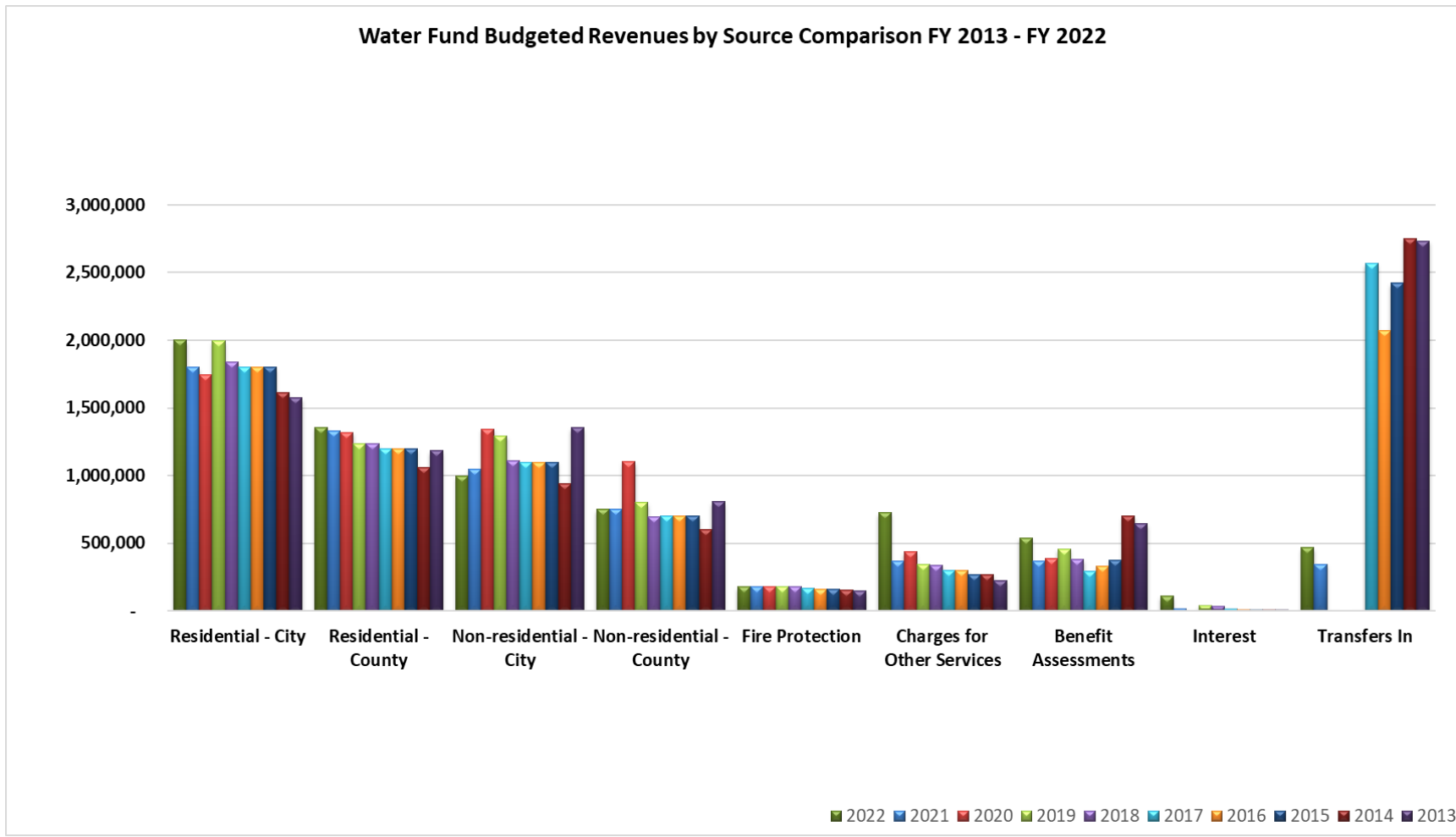
**FY 2022 Sewer Fund Expenses By Department**



# WATER FUND FY 2022 BUDGET

## WATER FUND REVENUES

A rate study was performed in FY 2018, and five-year water rates were adopted during the FY 2019 budget process. Water rates will increase 3.5% each year during this time period. The rate study discovered an inequity between the Residential City and the Residential County rates. Therefore, a decrease in rates for the largest portion of the customer base (Residential City) was recommended and implemented.



Revenue Detail Comparison – FY 2016 – FY 2022 Budget and Actual

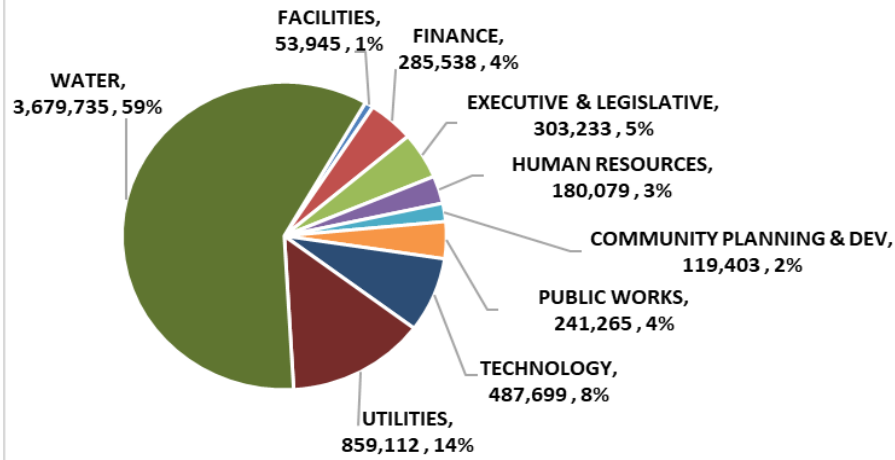
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2020	FY 2021	FY 2021	FY 2022
Water Fund	Actual	Actual	Actual	Actual	Budget	Actual	Budget	Proj. Actual	Budget
Charges for Services	5,264,257	5,045,374	5,097,976	5,200,787	5,788,195	5,331,304	5,213,200	5,615,787	5,738,750
Capital Contributions	296,281	182,796	571,388	373,282	385,728	418,188	368,201	418,385	540,794
Rental Revenue	182,479	199,714	207,796	277,406	253,390	259,752	262,227	262,227	271,437
Other Revenue	883	71,157	200	42,016	5,000	200	1,000	200	1,000
Interest Revenue	26,533	42,233	50,953	102,103	140,000	126,977	20,000	34,893	110,000
Gains/Loss on Assets	-	-	8,709	2,980	-	2,551	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>5,770,434</b>	<b>5,541,274</b>	<b>5,937,022</b>	<b>5,998,574</b>	<b>6,572,313</b>	<b>6,138,973</b>	<b>5,864,628</b>	<b>6,331,492</b>	<b>6,661,981</b>

**WATER FUND EXPENSES**

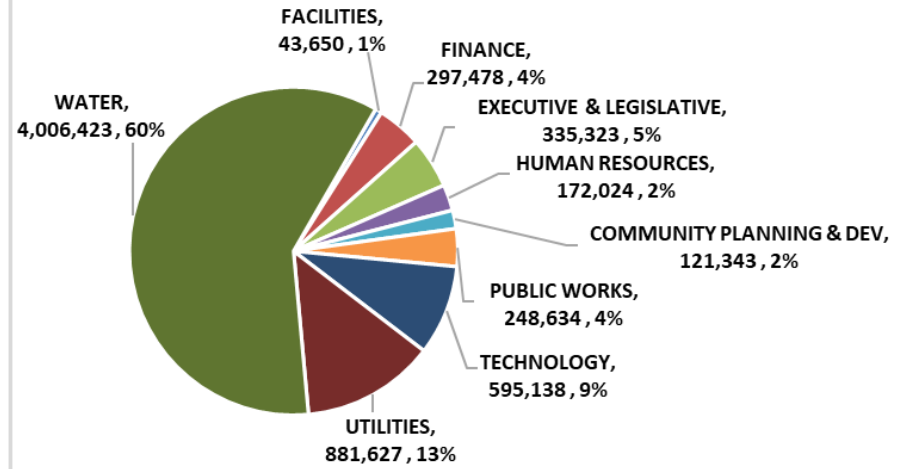
Most operating expenses will remain static in FY 2022.

	2016	2017	2018	2019	2020	2021	2022
	Budget	Budget	Budget	Budget	Budget	Budget	Budget
Expense by Dept	Water Fund	Water Fund	Water Fund	Water Fund	Water Fund	Water Fund	Water Fund
Legislative & Admin	327,604	386,424	358,163	377,927	410,147	303,234	335,323
Finance	250,158	263,501	278,102	288,293	281,358	285,539	297,478
Human Resources	110,282	119,314	155,776	158,103	160,684	180,079	172,024
Planning	145,923	123,448	124,079	118,987	118,213	119,402	121,343
Facilities	63,550	64,343	64,673	64,700	65,725	53,945	43,650
Public Works	257,959	245,106	223,719	227,145	231,635	241,266	248,634
Technology	359,055	429,780	534,063	324,043	606,673	487,698	595,138
Utility Maintenance	796,135	788,530	824,103	1,367,422	814,648	859,111	881,627
Water	4,953,381	5,264,630	5,070,774	3,944,184	3,617,436	3,679,734	4,006,423
<b>Total</b>	<b>7,264,047</b>	<b>7,685,076</b>	<b>7,633,452</b>	<b>6,870,804</b>	<b>6,306,519</b>	<b>6,210,008</b>	<b>6,701,640</b>

FY 2021 Water Fund Expenses by Department



FY 2022 Water Fund Expenses by Department



## FIBER FUND FY 2022 BUDGET

The Fiber Fund was established in FY 2015. In FY 2019, construction of the Westminster Fiber Network was completed. The FY 2022 budget anticipates only operating costs and debt service, with no capital expenditures. In FY 2019, the City issued a Note through the Governor's Office of Rural Broadband in the amount of \$1,300,000. The City draws down the note to offset operating costs. Note proceeds are reflected in the Other Financing category.

### FIBER FUND REVENUES

Nearly all revenue is lease of dark fiber revenue.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2020	FY 2021	FY 2021	FY 2022
Fiber Fund	Actual	Actual	Actual	Actual	Budget	Actual	Budget	Proj. Actual	Budget
Charges for Services	24,161	64,817	309,069	557,890	778,570	689,151	724,932	761,294	825,300
Capital Contributions	-	-	-	-	-	-	-	-	-
Other Revenue	21,875	88,499	65,625	1,889	1,000	14,050	1,000	(2,400)	1,000
Transfers	1,903,158	35,000	110,000	-	617,078	144,178	203,035	114,900	116,973
Interest Revenue	-	-	-	9,235	-	9,177	2,000	5,074	2,000
Other Financing	908,852	4,466,989	-	-	-	-	530,209	498,000	516,855
<b>Total</b>	<b>2,858,046</b>	<b>4,655,305</b>	<b>484,694</b>	<b>569,014</b>	<b>1,396,648</b>	<b>856,556</b>	<b>1,461,176</b>	<b>1,376,868</b>	<b>1,462,128</b>

### FIBER FUND EXPENSES

Expenses for FY 2022 include operating expenses consisting of personnel, equipment, and material. The largest expense is debt service.

	2015	2016	2017	2018	2019	2020	2021	2022
	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
Expense by Dept	Fiber Fund	Fiber Fund	Fiber Fund	Fiber Fund	Fiber Fund	Fiber Fund	Fiber Fund	Fiber Fund
Legislative & Admin	-	-	-	-	-	-	-	450
Finance	-	-	-	-	-	3,950	3,950	5,150
Public Works	-	-	-	61,139	64,816	66,944	70,370	72,162
Technology	-	-	14,270	30,766	36,890	39,469	42,850	133,932
Utility Maintenance	-	-	-	-	15,000	100,550	101,525	103,625
Fiber	7,634,345	5,534,800	9,626,396	7,432,054	8,065,964	1,185,736	1,242,481	1,146,807
<b>Total</b>	<b>7,634,345</b>	<b>5,534,800</b>	<b>9,640,666</b>	<b>7,523,959</b>	<b>8,182,670</b>	<b>1,396,649</b>	<b>1,461,176</b>	<b>1,462,126</b>

# Departmental Information

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## **LEGISLATIVE AND ADMINISTRATIVE SERVICES**

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

### ***MAYOR AND COMMON COUNCIL***



(left to right) Councilmember Yingling, Councilmember Chiavacci, Council President Pecoraro, Mayor Dominick, Councilmember Gilbert and Councilmember Dayhoff

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

The Mayor and members of the Common Council are elected at-large for four-year staggered terms; municipal elections take place on the Tuesday following the second Monday in May. The Mayor receives an annual salary of \$10,000. The Council

President receives \$3,000, while other members of the Common Council each receive \$2,400 per year. The salaries of the Mayor and members of the Common Council are established in the City Code and have not changed since June 1985. The Mayor and members of the Common Council are treated like full-time City employees for benefit purposes; among the benefits received are health insurance coverage.

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

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

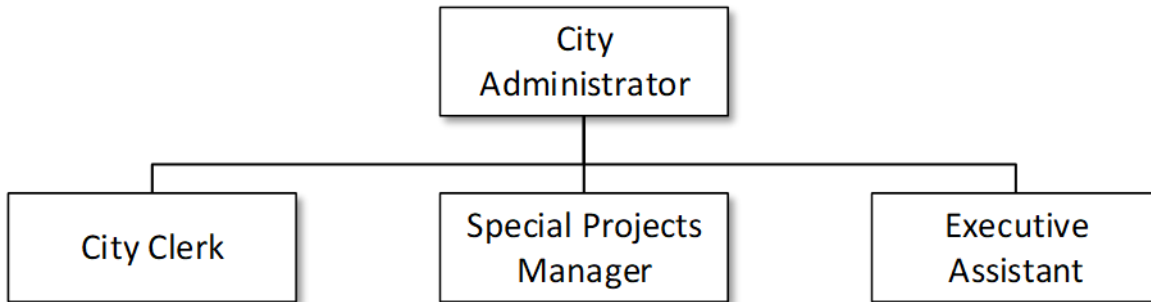
Staffing in the City Administrator's Office includes the City Clerk. The position of City Clerk manages the preparation of Mayor and Council meeting agenda and creates meeting minutes. The position also serves as the election administrator for all municipal elections, ensures proper codification of City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

### ***LEGAL SERVICES***

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

legislation, approves all legal instruments for legal sufficiency, and ensures that legal requirements are met for all meetings and other City transactions. The City contracts for additional or specialized legal services as necessary.

**POSITION SUMMARY SCHEDULE**



<i>Office of the City Administrator</i>	Grade	Authorized FY 2018	Authorized FY 2019	Authorized FY 2020	Authorized FY 2021	Authorized FY 2022
City Administrator	123	1.0	1.0	1.0	1.0	1.0
Special Projects Manager	117	0.0	0.0	0.0	1.0	1.0
City Clerk	114	1.0	1.0	1.0	1.0	1.0
Executive Assistant	110	0.5	0.5	0.5	0.5	0.5
<b>Total Authorized</b>		<b>2.5</b>	<b>2.5</b>	<b>2.5</b>	<b>3.5</b>	<b>3.5</b>

**ACCOMPLISHMENTS**

**MAYOR AND COMMON COUNCIL**

- Provided guidance and direction to City staff in addressing the various challenges resulting from the COVID-19 pandemic.
- Authorized the issuance and sale of bonds not to exceed \$1,225,000 for the purpose of financing the Westminster Community Pool Improvements Project.
- Adopted Ordinance No. 925, deleting certain fees and charges from the General Fee Ordinance for efficiency reasons. Subsequently adopted the deleted fees and charges by Resolution No. 20-04, making it easier to make adjustments to them going forward.
- Amended the “Historic District Zone” section of the City Code by adoption of Ordinance No. 927. Changes included modifications to the composition of the Historic District Commission.
- Adopted Ordinance No. 928 to address outdated Code provisions and to provide for the more efficient operation of the Recreation and Parks Advisory Board. Reconstituted the Advisory Board, which had been inactive for a number of years.
- By passage of Ordinance No. 931, amended Chapter 14 of the City Code to enhance the efficiency of the conduct of City elections, strengthen the City’s campaign finance regulations, and increase fines for certain election-related violations.
- Authorized the disposition of the Winters Lot, at a sale price of \$120,000.

- Established a new Standing Committee of the Common Council, with the Technology Committee responsible for oversight of the City's investments in and management of its information and communication systems.
- Amended the Water and Sewer Allocation Policy and the associated Master Distribution Chart to ensure that the City's limited water and sewer resources are used to promote the growth and prosperity of the community.
- Revised the Drug-Free Workplace Policy by adoption of Resolution No. 20-07.
- Adopted Resolution No. 20-10, authorizing the extension of the Westminster Fiber Network outside the City boundaries.
- Adopted Resolution No. 20-13, modifying the adopted Strategic Plan and Priorities to incorporate the key elements of the City's strategy to address its sewer capacity constraints.
- Adopted Resolution No. 20-14, designating the City of Westminster as a Bee City USA affiliate.
- Approved the City's participation in the Sustainable Maryland Municipal Certification Program. Adopted a Green Purchasing policy via Ordinance No. 933 and Resolution No. 21-02, fulfilling one of the two required priority actions necessary for the City to attain Sustainable Maryland certification.
- Took a number of actions to advance the City's water re-use initiative, including award of a contract for the Cranberry Reservoir Water Quality Study, execution of a contract with Katz & Associates for strategic counsel and support services for the public information/education component of the initiative, authorizing a contract for a water issues survey, acceptance of the proposal of the University of Maryland for research services, and approval of a brand for the water re-use initiative.

### ***CITY ADMINISTRATOR***

- Completed construction of the 45 West Main Renovation Project. Oversaw the transition of the City's administrative offices and staff from the leased space at 56 West Main to the new location.
- Together with the Director of Finance, prepared a draft budget for FY 2022 and facilitated discussion of related policy issues with the Finance Committee, the Mayor, and members of the Common Council.
- Successfully guided the Finance Department through the transition of its department director. In conjunction with the Director of Human Resources, conducted a recruitment to fill the Director of Finance position.
- Successfully guided the Human Resources Department through the transition of its department director. Acted as Acting Human Resources Director for four months following the incumbent's transition to a part-time, project-based role. With the assistance of the retiring incumbent, conducted a recruitment to fill the Director of Human Resources position.
- Successfully guided the Housing Services Department through the transition of its department director. Acted as Housing Services Director for five months. In conjunction with the Director of Human Resources, conducted a recruitment to fill the Director of Housing Services position.

- Working with the Mayor, members of the Common Council, and department directors, managed the City's continued response to the COVID-19 pandemic. Provided regular community updates regarding changes to City operational procedures during the COVID-19 pandemic.
- Provided staff support to the various Common Council standing committees and citizen-led boards and commissions.
- Worked with the City's compensation consultant to review and update the City's pay structure and develop employee wage adjustment alternatives in preparation of the FY 2022 budget process.
- Served as project manager for the water issues community survey, which was conducted to inform the public education/information component of the City's water re-use initiative.
- Together with the Director of Public Works and Katz & Associates, worked to finalize a community outreach/education strategy as well as a brand for the water re-use initiative.
- Finalized the City's sale of the former West End School property to Family and Children's Services of Central Maryland.
- Continued to refine the format and content of the City newsletter so that it serves as a readable, beneficial source of information on City programs and activities.
- Met with the Board of Elections and reviewed the sections of the City Charter and City Code pertaining to election-related matters. Facilitated updates/revisions to these sections by the Mayor and Common Council.
- Continued working with the Board of Elections to modernize the City's election procedures and processes through City Code revisions.
- Continued to research effective outreach strategies to increase voter turnout in municipal elections.
- Continued modification of the City's special event and alcohol use permit application process. Provide the City Attorney with staff proposals to amend the Code and implement fees and deadlines.
- Continued digitizing City ordinances, resolutions, agreements, and meeting minutes for both ease of record search and preservation of City records. Provide scanned documents to General Code to enhance the City's digital records.

## ***GOALS***

- Coordinate a facilitated retreat for the Mayor, members of the Common Council, and City Administrator to review and update the City's adopted Strategic Plan prior to its expiration at the end of calendar year 2021.
- Execute contract and work with consultant to conduct second iteration of the Westminster Community Survey in the spring of 2022.

- Working with Department of Community Planning and Development and consultant, undertake a review of the various components of Westminster’s parking system, in part to ensure its support the City’s downtown redevelopment and revitalization goals.
- Build upon existing initiatives, such as McDaniel and Main, to enrich the City’s partnership with McDaniel College. Continue to identify and pursue opportunities for collaboration between the City and the College.
- Jointly sponsor the third *Westminster Welcome* to greet incoming McDaniel College students to the community.
- Continue to advance the City’s water re-use initiative, including the implementation of the community outreach and education strategy in conjunction with Katz & Associates and the Director of Public Works.
- Support the Mayor and Common Council in their continued evaluation of the City’s Rental Housing License Program to ensure the appropriate maintenance of Westminster’s housing stock.
- Further the Mayor and Common Council’s goal of attaining Sustainable Maryland certification. Assist as needed with the establishment of the mandatory Green Team and development of an Action Plan.

## ***BUDGET***

	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021		FY 2022
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Proj. Actual	Budget
<b>FTE</b>	3.0	3.0	2.5	2.5	2.5	2.5	2.5	2.5	3.5	3.5	3.5
<b>Salary</b>	425,836	305,134	263,962	272,112	284,734	286,266	285,528	284,094	374,420	332,187	382,995
<b>Benefits</b>	148,480	159,195	159,707	167,217	183,958	155,018	174,481	169,247	167,741	154,363	199,835
<b>Operating</b>	878,654	764,909	892,881	573,743	1,079,732	721,801	1,023,082	647,569	747,061	658,527	891,961
<b>Capital</b>	492,985	492,984	-	-	-	-	-	-	-	-	-
<b>Total</b>	1,945,955	1,722,223	1,316,550	1,013,073	1,548,424	1,163,085	1,483,091	1,100,910	1,289,222	1,145,077	1,474,790

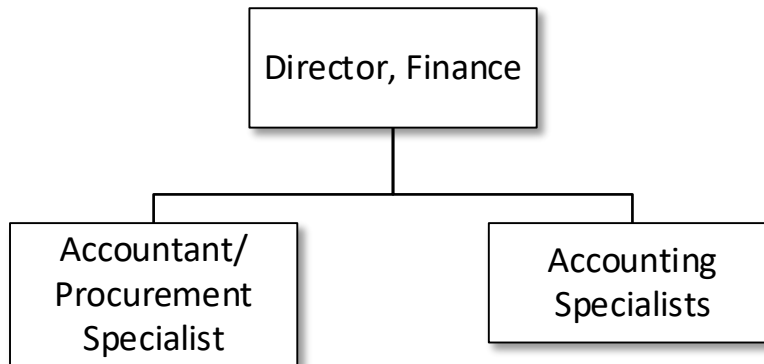
## FINANCE

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

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



<i>Finance</i>	Grade	Authorized FY 2018	Authorized FY 2019	Authorized FY 2020	Authorized FY 2021	Authorized FY 2022
Director, Finance	121	0.0	0.0	0.0	1.0	1.0
Director, Finance & Administrative Services	121	1.0	1.0	1.0	0.0	0.0
Deputy Director of Finance	N/A	1.0	0.0	0.0	0.0	0.0
Assistant City Treasurer	N/A	1.0	0.0	0.0	0.0	0.0
Accountant	115	0.0	1.0	0.0	0.0	1.0
Accounting Specialist	110	3.0	4.0	5.0	5.0	4.0
<b>Total Authorized</b>		<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>

## ***ACCOMPLISHMENTS***

- Completed payment reimbursement applications for Bay Restoration Grant.
- Completed State Revolving Fund applications for payments.
- Assisted in the preparation of the FY 2022 budget.
- Invested cash in several instruments with separate banks for diversity and best return on investment.
- Distributed monthly Financial Performance Reports to the City Administrator, Mayor and Common Council, and department supervisors and directors.
- Continued to manage the Purchase Card Program.
- Continued the use of automated, in-house purchase orders for capital projects. This application manages contract amounts and catches overages prior to invoices being paid. In addition, the application tracks change orders and manager approvals. The check process is more efficient because the invoice is already coded and manager approval is one-time.
- Continued to use import functions to create efficiencies with certain vendors. Worker's compensation and electric supply bills are now imported, resulting in several hours of time saved on entry and proofing. In addition, all purchase card transactions are uploaded directly from the banking software.
- Assisted all other departments with disposal of surplus property by centralizing the process and utilizing an online public auction website.
- Processed all payments through cash transactions, checks, and online payment systems. All collections are entered through the City's integrated Cashiering system.
- Invoiced all water and sewer utility accounts in a timely manner.

## PERFORMANCE MEASURES

	FY 2020	FY 2021	FY 2022 (projected)
Utility bills issued	46,315	46,662	46,716
Utility bills – charges for services	\$12,487,901	\$12,101,545	\$12,250,041
90-day outstanding amount – utility bills	\$260,988	\$461,945	\$225,000
Payment agreements executed – utility bills	97	100	125
Shut off notices mailed – utility billing	126	0	2,600
Number of customers – utility billing	10,104	10,194	10,105
Payments made by website	15,894	17,200	18,000
Payments made by credit card	17,407	17,473	18,000
Accounts payables checks issued	2,436	2,352	2,200
Number of vendors used – accounts payable	715	637	615
1099s issued	28	28	28
Payroll checks issued	5,060	5,101	5,585
Number of employees	249	249	252
W2s issued	249	249	252
Personal property tax bills issued	948	943	950
Personal property tax delinquent amount	\$5,327	\$13,287	\$14,000
On-time delivery of paychecks	100%	100%	100%
On-time billing of taxes (all)	100%	100%	100%

## GOALS

- Improve payroll processes and procedures. Explore out-sourcing opportunities to allow online time entry by supervisors and to accommodate fast-changing State and Federal regulations regarding deductions for time worked, sick pay, and Affordable Care Act changes.
- Begin implementation of the new ERP system, MUNIS.
- Explore alternative solutions to parking permits.
- Utilize the import feature of the financial software system to create efficiencies with the business personal tax billing, resulting in decreased bill production time by 50%.

## BUDGET

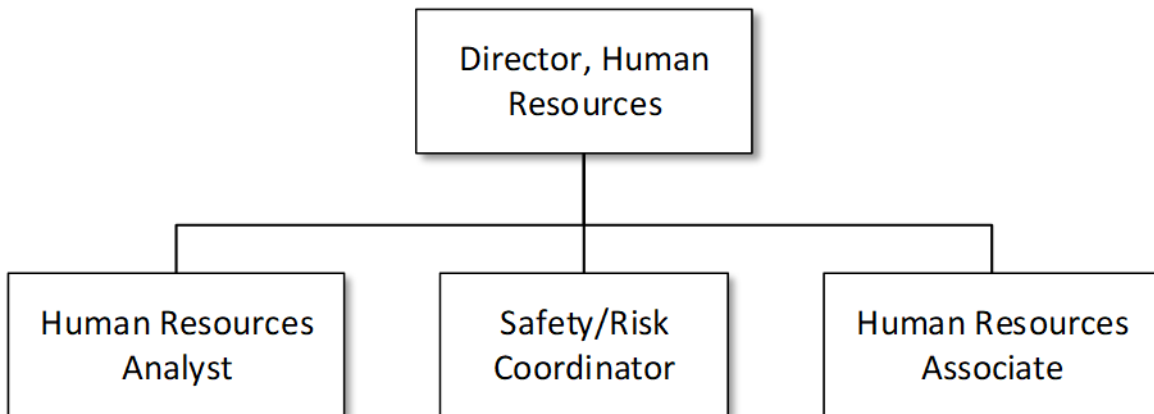
	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021		FY 2022
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Proj. Actual	Budget
FTE	11.0	11.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Salary	379,420	350,502	378,125	359,940	384,545	378,479	341,582	339,187	343,842	272,039	358,925
Benefits	130,901	134,756	134,710	142,417	148,408	129,702	149,920	139,250	193,058	138,007	192,251
Operating	202,050	107,809	217,650	172,531	242,950	197,042	255,950	218,650	233,850	230,389	255,750
Capital	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>712,371</b>	<b>593,067</b>	<b>730,485</b>	<b>674,889</b>	<b>775,903</b>	<b>705,224</b>	<b>747,452</b>	<b>697,086</b>	<b>770,750</b>	<b>640,434</b>	<b>806,926</b>

## HUMAN RESOURCES

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

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

### POSITION SUMMARY SCHEDULE



<i>Human Resources</i>	Grade	Authorized FY 2018	Authorized FY 2019	Authorized FY 2020	Authorized FY 2021	Authorized FY 2022
Director, Human Resources	120	0.0	1.0	1.0	1.0	1.0
Manager, Human Resources	N/A	1.0	0.0	0.0	0.0	0.0
Safety/Risk Coordinator	112	1.0	1.0	1.0	1.0	1.0
Human Resources Analyst	112	1.0	1.0	1.0	1.0	1.0
Human Resources Associate	110	0.875	0.875	0.875	0.875	0.875
<b>Total Authorized</b>		<b>3.875</b>	<b>3.875</b>	<b>3.875</b>	<b>3.875</b>	<b>3.875</b>

### COMPENSATION

The City desires to be competitive in its identified market in providing compensation to attract and retain qualified employees. In FY 2018, the City retained a consultant to conduct a compensation/classification and benefits study, make recommendations regarding the City's pay structure, update job descriptions, and develop a new performance evaluation program. The Mayor and Common Council authorized the establishment of a new pay structure as of July 1, 2019, with corresponding employee salary adjustments phased in over a period of three years. The phase process was completed in FY 2021. A market update was performed in FY 2021 and this budget

implements the changes recommended which include a 3% increase to market rates and reclassification of certain positions.

