

# City of Westminster, Maryland

## Fiscal Year 2023 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, 2022

City of Westminster Residents:

I am pleased to present the adopted Fiscal Year (FY) 2023 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 tenth 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.

New to the budget organization this year is a Capital Projects Fund. By outlining goals and initiatives in the Capital Projects Fund, the FY 2023 budget is also able to serve as a roadmap to capital improvement plans and funding over the next five years. This has enabled the City to visualize the future in longer term planning for large investments in projects that will greatly enhance how the City functions.

A major highlight of the FY 2023 budget is the distribution of the City's funds from the American Rescue Plan Act (ARPA). The City directly received \$18,000,000 in ARPA funding; these funds have been utilized across City departments in areas of compensation and infrastructure development. The City also received \$1,313,000 in the Governor's Capital Budget to assist with Wakefield Valley Park Improvements (\$1,000,000), the Westminster Historic Clock Tower Restoration (\$200,000), and the City's Municipal Pool Inclusive Spray Ground/Splash Pad (\$113,000).

As we enter a year in which we have observed growth in inflation, we have been able to fairly compensate the City staff through a combination of salary increased and bonuses equaling 7%. We have a phenomenal and hardworking City staff who are at the heart of our mission to provide exceptional services to the Westminster community. I was gratified that my Council colleagues and I were able to make this investment in City's workforce.

Several projects included in the budget are critical to Westminster's economic growth. After successful completion of a pilot project, in FY 2023 the City will be undertaking the engineering and design of a PUREWater Westminster facility, a major project in water reuse; projected construction will begin in FY 2024. The FY 2023 budget also includes funding for continued inflow and infiltration work and improvements to the drinking water treatment plant, as well as routine vehicle and equipment replacement across City departments. The Westminster Police Department will receive funding for vehicle replacement, radio and interview room enhancements, and a new generator for the Departmental building.

The FY 2023 budget also includes a significant commitment to downtown, Westminster. Funding is included for projects in pedestrian safety, improved crosswalks and intersections, and downtown beautification projects throughout the year.

The preparation of the budget is a significant undertaking by the City's Administrative 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 Sara Imhulse and our Interim Finance Director Krista Gardner (SEK) whose assistance and guidance throughout the budget development and review process was invaluable.

Sincerely,

Dr. Mona Becker  
Mayor, City of Westminster

# About Westminster

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

### **Mayor**

Dr. Mona Becker

### **Common Council**

Mr. Gregory Pecoraro, Council President

Mr. Tony Chiavacci, Councilmember

Mr. Kevin Dayhoff, Councilmember

Ms. Ann Gilbert, Councilmember

Mr. Daniel Hoff, Councilmember

### **Management Team**

#### Title

City Administrator

Chief of Police

Director of Finance

Director of Housing Services

Director of Community Planning and Development

Director of Public Works

Director of Recreation and Parks

Director of Human Resources

#### Name

Sara Imhulse

Thomas Ledwell

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 01, 2021**

*Christopher P. Morrill*

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.

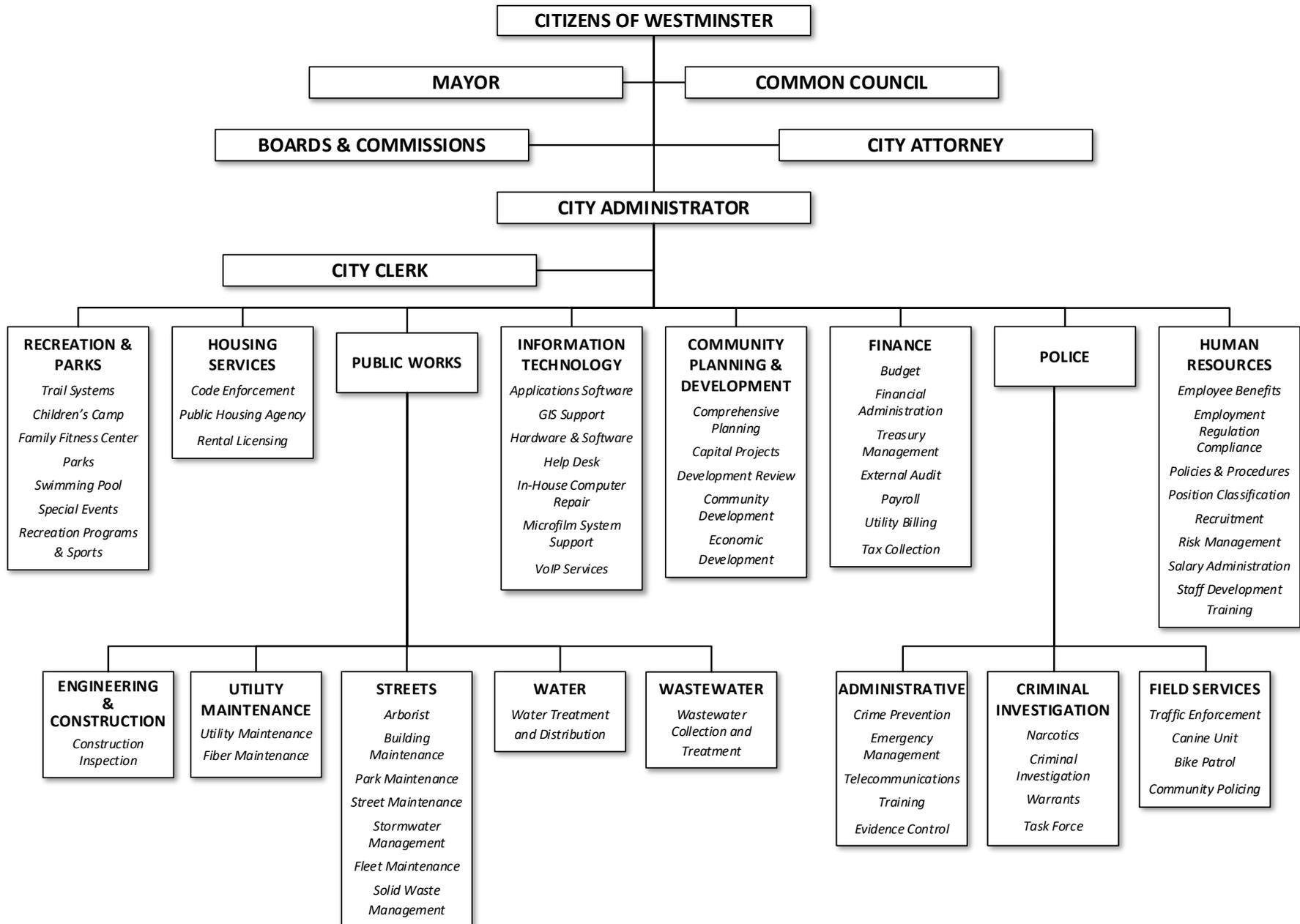
The City of Westminster operates under a Mayor-Council form of government. The Mayor is elected at-large to a four-year term. The Common Council is composed of five members who also are elected at-large to serve four-year terms. The qualified voters of Westminster vote for the Mayor and two members of 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 FY23 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:

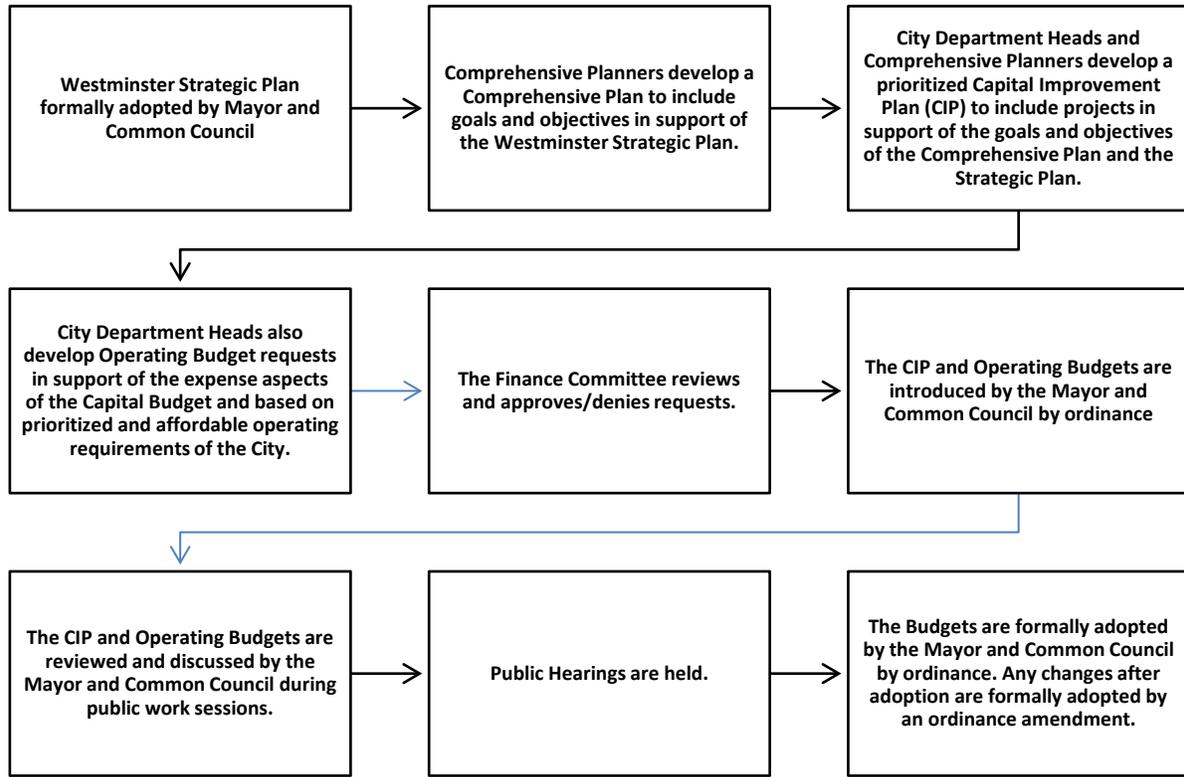
- **Strong Partnerships and an Engaged Community**
  - **Enhance downtown partners** - provided in the General Fund Community Planning and Development operating budget in the form of a Farmers' Market contract, new holiday decorations, wayfinding signage, and crosswalk improvements.
  - **Build upon existing initiatives** - provided in the General Fund operating budget
  - **Develop a communication plan** - provided in the General Fund operating budget
  - **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** – Reviewed annually
  - **Complete water and sewer rate studies** - funded in FY23
  - **Continue expansion of PUREWater Westminster, the City's water re-use project** - provided for in the CIP

- **Economic Activity and Growth**
  - **Streamline City’s Zoning Code, remove barriers for development** - provided in the General Fund operating budget
  - **Conduct a market analysis and develop a marketing strategy** - provided in the General Fund operating budget
  - **Collaborate with the business community** - provided in the General Fund operating budget
  - **Promote private/public partnerships** - provided in the General Fund operating budget
  - **Move forward to redevelop the Stocksdale property** – This project is on hold due to a water allocation shortage.
  - **Pursue targeted annexations** - provided in the General Fund operating budget in the form of salaries and operating expense.
  - **Utilize Westminster fiber network for economic development opportunities** – provided in the Fiber Fund
  
- **Responsible Stewardship of City Resources**
  - **Implement a comprehensive performance evaluation system** – provided in the General Fund operating budget
  - **Invest in professional development of workforce** - provided in all funds’ operating budgets
  - **Refine City’s financial management policies** - provided in each fund’s operating budget
  - **Continue to refine the City’s multi-year Capital Improvement Program** – the FY23 budget includes a robust Capital Improvement Program (CIP) that will operate entirely within the Capital Fund, ensuring efficiency and transparency.
  - **Access the feasibility of relocating the City’s Street Maintenance Facility** – engineering for this project is funded in the FY23 CIP
  - **Pursue implementation of Wakefield Valley Park master plan** – this project is included in the CIP
  
- **A Safe and Livable Community**
  - **Link bicycle and walking trails** – this project is included in the FY23 CIP as part of the Wakefield Valley Park project
  - **Continue to enhance recruiting and retention efforts for public safety positions** - funded in the General Fund operating budget.
  - **Review Rental Housing Licensing Program** - funded in the General Fund operating budget.
  - **Enhance property maintenance enforcement** - funded in the General Fund operating budget.

Each Department Head develops departmental budgets that are corroborated 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 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**

**FY23 Budget Schedule**

Jan – April, 2022	Receive Department requests and meet for discussions
April 28, 2022	Review preliminary budget with Finance Committee
May 2, 2022	Review preliminary budget with Finance Committee
May 9, 2022	City Administrator presentation at Mayor and Common Council meeting
May 9, 2022	Introduction of Budget Ordinance
May 9, 2022	Public Hearing on Budget Ordinance
May 12, 2022	Budget Work Session #1, Mayor and Common Council meeting
May 16, 2022	Budget Work Session #2, Mayor and Common Council Meeting
May 23, 2022	Public Hearing on Constant Yield Tax Rate
May 23, 2022	Budget Adoption

**ADOPTION**

The budget ordinance was formally adopted on May 23, 2022.

## ***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, human resources, and finance.
- **Capital Fund** – The Capital Fund includes all capital projects in the City. Examples of funding sources for capital projects include reserves from general fund, water fund, and sewer fund; State, Federal, and local grants; and benefit assessment restricted funds
- **Public Housing Fund** – The Public Housing Fund is the fund pertaining to all aspects of Public Housing and is funded by HUD grants.
- **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 user revenues.

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

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

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

Information on the City's FY23 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.

# FY23 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 tenth 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.
- In May 2018, the Common Council approved a new, multi-year rate structure for water and sewer services. In FY23 water rates will go up 3.5% while sewer rates will increase by 5%. Funds are included in the FY23 budget to conduct a new multi-year rate structure for water and sewer services, which will go into effect in FY24.
- Fiber Fund revenues will be insufficient to cover debt service costs, requiring a transfer from the General Fund.
- The consumer price index indicated that the cost of goods and services has increased by 7% from December 2020 and December 2021 and 8% from March 2021 to March 2022. The FY23 budget reflects increases in costs for goods, such as parts, equipment, and fuel, as well as contractual and engineering services.
- Carroll County has increased its recycling tipping fees by 85%, from \$30 per ton to \$55 per ton. The FY23 General Fund operating budget reflects that increase.

The FY23 proposed operating budget, across all funds, totals \$32.57 million. The FY23 proposed capital budget, across all funds, totals \$47.58 million.

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

The proposed FY23 budget will advance the objectives of the City's Strategic Plan, adopted initially by the Mayor and Common Council in February 2018, and updated November 2019, December 2020, and September 2021. 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 are some of the initiatives that will be undertaken in FY23, 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 Capital Fund includes funding for the PUREWater Westminster project

- Economic Activity and Growth: The Capital Fun includes funding for a downtown parking study.
- Economic Activity and Growth: An allocation is provided in the General Fund budget to identify ways to modernize and streamline 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 in wages to attract and retain a quality workforce. The General Fund operating budget provides for this.
- 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 CIP includes funding to upgrade certain lighting to LED standards, thereby reducing the City’s energy usage and costs.
- Responsible Stewardship of City Resources: The Capital Fund includes projects to ensure the appropriate maintenance of the City’s existing infrastructure (roads, buildings, technology, and fleet).
- Responsible Stewardship of City Resources: The Capital Fund includes funding to begin implementing the Wakefield Valley Park master plan.
- Responsible Stewardship of City Resources: City staff strive to find alternative resources to minimize the financial burden on taxpayers. The Capital Fund includes funding from State, Federal, and local grants.
- Responsible Stewardship of City Resources: The Capital Fund includes funding to for exterior work on the Durbin House, a historic landmark in the community.

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 FY23 budget is being presented at a time when the nation and the State of Maryland are recovering from the COVID-19 pandemic. Additionally, CPI has increased 7% from December 2020 to December 2021 and 8% from March 2021 to March 2022.

In FY22 the City hosted its festivals, such as Fall Fest, Miracle on Main, and Wine Stroll, at pre-pandemic attendance rates. Fall Fest and Wine Stroll each brought in approximately 10,000 people. The FY23 General Fund operating budget includes full funding for these important community events.

### **FY23 Budget Overview**

The proposed FY23 budget accounts for the City’s financial activities through six primary funds, or fiscal entities – the General Fund, Public Housing Agency Fund, Water Fund, Sewer Fund, Fiber Fund, and the Capital Projects 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 51% of the City's proposed operational spending in FY23 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 FY23, the Fiber Fund will be supported by the General Fund.

The Capital Projects Fund accounts for the City's capital expenditures. FY23 CIP projects include implementation of the City's water reuse project PUREWater Westminster, replacement of a water main at Route 27, HVAC upgrades to the Armory community center, replacement of a water main at Main Street, renovation of the City's municipal pool, continuation of the City's inflow and infiltration project, street improvements, acquisition of vehicles/equipment, replacement of the roofs at 45 W Main and Carroll Arts Center, replacement of boilers at 45 W Main, purchase of a new generator for the Police Department headquarters, sidewalk retrofit work to ADA standards, sidewalk repair at Green Street Bridge, traffic study on Green Street, downtown parking study, enhanced holiday decorations for Main Street, equipment replacement at the water plant, enhancements and upgrades at the wastewater plant, and implementation of the Wakefield Valley Park master plan.

### **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 by the Carroll County Commissioners at seven percent. Any decrease is fully factored into the first full levy year after the assessment.

FY23 marks the second year of the three-year assessment phase-in period. According to the Maryland State Department of Assessments and Taxation (SDAT), the City's assessable real property base (net) for FY23 is estimated to increase by approximately \$58.1 million, or 2.95%, 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 FY23 is predicated on the continuation of the \$0.56 real property tax rate, all of which are allocated for the City's general operations. At the \$0.56 rate, real property tax revenues are expected to remain comparable to the prior year, with the exception of any increases related to new construction, which increases the total assessed value. The FY23 Constant Yield Tax Rate is \$0.5440 per \$100 of assessed valuation.

### **Staffing and Personnel Costs**

The FY23 budget includes the following staffing changes: three new employees in the Streets Department and one part-time employee in the Housing Department.

Employee health insurance costs will increase by 2% in FY23. The Maryland State Retirement and Pension System contribution rate for the City's non-sworn staff will increase from 10.57% to 10.93%. The contribution rate for the Law Enforcement Officers' Pension System (LEOPS) will increase from 34.21% to 36.2%.

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 General Fund operating budget for part-time and seasonal employees.

## General Fund Revenues

The General Fund supports many of the City's core services and administrative functions. Fund revenues for FY23 are projected to total \$17.2 million – an increase of 15% compared to the prior year budget, most of which, is due to all property taxes being recorded in the General Fund. In prior years, a portion was automatically deposited in the City's Capital Projects Fund; however, with the City's newly developed Capital Project Plan, the General Fund will transfer annually, what is required to fund the upcoming year's capital projects.

The single largest General Fund revenue source is real property tax revenue, representing 64% of fund revenues in FY23. As mentioned earlier, the real property tax rate is proposed to remain the same. This revenue source is expected to generate approximately \$11.038 million in the General Fund.

Income tax receipts account for about 13% of General Fund operating revenues in FY23. This revenue source, budgeted at \$2.2 million, is the City's share of income taxes received by the State of Maryland for returns filed from Westminster. FY23 income tax receipts have been budgeted based on what we anticipate receiving in FY22.

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 receive approximately \$1.09 million from this source.

## General Fund Expenditures

Personnel costs are the major cost driver for the General Fund, accounting for 69% 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 FY23 include the following:

- The Legislative and Administrative Services budget includes an allocation for a strategic planning and team building retreat
- The City will continue its search for a new finance director. In the meantime, FY23 continues to fund a contractual agreement for interim finance director services, which is split between the Legislative and Administrative Services budget and the Finance Department budget.
- The Police Department will continue the process of implementing a body-worn camera program.
- The City is providing financial support to the Westminster Volunteer Fire Department in the amount of \$250,000. FY23 will offer an increase in grant amounts to Westminster Municipal Band (from \$5,000 to \$7,000) and to the Heart of the Civil War Heritage Area (from \$6,500 to \$7,500).



**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.

In FY18, the City completed a rate study. The Mayor and Common Council adopted new water rates for FY 2019 through FY23 in conjunction with the adoption of the FY 2019 budget. In FY23 water rates will increase by 3.5%. Funds are included in the FY23 budget to conduct a new rate study.

Water Fund revenues are projected to total about \$6.1 million in FY23. FY23 Water Fund expenditures total approximately \$5.6 million.

**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 FY23. In FY23 sewer rates will increase by 5%. Funds are included in the FY23 budget to conduct a new rate study

Sewer Fund revenues are projected to total about \$7.5 million in FY23. Sewer fund expenditures will total approximately \$5.8 million.

**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 \$890,000 in FY23. Fiber Fund expenditures will total approximately \$1.5 million, funded in part by a transfer from General Fund.

The City will continue to provide an annual grant to the Mid-Atlantic Gigabit Innovation Collaboratory (MAGIC), increasing this contribution from \$80,000 in FY22 to \$100,000 in FY23.

**Capital Projects Fund**

The Capital Projects Fund accounts for financial activity for capital projects in General Fund, Sewer Fund, and Water Fund. The Capital Improvement Plan (CIP) outlines project expenses and funding sources over a period of five year.

Examples of funding sources include: bond proceeds of \$1.186 for the Westminster Municipal Pool project; Highway User Revenue (HUR) of \$832,292 for annual road paving; Maryland Department of Housing and Urban Development grant for \$100,000 to fund downtown improvements; and State of Maryland Capital Budget contributions of \$200,000 for the clock tower renovation project and \$1,000,000 for Wakefield Valley Park.

FY23 excess operating revenues over expenses will be transferred to the Capital Projects Fund to fund planned and future projects.

The FY23 budget allocates the following restricted funds collected from benefit assessments: \$1,568,239 in general fund capital projects, \$2,966,666 in sewer fund capital projects, and \$740,000 in water fund capital projects.

A few projects were funded in FY22 but not completed. FY23 allocates the following amounts in FY22 carryforward to complete those projects: \$162,367.98 in general fund capital; \$175,000 in sewer fund capital; and \$500,000 in water fund capital.

City staff have applied for federal grants totaling \$20 million to fund various projects in the Capital Fund. A grant application for \$2,500,000 was submitted to Carroll County Commissioners as well.

Capital Projects Fund expenditures are budgeted at approximately \$47.5 million. City staff have attempted to find grant sources whenever possible.

Highlighted below are some of the more significant FY23 projects:

- PUREWater Westminster – Drinking water distribution project to address an inadequate supply of available drinking water
- Water Main Replacement at Route 27 – Replaces aged water main infrastructure on Route 27
- Westminster Municipal Pool upgrades – opening is anticipated for June 2023
- Wakefield Valley Park improvements
- Infiltration and Inflow project

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

#### **American Rescue Plan Act of 2021 Funding (ARPA)**

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.

The City of Westminster is slated to receive \$18 million. To date, \$9 million has been received.

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. Reporting guidelines were issued 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 City has elected to utilize the \$10 million revenue loss option. The remaining \$8 million will be allocated to water and sewer projects, and the exact allocation will be identified after the City receives the results of its request for federal grant funding.

## ASSETS, LIABILITIES AND FUND BALANCES

Balance Sheet - Total Governmental Funds (3-Year Historical Trend)			
	FY21	FY20	FY19
<b>Assets</b>			
Cash and cash equivalents (unrestricted)	\$ 13,319,689	\$ 13,730,623	\$ 14,716,888
Cash and cash equivalents (restricted)	2,664,127	2,719,524	3,331,649
Receivables	1,854,946	598,818	736,858
Inventory	57,815	63,998	117,984
Prepaid expenses	204,579	211,487	225,524
Due from others/other funds	740,732	540,473	192,743
<b>Total Assets</b>	<b>\$ 18,841,888</b>	<b>\$ 17,864,923</b>	<b>\$ 19,321,646</b>
<b>Liabilities</b>			
Accounts payable and accrued expenses	\$ 846,758	\$ 440,702	\$ 432,285
Payables from restricted assets	1,056,160	1,049,763	2,456,721
Unearned revenue	213,774	195,025	322,464
Due to other funds	6,797	7,054	14,984
<b>Total Liabilities</b>	<b>2,123,489</b>	<b>1,692,544</b>	<b>3,226,454</b>
<b>Deferred Inflows of Resources</b>	<b>1,506,848</b>	<b>114,201</b>	<b>56,455</b>
<b>Fund Balances</b>			
Nonspendable	274,444	289,185	358,858
Restricted	2,009,730	2,011,321	1,187,403
Committed	16,371	18,497	12,169
Assigned	2,439,121	4,648,764	7,431,384
Unassigned	10,471,885	9,090,411	7,048,923
<b>Total Fund Balances</b>	<b>15,211,551</b>	<b>16,058,178</b>	<b>16,038,737</b>
<b>Total Liabilities, Deferred Inflows of Resources and Fund Balances</b>	<b>\$ 18,841,888</b>	<b>\$ 17,864,923</b>	<b>\$ 19,321,646</b>

**Statement of Net Position - Total Proprietary Funds (3-Year Historical Trend)**

	<u>FY21</u>	<u>FY20</u>	<u>FY19</u>
<b>Assets</b>			
Cash and cash equivalents (unrestricted)	\$ 18,055,976	\$ 20,227,029	\$ 19,161,000
Cash and cash equivalents (restricted)	6,414,269	5,628,456	5,220,348
Receivables	2,158,389	1,949,016	4,267,386
Inventory	376,679	356,102	395,214
Unbilled services	1,030,674	952,336	1,486,909
Prepaid expenses	116,906	138,512	142,097
Due from others/other funds	6,822,324	3,155,945	158,445
Capital assets, net	122,444,129	99,250,067	81,021,469
<b>Total Assets</b>	<u>157,419,346</u>	<u>131,657,463</u>	<u>111,852,868</u>
<b>Deferred Outflows of Resources</b>	988,836	826,193	793,450
<b>Total Assets and Deferred Outflows of Resources</b>	<u>\$ 158,408,182</u>	<u>\$ 132,483,656</u>	<u>\$ 112,646,318</u>
<b>Liabilities</b>			
Accounts payable and accrued expenses	\$ 5,202,195	\$ 3,867,294	\$ 4,826,813
Unearned revenue	93,540	146,901	13,660
Due to others/other funds	535,717	515,546	508,382
OPEB liability	1,522,654	1,449,917	1,669,994
Net Pension Liability	2,930,891	2,607,855	2,435,794
Compensated absences	314,427	295,859	257,874
General obligations bonds/notes	36,311,296	31,200,043	24,781,071
<b>Total Liabilities</b>	<u>46,910,720</u>	<u>40,083,415</u>	<u>34,493,588</u>
<b>Deferred Inflows of Resources</b>	409,055	580,286	407,676
<b>Net Position</b>			
Net investment in capital assets	84,755,466	66,594,017	55,239,400
Restricted	6,291,577	5,495,818	5,043,126
Unrestricted	20,041,364	19,730,120	17,462,528
<b>Total Net Position</b>	<u>111,088,407</u>	<u>91,819,955</u>	<u>77,745,054</u>
<b>Total Liabilities, Deferred Inflows of Resources and Net Position</b>	<u>\$ 158,408,182</u>	<u>\$ 132,483,656</u>	<u>\$ 112,646,318</u>

## DEBT SERVICE

Fund	Agency	Type	Name	Original Loan Amount	Maturity Date	Outstanding Balance 6/30/2022	
<b>BONDS PAYABLE</b>							
Governmental	Cap Proj Fund	CDA	Infrastructure Bonds	2005 Series A	4,820,000.00	5/1/2025	\$ 588,000
Governmental	Cap Proj Fund	CDA	Infrastructure Bonds	2012 Series B	1,541,000.00	5/1/2022	-
Governmental	Cap Proj Fund	CDA	Infrastructure Bonds	2017 Series A-1 and A-2	5,000,000.00	4/1/2037	3,997,000
Governmental	Cap Proj Fund	CDA	Infrastructure Bonds	2020 Series A	1,018,434.00	4/1/2040	957,000
						<b>5,542,000</b>	
Proprietary	Water Fund	MWQFA	Drinking Water Bonds	Series 2007	985,906.00	2/1/2027	2,520,069
Proprietary	Water Fund	MWQFA	Drinking Water Bonds	Series 2008	4,415,138.00	2/1/2028	1,613,955
Proprietary	Sewer Fund	MWQFA	Water Quality Bonds	Series 2019A	27,606,475.00	2/1/1952	21,106,475
Proprietary	Sewer Fund	MWQFA	Water Quality Bonds	Series 2019B	1,500,000.00	3/28/2029	1,500,000
Proprietary	Fiber Fund	CDA - Taxable	Infrastructure Bonds	2019 Series A-1 and A-2	16,215,000.00	4/1/1949	15,205,000
						<b>41,945,499</b>	
<b>NOTES PAYABLE</b>							
Proprietary	Fiber Fund	Office of Rural Broadband	MD DHCD Loan	2019 operating loan	1,300,000.00	6/1/2049	909,906
						<b>909,906</b>	
<b>TOTAL DEBT SERVICE</b>						<b>\$ 48,397,405</b>	

The Capital Projects 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.

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.

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, only drawing down approximately \$16 million. The City completed construction in FY 2019 and refunded the 2016 GO bonds with a CDA bond for \$16,215,000. 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.

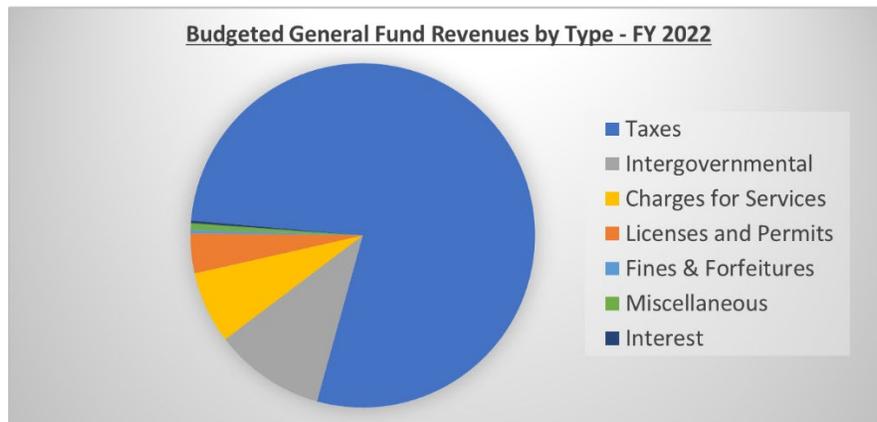
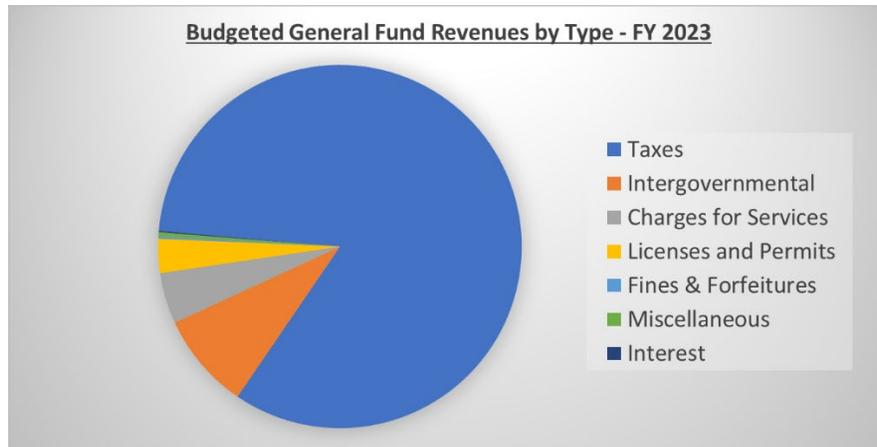
# GENERAL FUND FY23 BUDGET

General Fund Operating Revenues and Expenses				
	FY21		FY22	FY23
	Budget	Actual	Budget	Budget
<b>Revenues</b>	\$ 14,238,254	\$ 12,287,480	\$ 15,631,247	\$ 17,192,403
<b>Expenses</b>	(14,040,716)	(12,893,296)	(15,631,224)	(16,588,029)
<b>Net Change</b>	\$ 197,538	\$ (605,816)	\$ 23	\$ 604,374

## REVENUE COMPARISON FY23 vs. FY22

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

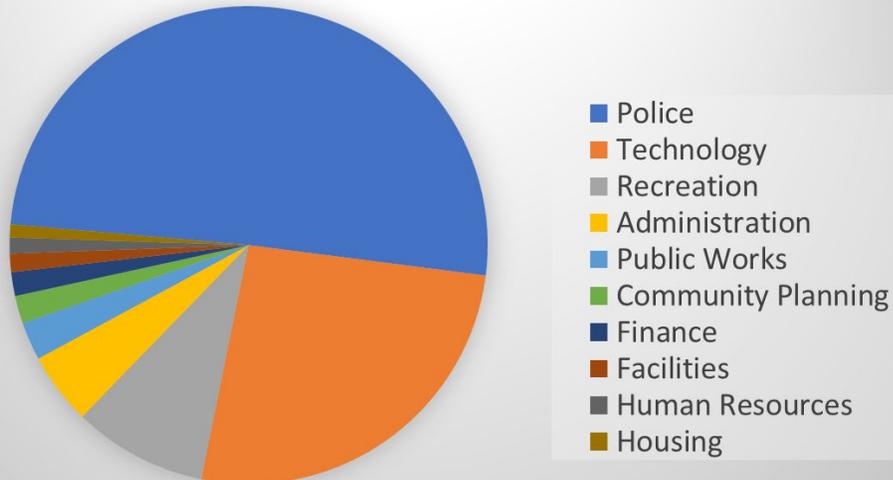
	2023			2022		
Taxes	\$ 14,292,543	83.13%	\$ 11,590,426	77.89%		
Intergovernmental	1,478,036	8.60%	1,548,648	10.41%		
Charges for Services	779,298	4.53%	1,007,122	6.77%		
Licenses and Permits	522,000	3.04%	556,060	3.74%		
Fines & Forfeitures	31,000	0.18%	46,000	0.31%		
Miscellaneous	67,882	0.39%	93,526	0.63%		
Interest	21,644	0.13%	38,000	0.26%		
	<u>\$ 17,192,403</u>		<u>\$ 14,879,782</u>			



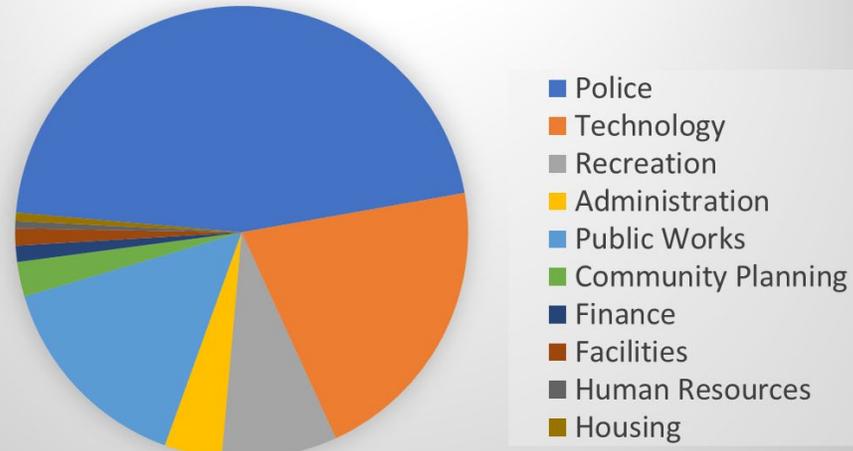
**EXPENSE COMPARISON FY23 vs. FY22**

	2023			2022		
Police	\$	8,401,768	50.65%	\$	8,191,149	45.82%
Technology		4,336,124	26.14%		3,746,950	20.96%
Recreation		1,504,981	9.07%		1,473,655	8.24%
Administration		807,502	4.87%		731,235	4.09%
Public Works		429,067	2.59%		2,668,304	14.93%
Community Planning		309,539	1.87%		441,442	2.47%
Finance		268,154	1.62%		206,819	1.16%
Facilities		204,890	1.24%		217,484	1.22%
Human Resources		179,959	1.08%		93,328	0.52%
Housing		146,046	0.88%		105,765	0.59%
	\$	<u>16,588,029</u>		\$	<u>17,876,131</u>	