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

### ***EMPLOYEE INSURANCE BENEFITS***

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

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

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

Joining the cooperative has proven to be beneficial to the City by stabilizing the plan design and premiums. By participating in the cooperative, the City has the potential to receive a refund if there is a claims fund surplus at the end of the plan year. A claims fund surplus occurs if medical claims fall below the actuarial projections for claims within a plan year.

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

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

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

In FY 2022, the City will continue to offer employees and dependents a remote healthcare program through Teladoc. This program is offered at no cost to the employee, and provides immediate access to board-certified, state-licensed primary care physicians via telephonic or video consultations. The remote physician is able to diagnose many illnesses and injuries that fall under the category of general medicine and prescribe prescription medications. The service is available at any time of the day or night, 365 days a year, anywhere in the U.S., with no co-pay for the patient. It is anticipated that, over time, this program will decrease the number of primary care, urgent care, and emergency room visits, resulting in claims reductions in the City's self-insured medical plan.

The dental plan offered to employees provides for preventive and restorative benefits utilizing both in-network and out-of-network providers with a maximum benefit of \$1,500 per year per covered member. The vision plan offers eye exams every 12 months and provides monetary assistance with the purchase of corrective glasses or contacts. Life and accidental death and dismemberment insurance provide an employee with a death benefit amount equal to the employee's annual salary. The disability plans provide income to employees who are unable to work because of a disability caused by illness or non-work related injury. Human Resources staff provides claims coordination for life and short- and long-term disability insurance. Human Resources staff also administers the Family Medical Leave Act (FMLA), which provides job protection to eligible employees during leave for certain personal illnesses and family medical reasons.

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

### ***WELLNESS PROGRAM***

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

In addition, Human Resources plans and promotes employee participation in various wellness activities, health assessments, preventive health screenings, health and wellness challenges, and educational workshops throughout the program year. A Wellness Committee, comprised of employee members from various departments, supports the wellness initiatives through planning and promoting activities. Human Resources produces a quarterly wellness electronic newsletter for distribution to all employees.

The Cigna medical plan contributes \$20 per insured employee to assist with the cost of various wellness initiatives. At the end of each plan year, CIGNA presents the City with a Consultative Analytics Report that covers plan costs, trends, population demographics, summary claims information, pharmacy utilization, summaries of risks based on health assessments, a summary of disease management outcomes, and an overall medical snapshot. This report is used as a tool in determining the overall health needs of plan participants and gives the Wellness Program direction for the best return on investment.

The Human Resources staff organizes an annual Employee Expo, a wellness and benefits event held in the Family Center gym. This is a coordinated effort with planning assistance from Wellness Committee members. The goal of the Expo is to promote health and wellness, offer preventive screenings, and to give employees the opportunity to speak with insurance providers about coverage and benefits. Each year, the Expo promotes a theme to add excitement and fun to the event, and it continues to be a success year after year. The event includes the opportunity for participants to get a flu shot, have their vision tested, complete a health risk assessment, get their blood pressure checked, have an upper body massage, observe the preparation of a healthy cooking recipe, speak with a health and wellness coach, receive a body composition analysis, and tips on eating healthy on a budget.

### ***RETIREMENT AND PENSION***

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

1, 2011 are enrolled in the Alternate Contributory Pension Selection Plan (ACPSP). Sworn police officers are enrolled in the Law Enforcement Officers Pension System (LEOPS).

The City’s contribution is based on the employee’s base salary at the end of the fiscal year each June. Payment is made to the State once per year, and is due by December 31st. In addition, the State assesses an administrative cost fee. This fee is charged on a per member basis each fiscal year. The various State pension plans, service retirement years and age, and employee and City contribution rates are shown in the chart below.

Plan	Service Retirement Years	Service Retirement Age	Employee Contribution Rate			City Contribution Rate		
			FY 2020	FY 2021	FY 2022	FY 2020	FY 2021	FY 2022
RCPB (Employees enrolled effective 7/1/11)	Rule of 90 ( <i>age plus years of service</i> )	65 ( <i>with 10 years of service</i> )	7%	7%	7%	9.38%	10.24%	9.47%
ACPS (Employees enrolled prior to 7/1/11)	30	62	7%	7%	7%	9.38%	10.24%	9.47%
LEOPS	25	50	7%	7%	7%	32.22%	34.93%	34.21%

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

**EMPLOYMENT POLICIES**

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

**EMPLOYEE RECOGNITION**

**Service and Retirement Awards**

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

**RECRUITMENT**

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

Upon hire, new employees attend an orientation that covers employment policies and benefits. Various

informational videos are shown to the employee to provide a better understanding of the benefits provided by the City. During orientation, employees also receive online prevention of harassment in the workplace training provided by the Local Government Insurance Trust (LGIT), the City's liability insurance provider.

### ***RISK MANAGEMENT AND SAFETY***

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

Claims experience can have a significant effect on workers' compensation insurance premiums. The City is committed to a culture of workplace safety and the Human Resources staff strives to be proactive on loss control measures to reduce claims experience by submitting claims on a timely basis, providing claims support to employees, and by serving as a liaison between the employee and the City's workers' compensation provider.

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

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

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

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

In January 2020, the Federal Motor Safety Carrier Administration's (FMCSA) Drug and Alcohol Clearinghouse went into effect. The Clearinghouse is a national database of Commercial Driver's License (CDL) drivers who are subject to the Department of Transportation (DOT) regulations. The Clearinghouse documents all drivers that have had drug and alcohol violations. The City is required to annually query, through the Clearinghouse, every employee who holds a Commercial Driver's License. The City is also required to query newly hired employees who hold a CDL. The City is required to report to the Clearinghouse all drug and alcohol violations for a CDL driver. The City utilizes a third-party administrator to assist with the query process and to report any violations to the Clearinghouse.

## ***TRAINING***

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

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

## ***ACCOMPLISHMENTS***

- Employee Benefits/Wellness Program
  - Managed the annual renewal of all employee insurance benefits, including the open enrollment process for employees and the Medicare renewal for retirees
  - Coordinated the annual renewal of the AFLAC voluntary insurance benefits program
  - Distributed and promoted the points-based incentivized Wellness Program available to all employees participating in the City's medical plan
  - Coordinated a recruitment process for the City Administrator, Director of Housing Services and Director of Finance positions
  - Updated the City's cafeteria plan documents to increase the FSA maximum contribution amount to bring it up to date with I.R.S. regulations.
- Employment and Recruitment
  - Conducted employee orientations for all new hires, including regular full- and part-time, temporary, and seasonal employees
  - Performed required fingerprinting for criminal background checks on all employees working around children in the course of their job duties
  - Updated the Employment Application
- Policies and Compliance
  - Created Employee Screening Policy for Covid-10
  - Created policy and documents for Families First Coronavirus Response Act (FFCRA)
- Risk Management and Safety

- Received a Risk Management Services Award from the Local Government Insurance Trust (LGIT), given to members that consistently demonstrate excellence in committing to loss reduction, ongoing training, adhering to LGIT’s risk management guidelines, and using LGIT resources
  - Coordinated the Safety Committee’s annual review of City safety policies
  - Performed two audits of employment posters at each City location
  - Coordinated multiple boiler and pressure vessel inspections with LGIT for multiple City facilities
  - Coordinated Maryland Occupation Safety and Health consultation inspections for Utilities and Streets Departments.
  - Initiated and coordinated non-DOT drug testing for non-DOT employees in Safety and Data Sensitive positions.
- Training
    - Coordinated the Carroll Community College Momentum and management training programs, designed for local government employees
    - Coordinated Lockout/Tagout and Confined Space Entry training for Public Works employees

## ***PERFORMANCE MEASURES***

<b><i>Recruitment</i></b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020 <i>(projected)</i></b>	<b>FY2021 <i>(projected)</i></b>
Full- & part-time external employment advertisements	25	53	21	20
Temporary/Contractual/Seasonal external advertisements	11	7	9	7
Employment applications processed	413	956	879	749
Full- & part-time new hires	23	35	22	25
Temporary/Seasonal new hires	52	53	53	53
Full- & part-time separations and retirements	22	33	20	20
Temporary/Seasonal separations	36	39	39	39
<b><i>Wellness Program</i></b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020 <i>(projected)</i></b>	<b>FY2021 <i>(projected)</i></b>
Wellness Program participants meeting 30-point goal <i>(Target 50)</i>	42	37	34	50
Employees completing Health Risk Assessments <i>(Target 50)</i>	30	20	27	50
Wellness points earning activities <i>(Target 12)</i>	14	15	10	15
Wellness educational sessions <i>(Target 12)</i>	15	14	12	14
Flu shots provided to employees <i>(Target 50)</i>	50	49	53	50
<b><i>Risk Management</i></b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020 <i>(projected)</i></b>	<b>FY2021 <i>(projected)</i></b>
Liability, property, & automobile claims	29	30	26	25

Worker's compensation claims	32	31	21	24
D.O.T. physicals	29	37	40	47
D.O.T. random drug/alcohol tests	16	16	16	30
Non-D.O.T. random drug/alcohol tests	N/A	N/A	N/A	24
FMCSA Drug and Alcohol Clearinghouse Queries	N/A	N/A	N/A	70
Hearing Conservation testing	52	67	55	57
Respirator fit tests	66	63	73	69
<b><i>Training (employees attending)</i></b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020 <i>(projected)</i></b>	<b>FY2021 <i>(projected)</i></b>
CPR/AED/First-Aid	85	78	76	72
Defensive driving	12	13	12	12
Supervisor reasonable suspicion drug and alcohol	0	3	48	3
Preventing harassment in the workplace	70	88	75	235

## GOALS

- Monitor the City's medical insurance to determine Wellness Plan initiatives
- Continue to monitor healthcare regulations and reporting requirements under the Affordable Care Act by attending educational sessions
- Monitor and continue to improve the effectiveness of the points-based incentivized Wellness Program, and utilize the Wellness Committee to:
  - Promote the plan benefits to employees to increase participation
  - Promote, create, and select wellness point-earning education sessions and activities
  - Utilize local resources to provide support to the program
  - Utilize all wellness funds provided by the Cigna plan to support program activities
- Monitor employment policies to:
  - Identify the critical areas where policies need to be updated or established
  - Continue to update Employee Handbook
- Continue to promote a safe working environment through:
  - Working with the Safety Committee to monitor safety and risk management policies and procedures for updates and required changes; coordinate training opportunities for Safety Committee members; support and coordinate safety activities and trainings
  - Utilizing the Safety Committee to monitor accidents and incidents in an effort to prevent recurrence in the future and to determine future training needs; promote the reporting of near-miss accidents to prevent future injuries
- Coordinate employment law training for managers and supervisors to provide current information on regulations and knowledge on legal consequences when making employment decisions

# **BUDGET**

	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021		FY 2022
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Proj. Actual	Budget
<b>FTE</b>	3.0	3.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
<b>Salary</b>	145,739	139,996	192,512	151,284	207,551	215,252	215,606	208,939	226,719	225,305	229,502
<b>Benefits</b>	69,982	70,179	105,244	72,314	91,631	78,662	84,302	72,766	91,234	80,498	88,267
<b>Operating</b>	125,800	69,736	142,015	99,111	147,760	110,370	152,380	106,181	193,030	151,083	169,230
<b>Capital</b>	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	341,521	279,912	439,771	322,709	446,942	404,284	452,288	387,885	510,983	456,886	486,999

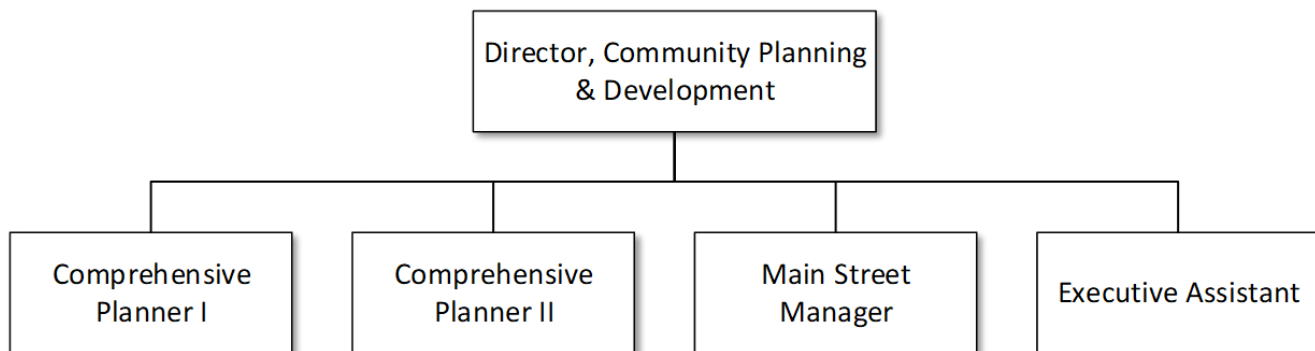
# COMMUNITY PLANNING AND DEVELOPMENT

The Department of Community Planning and Development (DCPD) is responsible for overseeing and facilitating the physical development of the City of Westminster, professionally and sustainably. DCPD’s services include community development, comprehensive planning, zoning administration, development review, water and sewer allocation, building and sign permit review, liquor license review, economic development, historic preservation, and Main Street management.

DCPD serves all four of the City’s planning-related boards and commissions – Board of Zoning Appeals, Planning and Zoning Commission, Historic District Commission, and Tree Commission. DCPD also provides assistance, as directed by the City Administrator, to the Mayor and Common Council.



## ***POSITION SUMMARY SCHEDULE***



<i>Community Planning &amp; Development</i>	Grade	Authorized FY 2018	Authorized FY 2019	Authorized FY 2020	Authorized FY 2021	Authorized FY 2022
<b>Administration</b>						
Director, Community Planning & Development	121	1.0	1.0	1.0	1.0	1.0
Executive Assistant	110	0.5	0.5	0.5	0.5	0.5
<b>Planning and Zoning</b>						
Comprehensive Planner II	115	0.0	0.0	1.0	1.0	1.0
Comprehensive Planner I	114	1.0	1.0	1.0	1.0	1.0
<b>Economic and Community Development</b>						
Main Street Manager	114	0.0	1.0	1.0	1.0	1.0
Economic Development Administrator	N/A	1.0	0.0	0.0	0.0	0.0
<b>Total Authorized</b>		<b>3.5</b>	<b>3.5</b>	<b>4.5</b>	<b>4.5</b>	<b>4.5</b>

Through DCPD activities, the City collects fees and benefit assessments averaging \$1,000,000 annually. Such collected water, sewer, and special capital benefit assessment fees help to offset City costs incurred by new development. The current economic development boom is the direct result of water availability and its careful allocation, based on the Mayor and Common Council’s adopted policy and the continual pursuit of new water resources.

	FY2018	FY2019	FY2020	FY2021 (Projected)	FY2022 (Projected)
Permits Issued	291	340	294	343	340
Housing Starts	70	74	50	70	60
Private Investment	\$35,700,000	Varies due to commercial	Varies due to commercial	Varies due to commercial	Varies due to commercial
Benefit Assessment	\$1,005,540	\$1,255,337	\$1,017,382	\$1,560,591	\$1,200,000

**COMPREHENSIVE PLANNING, DEVELOPMENT REVIEW, ZONING ADMINISTRATION, WATER/SEWER ALLOCATION, SIGN/BUILDING PERMITS AND HISTORIC PRESERVATION**

DCPD provides research, staff reports, legal advertising, agendas, summaries of meetings, and maintenance of the public records for the Board of Zoning Appeals, Planning and Zoning Commission, Historic District Commission, and Tree Commission. DCPD provides high-quality customer services to private sector/applicants; members of the public; as well as County, State, and Federal agencies.

DCPD ensures compliance with the City of Westminster Zoning Ordinance, Landscape Manual, 2016 Development Design Preferences Manual, and applicable Maryland law. DCPD manages a variety of development processes/applications (rezoning, annexation, planned unit developments, site development plans, special exceptions, variances, subdivision, administrative appeals, signs, change of nonconforming uses, zoning map amendment); manages and prepares required revisions to the Comprehensive Plan and Zoning Ordinance (zoning text amendments); manages the City’s water and sewer allocation system, including good cause waivers and amendments to the water and sewer policies; determines Water, Sewer, and Special Capital Benefit Assessments that are used to fund needed City infrastructure; reviews and approves sign permits and construction/building permits; oversees the City’s Historic Tax Credit and Façade Improvement programs; oversees the Tree

Commission’s annual Arbor Day celebrations; drafts department budgets and budget proposals; and responds to many daily inquiries. The Director serves as the City Zoning Administrator, and DCPD staff serve as City liaisons to both County and State governments on many interjurisdictional matters.

### ***COMMUNITY PLANNING, ECONOMIC DEVELOPMENT, AND MAIN STREET***

DCPD services in these areas include promoting and enhancing the economic growth and vitality of the City, Main Street management, City-business-community joint projects, public outreach, and grants writing and management. Both water and sewer allocation system management and guiding all new development through the City and County review processes are also major economic development activities performed by DCPD for the City.

The Main Street Manager facilitates Community Development Block Grants through which the City has successfully obtained grants since 2006 totaling over \$3 million to date, as well as Community Legacy grants. The Main Street Manager also facilitates the Downtown façade improvement grant program, which provides funds to invest in Downtown Westminster. DCPD also facilitates applications for Historic Rehabilitation Property Tax Credits, which helps offset the cost of improvements for structures located in the Westminster Historic National Register District, including Downtown Westminster.

The Main Street Manager is lead staff to the Downtown Partners program, Carroll County Downtowns, and the Heart of the Civil War Heritage Area. The Main Street Manager is responsible for the City’s highly successful restaurant week in the spring, Small Business Saturday in the fall, and the Mayor’s Cup window decorating contest that takes place around the holidays. Furthermore, the Main Street Manager visits small businesses quarterly, works with the Farmers’ Market Manager, and collaborates with other City departments regarding major City events and social media outreach.



*2021 Mayor’s Cup Window Decorating Contest Winner*

### ***ACCOMPLISHMENTS***

- Site Development Plans are thoroughly reviewed by DCPD Staff to make sure they comply with City adopted requirements. Sometimes one project may take several reviews for the proposed site development plan to meet applicable City adopted requirements. In FY 2021, a Site Development Plan for one of the new 35-unit multi-family residential projects (Clark Farm, pictured below) was approved by the Planning and Zoning Commission. With the approval of the Westminster Way 35-unit multi-family residential project in FY2020, one potential multi-family residential project remains from the three approved under the water and sewer allocation policy.



*Clark Farm Luxury Apartments - 35 multi-family dwelling units*

In FY 2021, the following commercial/industrial site development plans were reviewed and approved by the Planning and Zoning Commission.

- Royal Farms Site Development Plan
- Starbucks ADA Sidewalk Addition Site Development Plan
- CFT Retail Plaza Site Development Plan
- Len Stoler Chevrolet Site Development Plan



*Len Stoler Chevrolet on Baltimore Boulevard*



*CFT Plaza on Baltimore Boulevard*

- In FY 2020, following last year's report, the following commercial/industrial site development plans were reviewed and approved by the Planning and Zoning Commission.
  - Mission BBQ Site Development Plan
  - 7-Eleven Site Development Plan
  - West End Place Family Support Center Site Development Plan
- DCPD continues its participation in the local business community through regular business visits and joint venturing with local merchants, restaurateurs, and community institutional partners on new Downtown efforts, as best as possible with COVID-19 restrictions.
- DCPD continues to represent the City of Westminster on the Carroll County Technical Review Committee. At the Technical Review Committee meetings, DCPD provides updates to applicants with properties located outside the City, but on the City water and sewer systems, about possible water allocations that may be needed for proposed projects.
- DCPD continued to coordinate with Carroll County on proposed amendments to the Carroll County Water and Sewer Master Plan.

- DCPD completed work on an amendment to the City Water and Sewer Allocation Policy and Master Distribution List (Resolution 20-06). The amendment re-evaluated multi-family water usage with Maryland Department of the Environment lower the required gallons per day (GPD) and subsequently recapturing 5,375 GPD that was made available for other City development.
- DCPD continues to represent the City of Westminster on the East Middle School Construction Committee. In FY2021, a site development plan for a new East Middle School has been submitted and is under review.
- DCPD continues to represent the City of Westminster on the Heart of the Civil War Heritage Area, Inc. DCPD provided assistance to the Department of Recreation and Parks with the Maryland Heritage Area Authority (MHAA) application for the Durbin House (\$100,000 was awarded).
- DCPD prepared and introduced a Solar Collector/Facilities Ordinance No. 918 to allow for rooftop solar collectors and facilities in the “B-Business Zone”; “I-R Restricted Industrial Zone”; “I-G General Industrial Zone”; and “P-I Planned Industrial Zone” zoning districts.
- The City of Westminster, with Partners for Economic Solutions, completed a comprehensive feasibility analysis for the reuse potential of 15-28 West Main Street, the former Stocksdales Property.
- An essential service of DCPD is continued coordination with stakeholders (public, private, governmental agencies) to assist with the development process, including but not limited to, water and sewer allocation, subdivision, site plan, and permit review. DCPD continues to work with the Mayor and Common Council Economic Development Committee on water and sewer allocation requests and to maintain and evaluate the approach and methodology for the water and sewer allocation system.
- As part of daily efforts of resource management, DCPD requests that all new projects attempt to fit within the existing water envelope of the previous or existing use. DCPD plans to continue this practice in order to allocate the minimum amount of new water required to complete a development project. For all new allocations moving forward, there is a concentrated focus on promoting economic development in the City via new commercial and industrial projects, while also providing for new multi-family residential uses to ensure the City’s wider economic health and to support its young workforce, so they continue to thrive.
- Water and sewer capacity for FY 2021 remains for commercial, industrial, and multi-family residential development, but it is limited. The Council’s Public Works Committee is constantly in the process of looking for and securing water re-use, new water resources, and new water rights so the City can continue to grow and thrive. That process is ongoing and includes coordination with Carroll County and the State of Maryland.

## PERFORMANCE MEASURES

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

PROCESSES TRACKED	FY2018	FY2019	FY2020	FY2021 (Projected)
Building Permits	291	340	294	340
Downtown Business (Visits)	300	400+	400+	200
Annexations	1	3	2	0
Rezoning Requests	3	3	1	0
Board of Zoning Appeals (Monthly Meetings)	4	8	7	9
Historic District Commission (Monthly Meetings)	9	9	7	6
Planning and Zoning Commission (Monthly Meetings)	12	12	12	11
Tree Commission (Meetings - Monthly to Quarterly)	6	4	2	3
Water Allocations (GPD)	8,175	18,400	18,810	23,592
Zoning Ordinance Text Amendments	6	8	2	2
Zoning Inquires/Research Projects	1,208	1,700	2,000	2279
Administrative Adjustment Hearings	1	0	1	2

## GOALS

- Continue research and begin drafting the rewrite of the Zoning Ordinance, including, but not limited to, parking, signage, and landscaping requirements. The Zoning Ordinance needs modernization and updating to be more user friendly and to address current and future needs of development in the City of Westminster.
- Update the City of Westminster Landscape Manual, in coordination with the Zoning Ordinance rewrite.
- Continue to work on updating and streamlining development review processes, create new and update existing development application forms, and update the DCPD webpage to be more user friendly and to provide additional information to the public and development community.
- Continue to work with Partners for Economic Solutions (PES) regarding the reuse potential feasibility analysis for and marketing of the City-owned 17-25 West Main Street property.
- Continue to facilitate and grow joint City-County-business-community partnerships and initiatives.
- Continue to support Main Street and the Downtown business community.

## BUDGET

	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021		FY 2022
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Proj. Actual	Budget
FTE	4.0	4.0	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5
Salary	277,627	281,085	284,447	291,301	296,211	244,246	300,760	269,072	306,950	274,544	314,611
Benefits	130,654	130,662	133,990	118,973	124,652	89,148	123,755	71,662	123,577	97,181	124,118
Operating	225,168	202,051	237,400	56,051	886,897	78,752	926,900	103,811	304,200	120,866	245,400
Capital	-	-	-	-	-	-	742,304	732,304	25,000	-	190,000
<b>Total</b>	<b>633,449</b>	<b>613,798</b>	<b>655,837</b>	<b>466,325</b>	<b>1,307,760</b>	<b>412,145</b>	<b>2,093,719</b>	<b>1,176,848</b>	<b>759,727</b>	<b>492,592</b>	<b>874,129</b>

## **PUBLIC SAFETY**

The Westminster Police Department (WPD) is a full-service municipal police agency that provides community-oriented law enforcement services to the City of Westminster. The WPD was established in 1839 when the first “City Bailiff” was hired by the “City Burgess and Commissioners” to keep order in the business district. It has grown into a progressive police department employing forty-six (46) sworn police officers and eleven (11) civilian employees.

Thomas Ledwell serves as the Chief of Police. Majors Pete D’Antuono and Richard Gibson serve as the Deputy Chiefs. Deputy Chief Gibson was hired effective December 8, 2020, bringing a wealth of command experience from Baltimore. The department is comprised of three (3) bureaus, each commanded by a captain.

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

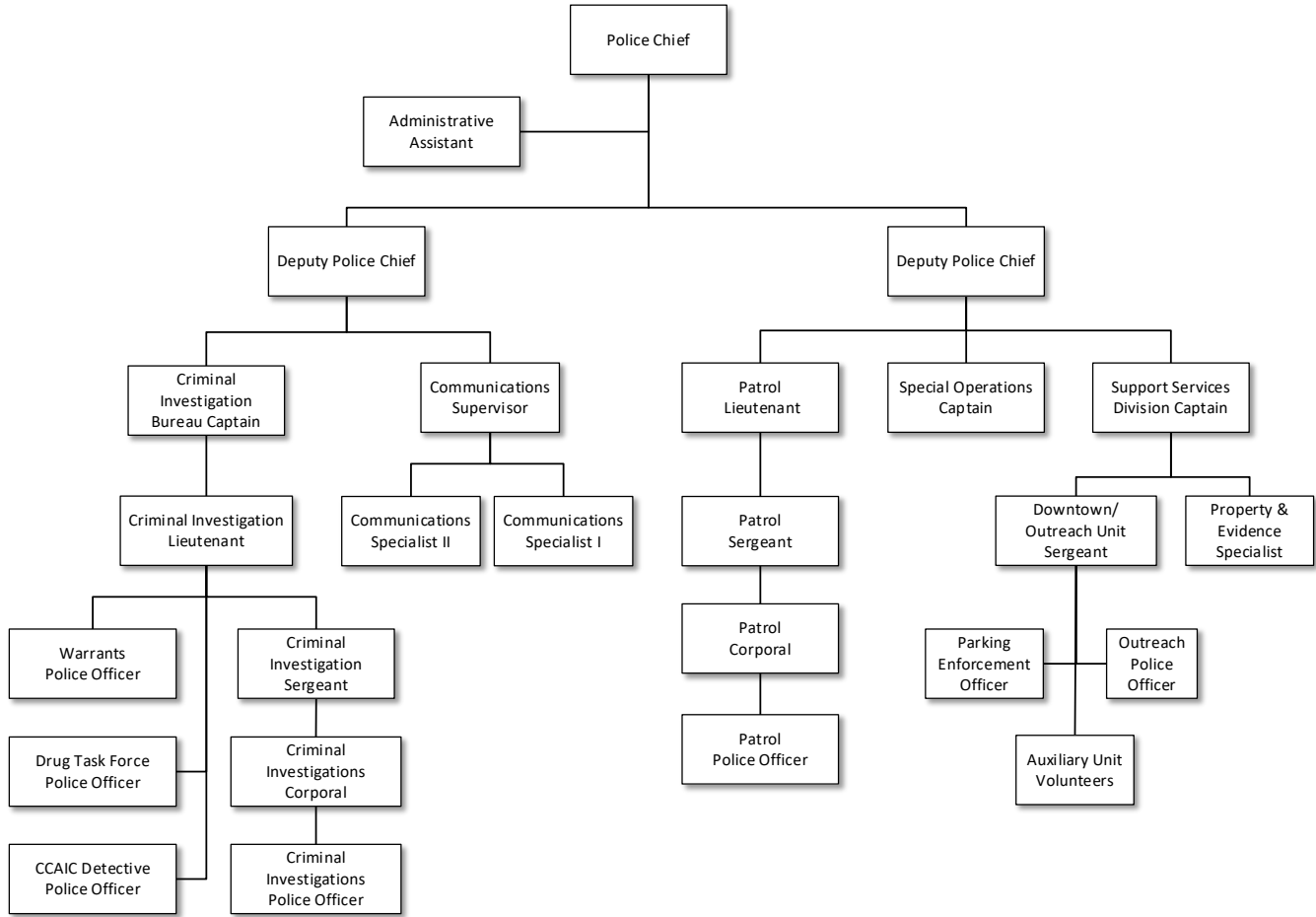
1. Data-Driven Policing – using available information and technology to increase efficiency and effectiveness
2. Problem-Oriented Policing – coordinating internally, with partner law enforcement agencies, and with our community members to problem-solve continuing public safety issues
3. Community-Oriented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

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

The **Criminal Investigations Bureau (CIB)** is responsible for the investigation of major crimes and the service of outstanding arrest warrants and criminal summons. Additionally, four (4) members of this Bureau are assigned to countywide multi-jurisdictional task forces that handle drug investigations and child abuse/sex crime investigations throughout Carroll County.