**Budgeted General Fund Expenses by Type - FY 2023**



**Budgeted General Fund Expenses by Type - FY 2022**

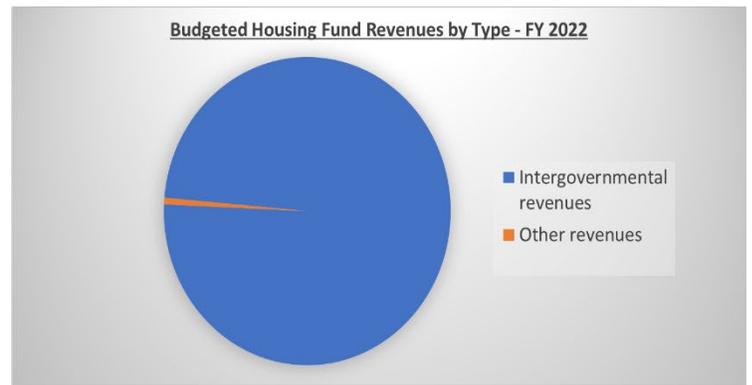
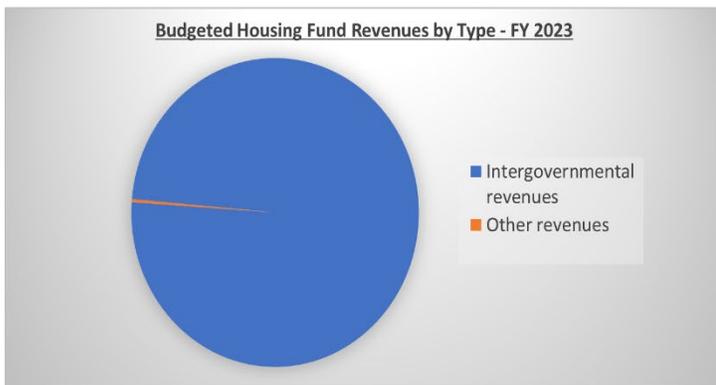


# HOUSING FUND FY23 BUDGET

Housing Fund Operating Revenues and Expenses				
	FY21		FY22	FY23
	Budget	Actual	Budget	Budget
Revenues	\$ 2,682,826	\$ 2,783,696	\$ 2,668,304	\$ 2,868,398
Expenses	(2,682,825)	(2,713,845)	(2,668,304)	(3,048,178)
Net Change	\$ 1	\$ 69,851	\$ -	\$ (179,780)

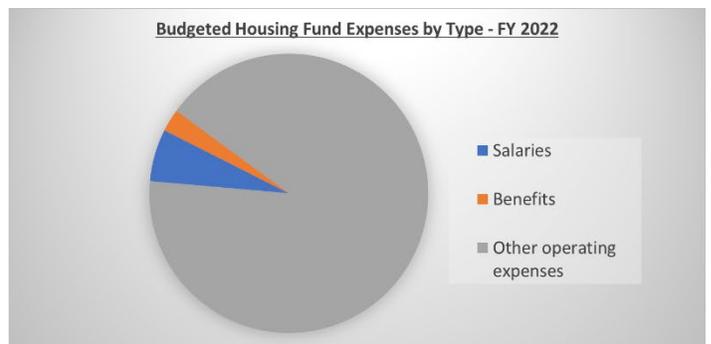
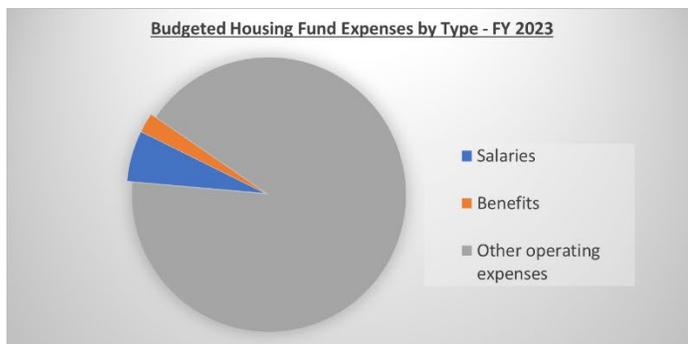
## REVENUE COMPARISON FY23 vs. FY22

	2023		2022	
Intergovernmental revenues	\$ 2,859,148	99.68%	\$ 2,650,054	99.32%
Other revenues	9,250	0.32%	18,250	0.68%
	<u>\$ 2,868,398</u>		<u>\$ 2,668,304</u>	



## EXPENSE COMPARISON FY23 vs. FY22

	2023		2022	
Salaries	\$ 180,457	5.92%	\$ 161,695	6.06%
Benefits	68,754	2.26%	69,757	2.61%
Other operating expenses	2,798,967	91.82%	2,436,852	91.33%
	<u>\$ 3,048,178</u>		<u>\$ 2,668,304</u>	



# SEWER FUND FY23 BUDGET

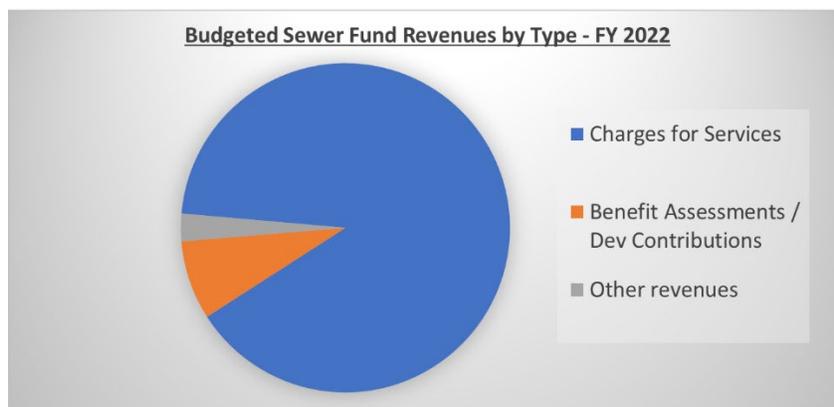
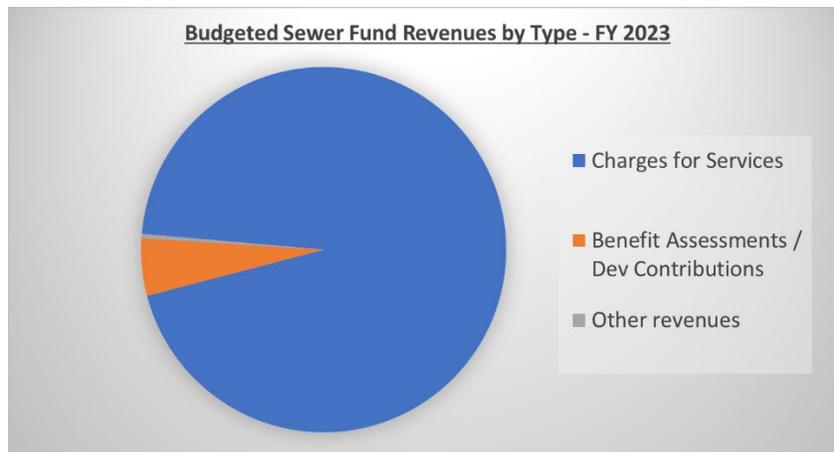
Sewer Fund Operating Revenues and Expenses				
	FY21		FY22	FY23
	Budget	Actual	Budget	Budget
Revenues	\$ 31,660,540	\$ 23,915,789	\$ 27,761,251	\$ 7,486,959
Expenses	(31,660,545)	(29,519,081)	(27,217,348)	(5,831,997)
Net Change	\$ (5)	\$ (5,603,292)	\$ -	\$ 1,654,961

## SEWER FUND REVENUES

A rate study was performed during FY18, and sewer rates for the following five years were adopted as part of the FY19 budget process. Sewer rates will increase 5% per year over this time period. Funds are included in FY23 to conduct a new rate study.

## REVENUE COMPARISON FY23 vs. FY22

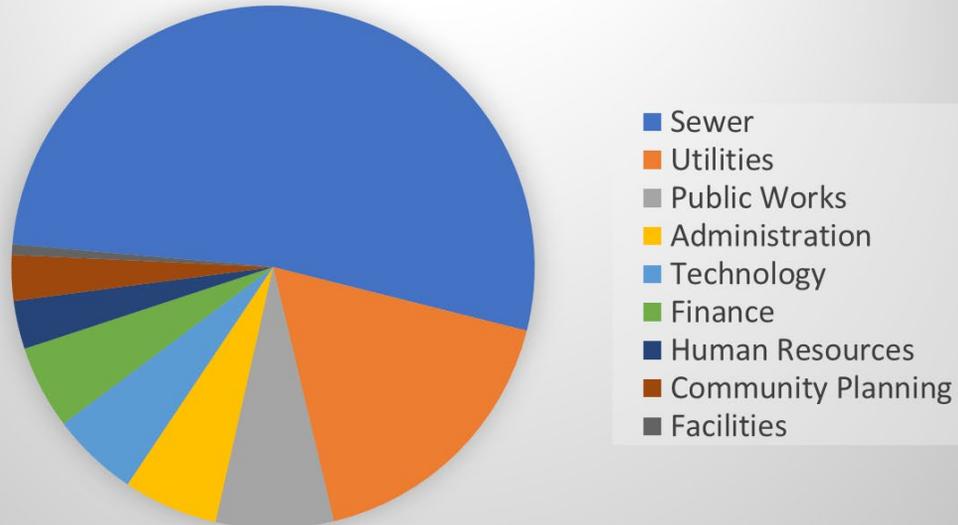
	2023		2022	
Charges for Services	\$ 7,078,459	94.54%	\$6,953,150	89.52%
Benefit Assessments / Dev Contributions	380,000	5.08%	603,903	7.78%
Other revenues	28,500	0.38%	210,000	2.70%
	<u>\$ 7,486,959</u>		<u>\$7,767,053</u>	



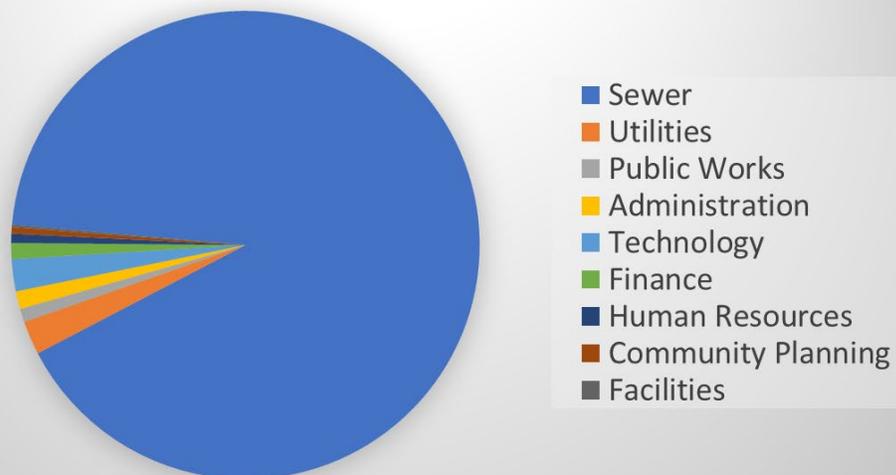
**EXPENSE COMPARISON FY23 vs. FY22**

	2023			2022		
Sewer	\$	3,063,393	52.53%	\$	24,495,449	90.96%
Utilities		1,011,239	17.34%		626,275	2.33%
Public Works		424,217	7.27%		248,691	0.92%
Administration		341,417	5.85%		331,594	1.23%
Technology		314,305	5.39%		595,136	2.21%
Finance		301,126	5.16%		297,478	1.10%
Human Resources		174,057	2.98%		171,377	0.64%
Community Planning		164,693	2.82%		121,344	0.45%
Facilities		37,550	0.64%		43,650	0.16%
	\$	<u>5,831,997</u>		\$	<u>26,930,994</u>	

**Budgeted Sewer Fund Expenses by Type - FY 2023**



**Budgeted Sewer Fund Expenses by Type - FY 2022**



# WATER FUND FY23 BUDGET

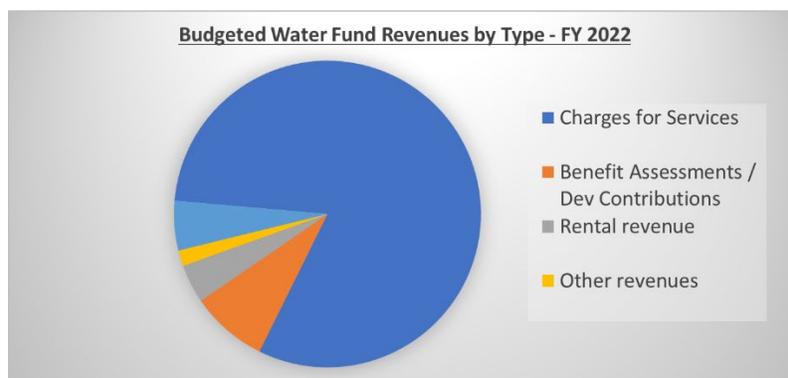
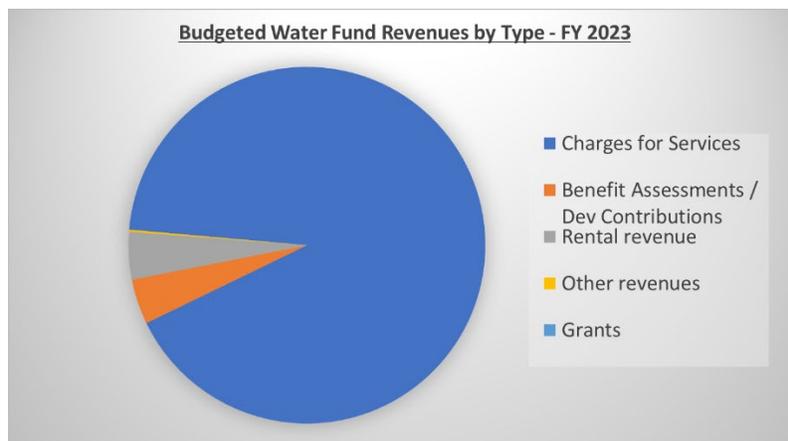
Water Fund Operating Revenues and Expenses				
	FY21		FY22	FY23
	Budget	Actual	Budget	Budget
Revenues	\$ 6,210,008	\$ 6,953,205	\$ 7,569,459	\$ 6,115,831
Expenses	(6,210,008)	(4,447,934)	(7,141,711)	(5,602,071)
Net Change	\$ -	\$ 2,505,271	\$ -	\$ 513,760

## WATER FUND REVENUES

A rate study was performed in FY18, and five-year water rates were adopted during the FY19 budget process. Water rates will increase 3.5% each year during this time period. Funds are included in FY23 to conduct a new rate study.

## REVENUE COMPARISON FY23 vs. FY22

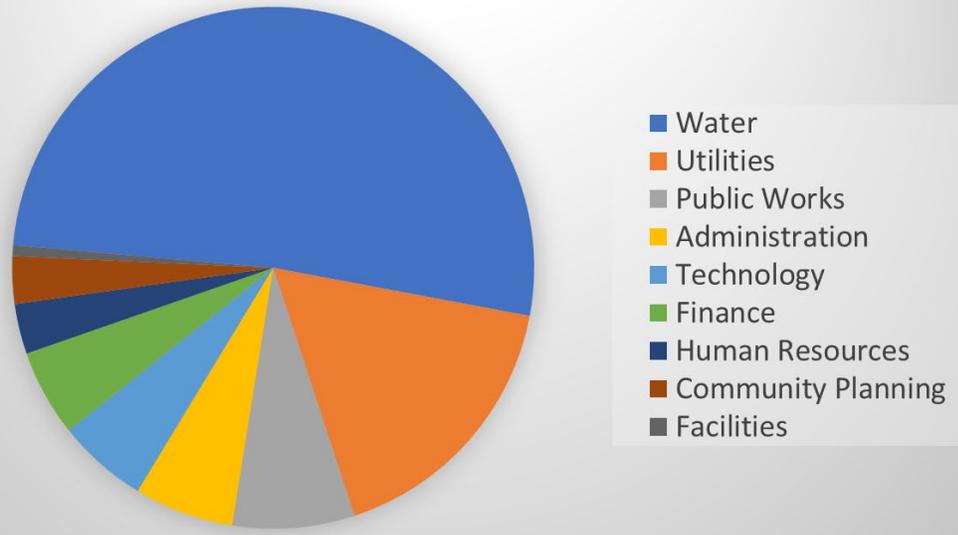
	2023		2022	
Charges for Services	\$5,590,831	91.42%	\$5,391,250	85.38%
Benefit Assessments / Dev Contributions	250,000	4.09%	540,794	8.56%
Rental revenue	264,000	4.32%	271,437	4.30%
Other revenues	11,000	0.18%	111,000	1.76%
Grants	-	0.00%	347,500	5.50%
	<u>\$6,115,831</u>		<u>\$6,314,481</u>	



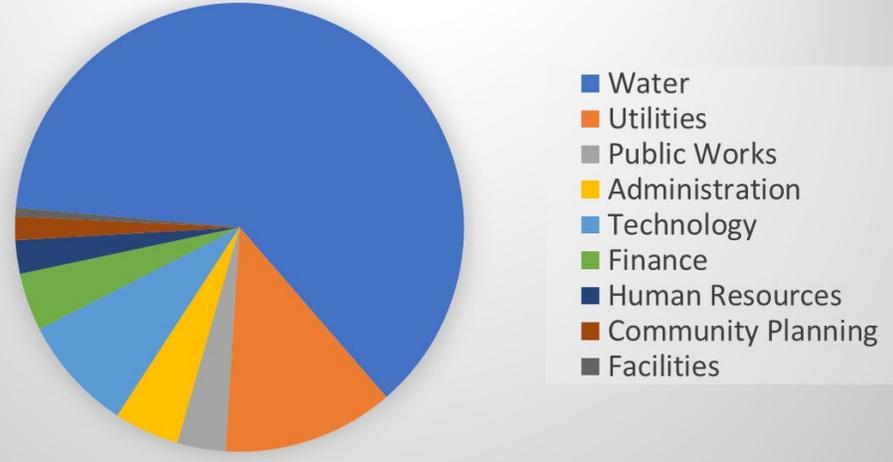
**EXPENSE COMPARISON FY23 vs. FY22**

	2023		2022	
Water	\$ 2,888,577	51.56%	\$ 4,446,494	16.51%
Utilities	952,238	17.00%	881,627	3.27%
Public Works	424,215	7.57%	248,634	0.92%
Administration	345,352	6.16%	335,323	1.25%
Technology	314,305	5.61%	595,138	2.21%
Finance	301,126	5.38%	297,478	1.10%
Human Resources	174,074	3.11%	172,024	0.64%
Community Planning	164,693	2.94%	121,343	0.45%
Facilities	37,550	0.67%	43,650	0.16%
	<u>\$ 5,602,129</u>		<u>\$ 7,141,711</u>	

**Budgeted Water Fund Revenues by Type - FY 2023**



**Budgeted Water Fund Revenues by Type - FY 2022**



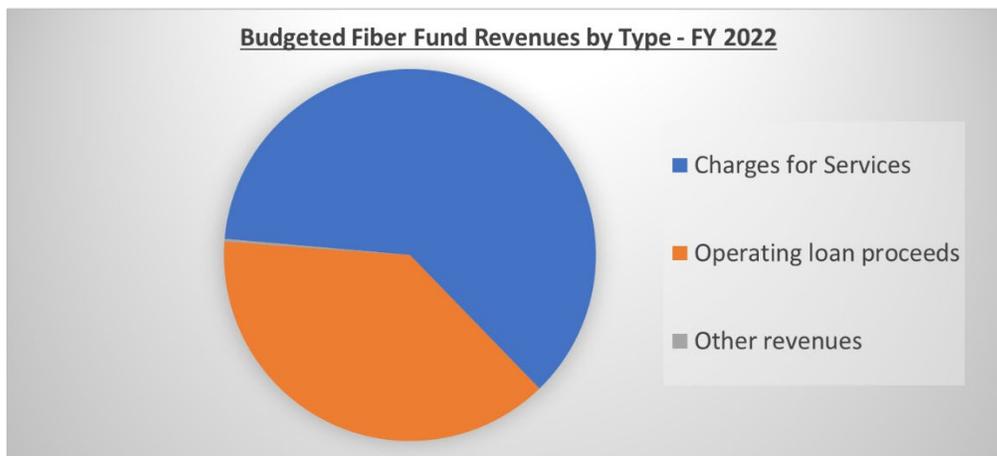
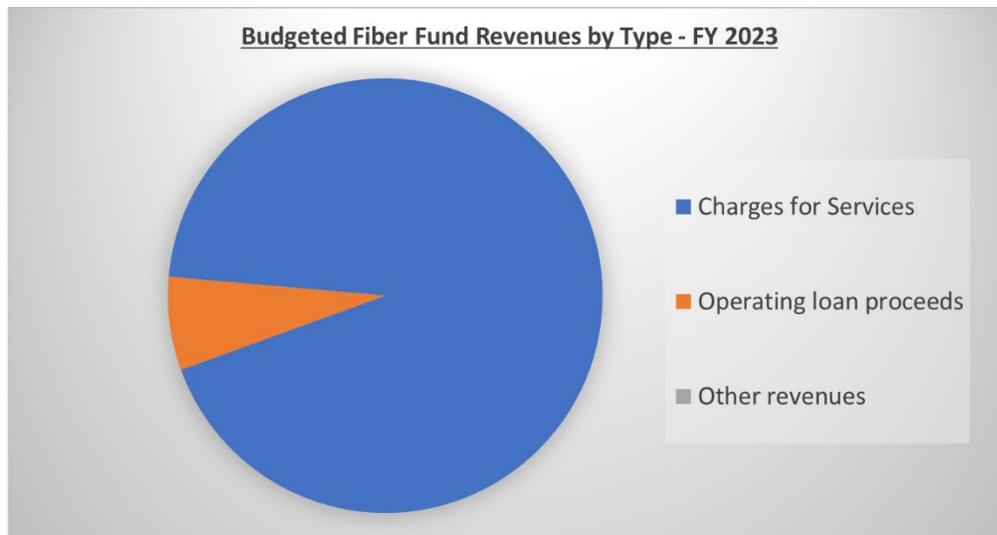
# FIBER FUND FY23 BUDGET

Fiber Fund Operating Revenues and Expenses				
	FY21		FY22	FY23
	Budget	Actual	Budget	Budget
Revenues	\$ 1,461,176	\$ 991,219	\$ 1,462,128	\$ 889,949
Expenses	(1,461,176)	(996,742)	(1,462,129)	(1,497,093)
Net Change	\$ -	\$ (5,523)	\$ -	\$ (607,144)

The Fiber Fund was established in FY15. In FY19, construction of the Westminster Fiber Network was completed.

## REVENUE COMPARISON FY23 vs. FY22

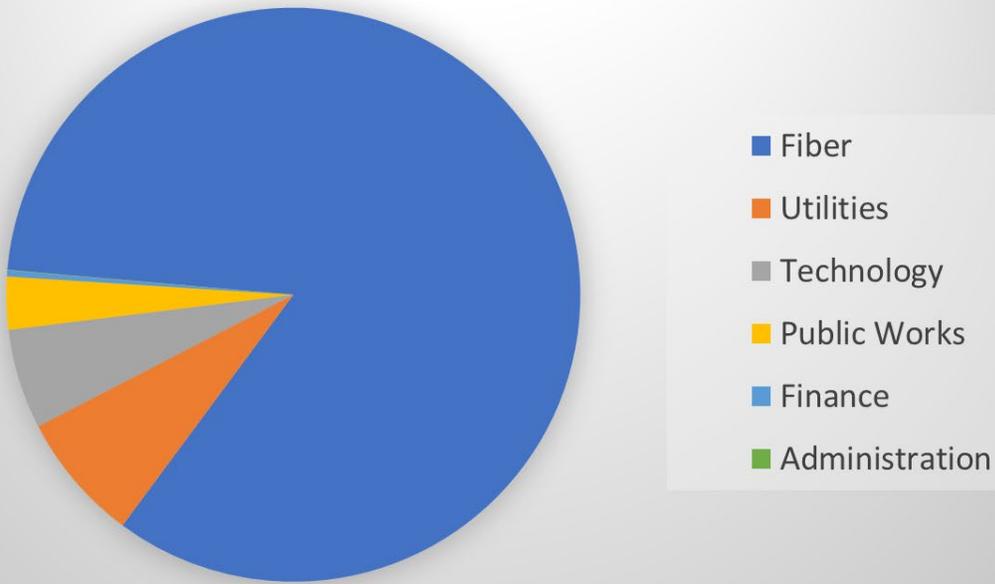
	2023		2022	
Charges for Services	\$ 828,227	100.00%	\$ 825,300	61.35%
Operating loan proceeds	61,722	7.45%	516,855	38.42%
Other revenues	-	0.00%	3,000	0.22%
	<u>\$ 828,227</u>		<u>\$ 1,345,155</u>	



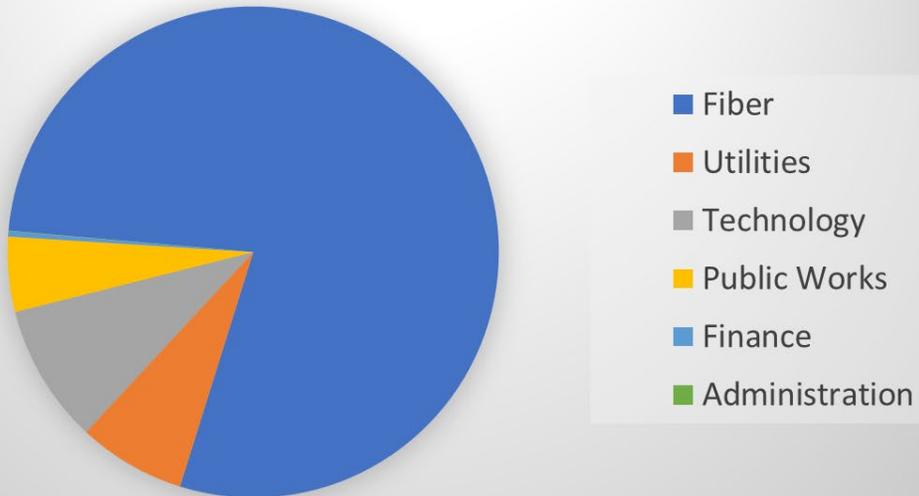
**EXPENSE COMPARISON FY23 vs. FY22**

	2023		2022	
Fiber	\$ 1,253,847	83.75%	\$ 1,146,810	78.43%
Utilities	108,925	7.28%	103,625	7.09%
Technology	84,233	5.63%	133,932	9.16%
Public Works	44,489	2.97%	72,162	4.94%
Finance	5,150	0.34%	5,150	0.35%
Administration	450	0.03%	450	0.03%
	<u>\$ 1,497,093</u>		<u>\$ 1,462,129</u>	

**Budgeted Fiber Fund Expenses by Type - FY 2023**



**Budgeted Fiber Fund Expenses by Type - FY 2022**



# 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 Hoff, Councilmember Chiavacci, Council President Pecoraro, Mayor Becker, 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***

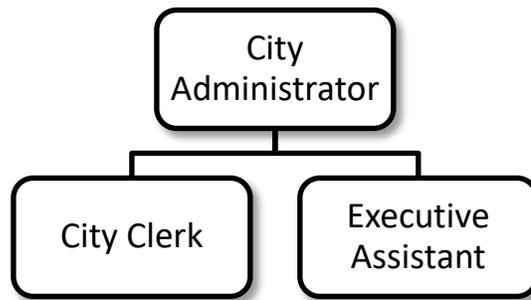
The City Administrator is appointed by and serves at the pleasure of the Mayor and Common Council. The position serves as the Chief Administrative Officer of the City and supervises all department directors of the City. The City Administrator implements the policies and priorities of the Mayor and Common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

The City Administrator's Office includes the City Clerk. The position of City Clerk manages the preparation of Mayor and Council meeting agendas and creation of 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 FY19	Authorized FY20	Authorized FY21	Authorized FY22	Authorized FY23
City Administrator	123	1.0	1.0	1.0	1.0	1.0
City Clerk	114	1.0	1.0	1.0	1.0	1.0
Executive Assistant	111	0.5	0.5	0.5	0.5	1.0
<b>Total Authorized</b>		<b>2.5</b>	<b>2.5</b>	<b>3.5</b>	<b>3.5</b>	<b>3.0</b>

**ACCOMPLISHMENTS**

**MAYOR AND COMMON COUNCIL**

- Adopted Ordinance No. 937, establishing the Westminster Fiber Connection to create an advisory body generally charged with matters relating to the Westminster Fiber Network.
- Adopted Ordinance No. 938 to allow a one-year extension on Site Plans approved during the time period of January 1, 2020 through December 31, 2022, subject to approval of the Planning and Zoning Commission.
- Adopted Resolution No. 21-07, recognizing Dr. Mona Becker as the first female Mayor of Westminster.
- Adopted Resolution No. 21-08 as an application for the City of Westminster to renew its Sustainable Communities application.
- Adopted the 2021 City Comprehensive Tree Plan by Resolution No. 21-09.

**CITY ADMINISTRATOR**

- Coordinated 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.
- Coordinated meetings with State and County representatives to discuss funding priorities for the City
- Secured \$1 million in grant funds from Governor Hogan’s budget for Wakefield Valley Park, as well as \$200,000 for Clock Tower project.
- Prepared grant requests of \$20 million for urgent capital projects.
- Coordinated with State and Federal partners regarding ARPA reporting requirements.
- Prepared a draft budget for FY23 and facilitated discussion of related policy issues with the Finance Committee, the Mayor, and members of the Common Council.
- Secured an interim finance director; began recruitment process for a full-time finance director
- Provided staff support to the various Common Council standing committees and citizen-led boards and commissions.

- Resolved an ongoing salary compression issue and established a police department pay scale.
- Established the Downtown Business Association and coordinated monthly meetings to reinvigorate relationships between the City and downtown merchants.
- Conducted a block-by-block tour of Main Street area with staff from various other departments to identify opportunities for improvement.
- Established prohibition of large truck through traffic on Main Street.
- 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.
- Established regular collaboration with McDaniel College to reinforce the relationship between the City and the college and encourage visitors to the downtown area.
- Coordinated the repainting of the City-owned water tower on the McDaniel College campus to include the college logo.
- Collaborated with MAGIC to partially fund a feasibility student for an e-sports arena at Town Mall Westminster.
- Completed recruitment for City Clerk position.

## **GOALS**

- 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.
- Continue joint sponsorship of the *Westminster Welcome* to greet incoming McDaniel College students to the community.
- Continue to advance the City’s water re-use initiative.
- Complete remaining items in the strategic plan.
- 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.

## **BUDGET**

<b>Dept 10</b>	<b>FY21</b>		<b>FY22</b>	<b>FY23</b>
	<b>Budget</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>
<b>FTE</b>	3.5	3.5	3.5	3.0
<b>Mayor and Council Members</b>	6.0	6.0	6.0	6.0
<b>Salary</b>	\$ 374,420	\$ 200,647	\$ 293,832	\$ 313,807
<b>Benefits</b>	167,741	116,378	193,014	152,885
<b>Operating</b>	747,061	479,774	904,961	1,028,029
<b>Total</b>	\$ 1,289,222	\$ 796,799	\$ 1,391,806	\$ 1,494,721

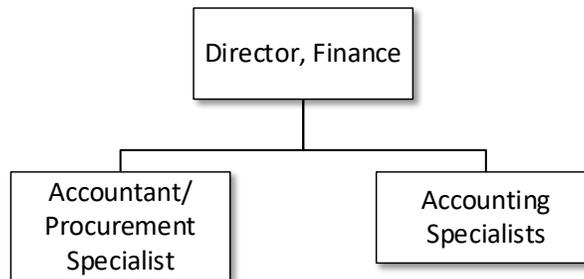
## FINANCE

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 FY19	Authorized FY20	Authorized FY21	Authorized FY22	Authorized FY 2023
Director, Finance	121	0.0	0.0	1.0	1.0	1.0
Director, Finance & Administrative Services	121	1.0	1.0	0.0	0.0	0.0
Deputy Director of Finance	N/A	0.0	0.0	0.0	0.0	0.0
Assistant City Treasurer	N/A	0.0	0.0	0.0	0.0	0.0
Accountant	115	1.0	0.0	0.0	1.0	1.0
Accounting Specialist	110	4.0	5.0	5.0	4.0	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 FY23 budget.
- Assisted in completion of the 2021 Audited Financial Statements

- 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.
- 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.
- Assisted Utility Maintenance in meter upgrades by sending out letters monthly for zero consumption accounts.
- Assisted other departments with the procurement process.

## **PERFORMANCE MEASURES**

	FY21	FY22	FY 2023 (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.
- Evaluate financial accounting procedures to address audit findings

## **BUDGET**

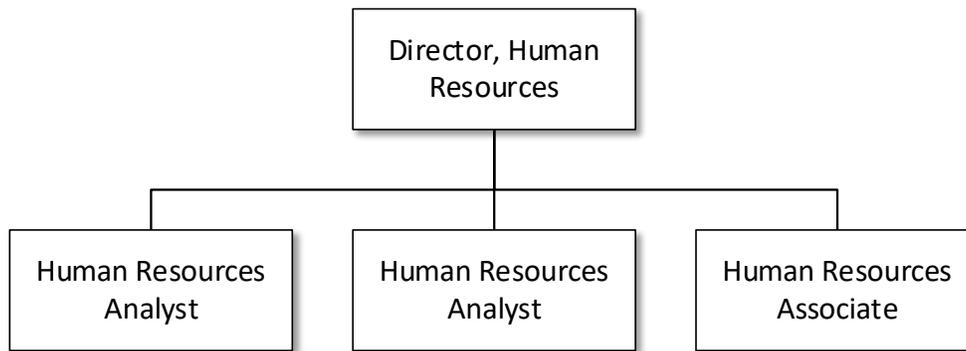
Dept 15	FY21		FY22	FY23
	Budget	Actual	Budget	Budget
FTE	6.0	6.0	6.0	6.0
Salary	\$ 343,842	\$ 168,538	\$ 358,925	\$ 365,378
Benefits	193,058	95,302	192,251	202,301
Operating	233,850	125,122	255,750	307,875
<b>Total</b>	<b>\$ 770,750</b>	<b>\$ 388,962</b>	<b>\$ 806,926</b>	<b>\$ 875,555</b>

## 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 FY19	Authorized FY20	Authorized FY21	Authorized FY22	Authorized FY23
Director, Human Resources	120	1.0	1.0	1.0	1.0	1.0
Manager, Human Resources	N/A	0.0	0.0	0.0	0.0	0.0
Safety/Risk Coordinator	112	1.0	1.0	1.0	0.0	0.0
Human Resources Analyst	112	1.0	1.0	1.0	2.0	2.0
Human Resources Associate	110	0.875	0.875	0.875	0.875	1.0
<b>Total Authorized</b>		<b>3.875</b>	<b>3.875</b>	<b>3.875</b>	<b>3.875</b>	<b>4.0</b>

## ***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 2023, 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.

### ***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 on the next page.

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.

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 (age plus years of service)	65 (with 10 years of service)	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%

### **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 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 (FMSCA) 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
- Civilian Response to Active Shooter Event (CRASE) training
- Confined Space Training for Public Works employees
- Lockout/Tagout Training for Public Works employees

## ***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
- Employment and Recruitment
  - Conducted employee orientations for all new hires, including regular full- and part-time, temporary, and seasonal employees
  - Recruited and filled vacant positions
  - Performed required fingerprinting for criminal background checks on all employees working around children in the course of their job duties, in compliance with childcare regulations
- Policies and Compliance
  - Scheduled numerous COVID-19 test rapid and PCR appointments
- 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.