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

# POSITION SUMMARY SCHEDULE



<i>Police</i>	<b>Grade</b>	<b>Authorized FY 2018</b>	<b>Authorized FY 2019</b>	<b>Authorized FY 2020</b>	<b>Authorized FY 2021</b>	<b>Authorized FY 2022</b>
<b>Civilian</b>						
Communications Supervisor	113	1.0	1.0	1.0	1.0	1.0
Communications Specialist II	111	1.0	1.0	1.0	1.0	1.0
Communications Specialist I	110	7.0	7.0	7.0	7.0	6.0
Administrative Assistant	110	1.0	1.0	1.0	1.0	1.0
Property & Evidence Specialist	110	1.0	1.0	1.0	1.0	1.0
Parking Enforcement Officer	107	1.0	1.0	1.0	1.0	1.0
Custodian	105	0.875	0.875	0.875	0.875	0
<b>Total Authorized</b>		<b>12.875</b>	<b>12.875</b>	<b>12.875</b>	<b>12.875</b>	<b>11</b>
<b>Sworn</b>						
Police Chief	121	1.0	1.0	1.0	1.0	1.0
Deputy Police Chief	120	1.0	1.0	1.0	1.0	2.0
Police Captain	118	2.0	3.0	3.0	3.0	3.0

Police Lieutenant	116	6.0	5.0	5.0	4.0	4.0
Police Sergeant	115	8.0	7.0	7.0	8.0	8.0
Police Corporal	114	2.0	2.0	2.0	4.0	4.0
Police Officer	112	24.0	25.0	26.0	24.0	24.0
<b>Total Authorized</b>		<b>44.0</b>	<b>44.0</b>	<b>45.0</b>	<b>45.0</b>	<b>46.0</b>

## ***ACCOMPLISHMENTS***

### ***PERSONNEL***

**Accomplishments** in FY21: The following personnel, along with others, were recognized for accomplishments during this fiscal year as part of our annual awards:

- Corporal Ashley Stahlman – Police Officer of the Year
- Officer Kevin Chojnacki – Police Rookie of the Year
- Sergeant Timothy Rife – Police Supervisor of the Year
- Communications Specialist Frank Valenti – Civilian of the Year
- PFC. Alexander DeAngelis – Life Saving Award

**Retirements** in FY'21:

- Detective John Emminizer retired on July 1, 2020 (34 years total police service)
- Sergeant Patricia Parks retired on November 1, 2020 (32 years total police service)
- Sergeant Michael Beaumont retired on March 29, 2021 (21 years total police service)
- Ms. Betty Ruby retired on December 31, 2020 as custodian (20 years of service)

The Department eliminated the custodian position following Ms. Ruby's retirement. A local cleaning company now provides custodial services for the police department at a substantially lower cost.

**Promotions** in FY'21:

- Brian Hoff was promoted to Corporal and assigned as a Patrol Bureau assistant squad supervisor.
- Ashley Stahlman was promoted to Corporal and assigned as a Patrol Bureau assistant squad supervisor.
- Michelle Donovan was promoted to Sergeant and assigned as a Patrol Bureau squad supervisor.
- Allen Ecker was promoted to Sergeant and assigned as a Patrol Bureau squad supervisor.

### ***ADMINISTRATIVE***

The Chief of Police and a Deputy Chief meet weekly with the Carroll County Sheriff's Office Command Staff, the Maryland State Police Barrack Commander and the State's Attorney to discuss crime trends, investigations, initiatives and other mutually beneficial information. This collaboration has resulted in effective inter-jurisdictional communication, in joint initiatives and it provides synergy for many law enforcement functions.

**Law Enforcement Assisted Diversion** - The Department continued its collaboration with the Carroll County Health Department implementing a grant-funded Law Enforcement Assisted Diversion (LEAD) program. The LEAD program provides the WPD with an additional tool to combat the opioid epidemic. LEAD involves police officers working with a dedicated case manager and a peer-in-recovery to divert individuals into treatment or into harm-reduction strategies. The Police Department has access to the County's Health Department "real-time intervention treatment program." According to the U.S. Department of Justice, "Law Enforcement Assisted Diversion (LEAD) is a pre-booking diversion pilot program developed with the community to address low-level drug and prostitution crimes ... The program allows law enforcement officers to redirect low-level offenders engaged in drug or prostitution activity to community-based services. By diverting eligible individuals to services, LEAD is committed to improving public safety and public order, and reducing the criminal behavior of people who participate in the program. LEAD has been shown to reduce recidivism by 22%."

**Handle with Care** - The Department collaborates with the Office of the States Attorney and the Carroll County Public School System on the "Handle with Care" Program. Handle with Care provides a confidential process for law enforcement to notify school guidance personnel when a student has been exposed to a traumatic event such as suicide, the death of a family member or domestic violence in the household. The notification puts school staff on notice that the child may be suffering adverse effects as a result of the traumatic event, thus allowing staff to better anticipate and serve the needs of the child in a school setting.

## ***OPERATIONS***

**Patrol Bureau Schedule** - In September of 2020, the Department implemented its new Patrol Bureau schedule that:

1. Increases police staffing during the highest call volume time period by 2-3 officers;
2. Increases police supervision during the highest call volume time period by 2 supervisors;
3. Reduces police overtime costs and mandatory officer holdovers and call-ins;
4. Provides police staffing for proactive assignments, such as bicycle patrols;
5. Provides more on-duty officers to assist with special event staffing; and,
6. Provides Patrol staff with more days off to help mitigate "burnout."

**Drug Task Force** - The Department collaborates with the Carroll County Sheriff's Office (CCSO) and the State's Attorney to operate a locally-focused Drug Task Force (DTF) resulting in solid investigations with the primary goal being suppression of violent crime that sometimes accompanies such activities. The DTF:

1. Focuses assigned investigators on cases directly effecting the City of Westminster and Carroll County;
2. Combines drug investigators and supervisors from the WPD and the CCSO to provide better capability in conducting effective investigations and operations across jurisdictional boundaries;
3. Utilizes the CCSO Proactive Community Enforcement Team as a force multiplier to assist with drug operations by providing stop teams; and
4. Increases communication between police agencies and agency leaders regarding ongoing investigations and drug complaints.

**US Marshals Service Fugitive Task Force Agreement** – Effective November 25, 2020, the detective assigned to our Criminal Investigations Bureau (CIB) who has primary responsibility for locating and serving individuals who have outstanding arrest warrants through our agency joined the United States Marshals Service Fugitive

Task Force, which has the capability and resources to track and apprehend wanted individuals. Both the Maryland State Police, Westminster Barrack and the Carroll County Sheriff's Office have detectives assigned to this task force.

Participation in this task force allows our detective to have access to all of the resources and to the other task force members to better locate and apprehend individuals with outstanding arrest warrants through our agency. Our detective will occasionally assist other members of this task force with similar responsibilities regarding their fugitives. There is no obligation or expectation to assist beyond what we allow. Our detective still works out of our police headquarters and still works investigations for our agency. There are no associated costs or expenses. Additional benefits include training provided at no cost; overtime reimbursement for time spent assisting the task force, and potential provision of a task force vehicle, if available.

**Communications Division (Dispatch) Change** - Effective April 1, 2021, the Department eliminated the 11 pm – 7 am dispatch shift. Dispatching responsibility during this timeframe was turned over to the Carroll County Emergency Communications Center (ECC).

Previously, the Police Department's allotted dispatcher staffing and schedule resulted in a single dispatcher assigned to cover many night shifts. The aggregate call volume was manageable for the lone dispatcher. However, when an incident occurs in the City that results in numerous calls to dispatch, which may involve multiple witnesses to the incident, it is extremely difficult for a single dispatcher to effectively handle all of the required responsibilities. These responsibilities may include communicating with each caller sufficiently to capture relevant information to relay to responding officers and to obtain all of the caller's contact information for follow-up interviews; coordinating the safe and efficient response of responding police officers; contacting any additional resources required by responding police officers; and, an array of potential other duties. Additionally, during such an incident, this single dispatcher may receive other citizen calls for unrelated events that require the same attention. The same dispatcher also is responsible for completing computer entries and responding to "walk-in" citizens.

Based on these factors, the City signed an agreement with Carroll County Government to transfer coverage of the Westminster Police Department's police dispatch during the hours of 11 pm through 7 am. This change allows the Police Department to assign a minimum of two (2) dispatchers per shift, with the frequent addition of a supervisor. The Department is able to provide this coverage with one less dispatcher position than before.

**COVID-19 Pandemic** – The Department made significant adjustments to its operations to maintain a safe environment for both its staff and for members of the public following the breakout of the COVID-19 Pandemic. These efforts included collaboration with Emergency Management, the Health Department and other partner agencies regarding pandemic protocols and operations.

Due to the potential outbreak of the COVID-19 disease; to minimize our personnel's exposure to this virus; and, to ensure continuity of operations at the Police Department, the Department implemented the following temporary plan and operational changes:

- The City posted on its web site that the front door to the Police Department will be locked and the lobby will be closed to the public. Visitors requiring police assistance may enter the vestibule area inside the front door. Police Communications staff will assist visitors at this location. Additionally, citizens may call the non-emergency number for the Police Department for assistance.
- Personnel handled certain offenses/incidents via telephone reporting, when possible, unless there is a need for face-to-face contact. Personnel handled follow-up contacts via telephone call, when possible. Dispatchers obtained complainant contact information to provide to the officer during these instances. The officer called the complainant and made a determination of the most appropriate method to handle the call for service.

- The Department postponed or canceled all training classes, non-essential staff meetings and other non-essential gatherings for a period.
- The Department restricted additional non-sick leave for a period.
- The Department placed essential personnel on “Alert Status” per General Order 4-06, Emergency Mobilization.
- Staff reviewed General Order 3-14, Pandemic Influenza Preparedness. Although this general order refers to the flu, almost everything in this policy would also apply to COVID-19 preparedness. The Department took precautions to make sure that we were doing everything we can to minimize our exposure to the disease to keep everyone as safe as possible.
- Personnel minimized unnecessary person-to-person contact by minimizing activities such as selective traffic enforcement during situations that do not present a danger to the public.
- Personnel helped to ensure our facility, our vehicles and especially our shared equipment to stay clean and disinfected.
- Bureau Commanders ensured that staff receives necessary Personal Protective Equipment (PPE) and cleaning supplies to stay safe.
- Personnel attempted to maintain the 6-foot “social distancing” barrier with both the public and with fellow staff when possible.
- Personnel made notification to their supervisor immediately when experiencing any flu like symptoms. Personnel who were sick would stay home and self-quarantine.
- Additionally, to maintain continuity of operations and to minimize the potential for mass staff exposures to COVID-19, the Department took staffing precautions and implemented special scheduling.

Many additional tasks were completed and precautions taken to keep everyone safe and to prevent an outbreak amongst WPD staff.

**Police Reform Demonstrations and Police Department Growth Efforts** - The Police Department assigned personnel to handle a number of local demonstrations focused on national incidents involving police officers and advocating for police reform. These local demonstrations were, and continue to be, lawful and uneventful. WPD staff made efforts to connect with organizers to ensure the safety of all.

Police Department leadership participated in and led two (2) county-wide workgroups involving police use of force policy and training revision, and the exploration of police body-worn cameras. As a result, the Department drafted significant revisions to its use of force policy, including, but not limited to, de-escalation and duty to intervene directives. The Department also conducted a trial and evaluation of body-worn cameras. The Chief drafted a body-worn camera policy. The Department requested funds in the Fiscal Year 2022 budget to obtain five body-worn cameras for officers. The plan is to incrementally obtain body-worn cameras for all officers over the next few fiscal years.

**ABLE Project** - On September 10, 2020, the Westminster Police Department was notified that our agency was selected to participate in the Active Bystandership for Law Enforcement (ABLE) Project. The Georgetown University Law Center’s Innovative Policing Program created the ABLE Project to bring free evidence-based active bystandership training to law enforcement agencies across the United States and Canada. The Westminster Police Department is one of 25 agencies selected to participate in the inaugural ABLE Train-the-Trainer event. The Department had to provide letters of support from the community to be considered. This program prepares officers to successfully intervene, to prevent harm and to create a law enforcement culture that supports peer intervention. In addition, this program promotes officer health and wellness, a key

component of 21<sup>st</sup> Century Policing. WPD instructors have since completed “training the trainer” certification, and the Department has ABLE training scheduled for annual in-service this year.

**Officer Wellness** - The police department applied for and was awarded a \$5,000 grant to bring a group of nationally recognized professionals to Carroll County to conduct a symposium entitled, “The Enemy Within,” focused on law enforcement and first responder stress, PTSD and suicide prevention. Again, Officer Wellness & Safety is one of the six pillars of 21<sup>st</sup> Century Policing. Our goals are to promote a department-wide culture of wellness, to provide support and services when needed, and to keep the department healthy. More broadly, working toward these goals will also help the department better serve our community.

**Bicycle Patrol** - The Department will have trained and certified five (5) additional police officers on bicycle patrol during this fiscal year. The expansion of the bicycle patrol program supports the Department’s goal to increase foot and bicycle patrols for enhanced community-oriented policing. Additionally, bicycle patrols provide a highly visible and effective policing tool to traverse downtown alleyways, park trails and other less traveled locations in an efficient and stealth manner.

**License Plate Reader** - The Department acquired a third license plate reader system (LPR) as a public safety force-multiplier, which it deployed in the Patrol Bureau. LPRs allow officers to receive alerts of stolen vehicles, AMBER alerts or vehicles flagged for other crimes and not yet entered into the National Crime Information Center (NCIC).

**Crisis Intervention Team Training and Certification** - The Department collaborated with the Carroll County Health Department to train the seventh class of Crisis Intervention Team (CIT) officers in Carroll County. CIT officers receive specialized training to help them recognize and safely assist individuals who are suffering from a mental health crisis or mental illness. The Westminster Police Department currently has sixteen (16) trained CIT officers.

**Domestic Violence Technology Grant** - The Department collaborated with Springboard Community Services of Carroll County on a technology grant to enhance the safety of domestic violence victims. This grant provided smart phones for each Patrol Bureau officer that allows domestic violence victims at the scene of an incident to video chat with a domestic violence caseworker to discuss safety planning and other resources available to the victim.

**School Safety** - The Department participates in a School Resource Officer Partnership. Through this program, Patrol Bureau officers make vehicular and foot patrols of the schools within their patrol area. This includes daily foot patrols within the school, and contact with the school administration and students.

## ***COMMUNITY OUTREACH***

Despite the pandemic, the Department participated in a number of community outreach initiatives during this fiscal year to include:

- Boys & Girls Club of Westminster Collaboration – WPD leadership planned collaboration initiatives with the Westminster Boys & Girls Club. WPD officers participated in a number of events with the staff and children of the Westminster Boys & Girls Club. Captain Nikki Heuer was appointed to the Board of Directors.

- Cover the Cruiser – WPD Officers partnered with Chick-fil-A of Westminster to conduct a successful fundraising event in support of Special Olympics Maryland.
- Together We Own It / Rise Up Program Collaboration – WPD staff collaborated with Together We Own It staff to plan police officer engagement initiatives with children enrolled in the Rise Up program.
- Shop With A Cop Holiday Event – WPD Officers and staff partnered with the Westminster Walmart, and modified this outreach event to provide holiday gifts for local children and their family members.

**Progression of Community-Oriented Policing Strategy** - Community-Oriented Policing is a community-based strategic approach where your police department works with you, our community members, to develop information-sharing and crime fighting and prevention strategies, consistent with community values.

The Police Department is actively organizing community groups based on common neighborhood locations/groups and/or shared public safety interests and goals. We are looking for Community Group Coordinators, who will help us organize your community group and will share meeting times and virtual links/locations with neighbors who don't follow our social media platforms. Being a Community Group Coordinator does not require much planning or work. The Department does the leg work. Community coordinators give us an idea of the scope of their community group; and, help us to determine the best platform and times to schedule community group meetings. If they already have an organized community group, such as an HOA, a merchant group or another organization that already has scheduled meetings, we are happy to participate in your forum.

We assign Patrol Squad Commanders to particular geographic areas. We introduce community group members to a police officer who will liaison with the community group. The WPD Liaison will prepare a brief agenda based on goals that may include a briefing on crime trends, traffic safety issues or other current public-safety issues in their area. We discuss our current proactive initiatives to address these issues. We provide specific ideas regarding how members of the community can partner with us regarding crime prevention, and we listen to public safety concerns in order to adjust our strategies. We then follow-up in preparation for our next meeting. In the meantime, when appropriate, we maintain communication with members regarding any initiatives and results.

We continue to urge community members to be “engaged” in our community-policing efforts. Community members have a major impact on helping us to maintain the highest level of public safety and quality of life in their neighborhood and business districts. Citizens can follow the WPD Facebook page other social media platforms. The Department has made an effort to significantly increase our community outreach via social media platforms.

**NAACP Liaison** – Captain Nikki Heuer attends the Carroll County Chapter of the National Association for the Advancement of Colored People (NAACP) meetings and discusses police-related topics. The Chief presented the Department’s revised use of force and de-escalation policies to NAACP membership, and discussed related police topics.

The Department sent the SSB Commander to Police Social Media Academy training to learn about effective outreach via social media. The Department began utilizing the “NextDoor” application in addition to its current outlets.

The Department assigned geographical accountability to Patrol Bureau supervisors to liaison with community members regarding crime and other public safety issues. Police liaisons collaborate with community members to effectively problem-solve identified public safety issues in the community. The Department emphasizes proactive community contacts and responsiveness. The Department proactively engaged with community groups through its liaisons at different venues.

## ***PERFORMANCE MEASURES***

	FY16	FY17	FY18	FY19	FY20	FY21 Projection
Homicide	1	0	0	0	0	1
Rape	N/A	N/A	N/A	N/A	2	0
Robbery	17	17	14	19	14	5
Aggravated Assault	29	30	24	27	11	17
Burglary	72	99	57	62	62	37
Theft	612	668	517	486	437	372
Auto Theft	12	16	18	21	14	11
Total Part 1 Crime	743	830	630	616	540	444
Total Police Calls	10,897	11,776	12,644	13,431	12,695	10,893
Emergency Evaluations	95	96	122	126	145	127
DUI Arrests	121	89	75	87	71	61
Foot/Bike/T-3 Patrol Hours	3,037	2,931	2,612	2,122	3,361	4,104
Total State Citations	2,656	2,275	3,491	2,809	2,074	2,110
Total Sworn Staffing	44	44	44	44	44	46
Adult Arrests	528	610	495	680	487	443
Juvenile Arrests	86	104	89	49	77	28
Total Arrests	614	714	584	729	564	470

## ***GOALS***

- Establish the first increment of our body-worn camera program.
- Establish a formal community focus group to better engage the community in public safety efforts.
- Progress towards training all police officers in Crisis Intervention Team certification.
- Collaborate with the Carroll County Sheriff's Office to consolidate in-service training.
- Conduct supervisor and officer training regarding data-driven systems and integration with community-oriented policing.
- Increase diversity within the police department.
- Utilize the Evertel Application as an effective crime reduction and intelligence-sharing tool.
- Grow public safety and crime prevention outreach initiatives through social media platforms.
- Have dispatchers complete stress management and de-escalation training.
- Develop a retention plan for Communications Division staff.
- Have detectives complete the Francis Glessner Lee Homicide course hosted by the Maryland Office of the Chief Medical Examiner.
- Provide detectives with training regarding social media network scams.

- Collaborate monthly with the Maryland Office of Parole and Probation MCAC Agent regarding local offenders.

## ***BUDGET***

	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021		FY 2022
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Proj. Actual	Budget
<b>FTE</b>	56.0	56.0	56.9	56.9	56.9	56.9	57.9	57.9	57.0	57.0	57.0
<b>Salary</b>	3,668,846	3,435,260	3,677,076	3,450,099	3,927,869	3,754,513	3,962,846	3,729,159	4,048,588	3,740,812	4,270,666
<b>Benefits</b>	2,150,702	1,908,313	2,150,305	1,938,138	2,107,298	1,808,981	2,207,537	1,898,680	2,144,835	2,037,022	2,458,833
<b>Operating</b>	1,037,607	881,045	988,566	847,565	1,033,599	895,514	1,042,515	929,674	978,635	889,900	1,001,280
<b>Capital</b>	188,525	186,529	170,795	206,738	355,720	283,564	302,348	137,300	253,418	238,388	352,087
<b>Total</b>	7,045,680	6,411,146	6,986,742	6,442,539	7,424,486	6,742,571	7,515,246	6,694,814	7,425,476	6,906,122	8,082,867

## **FACILITIES**

The City of Westminster has established separate budget accounts to capture all costs associated with the various based facilities the City rents or owns to establish a baseline for future maintenance, rehabilitation, and improvements. This will also 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, need major investment for rehabilitation. It is a significant financial undertaking to rehabilitate these buildings, and, therefore, prudent to perform a comprehensive needs-based analysis of all City buildings and facilities. The analysis includes a complete inventory of facilities, assessment of current conditions, and investment requirements to prepare a realistic, long-range facilities plan for Westminster.

In addition, the City owns the following based properties, with various levels of responsibility for insuring and maintaining the property and structures:

- City Hall 1838 Emerald Hill Lane
- City Administrative Offices 45 West Main Street
- Police Department 36 Locust Street
- Recreation and Parks 11 Longwell Avenue (Old Armory)
- Streets Department 105 Railroad Avenue
- Carroll Arts Center 91 West Main Street
- Wastewater Property 1117 Old New Windsor Road
- Surplus Property 17-25 West Main Street

In addition to these eight 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 area.

## **ACCOMPLISHMENTS**

- The following facility repairs were completed in FY 2021:
  - Replaced HVAC system, multiple roof patching and brick repair at Carroll Arts Center
  - Multiple roof patching at 45 West Main Street
  - Multiple roof patching and construction of a new office at the Police Department
  - New flooring, Exterior wall sealing and roof patching at the Armory
  - New HVAC unit and roof patching at former Stockyard property

## **GOALS**

- Install new slate roof at City Hall
- New window guards at the Armory
- Develop a plan for Clock Tower repair or removal
- Renovations at City Pool
- Renovations at Wakefield Complex

## **BUDGET**

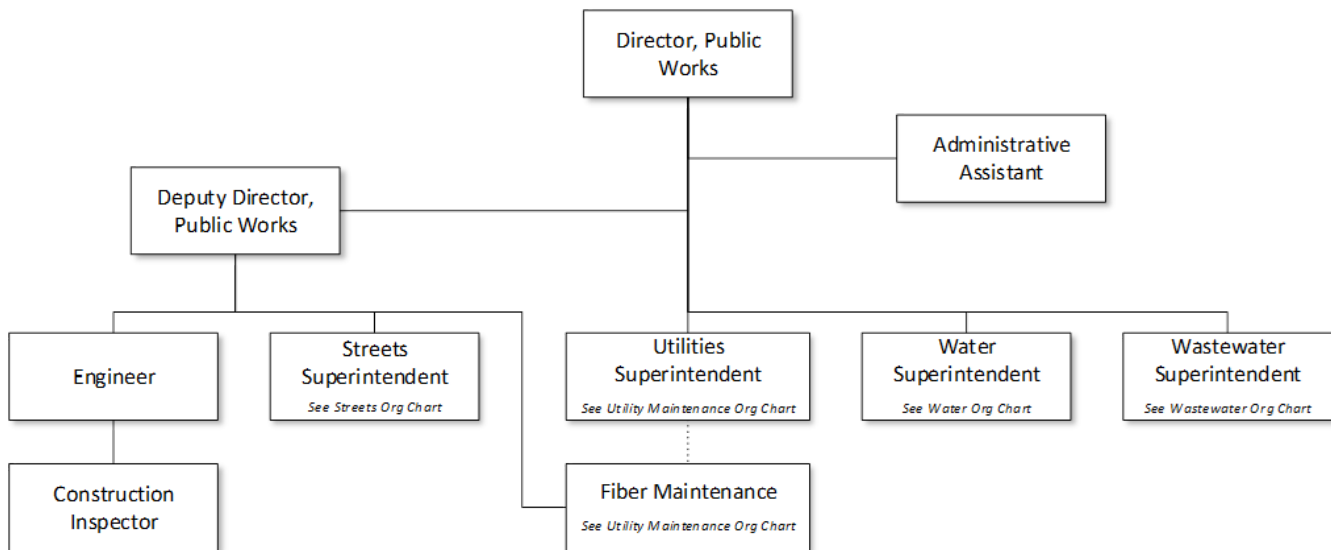
	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021		FY 2022
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Proj. Actual	Budget
<b>FTE</b>											
<b>Salary</b>	-	-	-	-	-	-	-	-	-	-	-
<b>Benefits</b>	-	-	-	-	-	-	-	-	-	-	-
<b>Operating</b>	458,579	369,280	451,769	377,349	469,350	414,777	433,025	364,064	363,665	373,197	304,784
<b>Capital</b>	735,827	132,131	2,098,206	1,815,684	2,874,184	278,376	5,892,803	2,537,732	4,720,500	3,405,133	1,815,800
<b>Total</b>	1,194,406	501,411	2,549,975	2,193,033	3,343,534	693,154	6,325,828	2,901,796	5,084,165	3,778,329	2,120,584

## PUBLIC WORKS

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

Public Works provides assistance to other City departments, ranging from project management to painting and hanging pictures. The Director works closely with contracted design and engineering firms for capital projects and 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</b>	<b>Grade</b>	<b>Authorized FY 2018</b>	<b>Authorized FY 2019</b>	<b>Authorized FY 2020</b>	<b>Authorized FY 2021</b>	<b>Authorized FY 2022</b>
<b>Administrative</b>						
Director, Public Works	121	1.0	1.0	1.0	1.0	1.0
Deputy Director, Public Works	119	1.0	1.0	1.0	1.0	1.0
Administrative Assistant	110	1.0	1.0	1.0	1.0	1.0
<b>Engineering</b>						
Engineer	116	1.0	1.0	1.0	1.0	1.0
Construction Inspector	112	2.0	2.0	2.0	2.0	2.0
<b>Total Authorized</b>		<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>

## **ENGINEERING**

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

## **ACCOMPLISHMENTS**

### **Little Pipe Creek Realignment**

During the construction of the Gesell Well treatment facility, it was discovered that a hydraulic connection between the groundwater aquifer and nearby Little Pipe Creek. A stream realignment and lining project was constructed and was successful in eliminating the stream/ground water connection. The increase in appropriation request for the well is now before the Maryland Department of the Environment for review and comment.

### **Wastewater Treatment Plant Enhanced Nutrient Removal and Bio-solids Project**

In FY 2021, work continued on upgrading the Wastewater Treatment Plant to ENR standards and provides a bio-solids drying system that will enable the materials to be used as a fuel at the Lehigh Cement Plant in Union Bridge, Maryland. The project also includes an upgrade to the County Septage Facility, which is funded 100% by Carroll County.

### **Inflow and Infiltration Reduction**

This project studies sections of the largest collector sewer pipelines in search of infiltration of groundwater, in order to eliminate the means of infiltration and return hydraulic capacity to the Wastewater Treatment Plant. The potential success of this study may reduce the need for expansion of the current Plant capacity for years into the future and provide near term relief to an already taxed sewer budget. Phase Three of the I&I project replaces and or re-lines approximately 6,000 feet of large diameter gravity sewer main and is expected to be complete in FY 2021, with a total construction cost of approximately \$1.6 million.

### **Fiber To The Premises (FTTP)**

The Fiber Maintenance Team continued to build connections as needed to service new subscribers. The Team also performed system maintenance as necessary.

### **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 of work to minimize mobilization/demobilization costs to maximize the rehabilitation effort. In FY 2021, about \$ 723,000 of pavement milling and overlay work was completed.

### **Parking Garage Rehabilitation**

This project was completed in FY2021 and included structural repairs in both Longwell and Westminster Square garages. Repairs included replacement of Double Tee shear plates, joint sealing and other concrete repairs.

### **Langdon Stormwater Facility**

The City is required by stormwater regulations to mitigate certain impervious surface, thereby reducing direct runoff. The Langdon property is situated to capture a significant portion of this required impervious surface. In a joint effort to meet this challenge, the City and County worked together on necessary land acquisition and engineering. The project is complete and is in the 1-year maintenance period.

**Water Re-use Project**

Water capacity constraints continue to be a challenge for the City. As part of the City’s efforts to address these constraints, the City has undertaken a water re-use initiative. This project will blend highly-treated effluent from the existing enhanced water reclamation facility with raw water supplies, to supplement and become a new water source. The project is currently in the pilot study phase; the City has been awarded a 50/50 cost share grant from the U.S. Bureau of Reclamation to support the pilot project, as well as extensive research efforts in partnership with the University of Maryland. The project is in assembly phase with water production expected at the end of May. Upon completion, of the 8 month pilot run, the project is expected to achieve the approval and acceptance of regulatory agencies and will move toward design and construction of a full scale facility. Success of this project will solve the long-term water needs of the City’s.

***PERFORMANCE MEASURES***

	FY2019	FY2020	FY2021	FY2022 (Projected)
Daily Inspections	70	500	600	600
Pre-bid Conferences	12	3	15	5
Construction Progress Meetings	40	52	100	130
Construction Change Orders	14	6	20	5

***GOALS***

- Ensure adequacy of wastewater treatment operations in terms of quantity and quality, while maintaining compliance with regulatory requirements.
  - Continue to assist with oversight of the ENR/Biosolids Upgrade Project at the Wastewater Treatment Plant.
- Ensure adequacy of potable water systems in terms of quantity and quality.
  - Implement priority water supply projects as they become financially feasible.
  - Install enhanced mixing and aeration of stored water facilities to reduce disinfection by products.
  - Coordinate with State and County agencies to develop long-term water resources, including Medford Quarry and water re-use strategies
- Link Westminster area parks and open space with a system of trails, pedestrian pathways, and bicycle routes.
- Develop strategies to meet new stormwater regulations.
  - Work with Carroll County staff for design and administration of stormwater projects.
- Facility Improvements

- Continue efforts to restore and repair City-owned structures, specifically the iconic Clock Tower.
- Complete construction of the City offices at 45 West Main Street.
- Complete the water re-use pilot project.
- Complete Phase 3 of the Inflow and Infiltration Reduction Project.

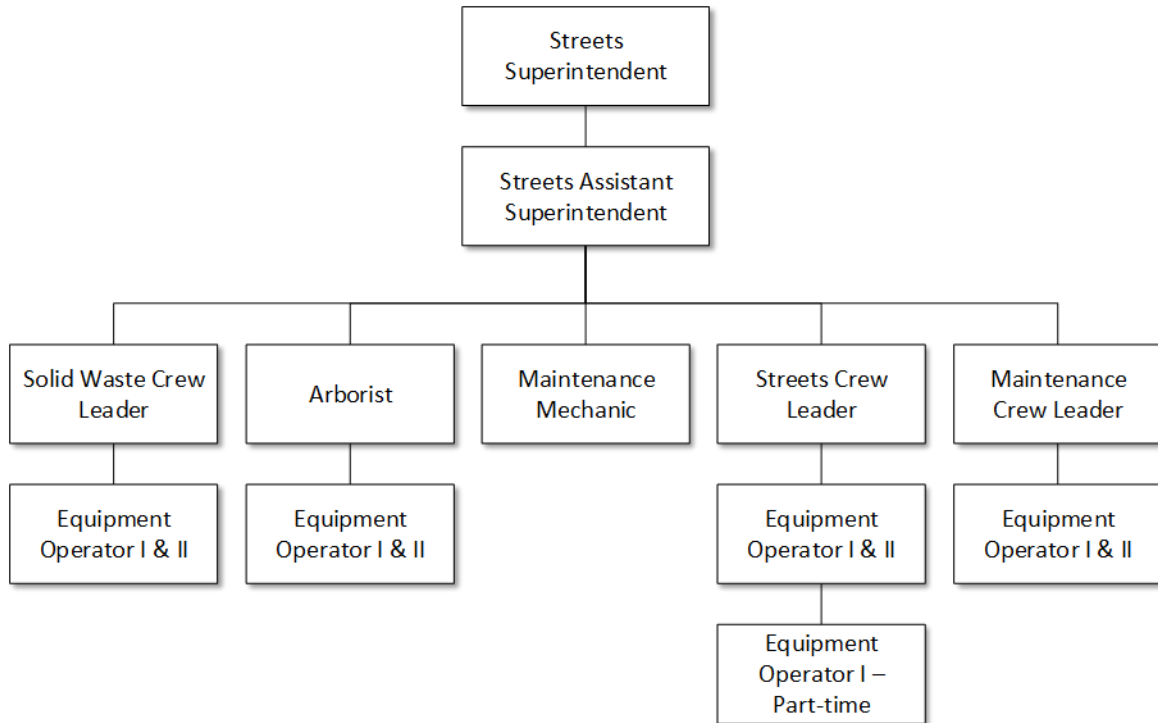
## ***BUDGET***

Included with Streets and Sanitation Budget (Next Section).

## STREETS AND SANITATION

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

### POSITION SUMMARY SCHEDULE



<i>Streets</i>	Grade	Authorized FY 2018	Authorized FY 2019	Authorized FY 2020	Authorized FY 2021	Authorized FY 2022
Streets Superintendent	116	1.0	1.0	1.0	1.0	1.0
Streets Assistant Superintendent	115	1.0	1.0	1.0	1.0	1.0
Arborist	113	1.0	1.0	1.0	1.0	1.0
Crew Leader	112	3.0	3.0	3.0	3.0	3.0
Mechanic	110	1.0	1.0	1.0	1.0	1.0
Equipment Operator II	110	3.0	2.0	2.0	4.0	4.0
Equipment Operator I	108	10.0	10.0	10.0	9.0	11.0
Equipment Operator I (part-time)	108	0.0	0.5	0.5	0.5	0.5
<b>Total Authorized</b>		<b>20.0</b>	<b>19.5</b>	<b>19.5</b>	<b>20.5</b>	<b>22.5</b>

## ***ACCOMPLISHMENTS***

### **Storm Drains**

- Maintained and repaired storm drains and inlets; repaired 30 inlets
- Assisted the County with storm drain outfall inspections and illicit discharge detection
- Updated the Stormwater Pollution Prevention Plan
- Lined 200 feet of failed storm drain pipe
- Replaced 50 feet of storm drain pipe

### **Traffic Controls**

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

### **Streets**

- Maintained and repaired two parking garages
- Collected fees at all parking meters
- Repainted parking areas in City-owned parking lots
- Hired a contractor to paint center and edge lane markings
- Assisted tree contractor with trimming of street trees and traffic control
- Removed numerous trees damaged by storms
- Applied thermo-plastic for crosswalks and stop bars after annual paving project
- Installed 480 sq ft of brick pattern crosswalk
- Repaired numerous potholes, as necessary
- Collected GIS information on ADA ramps
- Contracted the installation of 26 ADA ramps
- Collected data from GPS and on-board salt programs which allow for tracking salt usage and truck location

### **Buildings**

- Maintained all City-owned and leased buildings
- Removed graffiti from parking garages, parks, and other City buildings
- Repaired brick wall on the back of Carroll Arts building
- Applied multiple roof spot repairs at City Hall and Armory
- Monthly building inspections at all City Facilities

### **Vehicles**

- Maintained City's fleet of vehicles and equipment
- Completed 472 work orders on fleet

### **Curbside Services**

- Continued weekly curbside yard waste removal and call-in service (2,645 calls)
- Continued bi-weekly curbside bulk refuse removal, including tree limbs, brush, and metal (5,422 calls)
- Placed Dumpsters at residences for large quantity of bulk materials (25 times)

### **Holiday and Special Events**

- Supported special events and holiday activities with additional manpower
- Installed and removed holiday decorations and lights (approximately 400 hours)
- Erected three Christmas trees for decorating (approximately 100 hours)
- Placed additional U.S. flags and lowered flags several times for patriotic holidays

- Installed and removed approximately 3 banners across Main Street for Recreation and Parks permits

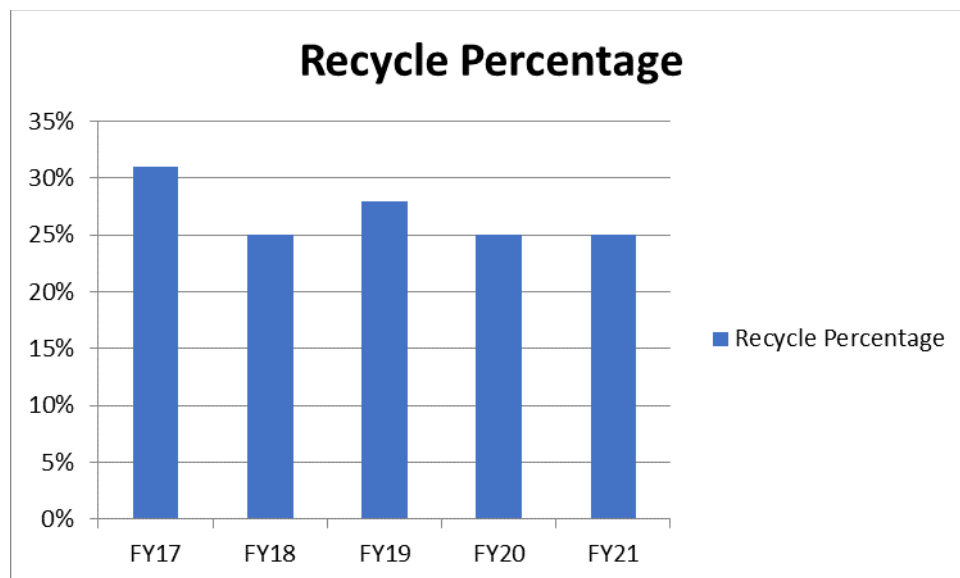
**Parks**

- Maintained grounds of all City parks, open spaces, and rights-of-way, including tree plantings
- Repaired and/or replaced equipment at City parks due to vandalism and as part of regular maintenance
- Held annual tree plantings for Arbor Week in cooperation with the Westminster Tree Commission
- Assisted and attended annual Urban and Community Forestry Workshop
- Planted and maintained flowerbeds at City Hall, Pennsylvania Avenue, and Main Street
- Performed landscape inspections and hazard tree assessments
- Maintained athletic fields for Parks and Recreation, including dragging, aerating, fertilizing, and over seeding
- Replaced fall protection and wood carpet for park playground equipment
- Removed graffiti from park equipment
- Mowed perimeter and the walking trail at Wakefield Valley Park

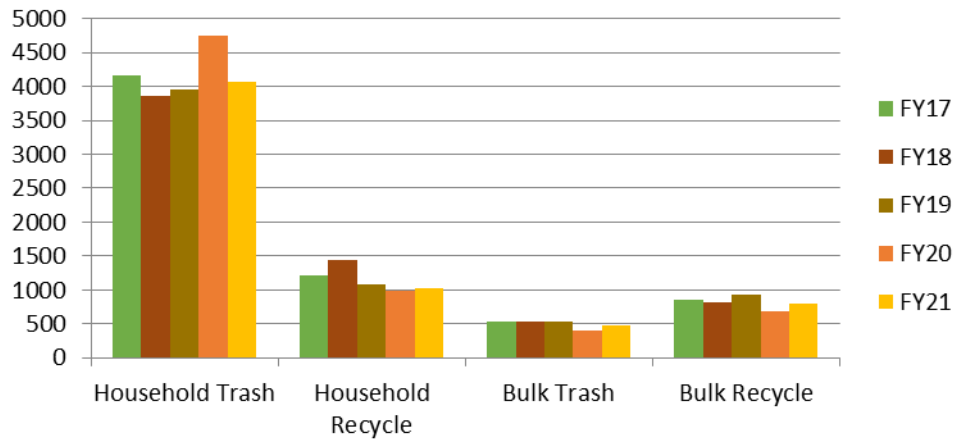
**Lighting**

- Reported more than 40 streetlight outages to BGE
- Reported about 40 traffic light outages to the State Highway Administration for repairs

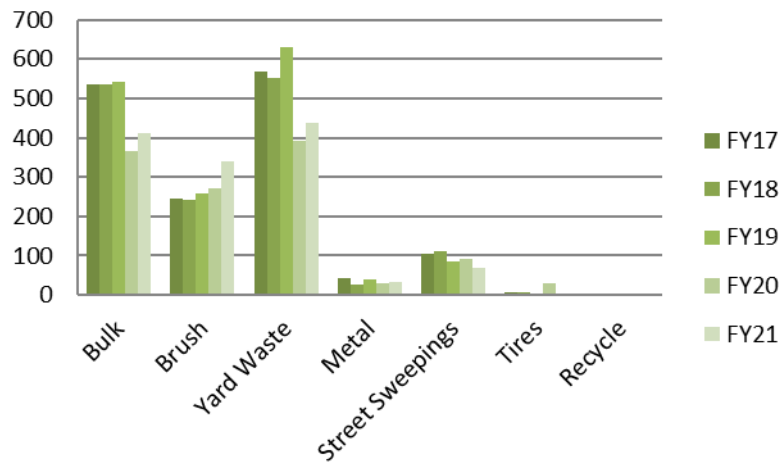
***PERFORMANCE MEASURES***

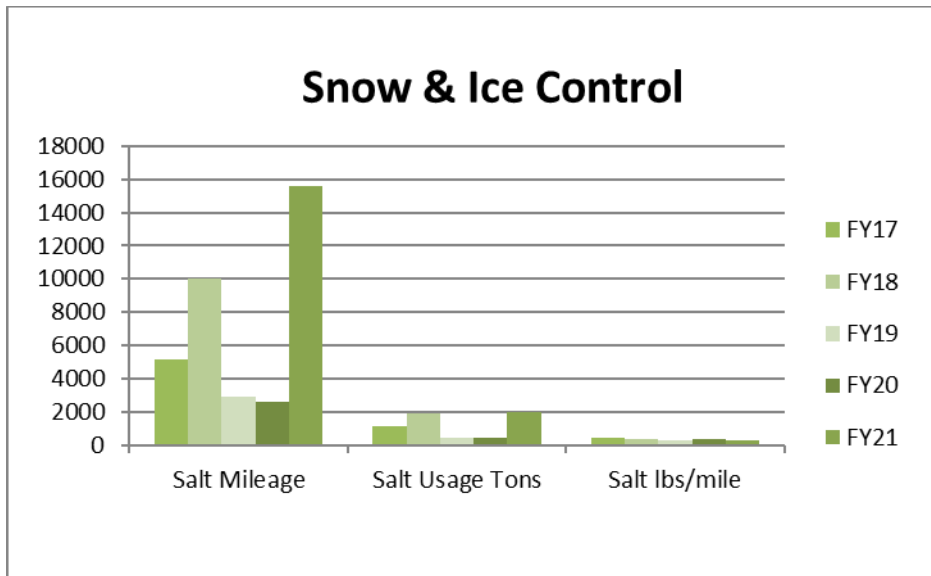


## Trash & Recycling



## Bulk Service





	FY 2019	FY 2020	FY 2021 (Projected)
Tons of refuse collected	4517.23	4136.25	4071
Tons of recyclable material collected	1010.19	950	1021
Recyclable rate	22%	22%	25%
Tons of bulk trash collected	541	411.43	413
Tons of brush collected	257	339.72	209
Tons of yard waste/leaves collected	628	438.97	529
Tons of metal collected	38	31.59	35.75
Streetlights repaired	44	40	40
Hours provided to special events	1,900	800	500
Linear feet of yellow curb painted	2,275	25,722	17000
General information calls	150	170	170
Bulk pickup service calls	4,539	3203	4303
Parking meter housing replacements	5	0	0
Vehicle maintenance work orders completed	502	472	500
Linear feet of cracks sealed	100	0	100
Storm drains repaired	19	35	35
Grates and catch basins cleaned	28	25	25
Storm drain grates opened	5	5	5
Tons of salt spread	1,832	120.94	414.59
Pounds of salt per lane mile	288	320.79	319

\*Street Department collection of yard waste and bulk items were less than usual in FY 2020 due to temporary suspension of service due to the COVID-19 pandemic.

## **GOALS**

- Use new asset management software, Facility Dude, to better track maintenance issues.
- Review and monitor the transportation system to provide adequate service to existing and future land uses.
- Update the Road Surface Management System to track and plan for needed repairs to streets to track work completed.
- Prepare for the new stormwater regulations and associated discharge permit issues.
- Increase use of salt brine for pre-treatment of roads during winter storm events, which has proven to decrease salt usage per lane mile.
- Switch to complete call in for bulk service using the Mobile311 program.
- Research a Smart Meter upgrade to the City's parking meter program due to current obsolete meters.
- Continue in-house tree treatment program instead of contracting for these services.
- Increase use of crack sealing machine to lower annual overlay numbers.

## **BUDGET**

	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021		FY 2022
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Proj. Actual	Budget
FTE	26.0	26.0	26.0	26.0	25.0	25.0	25.0	25.0	26.0	26.0	28.0
Salary	1,271,595	1,267,206	1,350,427	1,310,533	1,360,599	1,358,516	1,370,549	1,254,755	1,427,458	1,352,971	1,584,687
Benefits	665,912	578,746	608,515	564,460	561,652	477,318	533,457	487,962	608,889	529,895	680,722
Operating	1,993,154	1,691,771	1,899,024	1,756,313	1,821,461	1,578,542	1,910,061	1,613,695	1,898,800	1,778,644	1,980,261
Capital	1,386,469	1,368,176	7,627,880	7,269,525	3,879,917	3,635,559	2,827,229	2,273,363	3,458,430	3,132,432	2,548,205
<b>Total</b>	<b>5,317,130</b>	<b>4,905,900</b>	<b>11,485,846</b>	<b>10,900,832</b>	<b>7,623,629</b>	<b>7,049,935</b>	<b>6,641,296</b>	<b>5,629,775</b>	<b>7,393,577</b>	<b>6,793,941</b>	<b>6,793,875</b>

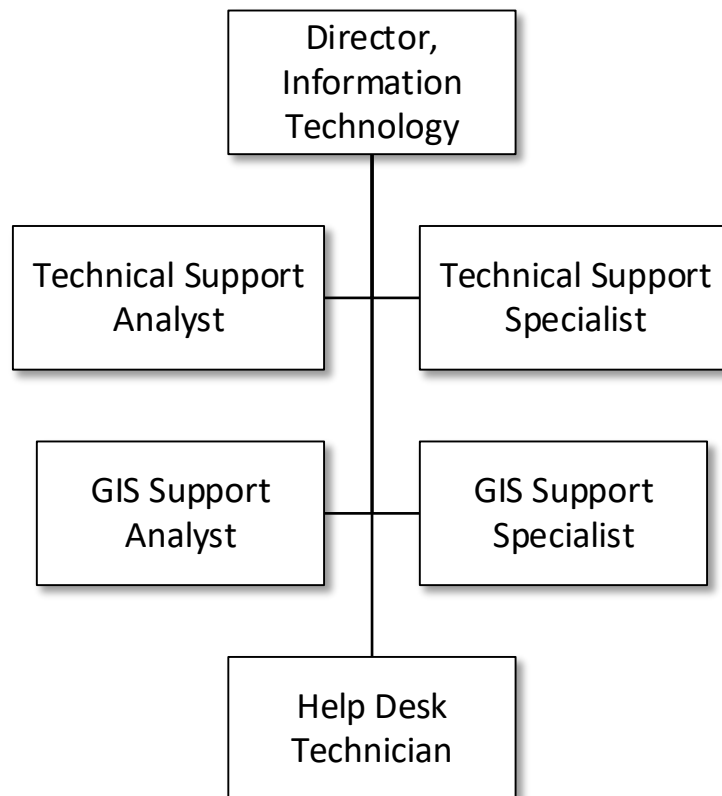
# INFORMATION TECHNOLOGY

The Department of Technology provides a single focal point for all of the City’s computing and network communications technology infrastructure, as well as providing Support for all desktop computing, as well as the enterprise computing environment that enables the City’s financial system, email, and Internet access. The Geographical Information Systems function is part of the Technology Department.

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

- Communication with the City Administrator regarding the City’s technology;
- Customer service through the Helpdesk to external and internal customers;
- Management of all software systems, including upgrades and security patches;
- Assessing, addressing, and management of cyber security concerns;
- Analysis and recommendation of software for all City departments;
- Backup and recovery of all City electronic records;
- Management of all City-issued hardware to include telephones, laptops, computers, and tablets;
- Providing inter-City communication through telephone and computer systems;
- Providing Geographical Information Systems (GIS) applications and customer service;
- Training; and,
- Management of City email accounts.

## ***POSITION SUMMARY SCHEDULE***



<i>Information Technology</i>	<b>Grade</b>	<b>Authorized FY 2018</b>	<b>Authorized FY 2019</b>	<b>Authorized FY 2020</b>	<b>Authorized FY 2021</b>	<b>Authorized FY 2022</b>
Director, Information Technology	118	0.0	0.0	0.0	1.0	1.0
Manager, Technology	118	1.0	1.0	1.0	0.0	0.0
Technical Support Analyst	114	1.0	1.0	1.0	1.0	1.0
Technical Support Specialist	113	1.0	1.0	1.0	1.0	1.0
Help Desk Technician	112	0.0	0.0	0.0	0.0	1.0
GIS Support Analyst	114	1.0	1.0	1.0	1.0	1.0
GIS Support Specialist	113	1.0	1.0	1.0	1.0	1.0
<b>Total Authorized</b>		<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>6.0</b>

## ***ACCOMPLISHMENTS***

- Provided devices to City employees to utilize Verizon VPN.
- Upgraded VOIP equipment to cloud hosted redundant service.
- Facilitated the technology move from 56 West Main St to 45 West Main St.
- Facilitated the upgrade of the Police door system.
- Assisted the Police Department in the acquisition of security cameras.
- Upgraded and assisted the move to a new database.
- Assisted and set up a new temporary network for the WWTP move.
- Moved Recreation from the Longwell Armory to the Babylon Building
- Assisted with Spatial Systems data clean-up/creation.
- Continued scanning as-builts and other documentation for interdepartmental use.
- Continued social networking with Baltimore Gas and Electric and Maryland Department of Transportation.
- Maintained active membership in URISA Chesapeake Chapter.
- Completed training videos for interdepartmental needs and for other departments on Mobile 311, Data Driven Pages, OSPI Insight, etc.

## PERFORMANCE MEASURES

Performance Measures	FY 2018	FY 2019	FY 2020	FY 2021 (Not Final)
IT Helpdesk Requests	1,827	2,087	1790	1524
Number of Users Supported	172	180+	190	190
Users/ Support Staff	86	90+	95	95
Citizen Help Requests	130	123	221	197
Employee Help Requests	1,386	1,964	1569	1327
Number of PCs	203	220	225	222
Number of Mobile Devices	67	114	119	133
GIS Map Layers Created	350+	350+	350+	250+
Converted As-Built Blueprints	2,500+	2,500+	1,500+	500+
Maps Created by GIS	300+	300+	300+	300+
Utility Bill Online Payments	13,790	17,401	15,894	14,682

## GOALS

- Continue efforts to meet security audit guidelines and secure the City's system.
- Design and plan move to new City administrative office building at 45 West Main.
- Design and plan a fiber ring network for City buildings.
- Assist with the temporary office setup for the Wastewater Treatment Plant due to ENR Project.
- Continue coordination of 911 data on one- and two-way streets for Carroll County GIS Department.
- Set up Spatial Systems GPS base station and GPS unit.
- Maintain new GPS system to help boost accuracy/precision on data.
- Coordinate with Community Planning and Development Department to address corporate limit issues, including obtaining final dataset.
- Coordinate with Ting Internet and the Public Works Department to ensure correct fiber datasets/documents.
- Fully implement "Digital Submission" requirements for all future Public Works projects.
- Provide AGOL/OSPI Insight services for fiber related issues/questions for Public Works Department.
- Complete URISA survey to see which departmental areas need future development.
- Complete ArcGIS Online integration with ArcPro.

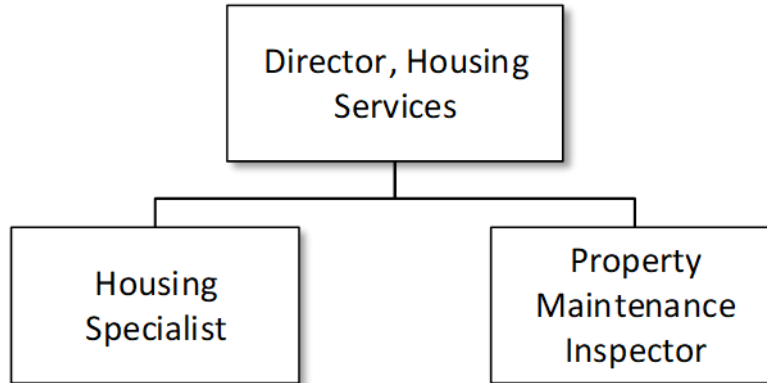
## BUDGET

	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021		FY 2022
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Proj. Actual	Budget
FTE			5	5	5	5	5	5	5	5	6
Salary	242,743	227,290	255,149	267,102	271,511	253,918	276,197	284,452	296,657	268,166	395,330
Benefits	120,211	109,583	129,508	129,645	142,692	115,660	143,169	121,733	164,649	132,938	222,003
Operating	530,025	375,816	665,691	590,137	543,253	449,106	648,109	508,057	672,609	657,399	691,499
Capital	386,700	72,361	490,187	382,222	27,000	26,970	500,000	483,966	224,999	224,999	458,000
<b>Total</b>	<b>1,279,679</b>	<b>785,049</b>	<b>1,540,535</b>	<b>1,369,107</b>	<b>984,456</b>	<b>845,654</b>	<b>1,567,475</b>	<b>1,398,208</b>	<b>1,358,914</b>	<b>1,283,502</b>	<b>1,766,832</b>

## HOUSING SERVICES

The Department of Housing Services is divided into the following functional areas: public housing agency, code enforcement, and the rental housing license program. Work is coordinated between these various functions and other City departments and related government agencies to provide services to the public in a seamless, fair, and consistent manner.

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



<i>Housing Services</i>	Grade	Authorized FY 2018	Authorized FY 2019	Authorized FY 2020	Authorized FY 2021	Authorized FY 2022
Director, Housing Services	119	1.0	1.0	1.0	1.0	1.0
Property Maintenance Inspector	111	1.0	1.0	1.0	1.0	1.0
Housing Specialist	108	2.0	2.0	2.0	2.0	2.0
<b>Total Authorized</b>		<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>

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

The Department of Housing Services is the PHA for the HUD Housing Choice Voucher Program (HCVP). The PHA administers a program consisting of 293 Housing Choice Vouchers. This current calendar year the Housing Authority has federal budget authority in the amount of \$2,371,778 to assist those families that currently have or will be issued vouchers this year.

The PHA earns a fee for administering the Housing Choice Voucher Program. The PHA is expected to earn an administrative fee of approximately \$231,892, based on the average unit months leased. The PHA staff consists of a Director and two Housing Specialists.