## PERFORMANCE MEASURES

<b>Recruitment</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22 (projected)</b>	<b>7/1/22- 4/30/22</b>
Full- & part-time external employment advertisements	53	21	20		31
Temporary/Contractual/Seasonal external advertisements	7	9	7		3
Employment applications processed	956	879	749		601
Full- & part-time new hires	35	22	25		29
Temporary/Seasonal new hires	53	53	53		9
Full- & part-time separations and retirements	33	20	20		38
Temporary/Seasonal separations	39	39	39		27
<b>Wellness Program</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22 (projected)</b>	
Wellness Program participants meeting 30-point goal (Target 50)	37	34	50		
Employees completing Health Risk Assessments (Target 50)	20	27	50		
Wellness points earning activities (Target 12)	15	10	15		
Wellness educational sessions (Target 12)	14	12	14		
Flu shots provided to employees (Target 50)	49	53	50		
<b>Risk Management</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22 (projected)</b>	<b>7/1/22- 4/30/22</b>
Liability, property, & automobile claims	30	26	25		26
Worker's compensation claims	31	21	24		20
D.O.T. physicals	37	40	47	62	58
D.O.T. random drug/alcohol tests	16	16	30	32	24
Non-D.O.T. random drug/alcohol tests	N/A	N/A	24	36	26
FMCSA Drug and Alcohol Clearinghouse Queries	N/A	N/A	70		60
Hearing Conservation testing	67	55	57	64	64
Respirator fit tests	63	73	69	62	62
<b>Training (employees attending)</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22 (projected)</b>	<b>7/1/22- 4/30/22</b>
CPR/AED/First-Aid	78	76	72	40	33
Defensive driving	13	12	12	20	20
Supervisor reasonable suspicion drug and alcohol	3	48	3	0	0
Preventing harassment in the workplace	88	75	82	56	31

## GOALS

- Monitor the City’s medical insurance to determine Wellness Plan initiatives
- 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
- 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

Dept 17	FY21		FY22	FY23
	Budget	Actual	Budget	Budget
FTE	4.0	4.0	4.0	4.0
Salary	\$ 226,719	\$ 152,021	\$ 229,502	\$ 239,845
Benefits	91,234	54,552	88,267	137,015
Operating	193,030	82,819	169,230	151,230
<b>Total</b>	<b>\$ 510,983</b>	<b>\$ 289,392</b>	<b>\$ 486,999</b>	<b>\$ 528,090</b>

# COMMUNITY PLANNING AND DEVELOPMENT

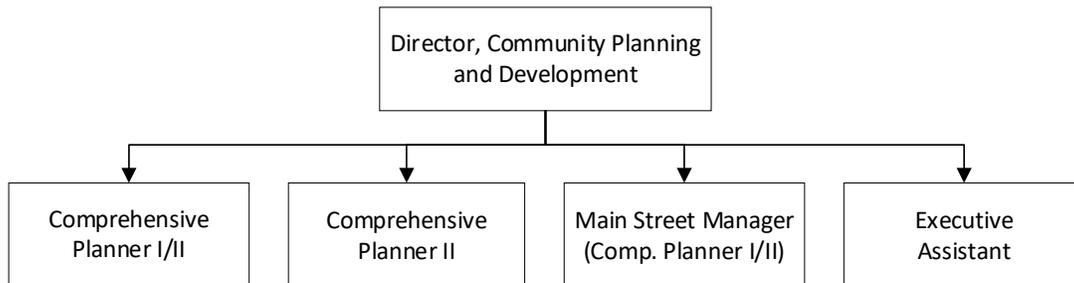
The Department of Community Planning and Development (DCPD) is responsible for overseeing and facilitating the physical development of the City of Westminster, professionally and sustainably. DCPD’s services include community development, comprehensive planning, zoning administration, development review, 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 – Planning and Zoning Commission, Board of Zoning Appeals, Historic District Commission, and Tree Commission. DCPD also provides assistance to the City Administrator and to the Mayor and Common Council, as directed by the City Administrator.



Rendering of the new East Middle School – Approved in FY22

## POSITION SUMMARY SCHEDULE



<i>Community Planning &amp; Development</i>	Grade	Authorized FY20	Authorized FY21	Authorized FY22	Authorized FY23
<b>Administration</b>					
Director, Community Planning & Development	121	1.0	1.0	1.0	1.0
Executive Assistant	111	0.5	0.5	0.5	0.0
<b>Planning and Zoning</b>					
Comprehensive Planner II	115	1.0	1.0	1.0	1.0
Comprehensive Planner I/II	114/115	1.0	1.0	1.0	1.0
<b>Economic and Community Development</b>					
Main Street Manager/Comprehensive Planner I/II	114/115	1.0	1.0	1.0	1.0
Economic Development Administrator	N/A	0.0	0.0	0.0	0.0
<b>Total Authorized</b>		<b>3.5</b>	<b>4.5</b>	<b>4.5</b>	<b>4.0</b>

Through DCPD activities, the City of Westminster 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.

	FY19	FY20	FY21	FY22 (Projected)	FY23 (Projected)
Permits Issued	340	294	343	350	340
Housing Starts	74	50	70	50	50
Private Investment	Varies due to commercial				
Benefit Assessment	\$1,255,337	\$1,017,382	\$1,560,591	\$1,200,000	\$1,200,000

**COMPREHENSIVE PLANNING, DEVELOPMENT REVIEW, ZONING ADMINISTRATION, WATER/SEWER ALLOCATION, AND SIGN/BUILDING PERMITS, 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; oversees the annual Mayor’s Cup Window Decorating Contest; 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 DEVELOPMENT, ECONOMIC DEVELOPMENT, AND MAIN STREET**

DCPD services in these areas include promoting and enhancing the economic growth and vitality of the City of Westminster, 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.

DCPD facilitates the downtown façade improvement grant program, which uses Community Legacy grant 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.

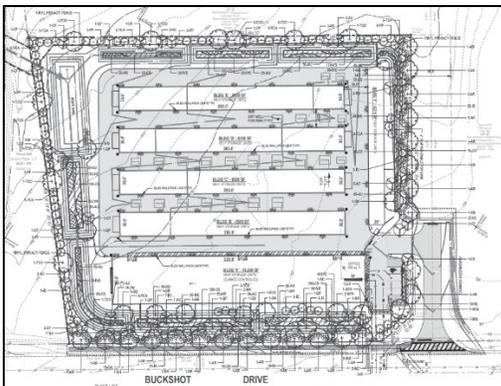


2022 Mayor's Cup Window Decorating Contest Winner

## ACCOMPLISHMENTS

Site Development Plans are thoroughly reviewed by DCPD Staff to make sure they comply with City of Westminster adopted requirements. Sometimes one project may take several reviews for the proposed site development plan to meet applicable City adopted requirements.

- A Site Development Plan for East Middle School (pictured above) was approved by the Planning and Zoning Commission. The East Middle School project was accomplished through the partnership and coordination with the City of Westminster and the Board of Education of Carroll County and organizations at the State, County and City governmental levels, as well as Citizen and Community stakeholder groups. The new 85,000 square foot state-of-the-art school will guarantee future generations the opportunity to appreciate East Middle School like those before them. The design of the new school includes art deco elements of the historic East Middle School building as well as architectural features of Historic Downtown Westminster. In addition, a graphic display interpreting the history and architectural design of the historic East Middle School will be provided in a prominent public area of the new school.
- The following commercial/industrial site development plans were reviewed and approved by the Planning and Zoning Commission.
  - Runway Self Storage Site Development Plan
  - Raising Cane's Site Development Plan
  - Valvoline Instant Oil Change Site Development Plan



Runway Self Storage Landscape Plan



Runway Self Storage Elevation



*Raising Canes' Chicken*



*Valvoline Instant Oil Change Rendering*

- The following subdivisions were reviewed and approved by the Planning and Zoning Commission.
  - Meadow Branch Industrial Park Four
  - Stonegate Section Six
- The following commercial/industrial site development plans were reviewed and approved by the Planning and Zoning Commission.
  - 1300 Tech Court Amended Site Development Plan (right)



*1300 Tech Court Amended Site Development Plan*

- Stonegate Section Five Subdivision was reviewed and approved by the Planning and Zoning Commission.
- In coordination with Public Works and the Historic District Commission, DCPD contracted Wellman Conservation to repair and restore the Belle Grove Square Centennial Monument, which was damaged as a result of an automobile collision. The Centennial Monument was relocated within Belle Grove Square, to a more secure and prominent location. (Right)

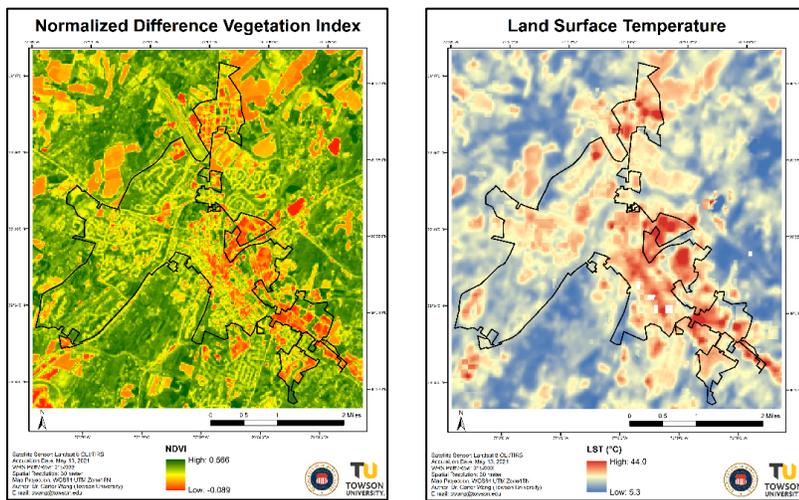


- DCPD coordinated with the Towson University Department of Geography and Environmental Planning for 1) Normalized Difference Vegetation Index (NDVI) Maps of the entire City; 2) Land Surface Temperature

(LST) Maps of the entire City; 3) NDVI Maps of Main Street; 4) LST Maps of Main Street; 5) Elevation Data of Main Street; and drone video of Downtown Westminster through a grant from Maryland View.



Left to Right: 1. Land Surface Temperature of Downtown Westminster; 2. Towson University quadcopter drone outfitted with a 6-band multispectral sensor; and 3. Drone photo of Downtown Westminster



- DCPD completed work on Resolution 21-05, an amendment to the City Water and Sewer Allocation Policy and accompanying Master Distribution Chart (MDC), adopted on October 25, 2021. The amendment allows for the transfer of water for public projects only, with the approval of the owner of the property from which water is transfer and the Economic and Development Committee and reallocated water from the “Commercial/Industrial” MDC category in 2021, 2022, 2023, and 2024 to “Public Projects (City)” MDC category for the new State’s Attorney’s Office public project.
- DCPD continues its effort and 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. This effort and participation is evident with the formation of the Downtown Business Association in November 2021.
- DCPD continued to coordinate with Carroll County on proposed amendments to the Carroll County Water and Sewer Master Plan.
- DCPD continues to represent the City of Westminster on the Heart of the Civil War Heritage Area, Inc.
- DCPD applied to the National Arbor Day Foundation and the City was once again awarded the Tree City USA designation.

- DCPD applied to the Maryland Department of Natural Resources, Forest Service, for the People Loving and Nurturing Trees (PLANT) award and the City was once again recognized at the Green level, the highest level a Maryland Municipality can receive, in the PLANT designation.
- DCPD and Public Works Staff helped coordinate the Beneficial Insect Release. This event was attended by children attending the City's summer camp program.



2019 Beneficial Insect Release

- DCPD Staff provided Sustainable Maryland an article about the City's Comprehensive Tree Plan and the many Tree Commission events and partnerships, written by Tree Commission Chair, Steve Allgeier. This article appeared in the August/September issue of "Municipal Maryland" magazine.

## Community Spotlight: Westminster

BY STEVE ALLGEIER, CHAIR OF THE WESTMINSTER TREE COMMISSION



*Having served on the Westminster Tree Commission for over 25 years, I've come to realize that Kermit the Frog is spot on -- "it's not easy being green."*

Like many small urban areas, our "green canopy" or tree cover is challenged by classic issues that many communities face including limited budgets, lack of suitable planting sites, tree loss, changing environment/climate, invasive species, and at times waning public interest or indifference.

In troubleshooting our green problems, we have turned to better data to help make decisions and plan for the future. Additionally, we varied our outreach to the community through some novel events and partnerships with Tree Services, McDaniel College, local high school environmental clubs and others.

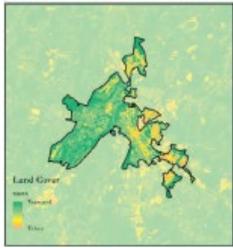
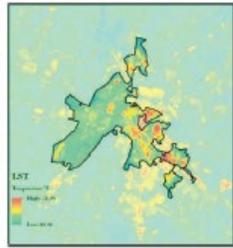
Andrew Gray, Comprehensive Planner for the City of Westminster, helped our City Tree Commission refocus our efforts and effectiveness by guiding the creation of a new [Comprehensive Tree Plan](#) that incorporates scientific data. Sharing his master's thesis data and outcomes with the commission helped develop the plan. His thesis, "Analyzing The Urban Heat Island Effect in the City of Westminster, Maryland, with Attention to Mitigative and Adaptive Measures", contained valuable data such as Normalized Difference Vegetation Index (NDVI - graphical representation of

vegetation found throughout Westminster) and Land Surface Temperature (LST) Maps. Rather than just filling in empty tree pits on Arbor Day, we can direct plantings to defined areas. Our new Comprehensive Tree Plan has also become a "living plan" and is updated with new data.

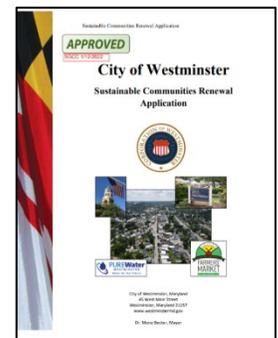
The Tree Commission engages with community members through events. One example is a beneficial insect release held in the spring or summer. This annual family-oriented event helps educate about integrated pest management while helping many overcome a fear of bugs.

A group of interested high school students, having completed their study of a city stream to evaluate the health of this unbuffered waterway, plan to install a forested buffer along this stream. The tree buffer will improve water quality and increase local canopy cover.

Citizens have varied wants and needs. Frequently the connection between environmental and human health becomes lost. While people love the idea of having trees in their city or town, they aren't sure how to accomplish this. Involving the local community in novel activities to "green" the City generates interest and support.

- DCPD Staff helped and attended the reinitiating of the Carroll County Downtowns meeting. Representatives from: Carroll County Tourism, Mount Airy, and Taneytown met to discuss alternate ways to promote the eight municipalities in Carroll County (i.e. State Fair booth and adjacent county fairs) and updating the Carroll County Downtowns website.
- DCPD Staff toured Main Street to determine locations for ten new planters that were funded as part of the Keep Maryland Beautiful grant.
- DCPD Staff worked with State Department of Assessment and Taxation (SDAT) to review properties that had been annexed into the City but not reflected on the SDAT website as being within the City of Westminster and thus not paying taxes for City services.
- DCPD Staff attended the Carroll County CTP Pre-Tour Meeting with County and municipal officials. This meeting is where MDOT SHA representatives provided information on upcoming State Highway projects in Westminster and Carroll County.
- DCPD Staff submitted the five-year update of the City Sustainable Communities Plan. The Sustainable Community designation is a threshold requirement for application to certain state programs, such as, Community Legacy and Strategic Demolition Fund. The Maryland Department of Housing and Community Development approved this plan and the redesignation of Westminster as a Sustainable Community. *(Right)*
- DCPD, in coordination with staff from various departments, applied for a T-Mobile Hometown Grant. The City requested \$34,525 in an effort to acquire 10 portable cell phone charging stations for downtown events and partners to utilize and three portable cameras to highlight Main Street.
- DCPD and Housing Director Brown toured the “Westminster Way” multifamily housing building that was reviewed and approved by DCPD Staff and the Planning and Zoning Commission in February of 2020. This marked the completion of the first of three multifamily apartment buildings to be constructed in Westminster under the current Water and Sewer Allocation Policy.
- Comprehensive Planner Andrew Gray was one of four panelists on the “Local Leaders Panel on Climate Change Resilience” at the Fall 2021, Maryland Municipal League Conference. Other members of the Panel included Mike Benton, Mayor of North Beach, James Crudup, Former Mayor of Eagle Harbor, and Jenny Willoughby, Sustainability Manager of the City of Frederick.
- DCPD coordinated with the Carroll County Main Streets in preparation for the Carroll County Small Business Saturday Passport Program. The City of Westminster collected information from the eight Main Streets and organized the passport program schedule, including setting program dates, collecting participating business information, contacting Westminster Main Street businesses, updating passport for 2021, coordinating with passport printers, and distributing passports. All documentation that goes along with the passport was also updated and distributed to all of the Carroll County Main Streets to ensure a successful program. Comprehensive Planner Andrea Gerhard took the lead in this initiative.
- DCPD has been closely working with the Westminster Police Department regarding the Westminster Crosswalk Safety (We Cross Safely) Initiative and ideas or reducing truck traffic on Main Street.



- DCPD, through the Mayor and Common Council Economic and Community Development Committee, formed the Westminster Sign Ordinance Review Committee. DCPD has completed an extensive literature review of both industry literature and local government sign ordinances to formulate a sign code that is applicable to the City for review with the Westminster Sign Ordinance Review Committee.
- DCPD Staff reviews many Simplified Site Plans allowing new minor developments to progress through the Development Process quicker without County involvement at a much reduced cost to the property owner.
- 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.
- 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 and Community Development Committee on water and sewer allocation requests and to maintain and evaluate the approach and methodology for the water and sewer allocation system, proposed development, and Zoning Ordinance text amendments.
- 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 continues to practice better allocation techniques in order to allocate the minimum amount of new water required to complete a development project. For all new allocations, 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 FY22 remains for commercial, industrial, and multi-family residential development which 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. This 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 the four planning-related boards and commissions.

<b>PROCESSES TRACKED</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22 (Projected)</b>
Building Permits	340	294	367	350
Downtown Business (Visits)	400+	400+	200	200
Annexations	3	2	0	0
Rezoning Requests	3	1	0	0
Board of Zoning Appeals (Monthly Meetings)	8	7	8	6
Historic District Commission (Monthly Meetings)	9	7	6	9
Planning and Zoning Commission (Monthly Meetings)	12	12	12	9
Tree Commission (Meetings - Monthly to Quarterly)	4	2	3	3
Water Allocations (GPD)	18,400	18,810	11,184	16,000
Water and Sewer Policy Amendments	2	0	1	1
Zoning Ordinance Text Amendments	8	2	2	
Zoning Inquires/Research Projects	1,700	2,000	2,385	2,400
Administrative Adjustment Hearings	0	1	2	2

## **GOALS**

- Continue research and begin drafting the rewrite of the Zoning Ordinance, including, but not limited to, parking and landscaping requirements. Continue to work with the Sign Committee on the draft sign requirement text. 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.
- Continue to work with the Westminster Sign Ordinance Review Committee on the draft sign requirements text amendment.
- 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.
- Secure a consultant to conduct a downtown parking study
- Continue to facilitate and grow joint City-County-business-community partnerships and initiatives.
- Continue to support Main Street and the Downtown business community. Continue to participate in the Downtown Business Association.