The Property Maintenance Inspector administers the City's Property Maintenance Code and conducts zoning inspections. When a complaint is received by the City, the Property Maintenance Inspector completes the initial inspection, issues a notice of violation, if necessary, and completes all follow-up inspections. If the violation is mitigated within the established timeframe, the case is closed. However, if the violation is not mitigated, the

Property Maintenance Inspector issues a citation and requests a court date. The City may abate the violation and bill the property owner. The City also reserves the right to seek a court injunction to gain compliance.

The Department of Housing Services oversees the City’s Rental Housing License Program. The Rental Housing License Program became effective in FY 2013. Every residential rental unit (single-family, duplex, townhouse, apartment, condominium, rooming/boarding house, etc.) in Westminster must be licensed annually by the City before it can be rented or leased. The annual license fee is \$20 per unit.

***ACCOMPLISHMENTS***

- In calendar year 2020, the PHA collected \$8,699 in repayments from Housing Choice Voucher holders who engaged in fraudulent activities. One-half of the fraud payment collections are returned to the HUD subsidy payment fund, and the remainder is directed to the PHA to cover the costs of operating the program.
- Property maintenance liens were recorded to ensure that the taxpayers were made whole, plus interest, for code enforcement expenses.
- Worked closely with homeowners’ associations in the City to promote and ensure local code enforcement.
- Continued membership in the International Code Council to further professional development.
- Continued partnership with the Carroll County Bureau of Permits and Inspections to locate illegal rental apartments and bring them into compliance.
- Maintained updated International Code Council manual to provide Code Enforcement services.

***PERFORMANCE MEASURES***

<b>Violation Type</b>	<b>Number of Violations</b>	<b>Compliances</b>	<b>Number of Fines/Liens</b>	<b>% of Total Violations</b>
Grass/Weeds	119	119	0	100%
Untagged Vehicles	46	46	0	100%
Trash/Rubbish	249	249	0	100%
Snow Removal	0	0	0	0.0%
Property Maintenance	102	102	0	100%
Condemnations	14	13	0	100%
Winter Waivers	0	0	0	0.0%
<b>Totals</b>	<b>530</b>	<b>530</b>	<b>0</b>	<b>100.00%</b>

***GOALS***

- Maintain High Performer agency status under the Section Eight Management Assessment Program (SEMAP) ratings system.

- Achieve and maintain maximum utilization of allocated vouchers.
- Synchronize and integrate PHA activities with the City’s Rental Housing License Program.
- Continue to build a working relationship with other municipalities, homeowners’ associations, the Carroll County Landlord association, and other businesses in the City of Westminster.
- Assist the Housing Choice Voucher Program with quality control inspections.
- Continue integration of property maintenance inspection activities with Rental Housing License Program.
- Continue to support the Mayor and Common Council’s review of the Rental Housing License Program to ensure it is meeting the City’s goals, and modify the Program as warranted.
- 100% registration of rental units.

## ***BUDGET***

	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021		FY 2022
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Proj. Actual	Budget
FTE	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Salary	87,932	54,756	78,130	43,405	58,111	55,635	57,721	59,067	59,783	48,030	61,217
Benefits	48,777	39,847	49,874	33,922	45,487	37,782	46,334	39,930	40,392	31,280	38,248
Operating	39,500	3,397	13,713	3,723	8,550	1,902	8,800	1,890	6,300	1,800	6,300
Capital	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>176,209</b>	<b>98,000</b>	<b>141,717</b>	<b>81,050</b>	<b>112,148</b>	<b>95,319</b>	<b>112,855</b>	<b>100,887</b>	<b>106,475</b>	<b>81,110</b>	<b>105,765</b>

	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021		FY 2022
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Proj. Actual	Budget
FTE	4.0	4.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Salary	149,354	165,996	148,623	138,247	150,162	135,154	159,959	151,220	164,742	122,665	161,695
Benefits	73,491	71,208	70,176	67,688	66,091	49,207	75,556	63,641	80,632	61,071	69,757
Operating	1,851,562	1,992,051	1,857,319	2,195,372	2,218,534	2,182,202	2,358,719	2,401,262	2,437,451	2,524,519	2,436,851
Capital	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>2,074,407</b>	<b>2,229,255</b>	<b>2,076,118</b>	<b>2,401,307</b>	<b>2,434,787</b>	<b>2,366,562</b>	<b>2,594,234</b>	<b>2,616,124</b>	<b>2,682,825</b>	<b>2,708,254</b>	<b>2,668,303</b>

# RECREATION AND PARKS

Vision: Create a premier community that is enriched by idyllic green spaces, state-of-the-art facilities, and world-renowned events.

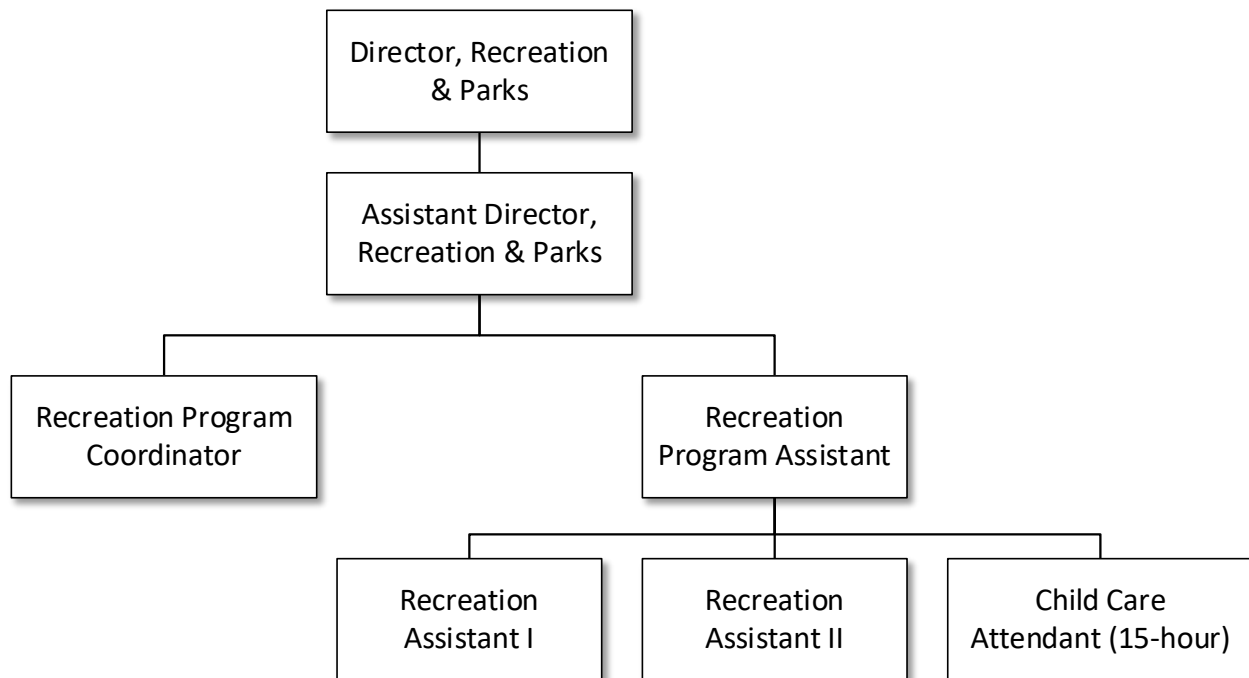
Mission: Be a champion of and an innovative leader in creating and providing safe, fun, and healthy recreational experiences to engage, enhance and energize our community.

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

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

The Fitness Center is committed to providing an affordable option to individuals and families by encouraging members to adopt positive lifestyle choices by offering a full-service weight room, circuit and free-weight equipment, a variety of cardiovascular equipment, and on-staff trainers to instruct on proper equipment use. The group fitness program offers more than 40 fun-filled classes weekly, including cardio, yoga, spinning, and Zumba.

## ***POSITION SUMMARY SCHEDULE***



<i>Recreation &amp; Parks</i>	Grade	Authorized FY 2018	Authorized FY 2019	Authorized FY 2020	Authorized FY 2021	Authorized FY 2022
Director, Recreation & Parks	120	1.0	1.0	1.0	1.0	1.0
Assistant Director, Recreation & Parks	115	0.0	1.0	1.0	1.0	1.0
Recreation Program Coordinator	111	2.0	2.0	2.0	2.0	2.0
Recreation Program Assistant	108	1.0	1.0	1.0	1.0	1.0
Administrative Coordinator	N/A	1.0	0.0	0.0	0.0	0.0
Family Center Manager	114	2.0	1.0	1.0	1.0	0.0
Recreation Assistant III	108	2.0	2.0	2.0	0.0	0.0
Recreation Assistant II	106	0.0	0.875	0.875	0.625	1.0
Recreation Assistant I	105	4.0	2.125	2.125	2.625	1.625
Child Care/Family Center Attendant	N/A	0	0	0	0	.75
<b>Total Authorized</b>		<b>13.0</b>	<b>11.0</b>	<b>11.0</b>	<b>9.25</b>	<b>8.375</b>

## **RECREATION AND PARKS SPECIAL EVENTS**

### **Celtic Canter 5K and Downtown Irish Celebration**

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

### **Community Garden Plots**

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

### **Corbit's Charge Dance**

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

### **Egg Hunt**

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

### **Wine Stroll**

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

### **Flower and Jazz Festival**

The Westminster Flower and Jazz Festival is held the Saturday before Mother's Day. This Downtown street fair features local nurseries offering a variety of plants, flowers, and shrubs for purchase; food vendors serving a multitude of tasty treats; great entertainment on three stages; and, over 200 craft and retail vendors showcasing a variety of unique items.

### **Mother/Son & Daddy/Daughter Date Night**

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

### **BBQ Stroll**

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

### **Summer Camp**

The City of Westminster's Summer Camp Program provides a safe and enjoyable environment for children in grades 1-8 to participate in a variety of activities, games, sports, crafts, and field trips. The goal is to help children have fun, while building social interaction and problem-solving skills through positive peer interactions.

### **Corbit's Charge Encampment & Reenactment**

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

### **Recreation and Parks Month**

During the month of July, the City of Westminster celebrates Recreation and Parks Month, part of a nationwide movement supported through the National Recreation and Park Association. The various events highlight Westminster's recreational facilities, parks, or open spaces.

### **Pooch Pool Party**

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

### **Westminster Fallfest**

Fallfest is a four-day community event with fun for everyone. The Westminster Fallfest Parade marches down Main Street, marking the official start of this popular event. The festival is comprised of rides, games, food, entertainment, and an assortment of craft, commercial, and non-profit vendors. Hundreds of volunteers from local organizations and area schools help staff the event.

### **Oyster Stroll**

This annual festival features oysters, music, food, and fun for the community, and is also designed to raise awareness about Chesapeake Bay farmed-raised oysters. The event highlights how Westminster is working

to restore wild oysters back into the Bay by working with environmental partners to create new oyster reefs from recycled oyster shells and concrete reef balls.

### **Downtown Halloween Party**

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

### **Electric Holiday Parade**

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

### **Tree Lighting**

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

### **Santa’s Treat**

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

### **Saturdays with Santa & Horse-Drawn Carriage Rides**

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

## ***ACCOMPLISHMENTS***

- Eliminated a \$200,000 operating deficit and returned a \$40,000 profit by improving operational efficiencies at the Westminster Family Fitness Center.
- Facilitated renovation of the men’s and women’s shower rooms at the Westminster Family Fitness Center.
- Secured over \$300,000 in grant funding to accomplish a variety of park improvement projects.
- Employed professional services through architectural and engineering firm, Pennoni Associates, to develop a master plan for Wakefield Valley Park.
- Engaged in a robust public outreach and input process for assistance with the development of a master plan for Wakefield Valley Park.
- Contracted with CJ Miller to repair and repave the 222-car parking lot at Wakefield Valley Park.
- Commissioned Grove and Dall’Olio Architects to research and prepare a historical structure assessment of the Durbin House.
- Managed and directed the rehabilitation of Tahoma Farm Park, removing artificial climbing boulders, and installing new playground equipment.

- Continued to serve the community throughout the pandemic providing safe, yet meaningful experiences through a variety of drive-thru and walk-thru activities.
- Engaged staff in a strategic planning exercise resulting in the creation of a vision statement and a revised and reinvigorated mission statement for the department.
- Increased marketing and promotional efforts, with the Recreation and Parks Facebook page reaching a milestone of 9,000 likes during FY 2021 compared to 8,000 likes achieved during FY 2020.

## **PERFORMANCE MEASURES**

	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022 (Projected)</b>
Park, Field & Facility Rentals	156*	120*	200
Pool Memberships (individually counted)	1,915	500*	1,600
Swim Team Members	150	75*	150
Swim Lesson Participants	90	20*	90
Summer Camp Enrollments	640	134*	600
Total Family Fitness Center Members	1,525	863*	1,000
Number of Check-ins	38,986*	27,361*	30,000
Group Fitness Class Attendance	17,517	22,866*	25,000
Gym Rental Hours	310*	470*	500
Number of Rental Patrons	6,400*	6,600*	7,000
Approximate Yearly Traffic (Fitness Center)	60,000*	33,961	40,000
Volunteer Hours	2,300*	*	3,000
Celtic Canter & Irish Festival	0*	600*	5,000
Parent Date Nights	0*	0*	600
Egg Hunts	0*	600*	3,000
Wine Stroll	0*	400*	7,000
Flower and Jazz Festival	0*	2000*	7,500
Flower and Jazz 5K	0*	0*	0*
Pooch Pool Party	115	0*	120
BBQ Stroll	0*	400*	6,000
Oyster Stroll	5,000	0*	5,000
Downtown Halloween Party	2,000	425*	2,000
Electric Holiday Parade	9,000	0*	9,000
Santa's Treat	50*	0*	450
Tree Lighting Ceremony	0*	0*	1,000
Visits with Santa/Horse Drawn Carriage Rides	700*	200*	1,050
Month of Sundays Summer Concert Series	6,000*	0*	0*
Westminster Fallfest	30,000	0*	40,000
Recreation & Parks Month	3,000	0*	6,000

\* Program cancelled or attendance effected by inclement weather or COVID-19

## ***GOALS***

- Identify and determine innovative strategies to re-purpose parks and facilities to continue to meet the needs of the community.
  - Begin implementation of the Wakefield Valley Park master plan through a phased development strategy.
  - Secure the Durbin House building envelope and advance preservation initiatives to protect the integrity of the structure.
  - Assess under-utilized parks and open spaces and, as appropriate, investigate innovative design and re-development strategies.
- Engage in a planned approach to enhance the user experience at the Westminster Municipal Pool through a series of facility upgrades.
  - Manage and facilitate the renovation of the Westminster Municipal Pool Complex for a grand re-opening on Memorial Day 2022.
- Continue staff development and strategic planning exercises to further define goals and initiatives that support the City and the department's vision and mission.
  - Support a well-trained staff that provides the public with the best customer service and user experience possible.
- Produce high quality special events to meet the growing expectations of attendees, while containing costs and expanding sponsorship opportunities.
- Improve the department's online presence through enhanced activity descriptions, consistent naming conventions, easily accessible information, and branded event information packets.
- Seek additional funding opportunities through grants.
- Provide diverse opportunities for volunteers to assist the department in the provision of services.
  - Continue to advertise a volunteer incentive program to increase awareness of volunteer opportunities and incentivize greater volunteer engagement.
- Maintain all facilities to their highest levels to ensure customer satisfaction.
  - Manage and expedite the locker room renovation project at the Westminster Family Fitness Center to deliver the highest-quality, facility upgrades, with the least amount of disrupted service.
- Continue efforts to decrease expenditures and increase revenues for summer camp.
- Sustain a mutually beneficial relationship with the Recreation and Parks Advisory Board.

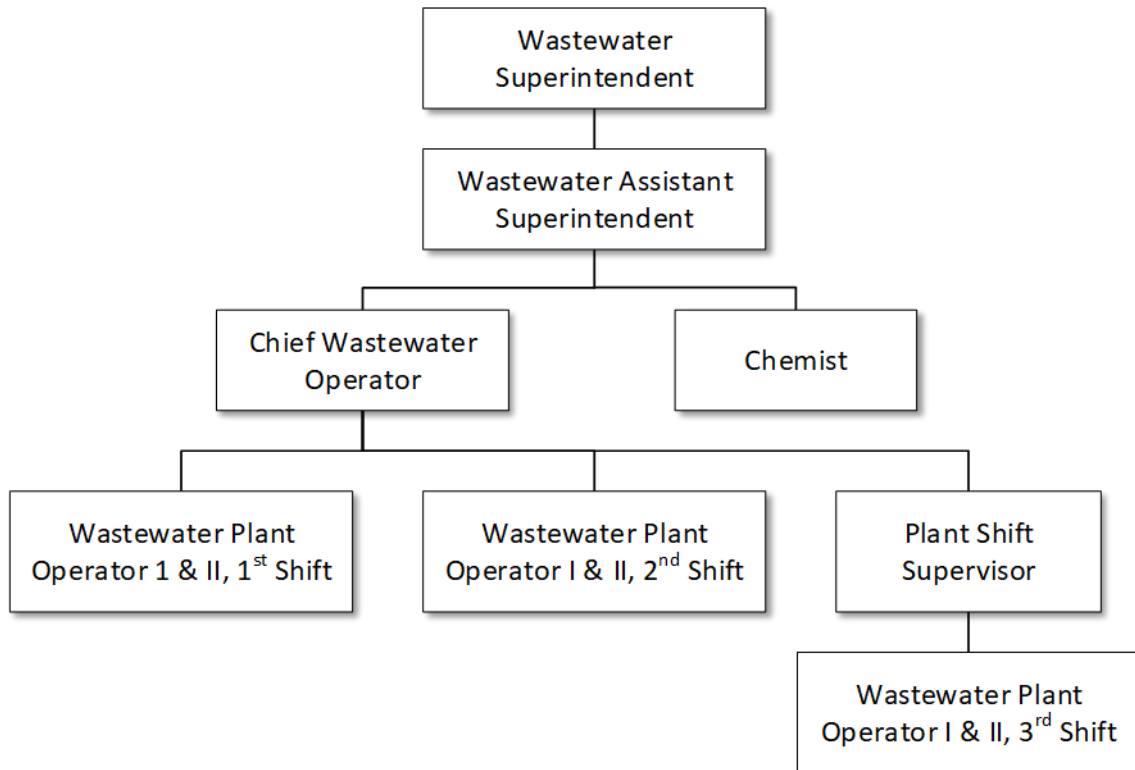
## ***BUDGET***

	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021		FY 2022
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Proj. Actual	Budget
<b>FTE</b>	12.0	12.0	13.0	13.0	11.0	11.0	11.0	11.0	9.3	9.3	9.3
<b>Salary</b>	615,965	603,820	684,207	682,500	742,516	767,980	738,050	626,577	577,815	548,090	665,810
<b>Benefits</b>	269,621	228,750	256,466	246,887	265,197	228,868	270,717	209,405	196,426	388,655	214,576
<b>Operating</b>	263,933	237,625	330,841	321,990	477,604	435,393	465,770	355,763	481,150	222,090	495,650
<b>Capital</b>	-	-	25,678	21,627	-	-	-	-	-	-	215,000
<b>Total</b>	1,149,519	1,070,195	1,297,192	1,273,005	1,485,317	1,432,241	1,474,537	1,191,745	1,255,391	1,158,834	1,591,036

# SEWER

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



Sewer (Wastewater)	Grade	Authorized FY 2018	Authorized FY 2019	Authorized FY 2020	Authorized FY 2021	Authorized FY 2022
Wastewater Superintendent	116	1.0	1.0	1.0	1.0	1.0
Wastewater Assistant Superintendent	115	1.0	1.0	1.0	1.0	1.0
Chief Wastewater Operator	114	1.0	1.0	1.0	1.0	1.0
Chemist	114	1.0	1.0	1.0	1.0	1.0
Shift Supervisor	112	0.0	1.0	2.0	2.0	1.0
Wastewater Plant Operator II	110	4.0	4.0	3.0	2.0	5.0
Wastewater Plant Operator II (part-time)	110	0.625	0.625	0.625	0.625	0.625
Wastewater Plant Operator I	108	4.0	3.0	3.0	4.0	2.0
<b>Total Authorized</b>		<b>12.625</b>	<b>12.625</b>	<b>12.625</b>	<b>12.625</b>	<b>12.625</b>

## ***ACCOMPLISHMENTS***

### **Maintenance**

- Continued construction of the ENR Biosolids upgrade
- Replaced one feed gate for aeration reactor 2 & 4
- Installed a temporary septage receiving screen
- Sent out an RFB for sludge disposal for the next 3 years
- Performed routine maintenance on treatment plant equipment
- Replaced 4 secondary clarifier feed gates and 2 clarifier drive mechanisms

### **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 Employee Wellness committees
- Attended CPR, First Aid, and AED training
- Conducted plant safety meetings
- Trained staff on stormwater and pollution prevention
- Trained staff on Electrical safety and Lock-Out-Tagout procedures
- Hired two new noncertified operators (existing positions)
- Staff retrofitted an existing room to house the water reuse pilot project. The full-scale pilot is scheduled to begin summer of 2021.

### **Analysis**

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

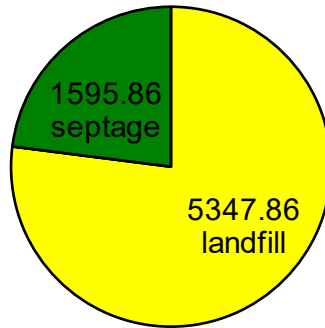
### **Plant Operations**

- Performed inspections of industrial sewer customer discharges and issued two non-compliance letters and penalties
- Issued an industrial discharge permit name change from Water Depot, Inc Valicor Inc.
- Interacting daily with HRI, Inc. and its subcontractors in conjunction with the ENR/Biosolids Upgrade Project.

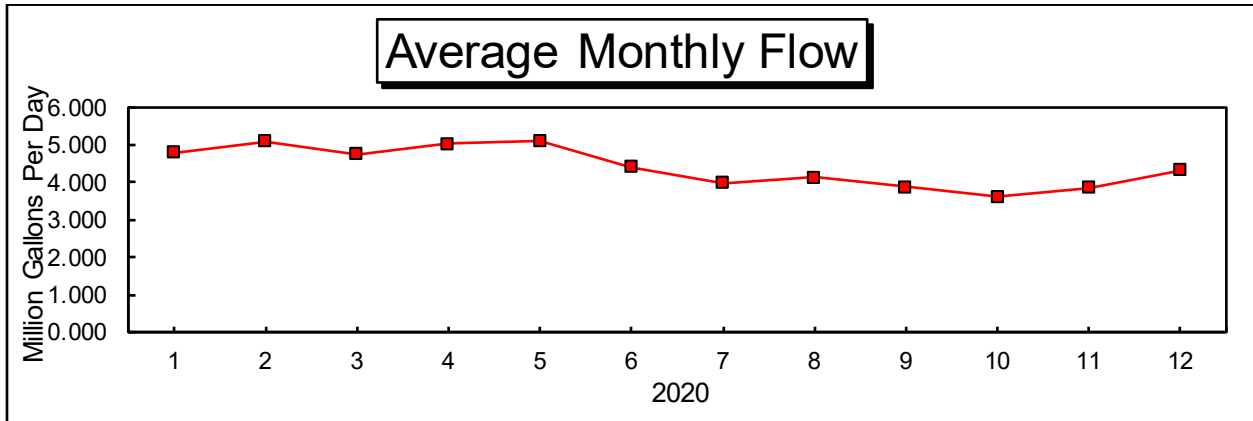
## ***PERFORMANCE MEASURES***

	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022 (Projected)</b>
Wastewater analysis conducted	35,000	35,000	45,000
Average Daily Flow (MGD)	5.7	4.42	5.0
Annual Sludge Production (wet tons)	5,517	5,347	5,500
Annual Septage Received (MG)	18.4	17.8	19

### Sludge Production 2020



### Average Monthly Flow



### GOALS

- Refine Wastewater Treatment Plant processes to ensure efficiency and effectiveness.
- Continue to monitor work associated with the ENR/Biosolids Upgrade Project.
- Continue Inflow and Infiltration (I & I) study to determine specific areas with high I & I
- Submit to MDE the plant NPDES permit renewal application.
- Budget and install a replacement influent bar screen

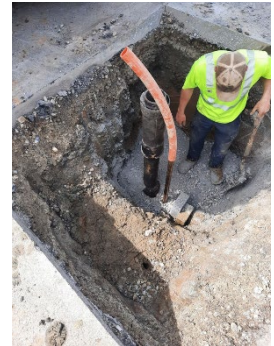
### BUDGET

	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021		FY 2022
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Proj. Actual	Budget
FTE	13.0	13.0	13.6	13.6	12.6	12.6	14.6	14.6	12.6	12.6	12.6
Salary	621,355	606,520	639,351	594,775	617,141	625,029	701,294	623,657	684,204	575,098	738,757
Benefits	279,886	314,063	308,403	300,565	322,499	281,129	366,704	307,233	418,685	297,057	354,973
Operating	1,777,700	1,212,886	1,505,022	1,320,843	2,429,500	1,615,866	1,799,000	1,571,577	1,818,600	1,416,705	1,849,376
Capital	28,457,001	1,098,167	31,725,787	1,398,458	29,994,792	8,956,777	28,821,494	20,389,067	26,181,890	19,081,139	20,509,580
<b>Total</b>	<b>31,135,942</b>	<b>3,231,637</b>	<b>34,178,563</b>	<b>3,614,641</b>	<b>33,363,932</b>	<b>11,478,801</b>	<b>31,688,492</b>	<b>22,891,534</b>	<b>29,103,379</b>	<b>21,369,999</b>	<b>23,452,687</b>

## UTILITY MAINTENANCE

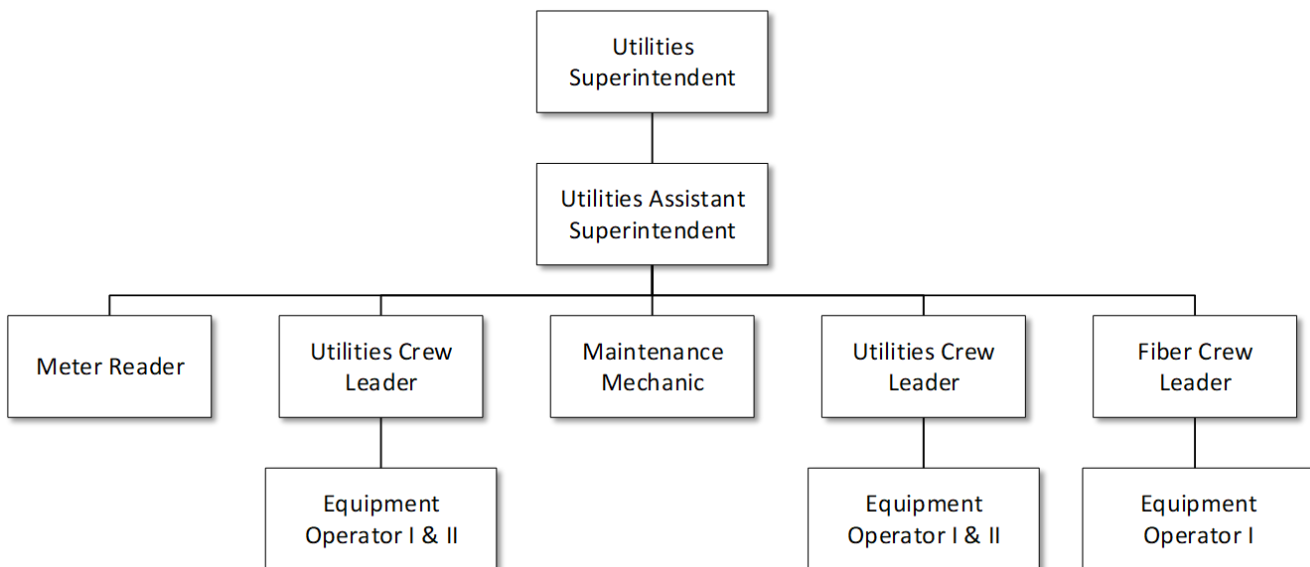
Tasked with the job of maintaining the water distribution, wastewater collection and fiber network systems, the Utility Maintenance department is funded by the Water, Sewer and General Funds.

The sewer collection system 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; and cleaning and repair of 9,732 house service/lateral line connections.



The water distribution system, 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 10,102 water meters, and maintenance of fire hydrants. The department also maintains a 122 million-gallon reservoir and two concrete dams.