## **BUDGET**

<b>Dept 20</b>	<b>FY21</b>		<b>FY22</b>	<b>FY23</b>
	<b>Budget</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>
<b>FTE</b>	4.5	4.5	4.5	4.0
<b>Salary</b>	\$ 306,950	\$ 180,102	\$ 314,611	\$ 331,040
<b>Benefits</b>	123,577	70,414	124,118	151,186
<b>Operating</b>	304,200	18,684	245,400	156,699
<b>Total</b>	\$ 734,727	\$ 269,200	\$ 684,129	\$ 638,925

## **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. Major Richard Gibson serves as the Deputy Chief. The department is comprised of three (3) bureaus, each commanded by a captain. A fourth captain is assigned to the Office of the Chief to assist with the administration and management of the agency.

The **Patrol Bureau** provides uniformed patrol service to all areas of the City 24-hours a day/365 days a year (24/7). 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.

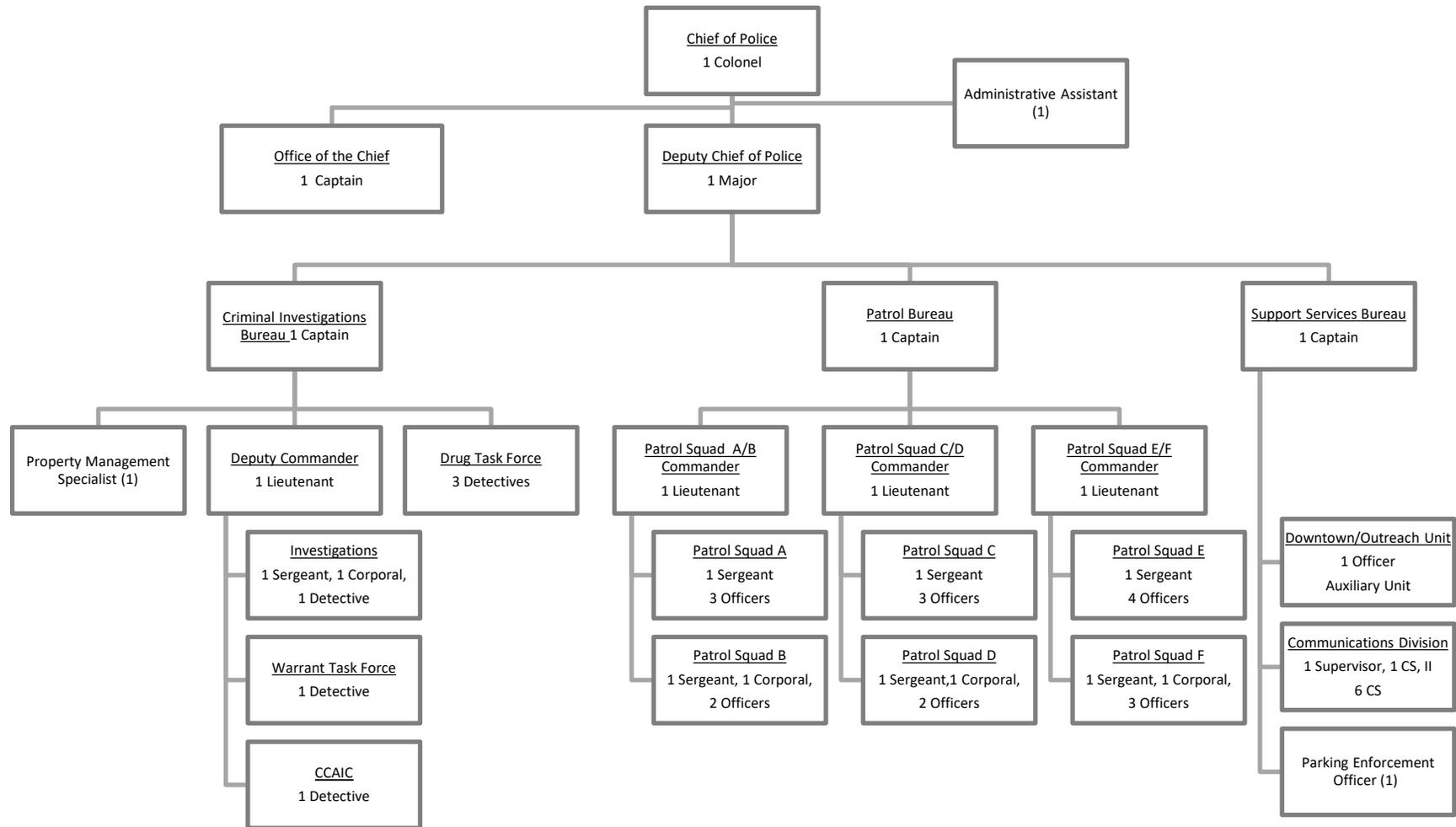
The **Criminal Investigations Bureau (CIB)** is responsible for the investigation of major crimes and for the service of outstanding arrest warrants and criminal summons. Four (4) members of CIB are assigned to countywide multi-jurisdictional task forces that handle drug and firearms investigations and 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, special events permitting and planning, emergency operations center liaison, fleet and facilities management, and police records functions. Additionally, the SSB includes a Downtown / Outreach Unit and a Parking Enforcement Officer.

The WPD’s mission revolves around the following fundamentals of policing:

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

# POSITION SUMMARY SCHEDULE



<i>Police</i>	<b>Grade</b>	<b>Authorized FY20</b>	<b>Authorized FY21</b>	<b>Authorized FY22</b>	<b>Authorized FY23</b>
<b><i>Civilian</i></b>					
Communications Supervisor	113	1.0	1.0	1.0	1.0
Communications Specialist II	111	1.0	1.0	1.0	1.0
Communications Specialist I	110	7.0	7.0	6.0	6.0
Administrative Assistant	110	1.0	1.0	1.0	1.0
Property & Evidence Specialist	110	1.0	1.0	1.0	1.0
Parking Enforcement Officer	107	1.0	1.0	1.0	1.0
Custodian	105	0.875	0.875	--	--
<b>Total Authorized</b>		<b>12.875</b>	<b>12.875</b>	<b>11</b>	<b>11</b>
<b><i>Sworn</i></b>					
	<b>Grade</b>	<b>Authorized FY20</b>	<b>Authorized FY21</b>	<b>Authorized FY22</b>	<b>Authorized FY23</b>
Police Chief	121	1.0	1.0	1.0	1.0
Deputy Police Chief	120	1.0	2.0	1.0	1.0
Police Captain	118	3.0	3.0	4.0	4.0
Police Lieutenant	116	5.0	4.0	4.0	4.0
Police Sergeant	115	7.0	8.0	8.0	8.0
Police Corporal	114	2.0	4.0	4.0	4.0
Police Officer	112	25.0	24.0	24.0	24.0
<b>Total Authorized</b>		<b>44.0</b>	<b>46.0</b>	<b>46.0</b>	<b>46.0</b>

## ***ACCOMPLISHMENTS***

### ***PERSONNEL***

**Accomplishments** in FY22: The following personnel, along with others, were recognized for accomplishments during this fiscal year as part of our annual awards:

- PFC. Mindy Phillips – Police Officer of the Year
- Officer Juan Rojas – Police Rookie of the Year
- D/Lieutenant Jeffrey Schuster – Police Supervisor of the Year
- Administrative Assistant Jennifer Quick – Civilian Employee of the Year
- Officer Juan Rojas – Life Saving Award

**Promotions** in FY22:

- Alexander DeAngelis was promoted to Corporal and assigned as a Patrol Bureau squad supervisor.
- Brian Hoff was promoted to Sergeant and assigned as a Patrol Bureau squad supervisor.

**Retirements** in FY22:

- Deputy Chief Pete D’Antuono retired on August 30, 2021 (40 years total police service).

## **ADMINISTRATIVE**

The Chief of Police and the 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.

**Guardian Alliance Technologies Background Investigation Software** – The Department significantly improved its efficiency, capabilities, costs, and professionalism through the integration of this police applicant background investigation software. Guardian Alliance Technologies provides cloud-based software designed to drastically improve the process of vetting and hiring public safety personnel. Use of the software enables us to complete background investigations faster, and with more accuracy thanks to advanced data mining and management tools, time-saving automation for certain tasks, and artificial intelligence used for social media screening.

**Handle with Care School Program** – 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.

**Law Enforcement Assisted Diversion** – The Department continued its collaboration with the Carroll County Health Department fully implementing a grant-funded Law Enforcement Assisted Diversion (LEAD) program. There are currently eleven (11) active LEAD participants. Four (4) of the participants are currently in a treatment facility. 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%."

**Naloxone and Fentanyl Test Strips Leave Behind Initiative** – On August 1, 2021, the Department entered into an agreement with the Health Department Bureau of Wellness and Recovery Overdose Response Program to better combat overdose fatalities by allowing trained police officers to provide Naloxone and Fentanyl Test Strips to overdose victim family members/significant others along with training on their use and with provision of additional information on harm reduction strategies.

**Overdose Quick Response Protocol** – The Department implemented a strategic initiative aimed at reducing the number of drug overdoses and at ensuring consistently better outcomes following drug overdoses. Staff collaborated with Health Department staff to focus on four components:

1. Training and Education for First Responders
2. Developing Overdose Quick Response Team Protocol 24/7
3. Improving the Department's Ability to Investigate Fatal Overdose Drug Distribution Cases
4. Improving Communication and Collaboration of Follow-up Care for Overdose Persons

2022 year-to-date drug overdoses and fatal overdoses have declined significantly as compared to 2021. The team developed a standardized lesson plan for first responders to be implemented during this year's in-service training. The team created 24/7 standardized overdose quick response protocol. The team acquired Overdose Data to Action grant funds for a full-time Case Manager position at the police department and for two (2) Peers in Recovery to work with the Case Manager. The Department acquired investigative software tools, *Cellbrite* and *Graykey*. The team acquired Overdose Data to Action grant funds for Cordata Healthcare Solutions software to help ensure the tracking, collaboration & communication, and consistent follow-up care for overdose victims.

**Police Reform Legislation Initiatives** – 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 is 100% compliant with the new legislation. We revised our Search and Seizure Warrants General Order and Standard Operating Procedures. We implemented the initial stages of our Body-Worn Camera (BWC) program, including our policy. We issued new name tags with the officer's last name and ID# to all sworn personnel. Personnel will undergo standard traffic stop preamble training. The FY23 budget will include funds for police psychological resiliency sessions. We will revise our existing internal investigation policy and standards operating procedures to meet the new mandates and process. We will author a proactive public records policy. We will schedule and track annual physical fitness testing requirements.

## **OPERATIONAL**

**Body-Worn Camera Program** – The Department applied for and received grant funding from the Local Government Insurance Trust (LGIT) and from the Governor's Office of Crime Control and Prevention (GOCCP) and combined these funds with FY22 budget funds to purchase a body-worn camera system (BWC) for its police officers. These funds allowed for the purchase of thirteen (13) BWCs, including an in-car system for the prisoner transport van. BWCs allow for accurate documentation of police-public contacts, arrests and critical incidents. They serve to enhance the accuracy of officer reports and testimony in court. Audio and video recordings enhance the Department's ability to review probable cause for arrest, officer and suspect interaction, and evidence for investigative and prosecutorial purposes. BWC may be useful in documenting crime and motor vehicle collision scenes, or other events that involve evidence or contraband. BWC promote police transparency and should enhance community trust and support.

**Community Security Cameras Project** – The Department implemented a capital project involving the purchase and installation of a security camera system at four (4) initial sites in the City of Westminster. These sites included the City Park, Locust Lane Plaza, the Unit Block of East Main Street, and the Unit Block of West Main Street. The Department plans to continue expansion of this project on roads between McDaniel College and downtown Westminster in FY23.

**COVID-19 Pandemic Modifications** – The Department continued 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, including:

- 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 decided of the most appropriate method to handle the call for service.
- The Department opted for virtual training classes when possible. We conducted virtual staff meetings and we canceled non-essential gatherings for a period.

- 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 during high outbreak periods.

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

**Crisis Intervention Team Training and Certification** – The Department collaborated with the Carroll County Health Department to train the eighth 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.

**Criminal Investigations Bureau (CIB) Advanced Training** – Detectives from our Criminal Investigations Bureau (CIB) attended advanced investigative training sessions, including “Cold Case Homicides,” “Advanced Deception and Detection in Criminal Investigations,” “Homicide Investigations – Crime Scenes,” and “Building a Criminal Case.”

**Drug and Firearms Trafficking Task Force** – The Department collaborates with the Carroll County Sheriff’s Office (CCSO) and the State’s Attorney to operate, in conjunction with the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), 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.

**Electronic Bicycle Patrol Program** – The Department continued to expand its bicycle patrol program and currently has seventeen (17) certified bicycle patrol officers. 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. The Department acquired two (2) “e”-bikes to supplement the bicycle patrol program. The new e-bikes are popular with bicycle patrol officers. E-bikes allow officers to traverse the hilly Westminster City terrain with greater ease and to respond more quickly to calls for service regardless of distance. The officers still reap the benefit of community engagement and positive interactions. The e-bikes provide a stealth tool for officers to patrol bike paths, alleyways, and other terrain presenting a challenge for traditional police cruisers and foot patrols.

**License Plate Readers** – The Department acquired a fourth 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).

**Patrol Sector Re-alignment** – The Patrol Bureau utilized a workload analysis and an analysis of its current schedule and staffing to re-align the patrol sectors. Goals of this re-alignment included an equitable distribution of calls for service, optimal police visibility in all sectors, minimal response time to calls for service, and optimal squad flexibility to allow for proactive initiatives.

**Patrol Bureau Flexible Scheduling Initiative** – With intermittent Patrol Bureau staffing challenges, the Patrol Bureau made optimal use of the current Patrol schedule system to adjust certain officers for maximum police coverage during peak call volumes. The Patrol Bureau also made daily adjustments to allow for training, leave, and unanticipated staffing shortages.

**Portable Police Radio Replacement Project** – The Department has fifty-eight (58) Motorola portable radios in inventory. These radios are model# XTS5000. Motorola no longer supports this model. Motorola no longer stocks replacement parts for XTS5000 radios. Vendors can no longer repair our broken radios. Additionally, with our current radios, we lack the ability to interface with certain functions with our neighboring agencies. The Department received funding in the FY22 capital budget to start incrementally replacing our portable radios with Motorola APX6000 radios. The Department purchased twelve (12) new portable police radios from Motorola Solutions.

**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.

**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.

## ***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 participated in multiple 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 is a member of the Board of Directors.

**Community Focus Group** – The Department initiated a Community Focus Group recruitment campaign in the spring, seeking community volunteers to partner with us on our initiatives. Community involvement has been impressive! The group



continues to grow. The Community Focus Group is an all-inclusive group that assists the police department in identifying community issues and in developing community-based solutions. Additionally, we provide a police liaison based on citizen geographical location or neighborhood who is one of our Patrol Squad Commanders. This individual works with the citizen or group on any identified public safety issue. This progressive approach to community policing provides responsiveness and results.

**Cold Weather Community Coat Drive** - WPD Officers organized and participated in a Winter Coat Drive. The proceeds of the drive were donated to The Shepherd's Staff, a nondenominational Christian outreach and support center, serving those in crisis in Carroll County.

**Community Engagement Cookout at the Charles Street Tot Lot** – WPD leadership planned a collaborative initiative with members of the Charles Street community to have an end of the school year community cookout. WPD officers organized and participated in the event in partnership with the community residents. Officers shared a meal, played sports, played games with the children, and had positive community interactions and relationship building.

**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 Department assigns its 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 tried to significantly increase our community outreach via social media platforms.

**Cover the Cruiser Special Olympics Fundraiser** – WPD Officers partnered with Chick-fil-A of Westminster to conduct a successful fundraising event in support of Special Olympics Maryland.

**Downtown Merchants Association Meetings** – The Department actively engages in the monthly Westminster Downtown Merchants Association Meetings. The Department discussed current initiatives, briefs the group on current public safety matters, and listens to the group regarding any reported complaints. Downtown Merchants get to know WPD officers better and get a better understanding of our problem-oriented and community-oriented policing strategies.

**McDaniel College Collaborative Initiatives** – WPD leadership in collaboration with McDaniel College Campus Safety staff and College staff planned community a community cookout event with the college student community. WPD officers participated in the event with the students and staff of the McDaniel College community interacting and building community relationships.

**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.

**National Night Out Event** – On Tuesday, August 3, 2021, six (6) neighborhoods within the City of Westminster joined thousands of other communities nationwide for the 37<sup>th</sup> Annual National Night Out (NNO) event. NNO is an annual “community-building” campaign that promotes police-community partnerships and neighborhood camaraderie. The National Association of Town Watch (NATW) sponsors NNO in collaboration with law enforcement and the communities they serve. City of Westminster neighborhoods hosted six (6) NNO special events with block parties, cookouts, youth activities, and visits from local police officers, fire/EMS workers and elected officials. NNO is a fun event designed to promote crime prevention awareness and also a venue where community members get better acquainted with their local police officers and fellow neighbors.



**Shop With A Cop Back to School Event** – Department members collaborated with members of the Carroll County Sheriff’s Office and other community groups to provide a back-to-school event where children in need received necessary school supplies, partnered with police officers to shop, and shared many fun events and activities together.

**Shop With A Cop Holiday Event** – Department members collaborated with the Westminster Walmart to provide holiday gifts for local children and their family members and participated in this event with these children in need to share the holiday shopping experience and accompanying party.

**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.

## PERFORMANCE MEASURES

	FY17	FY18	FY19	FY20	FY21	FY22 Projection
Homicide	0	0	0	0	1	1
Rape	N/A	N/A	N/A	2	0	1
Robbery	17	14	19	14	5	8
Aggravated Assault	30	24	27	11	17	23
Burglary	99	57	62	62	37	45
Theft	668	517	486	437	372	369
Auto Theft	16	18	21	14	11	13
Total Part 1 Crime	830	630	616	540	444	460
Total Police Calls	11,776	12,644	13,431	12,695	10,893	11,361
Emergency Evaluations	96	122	126	145	127	130
DUI Arrests	89	75	87	71	61	62
Foot/Bike/T-3 Patrol Hours	2,931	2,612	2,122	3,361	4,104	3,850
Total State Citations	2,275	3,491	2,809	2,074	2,110	1,953
Total Sworn Staffing	44	44	44	44	46	45
Adult Arrests	610	495	680	487	443	472
Juvenile Arrests	104	89	49	77	28	36
Total Arrests	714	584	729	564	470	508

## GOALS

- Successfully implement and staff the body-worn camera program.
- Successfully integrate into the Police Accountability Board and Police Charging Committee complaint and investigation process.
- Expand the Community Focus Group and community engagement to improve public safety.
- Expand our community-oriented policing initiative to include in-person subgroups based on geographic locations and public safety mutual interests.
- Fully implement the Opioid Quick Response Protocol integrating L.E.A.D, the grant funded Case Manager, and Peer Recovery Support Services.
- Train and certify all Patrol Bureau members in Crisis Intervention Team (CIT).
- Implement a scenario-based training curriculum utilizing the Apex Officer Training Simulator.
- Increase diversity within the police department.
- Identify and implement a crime reduction software system to improve public safety.
- Maintain optimal Patrol Bureau staffing levels through effective retention strategies.

## BUDGET

Dept 30	FY21		FY22	FY23
	Budget	Actual	Budget	Budget
FTE	57.0	57.0	57.0	57.0
Salary	\$ 4,048,588	\$ 2,394,951	\$ 4,726,035	\$ 4,718,338
Benefits	2,144,835	1,680,214	2,493,669	2,639,714
Operating	978,635	574,914	1,006,280	1,043,717
<b>Total</b>	<b>\$ 7,172,058</b>	<b>\$ 4,650,079</b>	<b>\$ 8,225,984</b>	<b>\$ 8,401,768</b>

## 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.

The City owns the following 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
- Stocksdale property 17-25 West Main Street
- 48-52 Charles St

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.



*Clock Tower*



*New flooring installed at the Family Center*

## ***ACCOMPLISHMENTS***

- The following facility repairs were completed in FY22:
- Installed new slate roof at City Hall
- New heat pump installed at City Hall
- Prepped Stockdale’s Facility for Christmas/Winter markets
- New Kitchen and interior painting at the Pool Community Building
- New flooring installed at the Family Center
- Interior painting of the 1<sup>st</sup> and 2<sup>nd</sup> floor Family Center
- Renovation of the Ladies locker room at the Family Center
- Installation of electronic gate at 105 Railroad Ave

## ***GOALS***

- New HVAC system at the Family Center
- Complete renovations at Clock Tower
- Replace both boilers at 45 W. Main St
- Install new roof at 45 W. Main St
- Install new roof at 91 W. Main St

## ***BUDGET***

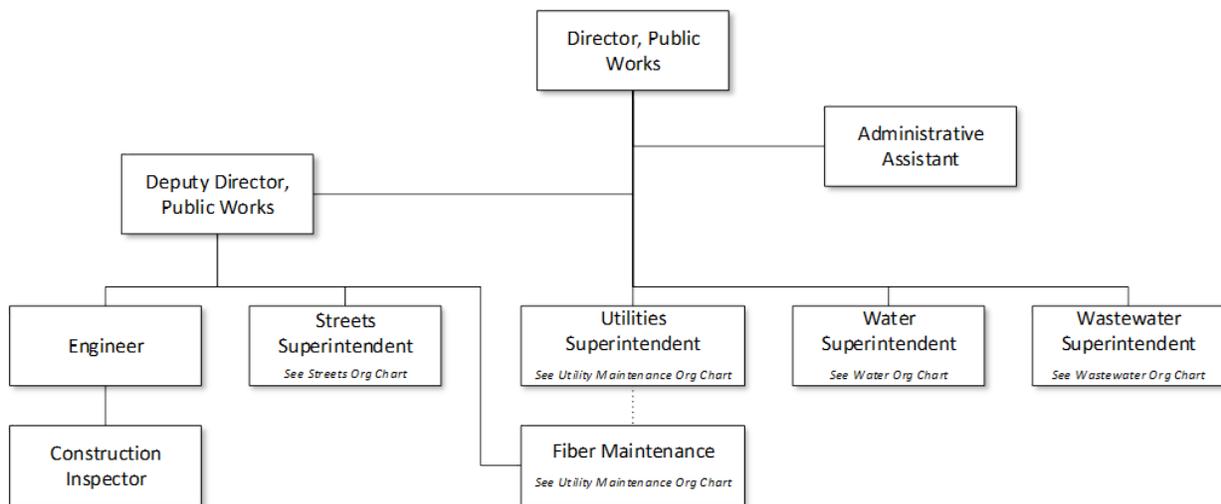
Dept 35	FY21		FY22	FY23
	Budget	Actual	Budget	Budget
FTE	0.0	0.0	0.0	0.0
Salary	\$ -	\$ -	\$ -	\$ -
Benefits	-	-	-	-
Operating	363,665	175,512	304,784	279,990
Total	\$ 363,665	\$ 175,512	\$ 304,784	\$ 279,990

# 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 FY19</b>	<b>Authorized FY20</b>	<b>Authorized FY21</b>	<b>Authorized FY22</b>	<b>Authorized FY23</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***

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

In FY22, 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 success of this work reduces the need for expansion of the current Plant capacity for years into the future and provides near term relief to an already taxed sewer budget. Phase IV of the I&I project replaces and or re-lines approximately 5,500 feet of varying diameter gravity sewer mains and is expected to be complete in FY22, with a total construction cost of approximately \$1.5 million.

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

The Fiber Maintenance Team continued to build connections as needed to service new subscribers. Installed backbone fiber from Cabinet K to Hatfield development in the County, near Route 27 and Bond Street. 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 FY22, about \$1,028,760 of pavement milling and overlay work was completed.

### **City Hall Roof Replacement**

This project replaced slate and metal standing seam roof at City hall. This work was awarded at \$99,650 and was completed in FY22.

### **City Administration Building**

This project renovated the building at 45 West Main Street into the new City Administration Building. The project was completed in FY22 and is in the final stages of completing punch list items.

### **South Center Street Outfall**

This project corrects a bank erosion problem at a 48" storm water outfall along S. Center Street that cross S. Court Street. The design is complete, construction scheduled for completion in FY22.

### **Well 8 PFAS**

This project for the Vo-tech well # 8 included a study and design for removal of PFAS for the water supply. The study, design and construction has been completed and will be operational in FY22.

### **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 become a new water source. The pilot study phase is complete. Currently awaiting approval and acceptance from regulatory agencies for the construction of a full-scale facility. This project provides an innovative and cost-effective solution to the City's long-term water needs.

## **PERFORMANCE MEASURES**

	FY20	FY21	FY22	FY23 (Projected)
Daily Inspections	70	500	600	600
Pre-bid Conferences	12	3	15	9
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.
  - To complete construction of 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.
  - Coordinate with State and County agencies to develop long-term water resources, and water re-use strategies
- 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.
  - Boiler replacement at City Administration Building.
  - Roof replacement at City Administration building and Carroll Arts building.
- Complete water main upgrade on Hahn Road.
- Complete design and replacement of water main along Route 27.
- Complete upgrade of water line on Main Street.
- Complete engineering of water re-use / PUREWater facility.
- Complete Phase 4 of the Inflow and Infiltration Reduction Project.

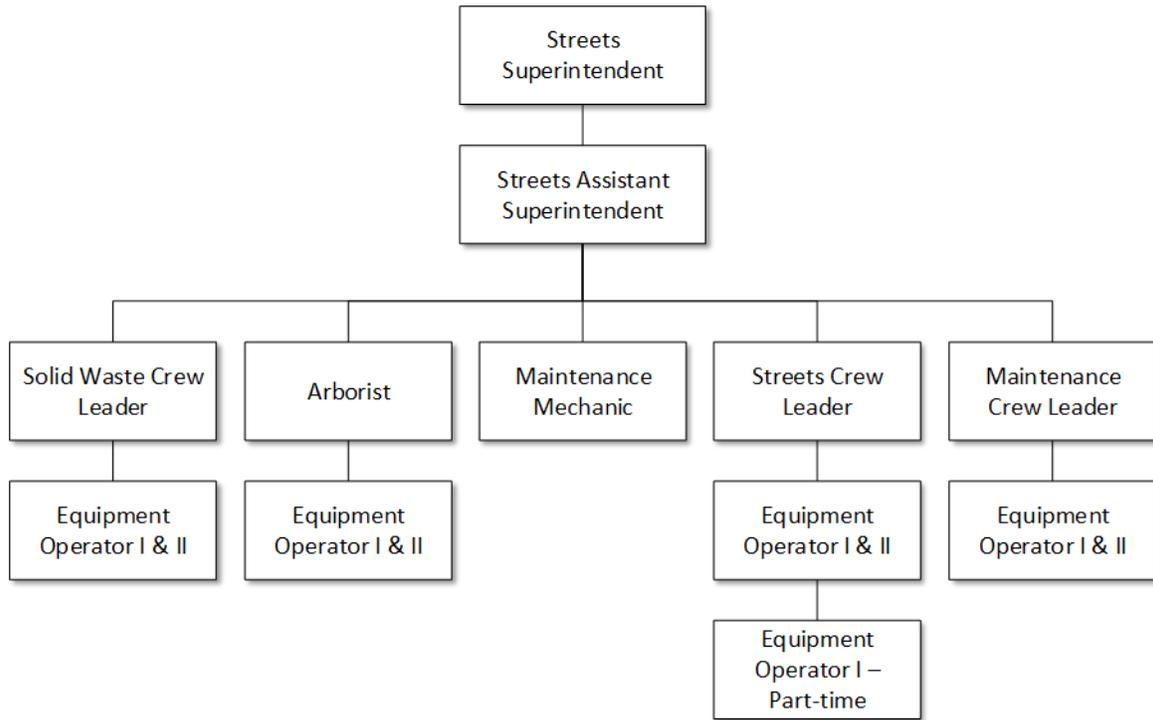
## **BUDGET**

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



Streets	Grade	Authorized FY19	Authorized FY20	Authorized FY21	Authorized FY22	Authorized FY23
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	2.0	2.0	9.0	9.0	9.0
Equipment Operator I	108	10.0	10.0	5.0	5.0	7.0
Equipment Operator I (part-time)	108	0.5	0.5	0.5	0.5	0
<b>Total Authorized</b>		<b>19.5</b>	<b>19.5</b>	<b>20.5</b>	<b>20.5</b>	<b>23</b>

## ***ACCOMPLISHMENTS***

### **Storm Drains**

- Maintained and repaired storm drains and inlets; repaired 24 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 drainpipe
- Replaced 60 feet of storm drainpipe

### **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 1200 sq ft of brick pattern crosswalk
- Repaired numerous potholes, as necessary
- Collected GIS information on ADA ramps
- Contracted the installation of 25 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 at Diffendal Lot
- 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 351 work orders on fleet

### **Curbside Services**

- Continued weekly curbside yard waste removal and call-in service (1,399 calls)
- Continued bi-weekly curbside bulk refuse removal, including tree limbs, brush, and metal (3,536 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 725 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 9 banners across Main Street for Recreation and Parks permits

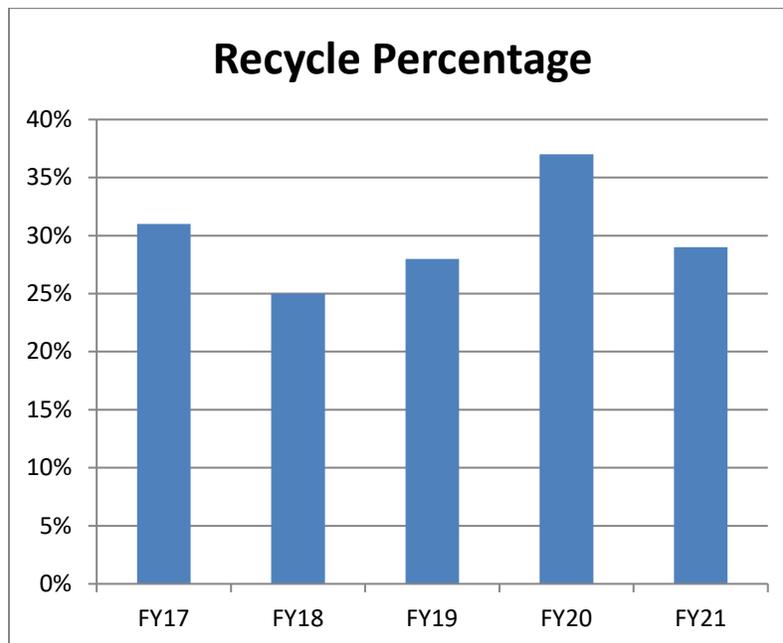
### Parks

- 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
- Planted Wildflower Garden at King Park and Sunflower Garden at Wakefield property
- Mowed perimeter and the walking trail at Wakefield Valley Park

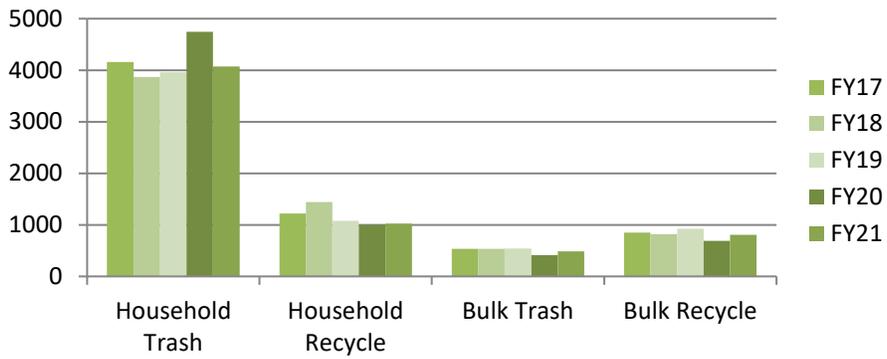
### Lighting

- Reported more than 11 streetlight outages to BGE
- Reported 14 traffic light outages to the State Highway Administration for repairs

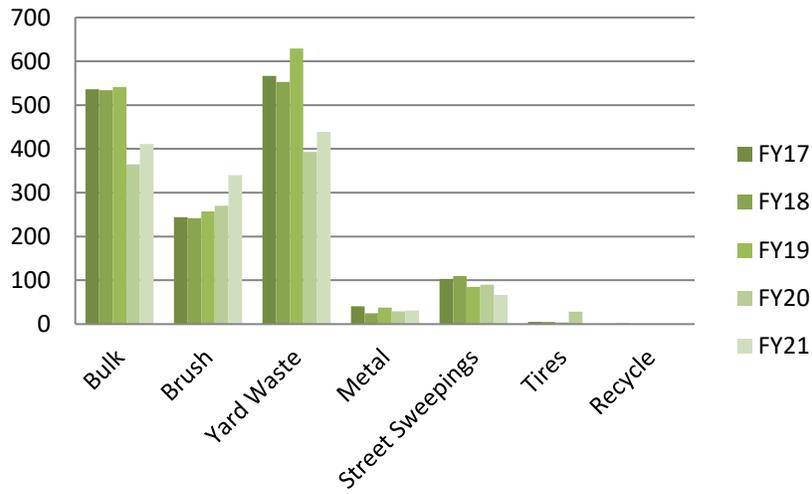
### Performance Measures



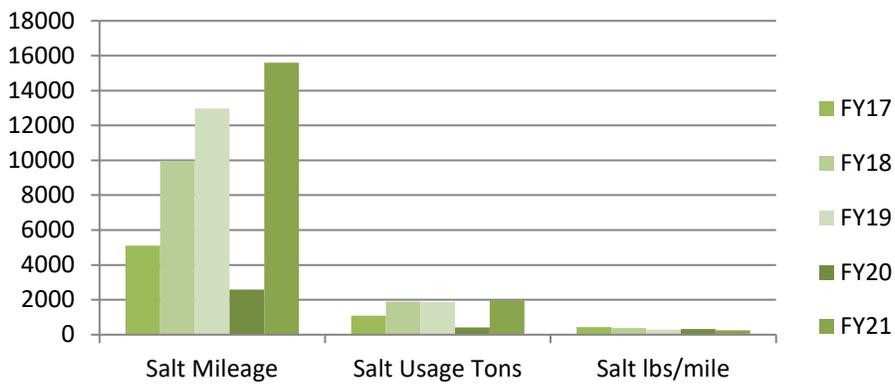
## Trash & Recycling



## Bulk Service



## Snow & Ice Control



	FY20	FY21	FY22 (Projected)
Tons of refuse collected	4136.25	4256.58	4350
Tons of recyclable material collected	950	1022.95	1100
Recyclable rate	37%	29%	30%
Tons of bulk trash collected	411.43	436.94	450
Tons of brush collected	339.72	209.6	250
Tons of yard waste/leaves collected	438.97	505.19	550
Tons of metal collected	31.59	37.34	40
Streetlights repaired	40	11	20
Hours provided to special events	800	725	750
Linear feet of yellow curb painted	25,722	5,273	10,000
General information calls	170	194	215
Bulk pickup service calls	3,203	1,323	1500
Parking meter housing replacements	0	3	3
Vehicle maintenance work orders completed	472	351	425
Linear feet of cracks sealed	0	0	300
Storm drains repaired	35	24	40
Grates and catch basins cleaned	25	20	30
Storm drain grates opened	5	10	15
Tons of salt spread	120.94	1974.34	2000
Pounds of salt per lane mile	320.79	253.12	250

## GOALS

- 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.
- Modify curbside pickup system so that residents can submit pickups electronically
- Move forward with Smart Meter upgrade to the City's parking meter program.
- Increase use of crack sealing machine to lower annual overlay numbers.
- Increase in-house training on heavy equipment to optimize versatility within the department.