### POSITION SUMMARY SCHEDULE



<i>Utility Maintenance</i>	Grade	Authorized FY 2018	Authorized FY 2019	Authorized FY 2020	Authorized FY 2021	Authorized FY 2022
Utilities Superintendent	116	1.0	1.0	1.0	1.0	1.0
Utilities Assistant Superintendent	115	1.0	1.0	1.0	1.0	1.0
Crew Leader	112	2.0	2.0	2.0	3.0	3.0
Mechanic	110	1.0	1.0	1.0	1.0	1.0
Meter Reader	109	1.0	1.0	1.0	1.0	1.0
Equipment Operator II	110	7.0	7.0	7.0	2.0	4.0
Equipment Operator I	108	0.0	2.0	2.0	7.0	5.0
<b>Total Authorized</b>		<b>13.0</b>	<b>15.0</b>	<b>15.0</b>	<b>16.0</b>	<b>16.0</b>

## ***ACCOMPLISHMENTS***

### ***WATER***

- Completed preventive maintenance work orders
- Started working on valve bolt replacement program
- Rebuilt control valve at clear reservoir
- Replaced section of 12” main leading from water plant

### ***SEWER***

- Completed preventive maintenance work orders
- Rebuilt pumps for High Zone Booster Station
- Install Omnisites at Hook Rd Booster, Station 1 & 3
- Worked with contractor completing I & I repairs
- Rebuilt pumps for Station 15

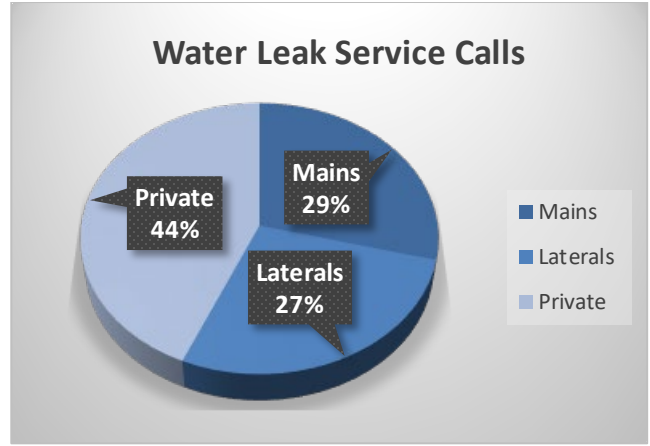
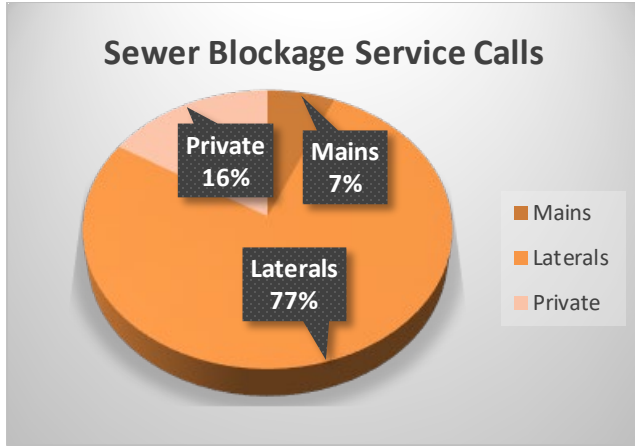
### ***FIBER***

- Installed 243 house drops
- Installed fiber backbone and drops in Stonegate Development
- Began installing fiber in County areas
- Completed Carroll View area fiber relocation

## ***PERFORMANCE MEASURES***

	<b>CY2019</b>	<b>CY2020</b>	<b>CY2021 (Projected)</b>
Feet of sewer main televised/cleaned/flushed	102,581'	86,754	100,000'
Sewer laterals excavated and repaired	5	2	3
New/Renewed sewer service installations	0	0	1
Sewer Lateral Service calls	69	58	75
Private and Miscellaneous Service Call responses	55	63	65
Sewer Main repairs/blockages	11	4	6
Sewer Work Orders completed	2,136	2,234	2,400
Water Meter readings (Quarterly, Finals & Check)	44,795	42,869	44,000
Water Meter/meter top replacements	202	187	200
High Water Bill Inspections (HWB)	205	140	260
New/Renewed Water Service installations	7	4	3
Hours of leak detection conducted	556	580	720
Number of Fire Hydrants repaired and serviced	26	224	105
Main leak responses	12	18	15
House Service leak responses	11	17	12
Private house service leak responses	18	27	20

Water Work Orders completed	252	267	265
Fiber Drops installed	14	243	275
Miss Utility Tickets completed	6,157	5,214	6,500



## GOALS

### WATER

- Continue valve bolt replacement program
- Water main replacement Route 27 and Hahn Road
- Replace 2" water main feeding Longview Avenue
- Replace 2" water main on Monterey Drive
- Check and rebuild all control Valves

### SEWER

- Suction and Discharge piping at pump station's 6 & 13
- Conduct flow monitoring and televising of the collection system to locate Infiltration into the system.
- Televis easesment at Old Wastewater Plant and Thornbury to Station 14
- Upgrade electric for Station 4

### FIBER

- Become more familiar with fiber equipment (Directional Drill, Splicing and OTDR testing equipment)
- Continue fiber education
- Complete installation of fiber network at Hatfield Development
- Continue expanding fiber network into County

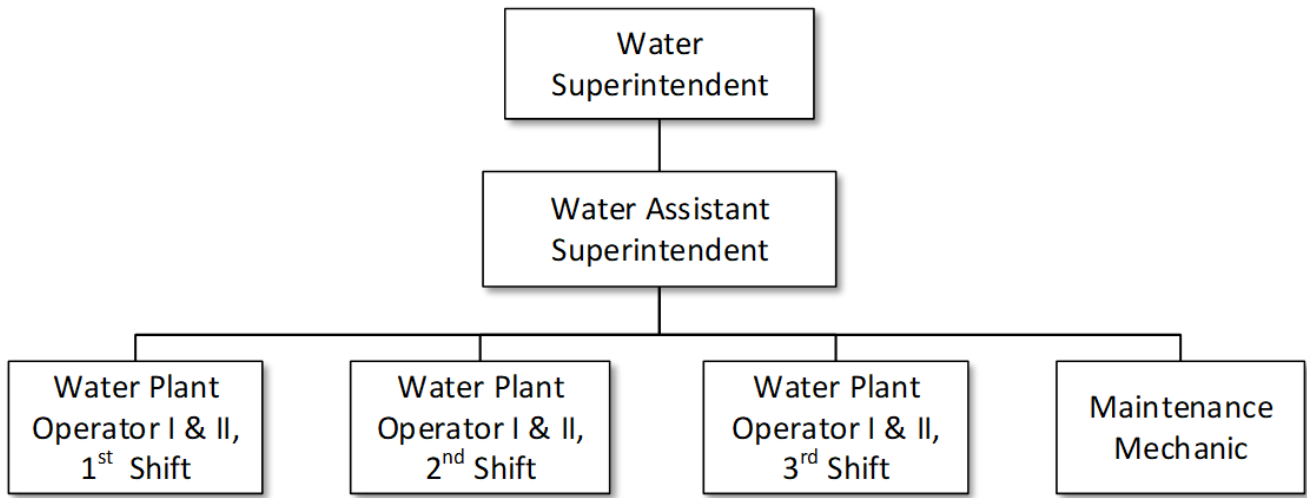
## BUDGET

	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021		FY 2022
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Proj. Actual	Budget
FTE	13	13	13	13	15	15	15	15	16	16	16
Salary	723,616	678,431	743,674	687,090	783,561	646,619	790,172	622,076	791,732	661,026	835,998
Benefits	339,044	358,163	382,642	357,015	389,647	304,560	375,233	313,055	456,095	350,602	452,358
Operating	593,400	492,948	585,890	498,091	1,134,554	563,198	630,950	547,047	602,925	512,611	609,525
Capital	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>1,656,060</b>	<b>1,529,542</b>	<b>1,712,206</b>	<b>1,542,197</b>	<b>2,307,762</b>	<b>1,514,377</b>	<b>1,796,355</b>	<b>1,482,178</b>	<b>1,850,752</b>	<b>1,524,239</b>	<b>1,897,881</b>

# WATER

The Water Treatment Plant is responsible for the operation of four filter plants – three of which incorporate wells as source water. The filtering means and methodology are membrane/microfiltration, 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. Beginning January 1, 2015, the City assumed operational responsibility for the Bramble Hills Water System.

## ***POSITION SUMMARY SCHEDULE***



<i>Water</i>	Grade	Authorized FY 2018	Authorized FY 2019	Authorized FY 2020	Authorized FY 2021	Authorized FY 2022
Water Superintendent	116	1.0	1.0	1.0	1.0	1.0
Water Assistant Superintendent	115	1.0	1.0	1.0	1.0	1.0
Mechanic	110	1.0	1.0	1.0	2.0	2.0
Water Plant Operator II	110	8.0	8.0	8.0	6.0	5.0
Water Plant Operator I	108	0.0	0.0	0.0	2.0	3.0
<b>Total Authorized</b>		<b>11.0</b>	<b>11.0</b>	<b>11.0</b>	<b>12.0</b>	<b>12.0</b>

## ***ACCOMPLISHMENTS***

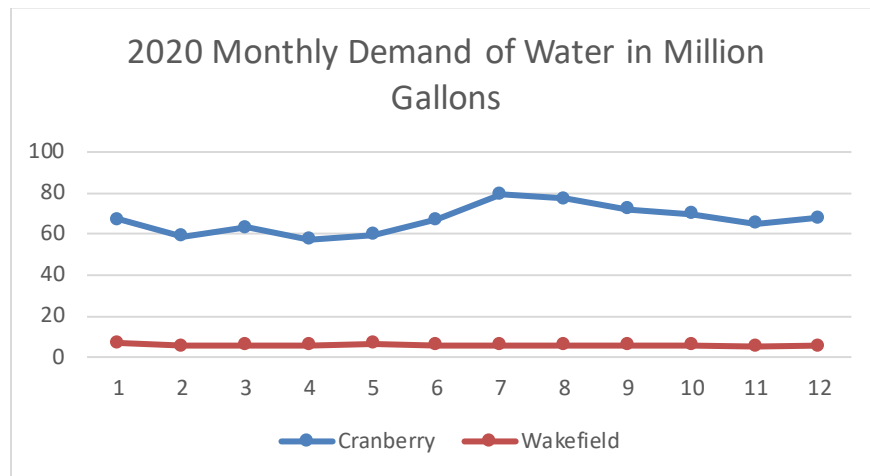
- Completed the Unregulated Contaminate Monitoring Rule 4 sampling for the Cranberry System
- Completed Phase II of the Gesell Property Well Treatment Facility
- Completed construction of a storage building at Cranberry Treatment Facility
- Installed the MIOX Chlorine Generation System at the Cranberry Treatment Facility
- Completed the piping / control system rehab project at the Well 4 Treatment Building

## PERFORMANCE MEASURES

	FY 2019	FY 2020	FY 2021(Projected)
Millions of gallons delivered to Cranberry System	798	804	810
Millions of gallons delivered to Wakefield System	75	70	72
Number of incidents/interruptions	0	0	0
Quality control tests conducted	21,900	21,900	21,900

## GOALS

- Design Taste and Odor Compound reduction system for the Cranberry Water Plant
- Refine treatment processes to further improve the quality of the finished water provided to customers
- Rehab Well 6 piping and control system
- Design and install PFAS removal system at Well 8
- Continue work on the Water Reuse Initiative
- Complete the controls upgrade at the Well 2 Treatment Building
- Replace the roof on the Well 7 Treatment Building



## BUDGET

	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021		FY 2022
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Proj. Actual	Budget
FTE	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	12.0	12.0	12.0
Salary	571,254	546,698	584,531	524,915	621,559	553,886	583,742	569,397	654,015	547,672	696,589
Benefits	253,188	254,612	246,071	250,645	280,575	213,169	256,044	226,471	298,174	224,474	272,952
Operating	941,500	716,135	916,522	774,417	834,000	765,634	884,000	664,453	744,000	717,395	754,000
Capital	3,498,688	1,470,041	3,323,650	1,635,309	2,208,050	670,604	1,893,650	720,514	1,983,545	1,934,630	2,282,881
<b>Total</b>	<b>5,264,630</b>	<b>2,987,486</b>	<b>5,070,774</b>	<b>3,185,285</b>	<b>3,944,184</b>	<b>2,203,293</b>	<b>3,617,436</b>	<b>2,180,835</b>	<b>3,679,734</b>	<b>3,424,171</b>	<b>4,006,423</b>

# FIBER

The Fiber Fund is an enterprise operation that accounts for all financial transactions related to the Westminster Fiber Network (WFN) operations. It is designed to be self-supporting; however, the General Fund provides a subsidy to the Fiber Fund, as revenues from the Fiber Fund are not sufficient to pay debt expenses related to construction.

## ACCOMPLISHMENTS

- Completed main infrastructure for phase 3 and 4 in the Stonegate Development, network is operational for all current homes being built.
- Completed first County resident drops to the Westminster Fiber Network.
- Completed agreement for fiber to be built to the Hatfield development located in County.
- Completed backbone fiber to the Hatfield property.
- Network operator achieved a 31% take/subscriber rate citywide.

## GOALS

- Support marketing efforts of the City’s network operator to increase take/subscriber rates, thereby minimizing required General Fund subsidy of the Fiber Fund
- Expand the City’s Network to increase take/subscriber rates, thereby minimizing required General Fund subsidy of the Fiber Fund
- Finalize hiring and training of in-house staff for Network maintenance, reducing need for outside contractual assistance
- Expand the City’s Fiber Network outside of City limits in strategic areas to increase take/subscriber rates, thereby minimizing required General Fund subsidy of the Fiber Fund

## BUDGET

	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021		FY 2022
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Proj. Actual	Budget
FTE	-	-	1	-	2	2	2	2	2	2	2
Salary	54,530	-	50,000	-	66,835	55,799	113,000	89,952	97,066	87,875	111,357
Benefits	30,000	0	35,501	6,098	35,683	19,414	39,545	32,436	54,948	43,335	53,179
Operating	435,200	135,365	165,553	101,572	130,250	122,114	140,000	95,617	162,500	109,609	57,000
Capital	9,106,666	6,264,280	7,181,000	241,456	7,833,196	6,037,154	893,191	666,928	927,967	935,467	925,272
<b>Total</b>	<b>9,626,396</b>	<b>6,399,645</b>	<b>7,432,054</b>	<b>349,127</b>	<b>8,065,964</b>	<b>6,234,481</b>	<b>1,185,736</b>	<b>884,934</b>	<b>1,242,481</b>	<b>1,176,285</b>	<b>1,146,807</b>

# Appendix A – Financial Policies

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## **GENERAL**

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

## **BUDGET**

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

## **REVENUE POLICIES**

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

6. The City will consider market rates and charges levied by other area municipalities of similar size for like services in establishing rates, fees, and charges. The fee structure will be reviewed during the budget process and will be included in the budget document.
7. Enterprise operations will be self-supporting.
8. The City bills for services provided. These may include, but are not limited to, fees associated with levies authorized by legislation, fines issued for violations of Code, and charges for utilities consumed. Each receivable is booked when billed and is associated with a customer account that represents an obligation to the City. It is assumed that charges incurred will be paid according to the terms and conditions of the obligation; however, not all receivables are honored in full and may not be cost effective for the City to pursue in collection. As a result, a receivable may need to be written-off and Bad Debt Expense recorded.

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

## **EXPENDITURE POLICIES**

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

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

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

### Capital Asset Management Policies

1. Capital (fixed) Assets are tangible items that are acquired by procurement, transfer, capital lease, donation, or other method that transfers ownership and have the following characteristics:
  - Have an estimated useful life of five (5) or more years;
  - Are not intended for sale in the ordinary course of operations; and,
  - Are acquired or constructed with the intention of being used, or being available for use, by the entity to conduct business.
2. Capital assets will not be degraded, given away, or allowed to deteriorate except by action of the Mayor and Common Council.
3. The capitalization threshold used in determining if a given asset qualifies for capitalization is \$10,000.
4. Adequate insurance shall be maintained on all capital assets consistent with the results of the annual physical count/inspection.

## **ACCOUNTING, AUDITING, & FINANCIAL REPORTING POLICIES**

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

## **PURCHASING POLICY**

1. The City shall ensure that all purchasing actions are fair and impartial, with no impropriety or appearance of impropriety. All qualified buyers and sellers will have equal access to City business and no individual or firm shall be arbitrarily excluded.
2. To the maximum extent possible, purchasing actions will be conducted in a competitive environment.
3. Purchases and contracts will be made by the City Treasurer. Responsibility for certain purchasing actions may be delegated to other senior City officials by the City Treasurer.
4. All budgeted purchase requisitions are subject to the following approvals:
  - Purchases up to \$25,000 are approved by the Mayor, City Administrator, or Department Head.
  - Purchases above \$25,000 are approved by the Mayor and Common Council.
  - Purchases of budgeted capital items and vehicles may be authorized by the City Administrator to take advantage of state, county, or other local purchasing options. The Mayor and Common Council will be notified of such purchases.
5. Purchases up to \$100 may be made through petty cash.
6. The City will maintain yearly open purchase orders to cover purchases from vendors that supply the City with a high volume of the same or similar goods or services during the year.

## **INVESTMENT POLICY**

1. Public funds will be invested in a manner consistent with the greatest safety and protection for the City's investments. This investing of funds will, while protecting the safety of the City's investments, produce the highest investment return for meeting the cash flow requirements of the City, and conform to all Maryland State statutes and City ordinances and policies governing the investment of public funds.
2. The standard of prudence to be applied by the City Treasurer in managing the City's overall portfolio shall be the "Prudent Person Rule" which states: "Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived."

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

## **DEBT MANAGEMENT POLICIES**

1. 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 the City's long-term financial stability.
4. The amount of outstanding debt will not place undue burden on community residents and businesses.
5. The City does not limit debt by dollar amount or percentage.
6. Debt issuance is subject and the legal limits set by the State of Maryland as set forth in §19-308 of the Annotated Code of the State of Maryland and the Charter of the Westminster as set forth in §13, §13.1, §29, and §42 (<https://ecode360.com/12119283>).

# Appendix B – Revenue Book

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## **PURPOSE**

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

## **GENERAL FUND REVENUES**

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

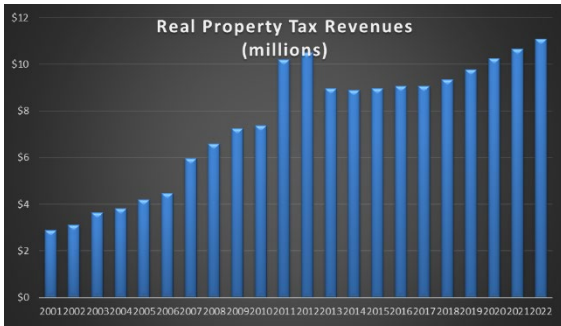
### ***TAXES – REAL PROPERTY***

All property is generally divided into the following categories:

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

Real property is divided into the following subclasses:

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



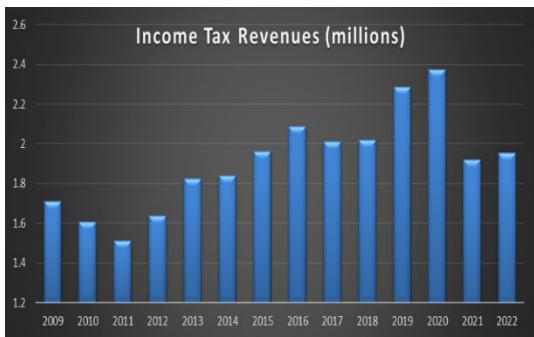
Real property taxes are assessment-based with a FY 2022 rate of \$0.56 per \$100 of assessed value for the City. The Maryland Department of Assessments and Taxation determines assessments every three years. Tax revenue has been steadily rising since FY 2013. The FY 2021 budget assumes a 3% increase in real property tax revenue due to increasing assessments and new construction.

**BUSINESS PERSONAL PROPERTY TAXES**

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

The tax rate on real property of \$0.56/\$100, the personal property rate of \$1.10/\$100, and the utility operating property rate of \$1.40/\$100 of assessed value remain the same for FY 2021.

**INCOME TAXES**



The State Comptroller is required to annually certify the amount of the State income tax liability of the residents of each municipality, and special taxing district, and to return the greater of either 17% of the county income tax liability or 0.37% of the state taxable income of municipal or taxing district residents to the respective governments.

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

income of their residents.

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

The State Comptroller pays quarterly each municipality and special taxing district its share of the local income tax. The Comptroller also makes other payments throughout the year to account for delinquent tax returns and finalization of the individual accounts at the end of the fiscal year.

The FY 2022 budget anticipates a 20% decrease in Income Tax as a result of unemployment resulting from the COVID-19 pandemic.

## ***ADMISSIONS & AMUSEMENTS TAX***

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

1. Use of a game of entertainment;
2. Amounts charged for admission within an enclosure, in addition to the initial charge for admission;
3. Amounts charged for the use or rental of sporting or recreational equipment or recreational facility; and,
4. Amounts charged for refreshment, service, or merchandise at any hotel room, restaurant, hall, nightclub, or other similar place where dancing privileges, live music, or other entertainment is provided for patrons.

The Comptroller has divided the activities into 24 categories such as athletic events, concerts, nightclubs, and the use of coin-operated amusement machines. The gross receipts from these activities may be taxed at a rate of up to 10%, and each category may be taxed at a different rate. State-authorized exemptions currently include: bowling alleys, boxing and wrestling matches, certain bingo events, charter fishing, concerts, a variety of charitable, religious, and non-profit activities, and arts and entertainment enterprises.

If the activity is also subject to the state sales tax or use tax, the combined total tax on the gross receipts may not exceed 10%. Since the state sales tax is 6%, this means that the local admissions and amusement tax may not exceed 4% on such activities as the rental of boats, golf carts, horses, skates, and skis, or the sale of refreshments and merchandise where there is live entertainment.

Each person or firm subject to the tax is required to pay its respective taxes to the State Comptroller by the 10th of each month. The Comptroller deducts and retains an amount of revenue sufficient to cover the cost of administering the program. The balance of the taxes collected are paid back to the respective governments from which the revenues originated within 20 days of the end of each calendar quarter. The revenue expected by the City of Westminster is approximately \$200,000 annually.

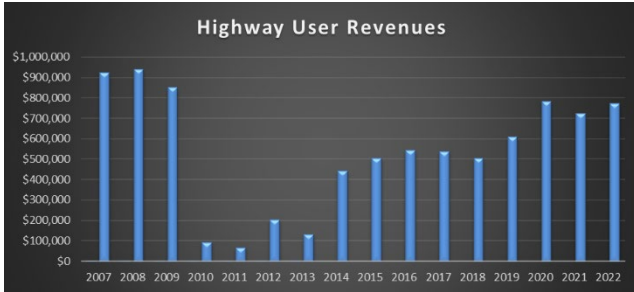
The proper local official must notify the Comptroller at least 60 days in advance of any change in the rate of taxation of an activity. If a municipality levies an amusement tax, the county may not levy an amusement tax on activities within the municipal boundaries.

## ***HIGHWAY USER REVENUES***

On or before December 31 of each year, each municipality must complete a form officially requesting its share of Highway User Revenues (HUR). In addition, a report must be completed indicating any changes within the past year in the amount of road mileage within the municipality. Both the form and the report must be filed with the Bureau of Highway Statistics of the State Highway Administration. In addition, prior to September 30 of each year, municipalities must complete and return a form that states on what projects HUR money was spent in the prior fiscal year.

HUR may only be used to pay or finance:

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



From FY 2010 to FY 2013, the State cut HUR significantly in order to fund its own transportation projects. The State re-instated local shares of HUR in FY 2019. For FY 2022, expected revenue is \$769,945.

**LICENSES & PERMITS REVENUES**

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

**GRANTS FROM FEDERAL GOVERNMENT**

The City’s Public Housing Agency expects to receive approximately \$2.6 million in housing assistance and administrative funding from the U.S. Department of Housing and Urban Development. In addition, the City expects to receive approximately \$15 million in stimulus funding. The stimulus funding was not included in this budget as guidelines for use of the funding are still being developed. The City expects to make a budget amendment when and if the funding is considered for use.

**STATE AID FOR POLICE PROTECTION**

The state allocates funds to county areas based on factors of population density, net taxable income, assessable base, and per capita police expenditures. The funds are divided between a county and its municipalities on the basis of relative police expenditures for the immediately preceding fiscal year. If a municipality accounts for 25% of the police expenditures for a county, the next fiscal year it will receive 25% of the police aid grant for that county. Baltimore City receives \$0.50 per capita.

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

Municipal governments also receive in police aid an additional \$1,950 per full-time sworn police officer based on the number of police officers employed in the immediately preceding fiscal year.

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

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

**PROGRAM OPEN SPACE**

Program Open Space (POS) is a nationally recognized program with two components: a local grant component, often called Local POS, and a component that funds acquisitions by the state. The first component provides financial and technical assistance to local subdivisions for the planning, acquisition, and/or development of recreation land or open space areas, including dedicated funds for Maryland's state and local parks and

conservation areas. Established under the Department of Natural Resources in 1969, POS symbolizes Maryland's long-term commitment to conserving its natural resources while providing exceptional outdoor recreation opportunities for its citizens.

## **GENERAL FEES**

### **Special Capital Benefit Assessment**

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

#### **§133-1 Findings, intent and authority.**

- A. New development and growth in the City can add to and help maintain the quality of life in the City under a balanced growth management program.
- B. New development and growth require the provision of increased public facilities, including additional or expanded public works, improvements and equipment adequate to serve said new growth.
- C. The City, in exercise of its governmental functions, must assure the availability of additional or expanded public works, improvements, facilities and equipment and desires to do so without undue hardship on the existing fiscal budget.
- D. The City has determined that new residential, commercial, industrial and related development should assume a fair share of the capital costs of providing additional or expanded public works, improvements, facilities and equipment.
- E. The City finds that requiring new development to pay its proportionate fair share of the costs of providing additional or expanded public works, improvements, facilities and equipment necessary due to new development promotes the health, safety and general welfare of the City's residents.
- F. The City finds that the establishment of a special capital benefit assessment and resulting fees is an equitable and appropriate method to help provide for additional or expanded public works, improvements, facilities and equipment necessary due to new development.
- G. The City finds that the establishment of a special capital benefit assessment will ensure and coordinate the provision of adequate public works, improvements, facilities and equipment with new developments so that the public health, safety and welfare are enhanced, congestion is lessened, accessibility and use is improved and economic development is promoted.
- H. The City finds that the establishment of a special capital benefit assessment promotes the purposes of the City's Comprehensive Plan adopted September 28, 2009, and further amended on January 28, 2019, its capital improvements budget and the master plan of highways and promotes consistency between adopted plans and zoning, subdivision and building regulations.
- I. Article XI-E of the Maryland Constitution, Article 23A of the Annotated Code of Maryland and the City's Charter authorize the City to enact ordinances for the protection and promotion of public safety, health, morals and welfare, including but not limited to matters relating to planning and zoning.

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

- A. From and after the effective date of this chapter, in any instance in which the City approves a building permit for any building, dwelling, apartment, living unit or other structure within the corporate limits of the City, as herein set forth, a special benefit assessment is hereby levied and imposed upon the affected real property, to be paid by its owner in the amount or amounts as provided in the General Fee Ordinance.
- B. In any instance in which an existing structure is altered to add additional dwelling units, commercial units or business offices, there shall be imposed a special benefit assessment as provided in the General Fee Ordinance. However, in no event shall the cumulative assessments for said alterations exceed 75% of the assessment for new construction.
- C. In any instance in which an industrial or commercial structure is altered to add additional square footage, there shall be imposed a special benefit assessment in accordance with the General Fee Ordinance.

Expansion of existing structures shall be allowed credit for previously paid special benefit assessments in all types of uses except dwellings and dwelling units and planned unit developments.

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

#### **§133-4 Payment of fees.**

- A. The special capital benefit assessment shall be paid by the owner to the City, prior to the issuance of a building permit, for any improvement to real property or substantial change of use in accordance with the schedule set forth in § 133-3. The amount of the special capital benefit assessment shall be set as of the date of application for the building permit. A building permit shall not be issued until any applicable special capital benefit assessment fee has been paid.
- B. For commercial and industrial structures, the special capital benefit assessment shall be paid for the initial building permit for the primary structure. Subsequent building permits for tenant improvements shall not be subject to the special capital benefit assessment unless the land use type for which the tenant improvement permit is sought is subject to a higher special capital benefit assessment than the land use type indicated when the initial permit was obtained. Any tenant improvement subject to a higher special capital benefit assessment shall pay only the difference between the higher amount and the amount for the original use.
- C. Special capital benefit assessment fees are a lien against the real property and shall be levied, collected and enforced in the same manner as are city real property taxes and shall have the same priority and bear the same interest and penalties as city real property taxes for lien purposes.
- D. The special capital benefit assessment schedule of fees set forth in § 133-3 may be modified by the Mayor and Common Council from time to time as required to meet the purposes of this chapter. The Mayor and Common Council may review the schedule of fees contemporaneous with the approval of the six-year program for capital improvements and the capital budget provided for in Chapter 20 of the Code.
- E. The special capital benefit assessment fees imposed by this chapter are separate from and in addition to any other fees which may be imposed by any federal, state or county governmental agency.

#### **§133-6 Use of Funds.**

- A. The Mayor and Common Council for the City of Westminster shall have the sole power to appropriate funds from the special capital benefit assessment account created in accordance with § 133-5 hereof.

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

## **SEWER AND WATER FUND REVENUES**

### ***RATE MODEL FOR FY 2019-2023***

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

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

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

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

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

- Revenue collected at FY 2018 water rates would be insufficient to cover the water revenue requirements in any year from FY 2019 to FY 2023.
- Revenue collected at FY 2018 sewer rates would be insufficient to cover the sewer revenue requirements in any year from FY 2020 to FY 2023.
- The City's FY 2018 rate structure did not properly differentiate between Inside and Outside City rates.

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

### Water, Sewer, Reclaimed Rates – FY 2022

#### Fixed Quarterly Charge

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

#### Consumption Charge (per thousand gallons)

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

## Water, Sewer, Reclaimed Rates – FY 2023

### Fixed Quarterly Charge

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

### Consumption Charge (per thousand gallons)

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

## **FIBER FUND REVENUES**

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

# Appendix C – Three Year Comparison – Staffing Schedule by Position

DEPARTMENT	FISCAL YEARS					
	2019/2020		2020/2021		2021/2022	
	FULL-TIME	PART-TIME	FULL-TIME	PART-TIME	FULL-TIME	PART-TIME
Office of the City Administrator	2.5	0	3.5	0	3.5	0
Housing Services	4	0	4	0	4	0
Information Technology	5	0	5	0	6	0
Fiber	2	0	3	0	3	0
Finance	6	0	6	0	6	0
Human Resources	4	0	4	0	4	0
Community Planning & Development	3.5	0	4.5	0	4.5	0
Engineering	3	0	3	0	3	0
Recreation & Parks	9	3	8	3	7	3
Police Administrative/Civilian	13	0	13	0	12	0
Police Sworn	45	0	45	0	46	0
Public Works Administration	3	0	3	0	3	0
Streets	19	0	20	0	22	1
Utilities	13	0	13	0	13	0
Wastewater	12	1	12	1	12	1
Water	11	0	12	0	12	0
<b>CITY STAFFING LEVELS</b>	<b>156</b>	<b>4</b>	<b>159</b>	<b>4</b>	<b>161</b>	<b>5</b>

DEPARTMENT	FISCAL YEARS					
	2019/2020		2020/2021		2021/2022	
	FULL-TIME	PART-TIME	FULL-TIME	PART-TIME	FULL-TIME	PART-TIME
Fiber	2	0	2	0	3	0
General Operations	38	3	38	2	38	3
Public Safety	58	0	58	0	58	0
Public Works	58	1	60	2	62	2
<b>FUND TOTALS</b>	<b>160</b>		<b>163</b>		<b>166</b>	

	FT	PT	Position		Department
2018/19 – 2019/20	-1		Development Review Coordinator	40	Community Planning & Dev
	1		Comprehensive Planner II	40	Community Planning & Dev
	-1		Certified Public Accountant	40	Finance
	1		Accounting Specialist	40	Finance
	-1		Police Lieutenant – Support Services	40	Police
	1		Police Captain – Support Services	40	Police
	1		Probationary Police Officer/Private First Class	40	Police
<b>Total Staffing Change</b>		<b>1</b>			
	FT	PT	Position		Department
2019/20 – 2020/21	1		Special Projects Manager	40	Office of the City Administrator
	-1		Director, Finance and Administrative Services	40	Finance
	1		Director, Finance	40	Finance
	-1		Manager, IT	40	Information Technology
	1		Director, Information Technology	40	Information Technology
		1	Equipment Operator I (Part-time)	20	Streets
	1		Equipment Operator I	40	Streets
	1		Equipment Operator I (Fiber)	40	Utility Maintenance
	1		Mechanic	40	Water
	-1		Recreation Assistant III (35 Hours)	40	Recreation & Parks
	2		Corporal	40	Police
	-2		Probationary Police Officer/Private First Class	40	Police
	-1		Recreation Assistant I (35 hour)	35	Recreation & Parks
	1		Recreation Assistant I (40 hour)	40	Recreation & Parks
	-1		Recreation Assistant I (25 hour)	25	Recreation & Parks
<b>Total Staffing Change</b>		<b>3</b>			
2019/21 – 2020/22	1		Accountant/Procurement Specialist	40	Finance
	-1		Accounting Specialist	40	Finance
	1		Help Desk Attendant	40	Information Technology
	2		Equipment Operator I	40	Streets
	-1		Custodian	40	Police
	1		Deputy Police Chief	40	Police
	-1		Family Center Manager	40	Recreation & Parks
-1		Police Communications Specialist	40	Police	
<b>Total Staffing Change</b>		<b>1</b>			

# Appendix D – Salary Structure by Position

Grade	Job Title	Titles	Positions
105	Recreation Assistant I	1	2
106	Recreation Assistant II	1	1
107	Parking Enforcement Officer	1	1
108	Recreation Program Assistant	2	20
109	Equipment Operator I, Plant Operator I	1	1
110	Meter Reader, Accounting Specialist, Administrative Assistant, Housing Specialist, Human Resources Associate, Property & Evidence Specialist, Executive Assistant, Property Maintenance Inspector, Recreation	6	11
111	Program Coordinator, Communications Specialist I, Equipment Operator II, Police Officer Recruit, Plant Operator II	7	31
112	Human Resources Analyst, Safety/Risk Coordinator, Mechanic, Communications Specialist II, Help Desk Technician	5	8
113	Narcotics Section Detective/K-9 Handler, Construction Inspector, Arborist, GIS Support Specialist, Technical Support Specialist, Plant Shift Supervisor, Probationary Police Officer/Private First Class, Crew Leader	8	36
114	Chemist, City Clerk, Comprehensive Planner I, GIS Support Analyst, Main Street Manager, Communications Supervisor, Technical Support Analyst	7	7
115	Assistant Director – Recreation & Parks, Comprehensive Planner II, Corporal, Chief Wastewater Operator, Assistant Superintendent-Streets, Accountant/Procurement Specialist	9	9
116	Assistant Superintendent-Utilities, Water, Wastewater, Police Sergeant	2	12
117	Special Projects Manager, Lieutenant, Engineer, Superintendent	4	10
118		0	0
119	Deputy Director – Public Works, Director – Housing Services, Captain	3	5
120	Deputy Police Chief, Director – Human Resources, Director – Recreation & Parks, Director – Information Technology	4	5
121	Director – Community Planning & Development, Director – Finance, Director – Public Works, Police Chief	4	4
123	City Administrator	1	1
		<b>63</b>	<b>164</b>

# Appendix E – Capital Improvements Program FY 2022 to FY 2027

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

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

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

## CAPITAL IMPROVEMENTS PROGRAM SCHEDULE

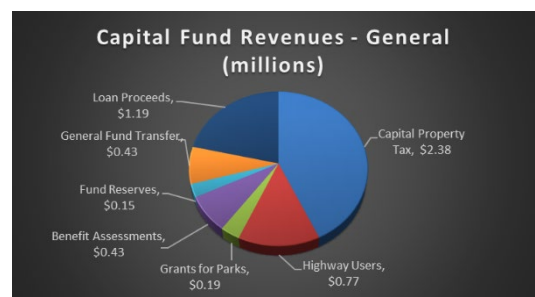
The City Administrator prepares the proposed six-year CIP before the end of February each year. In March, the CIP is presented to the Planning and Zoning Commission for review and comment. In April, the Mayor and Common Council hold a public hearing on the CIP, as part of the City’s overall budget process.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

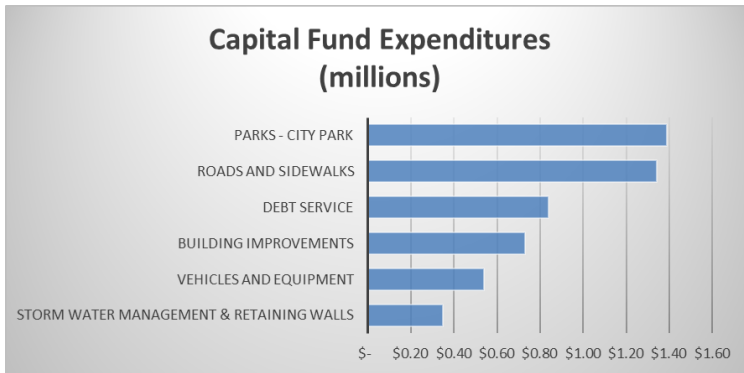
## HIGHLIGHTS OF CAPITAL PROGRAM FY 2022

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

### CAPITAL PROJECTS FUND – GENERAL

A portion of the City’s real property tax rate is earmarked for the Capital Projects Fund. Any Capital Tax revenue that carries over to future years is accounted for in a capital reserve fund, keeping these funds segregated from the rest of the budget. The \$0.12 Capital Tax is expected to raise \$2.38 million in revenue for capital projects in FY 2022. Other funding sources are Highway User Revenue, Grants for Parks, Loan Proceeds, General Fund transfers, and benefit assessment fees. Transfers from the General Fund total \$0.43 million and was a result of sale of surplus property. Capital reserves will be reduced by \$0.15 million in FY 2022. This is primarily due to funding carryovers from the previous year for capital projects not completed.

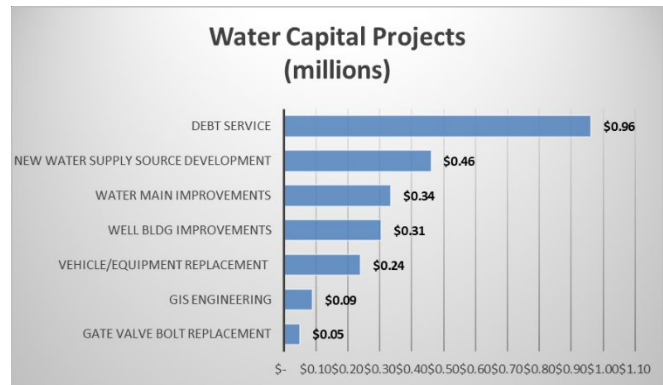




The most sizable projects are the Community Pool Renovation Project, West Main Renovation Project and the Municipal Pool Complex Improvements. Roads, sidewalks, stormwater management, debt service, parks, building improvements, vehicles, and equipment make up the remainder. See the Individual Capital Projects Descriptions for more information (listed later in this Appendix).

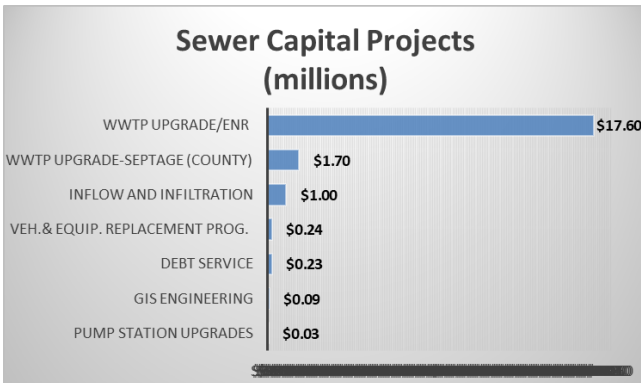
**ENTERPRISE FUNDS**

**Water Fund** – The FY 2022 Capital Budget includes funding for New Supply Source Development, Vehicle and Equipment Replacement, Water Main Improvements, GIS Engineering, Debt Service, and Well Building Improvements. Capital projects are mostly funded through rate revenue. New development is funded through benefit assessments fees.



**Sewer Fund** – Improvements to the Wastewater Treatment Plant account for 84% of the Sewer Capital budget. This project includes improvements for Enhanced Nutrient Removal required by the Maryland Department of Environment, as well as enhancements for energy conservation and treatment efficiencies.

The project got underway in FY 2019, with substantial completion expected to take 42 months. The project is partially funded through a Maryland Bay Restoration Grant. In addition, Carroll County is reimbursing the City for 100% of the expenses related to the upgrade of the County’s septage facility. The remainder of the funding is provided by a bond acquired through Maryland Water Quality Financing. The portion of the project covered in FY 2022 totals \$19.3 million. Other FY 2022 projects include Inflow and Infiltration (sewer rehab), vehicle and equipment replacement, GIS engineering, and pump station upgrades.



station upgrades.

**Fiber Fund** – Construction of the Westminster Fiber Network was completed in FY 2019. The only capital expenditures anticipated for FY 2022 are debt service payments and a portion of the ERP System.

# INDIVIDUAL CAPITAL IMPROVEMENT PROJECTS

## Capital Improvement Program FY 2022 to FY 2027 General Fund

	2022	2023	2024	2025	2026	2027	Total
<b>Community Planning &amp; Dev</b>							
Parking Study, including Meter System	190,000	0	0	0	0	0	190,000
<b>Public Safety</b>							
Vehicles - Police	157,650	177,076	177,076	177,076	177,076	177,076	1,043,030
License Plate Reader	15,745	16,217	16,704	17,205	17,721	18,253	101,845
Building Generator	115,750	0	0	0	0	0	115,750
Police Radio Replacements	62,942	64,740	66,540	68,340	58,450	0	321,012
<b>Facilities</b>							
Longwell Building Improvements	65,000	0	0	0	0	0	65,000
Longwell Building HVAC	0	0	0	0	100,000	756,000	856,000
Parks - Jaycee Park	0	0	80,000	0	0	0	80,000
Community Pool Improvements	1,186,800	345,000	1,000,000	0	0	0	2,531,800
46 West Main Street Roof Replacement	0	0	65,000	0	0	0	65,000
City Hall Roof Replacement	140,000	0	0	0	0	0	140,000
Building Renovation	175,000	0	0	0	0	0	175,000
Parks - Wakefield Valley Improvements	200,000	350,000	350,000	350,000	350,000	0	1,600,000
Electronic Gate	14,000	0	0	0	0	0	14,000
Parks- City Park Restroom Renovation	0	0	75,000	0	0	0	75,000
Longwell Building Improvements - Gymnasium Window Screens	35,000	0	0	0	0	0	35,000
<b>Public Works</b>							
Debt Service - Principal	632,000	481,500	495,000	398,500	275,000	283,000	2,565,000
Debt Service - Interest	208,948	189,107	173,054	156,528	141,766	134,293	1,003,696
Stormwater Mitigation - Carroll County Payment	198,497	208,422	218,843	229,785	241,274	253,338	1,350,159
Annual Road Paving	1,028,760	1,119,646	1,063,812	1,042,720	951,732	1,043,800	6,250,470
Sidewalk Retrofit/ADA Ramps	100,000	100,000	125,000	125,000	125,000	150,000	725,000
Vehicles - City Fleet	192,000	440,000	475,000	455,000	290,000	210,000	2,062,000
Storm Drain System	0	200,000	200,000	200,000	200,000	200,000	1,000,000
Tree Pit Material	0	10,000	10,000	10,000	0	0	30,000
Pennsylvania Avenue Holiday Lights	13,000	0	0	0	0	0	13,000
West Main Street Lights	0	15,000	300,000	0	0	0	315,000
East Main Street Lights	0	15,000	450,000	0	0	0	465,000
ADA Traffic Light Upgrades	0	50,000	200,000	200,000	0	0	450,000
Crosswalks	25,000	25,000	27,000	27,000	29,000	29,000	162,000
Retaining Walls	0	250,000	250,000	0	0	0	500,000
Center Street Outfall	150,000	0	0	0	0	0	150,000
<b>Technology</b>							
ERP System	69,500	0	0	0	0	0	69,500
GIS Engineering	0	0	0	0	100,000	100,000	200,000
Servers	0	125,000	0	0	0	0	125,000
<b>Parks and Recreation</b>							
Cardio Equipment	15,000	15,000	15,000	15,000	0	0	60,000
Durbin House Rehabilitation	200,000	0	0	0	0	0	200,000
<b>General Fund Total</b>	<b>5,190,592</b>	<b>4,196,708</b>	<b>5,833,029</b>	<b>3,472,154</b>	<b>3,057,020</b>	<b>3,354,760</b>	<b>25,104,263</b>

**Capital Improvement Program FY 2022 to FY 2027  
Water Fund**

	2022	2023	2024	2025	2026	2027	Total
Diatomaceous Earth Filter Rehabilitation	100,000	1,000,000	1,000,000	0	0	0	2,100,000
New Water Supply Source Development	460,546	250,000	250,000	250,000	250,000	250,000	1,710,546
GIS Engineering	90,000	80,000	70,000	50,000	50,000	50,000	390,000
Servers	0	125,000	0	0	0	0	125,000
Filtrate Pumps	35,000	0	0	0	0	0	35,000
Storage Tank Upgrades	0	0	450,000	0	0	0	450,000
Vehicle/Equipment Replacement	0	33,000	35,000	170,000	160,000	0	398,000
Taste and Odor Treatment (GAC)	0	0	100,000	500,000	500,000	0	1,100,000
Membrane Replacement	0	450,000	0	0	0	0	450,000
Route 27 Water Main	275,000	0	0	0	0	0	275,000
Hook Rd Tank Rehab	0	0	450,000	0	0	0	450,000
Main Street Water Main	0	40,000	1,200,000	0	0	0	1,240,000
Well 7 Building Improvements	55,000	0	0	0	0	0	55,000
Wakefield Water System Improvements	60,000	0	0	0	0	0	60,000
Valve Replacement	50,000	50,000	50,000	50,000	50,000	0	250,000
High Service Pump 1	35,000	0	0	0	0	0	35,000
Well 8 PFAS Mitigation System	250,000	0	0	0	0	0	250,000
ERP System	69,500	0	0	0	0	0	69,500
Debt Service	962,335	962,335	962,332	962,329	962,329	962,329	5,773,989
<b>Water Fund Total</b>	<b>2,442,381</b>	<b>2,990,335</b>	<b>4,567,332</b>	<b>1,982,329</b>	<b>1,972,329</b>	<b>1,262,329</b>	<b>15,217,035</b>

**Capital Improvement Program FY 2022 to FY 2027  
Sewer Fund**

	2022	2023	2024	2025	2026	2027	Total
WWTP ENR & Biosolids Upgrade	17,601,907	4,400,477	0	0	0	0	22,002,384
WWTP Upgrade-Septage (County)	1,702,673	0	0	0	0	0	1,702,673
WWTP Upgrade-Roof	0	0	0	0	75,000	0	75,000
Inflow and Infiltration (I&I)	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	200,000	5,200,000
Vehicle& Equipment Replacement	0	123,000	475,000	110,000	375,000	0	1,083,000
GIS Layers	90,000	80,000	70,000	50,000	50,000	50,000	390,000
Servers	0	125,000	0	0	0	0	125,000
Influent Screen	175,000	0	0	0	0	0	175,000
WWTP Plant Expansion	0	0	500,000	8,500,000	0	0	9,000,000
Pump Station Upgrades and Pumps	30,000	30,000	30,000	30,000	30,000	30,000	180,000
ERP System	69,500	0	0	0	0	0	69,500
Debt Service	230,776	1,102,643	1,102,643	1,102,643	1,102,643	1,102,643	5,743,991
<b>Sewer Fund Total</b>	<b>20,899,856</b>	<b>6,861,120</b>	<b>3,177,643</b>	<b>10,792,643</b>	<b>2,632,643</b>	<b>1,382,643</b>	<b>45,746,548</b>

**Capital Improvement Program FY 2022 to FY 2027  
Fiber Fund**

	2022	2023	2024	2025	2026	2027	Total
Servers	0	125,000	0	0	0	0	125,000
ERP System	69,500	0	0	0	0	0	69,500
Debt Service	925,272	925,272	927,362	928,864	924,578	924,276	5,555,621
<b>Fiber Fund Total</b>	<b>994,772</b>	<b>1,050,272</b>	<b>927,362</b>	<b>928,864</b>	<b>924,578</b>	<b>924,276</b>	<b>5,750,121</b>

**Capital Improvement Program FY 2022 to FY 2027  
All Funds**

	2022	2023	2024	2025	2026	2027	Total
General Fund Total	5,190,592	4,196,708	5,833,029	3,472,154	3,057,020	3,354,760	25,104,263
Water Fund Total	2,442,381	2,990,335	4,567,332	1,982,329	1,972,329	1,262,329	15,217,035
Sewer Fund Total	20,899,856	6,861,120	3,177,643	10,792,643	2,632,643	1,382,643	45,746,548
Fiber Fund Total	994,772	930,000	930,000	930,000	930,000	930,000	5,644,772
<b>Total All Funds</b>	<b>29,527,601</b>	<b>14,978,163</b>	<b>14,508,004</b>	<b>17,177,126</b>	<b>8,591,992</b>	<b>6,929,732</b>	<b>91,712,617</b>

**INDIVIDUAL CAPITAL IMPROVEMENT PROJECT DESCRIPTIONS**

***FY 2022 FUNDED PROJECTS***

**CAPITAL PROJECTS FUND, GENERAL FUND**

**Project Name: Parking Study - \$190,000**

**Project Number: PL21-1**

The City maintains several public parking facilities, including two parking garages, several surface lots, and on-street parking in the downtown area. The City’s public parking infrastructure is aging, and replacement meters are no longer available for the current system.

The City will undertake a parking study to address all public parking facilities, not just parking meters. The study will address the needs of the City, visitors, and business owners as well as analyze revenue impacts and enforcement solutions. This project also includes the purchase of a parking system solution.

This project is funded through real property taxes. It is expected that this study will result in a recommendation and a purchase of a new parking meter system.

**Project Name: Police Vehicles - \$166,678**

**Project Number: POL08-1**

The Police Department expects to purchase a total of five vehicles – four replacement cars and a new vehicle to expand the fleet for new police officer hires who will be eligible for the take-home vehicle program. The four vehicles, to be purchased with real property tax revenues, will include two marked cruisers, two unmarked vehicles, and one narcotics car. Outfitting the vehicles is included in the start-up cost. Recurring annual costs include maintenance, insurance, gasoline, and computer parts. Useful lives are 10 years. This project is funded with real property taxes.

**Project Name: License Plate Reader - \$15,745**

**Project Number: POL21-1**

The Police Department will purchase a license plate reader (LPR) to be installed in a police cruiser. An LPR-equipped officer is much more likely to catch wanted persons and recover stolen vehicles. In addition, the use of LPR technology enhances community safety with quick, up-to-date information related to missing, endangered, or dangerous person(s). Recurring annual costs are zero. All data-related costs remain the same. Useful life is 10 years. This project is funded with real property taxes.

**Project Name: Portable Radios - \$62,942**

**Project Number: POL22-1**

The Police Department currently has 58 Motorola portable radios in inventory. These radios are model #XT55000. Model #XT55000 Motorola radios are no longer supported by Motorola and cannot be repaired. Additionally, due to the age of the radios, they are not able to sync with certain other Carroll County law enforcement channels.

The Carroll County Sheriff's Office replaced all of their XT55000 radios with Model #APX6000 radios. As the current radio supply breaks, the need is to replace with APX6000 radios. Motorola no longer manufactures or stocks replacement parts for model #XT55000 portable radios. The Department recommends incrementally replacing current radios with APX6000 radios. APX6000 portable radios cost \$5,246 with necessary programming. To replace all 58 radios at once would cost in excess of \$304,000. The Department proposes replacement of 12 radios per year over a five year period. A 3% cost increase is projected for future appropriations. Recurring annual costs are zero. This project is funded with real property taxes. Useful life is 10 years.

**Project Name: HQ Building Generator - \$115,750**

**Project Number: POL22-2**

The current building generator is approximately 25 years old and near the end of its useful life. The current generator has ongoing maintenance issues and can no longer handle the 'load' required to power Police Headquarters when the electricity is interrupted. The Department had a 'load study' conducted to determine system requirements to handle power back-up. The Department needs to purchase a 200kw diesel-powered generator that will supply power for 48 continuous hours. The generator will provide back-up power to the entire Police Station in the event of a power outage. An estimate of \$115,750 was provided, which includes installation, design, hardware, parts, permits and the removal of hazardous material. Recurring annual costs include maintenance and service and are estimated at \$15,000. Useful life is 25 years. This project is funded with real property taxes.

**Project Name: City Hall Roof Replacement - \$140,000**

**Project Number: FA22-1**

This project will replace the slate roof at City Hall located at 1838 Emerald Hill Lane. There are no associated operating expenses and the useful life is 25 years. This project is funded with real property taxes.

**Project Name: Longwell Gymnasium Windows Screens - \$35,000**

**Project Number: FA22-2**

The internal storm windows in the Gymnasium of the Family Fitness Center are in disrepair. Some windows are missing completely, and most are not functional. The current condition of the internal storm windows also creates a safety concern for staff, fitness center members and members of the general public who attempt to open/operate the internal storm windows. The historic gym windows remain vulnerable to damage from basketballs, volleyballs and other normal gym use. The current internal storm windows add no value to the gymnasium from an energy efficiency standpoint (there is no heat nor air conditioning in the gym). There is no value in having new internal storm windows installed. Instead, this request is for funding to have decorative metal guards fabricated for each window. There are no associated operating expenses and the useful life is 25 years. This project is funded with real property taxes.

**Project Name: Electronic Gate – 104 Railroad Avenue - \$14,000**

**Project Number: FA22-3**

This project is for installation of an electronic gate at the Street Department located at 105 Rail Road Avenue. The current gate is in disrepair and must be opened manually. The gate is very heavy and requires more than three people to open manually. There is no associated operating costs and the useful life is ten years. This project is funded with real property tax revenues.

**Project Name: Building Improvements - \$175,000**

**Project Number: ST21-1**

This project provides funding for anticipated costs associated with building improvements and potential building acquisition. Details of this project are withheld so as not to compromise certain land acquisition negotiations. This project is funded with real property taxes.

**Project Name: Longwell Locker Room Renovation - \$65,000**

**Project Number: FA22-4**

This project includes renovations to the Family Fitness Center shower changing areas and restroom areas. Both the men's and women's locker room countertops, privacy partitions and faucets need replacement. The flooring in the men's locker room needs replacement. Useful life is 15 years. There is no operating impact. This project is funded with real property taxes.

**Project Name: Community Pool Improvements - \$1,215,000**

**Project Number: FA21-3**

In FY 2020, a study was performed to evaluate and recommend renovations to the community pool and associated facilities. Recommendations include installing a shell into the current pool infrastructure, new plumbing and filtration, new plumbing building, a new splash pad, the addition of a learning pool, improvements to office and locker rooms, establishment of a patron drop-off area, addition of a snack bar, and improvements to the community room. Total costs are expected to be \$2,955,500. In FY 2021, the City moved forward with Phase I of the overall project, with funding provided by a bond issuance through the Maryland Community Development Association. Future debt service is expected to be paid from a combination of increased pool revenue and real property tax revenues. Useful life is 20 years. The impact on future operating budgets is maintenance of filtration system, pool, and buildings.

**Project Name: Wakefield Valley Park Improvements - \$200,000**

**Project Number: FA20-4**

This project is for improvements to the Wakefield Valley Park. In FY20, the City was awarded funding through the Land and Water Conservation Fund to establish a master plan for the park. This funding will serve as a match or as 100% funding to design and/or construct phased improvements per the study. At this time, the only operating costs associated with this park is mowing. Useful life is 20 years. This funding is from real property tax revenue.

**Project Name: Debt Service - \$764,983**

**Project Number: ST19-4**

The City has three debt service instruments: the 2005 Series for the Green Street bridge improvements, the 2012 Series for the parking garages, and the 2017 Series for paving. Debt service is paid from real property tax revenue.

**Project Name: Annual Road Paving - \$1,028,760**

**Project Number: ST19-3**

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

**Project Name: Vehicle and Equipment Replacement – \$192,000**

**Project Number: ST08-1**

This project provides for the scheduled replacement and addition of vehicles and equipment and will be funded through real property taxes and special benefit assessments. In FY 2022, the following items will be purchased: replacement Ferris mower (\$10,000), replacement of Woods mower deck (\$10,000), Truck 23 replacement (\$60,000), and additional leaf vacuum (\$90,000). Annual recurring costs of \$15,000 for maintenance, insurance, and gasoline are expected to impact the operating budget. Annual savings of \$15,000 are expected to be realized in vehicle repair costs. Useful lives are 10 – 20 years.

**Project Name: Center Street Outfall - \$150,000**

**Project Number: ST22-1**

This project is to stabilize an outfall at the intersection of South Court Street and South Center Street. A scour hole has developed at the outfall causing erosion and threatening the stability of adjacent infrastructure. The project is funded with real property tax revenues and has no impact on operating expenses. Useful life is 50 years.

**Project Name: ADA Ramps - \$100,000**

**Project Number: ST08-20**

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

**Project Name: Crosswalks - \$25,000**

**Project Number: ST21-2**

This project replaces the brick crosswalks in the downtown area with thermo-plastic brick patterns. Most brick crosswalks have been removed and replaced with blacktop due to failure. Thermo-plastic brick patterns are not only aesthetically pleasing, but they make the crosswalks more visible to motorists. This project is funded with real property tax revenues. Useful life is ten years. There is no impact to future operating budgets.

**Project Name: Street Sweeper Repair - \$22,000**

**Project Number: ST22-2**

The City's street sweeper is in disrepair. This project will repair the equipment back to working form. This project is funded with real property tax revenues. Useful life is 5 years.

**Project Name: Pennsylvania Avenue Holiday Lights - \$10,000**

**Project Number: ST22-3**

This project provides funding for anticipated costs associated with adding icicle lights to Pennsylvania Avenue to replicate the Main Street lights. This project is funded with real property tax revenues. Useful life is 5 years. Associated operating costs are increased electricity expenses.

**Project Name: Stormwater Mitigation - \$198,497**

**Project Number: ST11-01**

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

**Project Name: ERP Implementation – \$69,500**

**Project Number: TE22-1**

The City's Enterprise resource planning (ERP) system is no longer being supported by its host company. This means that as operating systems change/improve, no changes will be made to the ERP software. This will make the City vulnerable to malware and ransomware. This project will include the purchase and implementation of new software. This system is being split between the General Fund, the Sewer Fund, the Water Fund, and the Fiber Fund. This project expects to take three years for completion. The useful life is ten years. The operating costs include annual maintenance fees of \$60,151. This project is funded from real property taxes.

**Project Name: Cardio Equipment - \$15,000**

**Project Number: PR22-1**

This project will replace aging Cardio Equipment located at the Family Fitness Center. This is year one of a four-year replacement schedule ending in fiscal year 2025. Cardio equipment ages differently depending on the pattern of placement. Even though most of the equipment is 7-8 years old, some is used more than others and

needs replacing now. This initial request will provide enough funding to begin systematic replacement of the entire fleet. It is expected that costs associated with new equipment will offset repair costs of the older equipment. This project is being funded by real property tax revenue. Useful life is seven years. Operating impacts include maintenance costs.

**Project Name: Durbin House - \$200,000**

**Project Number: PR22-2**

This project will include improvements to the historical Durbin House located at the Wakefield Valley Park. This project includes structural repairs, moisture mitigation, roof restoration, exterior wall/window restoration and removal of modern additions. A Maryland Heritage Area Authority (MHAA) grant request will be made in the amount of \$100,000. The City's match of \$100,000 will be funded with real property tax revenue. The useful life is 20 years, and the operating expenses will include maintenance and utilities on the building.

## **WATER FUND**

**Project Name: Reservoir Valve - \$25,000**

**Project Number: W22-01**

This project is for a new discharge valve at the Cranberry Reservoir for control of water being released during normal operations and for emergency repairs in the downstream line.

**Project Name: Water Main Replacement - Route 27 - \$275,000**

**Project Number: WA21-01**

This project includes design and construction of a 16' water main to replace the existing asbestos concrete pipe on Route 27 from Hahn Road to Tuc Road. The total length of the replacement pipe is 4,471 feet. This section has broken several times in recent years and is a critical feed line. Widespread pressure loss and water outages occur throughout the City when this main breaks. Useful life is 30 years. The impact on the operating budget is a savings as a result of fewer repairs.

**Project Name: Gate Valve Bolt Replacement - \$50,000**

**Project Number: WA21-03**

This project proposes a six-year plan to replace faulty gate valve bolts. These bolts are located on main line valves and cause large leaks, causing widespread service outages. This type of leak tends to require major roadway repairs after the leak has been resolved. Useful life is 30 years. The impact to the operating budget is a savings in roadway and leak repairs.

**Project Name: Wakefield Water System Upgrade - \$60,000**

**Project Number: WA21-02**

This project includes the replacement of the power line from the Main Plant to the Well #2 Building, installation of radio equipment to facilitate control of the Well #2 pump, and installation of a variable frequency drive on the Well #2 pump. Useful life is 30 years. There is no impact to the operating budget.

**Project Name: Well 8 PFAS Treatment System - \$250,000**

**Project Number: WA22-02**

This project will entail any treatment solutions necessary to bring PFAS compounds at Well 8 to meet compliance standards set forth by the EPA.

**Project Name: Diatomaceous Earth Filter Rehabilitation - \$100,000**

**Project Number: W22-03**

This project is for rehabilitation of Diatomaceous Earth Filters located at Wells 1, 2, and 5. These filters were installed in 1997. They have reached the end of their useful lives and new filters are no longer available. This project will rehabilitate the existing filters and provide funding in future years for new technology.

**Project Name: New Water Supply Source Development - \$337,073**

**Project Number: W02-03**

This project is for new water supply source development, specifically the continued advancement of the City's water re-use initiative. The City must continually search for new water supply sources in order to increase available capacity for economic development and redevelopment.

**Project Name: Filtrate Pumps - \$35,000**

**Project Number: W22-04**

This project is for a new filtrate pump to be purchased and put into rotation while a used pump is being rebuilt. The used pump will become the spare to be used when a current pump needs to be repairs or rebuilt.

**Project Name: High Service Pump 1 - \$35,000**

**Project Number: W22-05**

This pump will replace High Service Pump 1 at the Main Plant.

**Project Name: GIS Engineering - \$90,000**

**Project Number: IT20-01**

This project is for the retention of an engineering firm to create complete GIS layers of the City's water system. Useful life is 20 years. The impact to future operating budgets includes personnel to maintain and administer the GIS systems.

**Project Name: ERP Implementation- \$69,500**

**Project Number: IT22-01**

The City's Enterprise resource planning (ERP) system is no longer being supported by its host company. This means that as operating systems change/improve, no changes will be made to the ERP software. This will make the City vulnerable to malware and ransomware. This project will include the purchase and implementation of new software. This system is being split between the General Fund, the Sewer Fund, the Water Fund, and the Fiber Fund. This project expects to take three years for completion.

**Project Name: Debt Service - \$962,335**

**Project Number: WA21-04**

The Water Fund has two debt service instruments: the Cranberry Water Treatment Plant and the Medford Quarry. Both are financed through the Maryland Water Quality Financing Administration. Both loans will be paid in full by FY 2028.

## **SEWER FUND**

**Project Name: WWTP Solids Processing, Equipment, and ENR Upgrades - \$17,601,907**

**Project Number: SE08-3**

This project provides for the Enhanced Nutrient Removal at the Wastewater Treatment Plant. Currently, the Maryland Department of the Environment requires the Plant to meet a total nitrogen (TN) limit of 8 mg/l on a yearly average and a total phosphorous (TP) limit of 2mg/l on a monthly average. Newly proposed TN and TP limits are 3.0 mg/l and .03 mg/l, respectively. An Enhanced Nutrient Removal upgrade will be needed to meet the new regulation. This project is funded through Bay Restoration Grants and Maryland Water Quality Revolving Loans. This construction project will include three major components of the Wastewater Treatment Plant: solids processing and generator, aeration tank diffusers, and utility water station.

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

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

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

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

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

**Project Name: WWTP Upgrade - Septage Facility - \$1,702,673**

**Project Number: SE15-01**

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

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

**Project Number: SE22-1**

This project includes the replacement and repairs of existing pumps at pump stations throughout the collection system. Upgrades will reduce failures at the pump stations and will help eliminate discharges to the environment.

**Project Name: Inflow and Infiltration - \$1,000,000**

**Project Number: SE08-1**

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

**Project Name: Influent Screen - \$175,000**

**Project Number: SE22-2**

This project will replace the Wastewater Plant automated influent bar screen. The screen, originally installed in 1990, was refurbished in 2009 at a cost of \$100,000. The original screen lasted 18 years and the refurbished screen lasted 12 years. The condition of the screen has deteriorated and requires immediate attention. Since it has already been refurbished once, a new screen is required.

**Project Name: GIS Engineering - \$90,000**

**Project Number: IT20-01**

This project provides for retention of an engineering firm to complete GIS layers of the City's sewer system. Operating impacts include increased personnel to maintain and administer the GIS systems.

**Project Name: ERP Implementation - \$69,500**

**Project Number: IT22-1**

The City's Enterprise resource planning (ERP) system is no longer being supported by its host company. This means that as operating systems change/improve, no changes will be made to the ERP software. This will make the City vulnerable to malware and ransomware. This project will include the purchase and implementation of new software. This system is being split between the General Fund, the Sewer Fund, the Water Fund, and the Fiber Fund. This project expects to take three years for completion.

**Project Name: Debt Service - \$230,776**

**Project Number: SE21-04**

The Sewer Fund has two debt service instruments: the 2019 Series A and B for the Westminster WWTP ENR and Biosolids Project. The project is currently under construction and only interest is due. Both are financed through the Maryland Water Quality Financing Administration.

## **FIBER FUND**

**Project Name: ERP Implementation - \$69,500**

**Project Number: IT22-1**

The City's Enterprise resource planning (ERP) system is no longer being supported by its host company. This means that as operating systems change/improve, no changes will be made to the ERP software. This will make the City vulnerable to malware and ransomware. This project will include the purchase and implementation of new software. This system is being split between the General Fund, the Sewer Fund, the Water Fund, and the Fiber Fund. This project expects to take three years for completion.

**Project Name: Debt Service - \$925,272**

**Project Number: INF13-2**

The Fiber Fund has two debt service instruments: the 2019 Series A financed through the Maryland Community Development Association and a Note Payable financed through the Governor's Office of Rural Broadband. This project impacts the General Fund, as lease revenues are not sufficient to pay debt service.

## DEBT RELATED TO CAPITAL PROJECTS

Debt Instrument	Funding Authority	Project Name	Balance Due	Interest Due	Matures
			June 30 2021		
			Principal Only	to Maturity	
<b>General</b>					
2005 Infrastructure Bond A	MD Community Dev. Admin	Green St Paving	804,500	92,108	5/1/2025
2012 Infrastructure Bond B	MD Community Dev. Admin	Parking Garages	165,500	4,767	5/1/2022
2017 Infrastructure Bond	MD Community Dev. Admin	Road Paving	4,212,000	1,242,232	4/1/2037
<i>Total General Fund</i>			<i>5,182,000</i>	<i>1,339,107</i>	
<b>Water</b>					
Drinking Water Bond 2007	MD Water Quality Financing Admin	Cranberry WTP Upgrade	3,118,175	447,798	2/1/2027
Drinking Water Bond 2008	MD Water Quality Financing Admin	Medford Quarry Emergency Connection	1,861,318	280,633	2/1/2028
<b>Sewer</b>					
Water Quality Bond 2019A	MD Water Quality Financing Admin	Enhanced Nutrient Removal/Biosolids	27,606,475	4,287,676	6/30/2052
Water Quality Bond 2019B	MD Water Quality Financing Admin	Enhanced Nutrient Removal/Biosolids	1,500,000	-	3/28/2029
<b>Fiber</b>					
2019 Taxable Infrastructure Bond A	MD Community Dev. Admin	City-wide Broadband Network	15,555,000	10,194,234	6/30/2046
Fiber Note	MD Dept of Housing & Comm Dev.	City-wide Broadband Network	1,300,000	-	6/30/2049
<i>Total Enterprise Funds</i>			<i>50,940,968</i>	<i>15,210,340</i>	

# Appendix F – Budget Ordinance

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Sponsored By: Joe Dominick, Mayor  
Gregory Pecoraro, Council President

**AMENDED ORDINANCE NO. 935  
OF THE MAYOR AND COMMON COUNCIL OF WESTMINSTER, MARYLAND  
APPROVING AND ADOPTING A BUDGET FOR THE  
FISCAL YEAR BEGINNING JULY 1, 2021 AND  
ENDING JUNE 30, 2022**

WHEREAS, in accordance with the requirements of Md. Code Ann., Title 5 of the Local Government Article, and Section 41 of the Charter of the City of Westminster and Chapter 20 of the Code of the City of Westminster, the Mayor and Common Council are required to adopt an budget ordinance to appropriate funds for the several programs and purposes for which the City of Westminster must provide in the fiscal year beginning July 1, 2021 and ending June 30, 2022 (“Fiscal Year 2022”) and to set the property tax rates for Fiscal Year 2022; and,

WHEREAS, the Mayor, as required by the City Charter, on or before June 15, 2021, prepared and presented to the Common Council a proposed budget outlining the anticipated expenditures and transfers for Fiscal Year 2022, and including the estimated revenues and other financing sources required and establishes the proposed tax rate for all real property taxes, personal property taxes, and public utility taxes; and,

WHEREAS, the Common Council held a public hearing with respect to the Constant Yield Tax Rate and the proposed budget on April 26, 2021, after appropriate 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 that:

Section 1: From and out of the monies and balances known to be in the General Fund, Capital Projects Fund, Water Fund, Sewer Fund, Fiber Fund, and Public Housing Fund of the City of Westminster, Maryland, and from all monies anticipated to come into all funds during the twelve (12) month period ending June 30, 2022, there shall be, and hereby are, appropriated the

following sums for use by the departments and offices of the City, and for the objects and purposes for which the City must provide during Fiscal Year 2022.

GENERAL FUND REVENUES

Taxes	\$11,590,426
Licenses and Permits	556,060
Intergovernmental	4,198,702
Charges for Services	1,007,122
Fines & Forfeitures	46,000
Miscellaneous Income	111,776
Interest Income	38,000
Transfers	(546,973)
Other Financing Revenue/Reserves	745,846

GENERAL FUND APPROPRIATIONS BY ACTIVITY

Executive & Legislative	\$ 807,422
Finance	206,819
Human Resources	143,599
Planning, Zoning & Development	441,442
Housing Services	105,765
Public Safety Department	7,730,780
Facilities	217,484
Public Works	3,676,182
Technology	373,126
Public Housing	2,668,304
Recreation & Parks	1,376,036
Total General Fund Revenues	<u>\$ 17,746,959</u>
Total General Fund Appropriations	<u>\$ 17,746,959</u>
Difference	<u>0</u>

CAPITAL PROJECTS FUND REVENUES

Taxes	\$ 2,375,434
Intergovernmental	955,580
Charges for Services	429,643
Transfers	430,000
Other Financing Sources	1,339,578

CAPITAL PROJECTS FUND APPROPRIATIONS BY ACTIVITY

Planning, Zoning & Development	\$ 190,000
--------------------------------	------------

Public Safety Department	352,087
Facilities	1,815,800
Public Works	2,548,205
Technology	69,500
Recreation & Parks	215,000
Total Capital Fund Revenues	<u>\$ 5,530,235</u>
Total Capital Fund Restricted Revenues	<u>\$ (339,643)</u>
Total Capital Fund Appropriations	<u>\$ 5,190,592</u>
Difference	<u>\$ 0</u>

#### WATER FUND REVENUES

Charges for Services	\$5,738,751
Rental Revenue	271,437
Miscellaneous Revenue	1,000
Interest Revenue	110,000
Benefit Assessment Fees/Capital Contributions	540,794
Other Financing-Reserves	467,407

#### WATER FUND APPROPRIATIONS BY ACTIVITY

Executive & Legislative	\$ 335,323
Finance	297,478
Human Resources	172,024
Planning, Zoning & Development	121,343
Facilities	43,650
Public Works	248,634
Technology	595,138
Utilities	881,627
Water	4,006,424
Total Water Fund Revenues	<u>\$ 7,129,389</u>
Total Water Fund Restricted Revenues	<u>\$ (427,748)</u>
Total Water Fund Appropriations	<u>\$ 6,701,641</u>
Difference	<u>\$ 0</u>

SEWER FUND REVENUES

Charges for Services	\$ 6,953,150
Other Revenue	10,000
Interest Revenue	200,000
Benefit Assessment Fee/Capital Contributions	19,908,483

SEWER FUND APPROPRIATIONS BY ACTIVITY

Executive & Legislative	\$ 331,594
Finance	297,478
Human Resources	171,377
Planning, Zoning & Development	121,344
Facilities	43,650
Public Works	248,691
Technology	595,136
Utilities	912,629
Wastewater	23,452,687

Total Sewer Fund Revenues	<u>\$ 27,071,633</u>
Total Sewer Fund Revenues	<u>\$ (543,903)</u>
Total Sewer Fund Appropriations	<u>\$ 26,174,586</u>
Difference	<u>\$ 353,144</u>

FIBER INFRASTRUCTURE FUND REVENUES

Charges for Services	\$ 825,300
Other Revenue	1,000
Interest	2,000
Transfers	116,973
Other Financing	516,855

FIBER INFRASTRUCTURE FUND EXPENDITURES

Executive & Legislative	\$ 450
Finance	5,150
Public Works	72,162
Technology	133,932
Utility Maintenance	103,625
Fiber	1,146,809
Total Fiber Fund Revenues	<u>\$ 1,462,128</u>
Total Fiber Fund Expenditures	<u>\$ 1,462,128</u>
Difference	<u>\$ 0</u>

Section 2: The Tax Levy for all real property within the City's corporate limits for the tax year beginning July 1, 2021 and ending June 30, 2022 shall be Fifty-Six Cents (\$0.56) on every One Hundred Dollars (\$100.00) of assessed value. The Tax Levy for all personal property within the City's corporate limits shall be One Dollar and Ten Cents (\$1.10) on every One Hundred Dollars (\$100.00) of assessed value. The Tax Levy on all public utility operating property within the City's corporate limits shall be One Dollar and Forty Cents (\$1.40) for every One Hundred Dollars (\$100.00) of assessed value. The aforementioned Tax Levy rates are inclusive of the special tax 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. The taxes levied for the aforesaid respective purposes for the tax year beginning July 1, 2021 and ending June 30, 2022 shall be due and payable July 1, 2021 and shall be subject to interest beginning October 1, 2021 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 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.

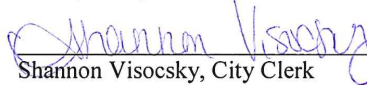
Section 4: That should any section of this Ordinance be determined to be invalid, such invalidity shall not affect any other sections.

Section 5: 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.

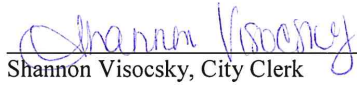
Section 6: The City Administrator is hereby directed to transfer to the Capital Projects Fund any proceeds received from property tax revenues attributable to the levy of taxes at a rate by which the current property tax rate exceeds the property tax rate established in the FY 2011 budget, provided that any expenditure of the funds so appropriated shall be subject to the approval of the Common Council.

Section 7: 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.

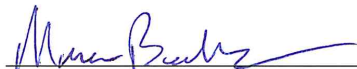
INTRODUCED this 12th day of April, 2021

  
Shannon Visocky, City Clerk

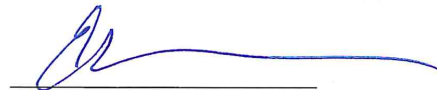
ADOPTED this 14th day of June, 2021

  
Shannon Visocky, City Clerk

APPROVED this 14th day of June, 2021

  
Dr. Mona Becker, Mayor

APPROVED AS TO FORM AND SUFFICIENCY this 14th day of June, 2021

  
Elissa D. Levan, City Attorney

# Appendix G – Statistical Data

## Community Profile

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

## Demographic Profile

**Area**  
 2018 6.61 sq mi

### Population:

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

### Median Age

2010 33.3 Years

### Age Composition:

	Total	%
Under 5	1,280	6.9
5-9	1,149	6.2
10-17	1,831	9.8
18-19	879	4.7
20-29	3,366	18.1
30-39	2,284	12.3
40-59	4,556	24.5
60-70	1,111	7.0
70-79	856	4.6
80+	1,078	5.8

### Households and Housing Units

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

### Household Income

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

## Economic Profile

### 2010 Employee Statistics

By NAICS Code		Westminster, MD
Employees, Total by Place of Work		10,986
Forestry, Fishing, Hunting, and Agriculture	6	0.05%
Mining	21	0.19%
Utilities	21	0.19%
Construction	444	4.04%
Manufacturing	1,131	10.29%
Wholesale Trade	311	2.83%
Retail Trade	1,748	15.91%
Transportation	615	5.60%
Information	278	2.35%
Finance & Insurance	229	2.08%

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

## Utility Statistics

### Water

Water Mains in Miles	161
Water Systems	2
Water Treatment Plants	2
Fire Hydrants	438
Storage Tanks	4
Water Tank Capacity MG	2.5
Finished Water Reservoir MG	1
Stand Pipe Capacity MG	3.5
Average Daily Water Production MG	2.68
Number of Accounts	10,011

### Sewer

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

## Parks and Recreation Statistics

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

## Police Protection Statistics (2015)

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

# CITY OF WESTMINSTER, MARYLAND

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

Fiscal Year	Direct Rate	Overlapping Rates	
	Assessed Value	State of Maryland	Carroll County
2008	0.440	0.112	1.048
2009	0.440	0.112	1.048
2010	0.440	0.112	1.048
2011	0.580	0.112	1.048
2012	0.580	0.112	1.028
2013	0.570	0.112	1.018
2014	0.560	0.112	1.018
2015	0.560	0.112	1.018
2016	0.560	0.112	1.018
2017	0.560	0.112	1.018
2018	0.560	0.112	1.018
2019	0.560	0.112	1.018
2020	0.560	0.112	1.018
2021	0.560	0.112	1.018
2022	0.560		



## Principal Taxpayers

### 2018

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

# Appendix H – 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 Common Council that permits City departments to make expenditures of governmental resources for specific purposes within a specific time frame.

**Assessable Base** – The total value of all real and personal property in the City which is used as a basis for levying taxes. Tax-exempt property is excluded from the assessable base.

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

**Balanced Budget** – A budget in which revenues equal expenditures.

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

**Bond Anticipation Notes** – Short-term interest-bearing notes issued by a government in anticipation of bonds to be issued at a later date. The notes are retired from proceeds of the bond issue to which they are related.

**Bonds Issued** – Bonds sold.

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

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

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

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

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

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

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

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

**CDBG** – See Community Development Block Grant

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

**CIP** – See Capital Improvements Program.

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

**COBRA** – See Consolidated Omnibus Budget Reconciliation Act.

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

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

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

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

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

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

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

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

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

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

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

**Disbursement** – The expenditure of monies from an account.

**Distinguished Budget Presentation Award Program** – A voluntary program administered by the Government Finance Officers Association (GFOA) to encourage governments to publish efficiently organized and easily readable budget documents and to provide peer recognition and technical assistance to the fiscal officers preparing them.

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

**ENR** – Enhanced Nutrient Removal

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

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

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

**Fees and Credits** – Income from any billing for services or sale made by the City, such as program registration fees.

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

**Fixed Assets** – Assets of a long-term character which are intended to continue to be held and used. Examples of fixed assets include items such as land, buildings, machinery, furniture, and other equipment.

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

**Front-Foot Benefit** – See Capital Facilities Assessment.

**FTE** – See Full-Time Equivalent.

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

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

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

**Fund Balance** – The cumulative difference between revenues and expenditures over the life of a fund. A negative fund balance is usually referred to as a deficit.

**FY** – See Fiscal Year.

**GAAP** – See Generally Accepted Accounting Principles.

**General Obligation Bonds** – Bonds that are backed by the full faith and credit of the issuing government.

**General Fund** – The general operating fund that is used to account for all financial resources except for these required to be accounted for in another fund.

**Generally Accepted Accounting Principles (GAAP)** – Uniform minimum standards for financial accounting and recording encompassing the conventions, rules, and procedures that define accepted accounting principles as determined through common practice or as promulgated by the Governmental Accounting Standards Board, Financial Accounting Standards Board, or various other accounting standard-setting bodies.

**GFOA** – An abbreviation for Government Finance Officers Association.

**Goal** – A statement of broad direction, purpose, or intent based on the needs of the community. A goal is general and timeless.

**Grant** – A county, state, or federal financial assistance award making payment in cash or in kind for a specified program.

**HVAC** – An abbreviation for heating, ventilation, and air conditioning equipment.

**Infrastructure** – The physical assets of a local government (streets, water, sewer, public building, parks), upon which the continuance and growth of a community depend.

**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.

**Matured Bonds Payable** – A liability account reflecting unpaid bonds which have reached or passed their maturity date.

**Modified Accrual Basis of Accounting** – The method under which revenues are recognized in the period they become available and measurable, and expenditures are recognized in the period the associated liability is incurred.

**Non-Departmental Operation Expenditures** – Operating expenditures that are not charged directly to specific departments, but are a cost to the City as a whole, such as debt service payments and general liability insurance.

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

**Obligations** – Amounts that a government may be legally required to meet out of its resources. They include not only actual liabilities, but also unliquidated encumbrances.

**Operating Budget** – See Budget.

**Operating Expenditures** – Costs other than expenditures for personnel directly employed by the City (salaries, wages, and fringe benefits) and capital outlays. Examples of operating expenditures include office supplies, telephone expenses, consulting or professional services, and travel expenses.

**Ordinance** – A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status. Ordinarily, the statutes or charter will specify or imply those legislative actions that must be enacted by ordinance and those that may be enacted by resolution.

**Other Charges** – In a summary analysis of expense types, this refers to all expenses not included within specifically defined categories. For example, within the City's general fund, this category consists primarily of funding to Outside Agencies and transfers to/from other funds.

**Per Capita** – Per unit of population; by or for each person.

**Performance Measurements** – Specific quantitative and qualitative measures of work performed as an objective of a department.

**Permanent Employee** – An employee hired to fill a position anticipated to have a continuous service duration of longer than one year, whose compensation is derived from the City’s Administrative classification tables, and whose position is established by the Position Control System.

**Personnel (Costs)** – Expenditures that include salary costs for full-time, part-time, hourly, and contract employees, overtime expenses, and all associated fringe benefits.

**Previously Authorized Projects** – Projects listed in the CIP section that were funded in prior years, but which have not been completed and formally closed.

**Prior Year(s)** – The fiscal year(s) immediately preceding the current year.

**Projections** – Estimates of budget authority, outlays, receipts, or other budget amounts extending several years into the future. Projections are generally intended to dictate the budgetary implications of existing or proposed programs.

**Property Tax** – A tax levied on all real and certain personal property, tangible and intangible, according to the property’s assessed valuation. The power to impose and collect property taxes is given to the Mayor and Common Council.

**Purchase Order** – A document that authorizes the delivery of specified merchandise or the rendering of certain services and the making of charge for them.

**Receipts** – Collections from the public, based on a government’s exercise of its sovereign powers. Governmental receipts consist of receipts from taxes, court fines, gifts and contributions, and compulsory licenses.

**Regular Employee** – An employee hired to fill a position anticipated to have a continuous service duration of longer than one year, whose compensation is derived from the City’s Administrative classification tables, and whose position is established by the Position Control System.

**Reimbursement** – A sum (1) that is received by the government as a repayment for commodities sold or services furnished either to the public or to another government account, and (2) that is authorized by law to be credited directly to specific appropriation and fund accounts.

**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.

**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.

**Revision** – Shifting of all or part of the budget authority in one appropriation or fund account to another, as specifically authorized by law.

**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.

**Stormwater Management (SWM)** – A means of controlling the quantity and quality of stormwater runoff flowing downstream. SWM can refer to structural practices such as underground storage facilities, dams for retention and detention facilities, or it can refer to nonstructural practices such as lower density of development and wider stream buffers.

**Surplus** – The amount by which the City’s budget receipts exceed its budget outlays for a given period, usually a fiscal year.

**Tax Base** – All forms of wealth under the City’s jurisdiction that are taxable.

**Tax Rate** – The amount levied per \$100 of assessed property value, as determined by the State Assessor, on property within the City. The Mayor and Common Council establish the tax rate each year in order to finance General Fund Activities.

**Temporary Employee** – An employee hired to fill a position anticipated to have a continuous service duration of less than one year, whose position is not established in the Position Control System.

**Transfer** – See Revision.

**User Fees** – Payments for direct receipt of a public service by the party benefitting from the service. Also known as user charges.

**Zoning** – The partitioning of a city, borough, or township by ordinance into sections reserved for different purposes (i.e., residential, offices, manufacturing, etc.).