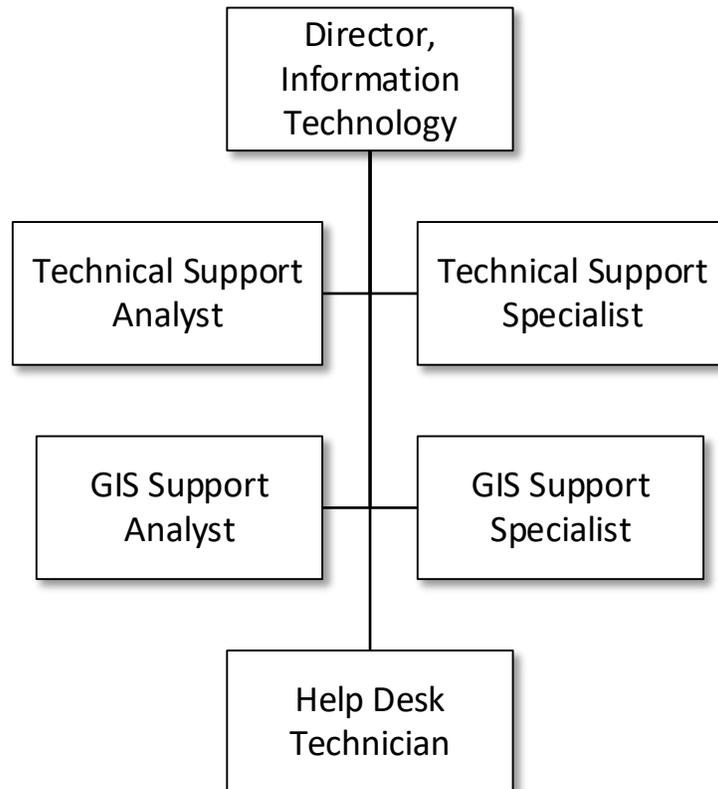
## BUDGET

Dept 50	FY21		FY22	FY23
	Budget	Actual	Budget	Budget
FTE	26.0	26.0	26.0	29.0
Salary	\$ 1,427,458	\$ 879,237	\$ 1,629,704	\$ 1,699,327
Benefits	608,889	377,554	684,166	1,199,119
Operating	1,898,800	838,255	2,006,011	2,150,463
<b>Total</b>	<b>\$ 3,935,147</b>	<b>\$ 2,095,046</b>	<b>\$ 4,319,881</b>	<b>\$ 5,048,909</b>

## INFORMATION TECHNOLOGY

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

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



<i>Information Technology</i>	Grade	Authorized FY20	Authorized FY21	Authorized FY22	Authorized FY23
Director, Information Technology	120	0.0	1.0	1.0	1.0
Manager, Technology	118	1.0	0.0	0.0	0.0
GIS Support Analyst	114	1.0	1.0	1.0	1.0
Technical Support Analyst	114	1.0	1.0	1.0	1.0
GIS Support Specialist	113	1.0	1.0	1.0	1.0
Technical Support Specialist	113	1.0	1.0	1.0	1.0
Help Desk Technician	112	0.0	0.0	1.0	1.0
<b>Total Authorized</b>		<b>5.0</b>	<b>5.0</b>	<b>6.0</b>	<b>6.0</b>

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 including 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.

## ***ACCOMPLISHMENTS***

- Set up and furnished computer training room at 45 West Main.
- Configured 45 West Main conference rooms for technology.
- Facilitated the move to the new Westminstermd.gov email domain.
- Set up new Single Sign-on and ADFS software.
- Assisted the move and set up of existing WWTP SCADA to new location during construction.
- Converted 90% of available workstations to mobile platforms (Laptops/Tablets).
- Audited phone and internet service no longer in use and canceled services.
- Facilitated the upgrade of the Longwell Parking Garage camera system.
- Water and sewer area service population count for DPW.
- Edited and published meetings for YouTube.
- Researched the use of ParkMobile in other local governments.
- Reviewed 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 the Maryland Department of Transportation.
- Maintained active membership in URISA Chesapeake Chapter.
- Attended a Fiber Optic Conference to build upon base knowledge towards the processes of fiber internet.
- Participated in a 12-week long cyber security training course
- Created ArcOnline Portal/Server Manager accounts to share data more efficient as well as securely.
- Completed ArcPro training that will allow for a smooth transition from when ArcMap is discontinued.

## ***PERFORMANCE MEASURES***

<b>Performance Measures</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22 (Not Final)</b>
IT Helpdesk Requests	2,087	1790	1804	2012
Number of Users Supported	180+	190	215	215
Users/ Support Staff	90+	95	71	71
Citizen Help Requests	123	221	200	62
Employee Help Requests	1,964	1569	1604	1950
Number of PCs	220	225	245	245
Number of Mobile Devices	114	119	145	145
GIS Map Layers Created	350+	350+	250+	250+
Converted As-Built Blueprints	2,500+	1,500+	1,500+	500+
Maps Created by GIS	300+	300+	300+	300+
Utility Bill Online Payments	17,401	15,894	17,200	16,695

## ***GOALS***

- Continue efforts to meet security audit guidelines and secure the City’s system.
- Introduce and promote new Technology security policies and procedures.
- Design and plan a fiber ring network for City buildings.
- Plan and facilitate a server system refresh.
- Coordinate with WPD to upgrade CID interview room equipment.
- Expand our current security camera footprint.
- Continue coordination of 911 data on one- and two-way streets for Carroll County GIS Department.
- Maintain a new GPS system to help boost the accuracy/precision of data.
- Coordinate with Community Planning and Development Department to address corporate limit issues, including obtaining the final dataset.
- Coordinate with Ting Internet and the Public Works Department to ensure correct fiber datasets/documents.
- Continue to implement “Digital Submission” requirements for all future Public Works projects.
- Provide OSPI Insight web-based services for fiber-related issues/questions for Public Works Department.
- Complete the URISA survey to see which departmental areas need future development.
- Complete ArcGIS Online integration with ArcPro.
- Add additional features to the GIS Server environment and provide a higher level of GIS services to both City Staff and our citizens.
- Implementation of an Enterprise Content Management System with full GIS integration.
- Training videos for interdepartmental needs and possibly for other departments (Mobile 311, ArcGIS Pro, OSPI Insight, etc.)
- Add datasets/carrying on with maintenance towards the public facing Zoning Map.

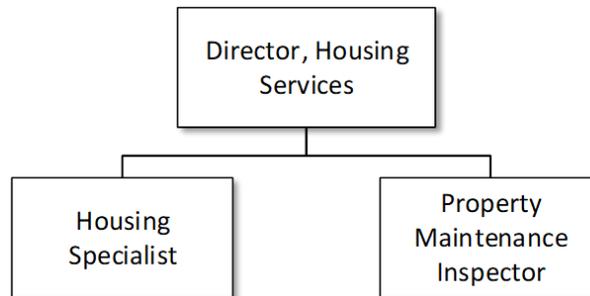
## ***BUDGET***

<b>Dept 55</b>	<b>FY21</b>		<b>FY22</b>	<b>FY23</b>
	<b>Budget</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>
<b>FTE</b>	5.0	5.0	5.0	6.0
<b>Salary</b>	\$ 296,657	\$ 164,851	\$ 395,330	\$ 364,307
<b>Benefits</b>	164,649	96,465	222,003	194,281
<b>Operating</b>	672,609	317,210	691,499	763,400
<b>Total</b>	\$ 1,133,915	\$ 578,526	\$ 1,308,832	\$ 1,321,987

## 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 FY19	Authorized FY20	Authorized FY21	Authorized FY22	Authorized FY23
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
Administrative Assistant	110	0	0	0	0	.5
<b>Total Authorized</b>		<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.5</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 \$2,437,104 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 \$263,544, 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 inspections based on complaints as well as inspector identified violations. 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 Fiscal Year 2021, the PHA collected \$5,865 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.
- Continued to ensure that property maintenance liens were recorded to recover funds expended by the city to correct code violations where the owner failed to comply within the required period.
- Closed 99% of all code violations.
- Fully utilized allocated Housing Choice Vouchers
- 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**

Measures	FY19	FY20	FY21	FY22 (Est)	FY23 (Est)
Notice of Violations	1216	928	1258	1100	1200
Rental Housing Licenses Issued	135	156	285	618	630
Housing Vouchers Under Lease	259	282	276	282	289

**GOALS**

- Maintain High Performer agency status under the Section Eight Management Assessment Program (SEMAP) ratings system.
- Continue to maximize utilization of allocated vouchers.
- Continue to 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.
- Develop and implement a proactive code enforcement program.
- Review the Rental Housing License Program to ensure it is meeting the City’s goals and recommend program modifications as warranted.
- Ensure 100% registration of rental units.

**BUDGET**

Dept 25	FY21		FY22	FY23
	Budget	Actual	Budget	Budget
FTE	1.0	1.0	1.0	1.5
Salary	\$ 59,783	\$ 31,847	\$ 61,217	\$ 92,785
Benefits	40,392	22,526	38,248	46,961
Operating	6,300	667	6,300	6,300
<b>Total</b>	<b>\$ 106,475</b>	<b>\$ 55,040</b>	<b>\$ 105,765</b>	<b>\$ 146,046</b>

Dept 65	FY21		FY22	FY23
	Budget	Actual	Budget	Budget
FTE	3.0	3.0	3.0	3.0
Salary	\$ 164,742	\$ 78,188	\$ 161,695	\$ 180,457
Benefits	80,632	44,175	69,757	68,754
Operating	2,437,451	1,693,633	2,436,852	2,798,967
<b>Total</b>	<b>\$ 2,682,825</b>	<b>\$ 1,815,996</b>	<b>\$ 2,668,304</b>	<b>\$ 3,048,178</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.

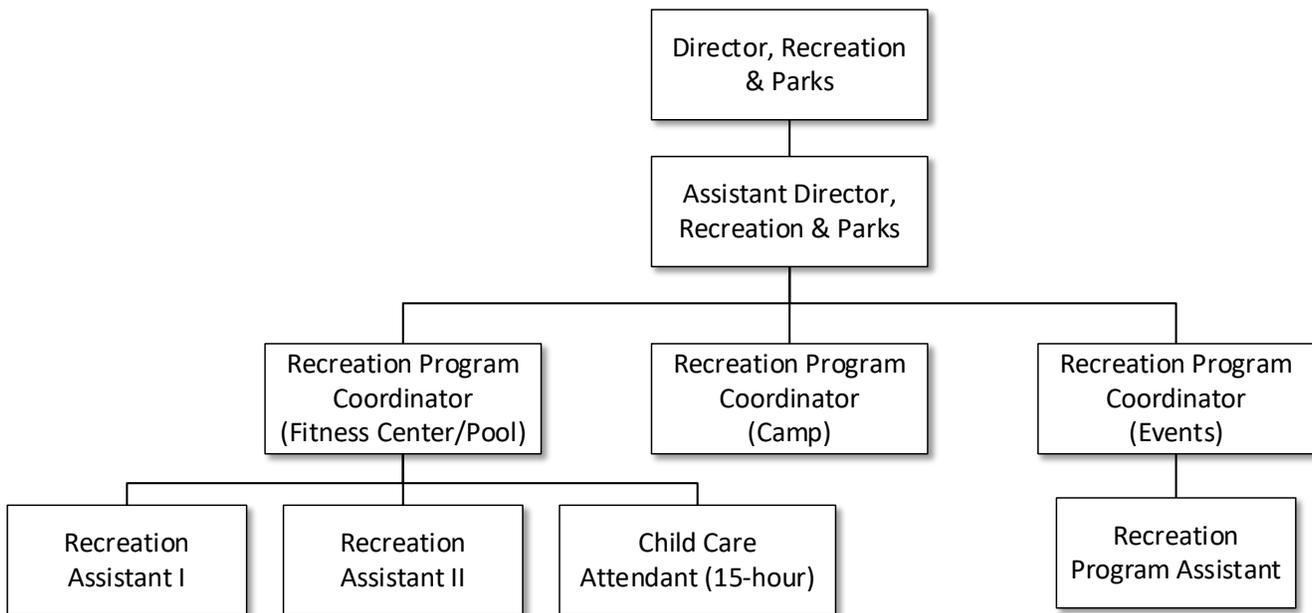
Mission: Be a champion of and an innovative leader in creating and providing safe, fun, and healthy recreational experiences to engage, enhance and energize our community.

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 various 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 and recreational facilities, the City of Westminster offers many 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 a Community Building to serve the leisure needs of the community further.

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 FY19	Authorized FY20	Authorized FY21	Authorized FY22	Authorized FY23
Director, Recreation & Parks	120	1.0	1.0	1.0	1.0	1.0
Assistant Director, Recreation & Parks	115	1.0	1.0	1.0	1.0	1.0
Recreation Program Coordinator	111	2.0	2.0	2.0	2.0	3.0
Recreation Program Assistant	108	1.0	1.0	1.0	1.0	1.0
Administrative Coordinator	N/A	0.0	0.0	0.0	0.0	0.0
Family Center Manager	114	1.0	1.0	1.0	0.0	0.0
Recreation Assistant III	108	2.0	2.0	0.0	0.0	1.0
Recreation Assistant II	106	0.875	0.875	0.625	1.0	0.0
Recreation Assistant I	105	2.125	2.125	2.625	1.625	1.0
Child Care/Family Center Attendant	N/A	0	0	0	.75	0
<b>Total Authorized</b>		<b>11.0</b>	<b>11.0</b>	<b>9.25</b>	<b>9.25</b>	<b>8.0</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 a historical journey through the heart of downtown Westminster and beyond. After the race, participants are invited downtown for a festive celebration that includes Irish-themed vendors, special deals at many 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 the town and 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 many 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 many 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 various 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. This annual event is 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 traditional artisans, such as blacksmiths and tinsmiths. Guided tours of Westminster detailing the City’s historical landmarks and battle and speakers and presentations from published authors relating to the Civil War period are featured at the encampment.

### **Recreation and Parks Month**

During 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, and 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 comprises rides, games, food, entertainment, and 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 the Chesapeake Bay farmed-raised oysters. The event highlights how Westminster works

to restore wild oysters 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 can delight in various 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. This magical parade features lighted floats down Pennsylvania Avenue to Main Street and ends on Longwell Avenue, starting at Monroe Street. Many local businesses participate in the parade and various 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. After 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 Santa at his house in front of the Westminster Public Library. After visiting Santa, families can embark on a free horse-drawn carriage ride through historic downtown.

## ***ACCOMPLISHMENTS***

- Continue to achieve operational efficiencies at the Westminster Family Fitness Center to improve the operating deficit.
- Facilitated renovation of the men’s and women’s locker rooms at the Westminster Family Fitness Center.
- Secured over \$400,000 in grant funding to accomplish various park improvement projects.
- Continued work with the architectural and engineering firm Grove and Dall’Olio Associates to research and develop a historic structure assessment of the Durbin House at Wakefield Valley Park.
- Facilitated renovation of Tahoma Farm Park.
- Recognized the re-opening of Tahoma Farm Park with a ribbon-cutting ceremony and community celebration.
- Commissioned Grove and Dall’Olio Architects to prepare drawings and bid specifications for exterior renovations of the Durbin House.
- Instituted a new volunteer management portal for Fallfest volunteers.
- Identified the successful contractor for the Westminster Municipal Pool Renovation project and continued to assist with the design-build process.
- Continued to serve the community throughout the pandemic providing safe yet meaningful experiences through the various activities.

## PERFORMANCE MEASURES

	FY21	FY22	FY23 (Projected)
Park, Field & Facility Rentals	120*	135	200
Pool Memberships (individually counted)	500*	0*	1,600
Swim Team Members	75*	0*	150
Swim Lesson Participants	20*	0*	90
Summer Camp Enrollments	300*	500	600
Total Family Fitness Center Members	863*	779	800
Number of Check-ins	27,361*	22,239	24,000
Group Fitness Class Attendance	22,866*	20,079	23,000
Gym Rental Hours	470*	502	600
Number of Rental Patrons	6,600*	4,909	5,800
Approximate Yearly Traffic (Fitness Center)	33,961*	28,780	35,000
Volunteer Hours	0*	816	1,100
Celtic Canter & Irish Festival	600*	500*	5,000
Parent Date Nights	0*	500	600
Egg Hunts	400*	1,500	1,500
Wine Stroll	400*	7,000	7,000
Flower and Jazz Festival	2000*	7,500	7,500
Flower and Jazz 5K	0*	0*	0*
Pooch Pool Party	100	0*	120
BBQ Stroll	6,000	7,000	7,000
Oyster Stroll	6,000	7,000	7,000
Downtown Halloween Party	2,000	2,000	2,000
Electric Holiday Parade	7,000	7,000	7,000
Santa's Treat	200	350	350
Tree Lighting Ceremony	300	500	500
Visits with Santa/Horse Drawn Carriage Rides	600	750	750
Month of Sundays Summer Concert Series	0*	0*	0*
Westminster Fallfest	30,000	30,000	30,000
Recreation & Parks Month	3,000	4,500	5,000

\* Program canceled or attendance affected by inclement weather or COVID-19

## GOALS

- Identify and determine innovative strategies to re-purpose parks and facilities to continue meeting the community's needs.
  - Begin implementing the Wakefield Valley Park master plan through a phased development strategy.
  - Secure the Durbin House building envelope and advance preservation initiatives to protect the structure's integrity.
  - 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 of the main pool in 2023.
  - Guide the design-build process for the splash pad and lap learning pool to keep the project on schedule for a planned opening of these aquatic amenities in 2024.
- Continue staff development and strategic planning exercises to define further 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 and other funding sources.
- Provide diverse opportunities for volunteers to assist the department in providing services.
  - Reinvigorate the 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.
- Continue efforts to decrease expenditures and increase revenues for summer camp.

***BUDGET***

Dept 70	FY21		FY22	FY23
	Budget	Actual	Budget	Budget
FTE	9.3	9.3	9.3	8 (+89 PT)
Salary	\$ 577,815	\$ 345,864	\$ 763,429	\$ 667,789
Benefits	196,426	108,789	222,044	305,641
Operating	481,150	57,594	495,650	531,550
<b>Total</b>	<b>\$ 1,255,391</b>	<b>\$ 512,247</b>	<b>\$ 1,481,123</b>	<b>\$ 1,504,981</b>

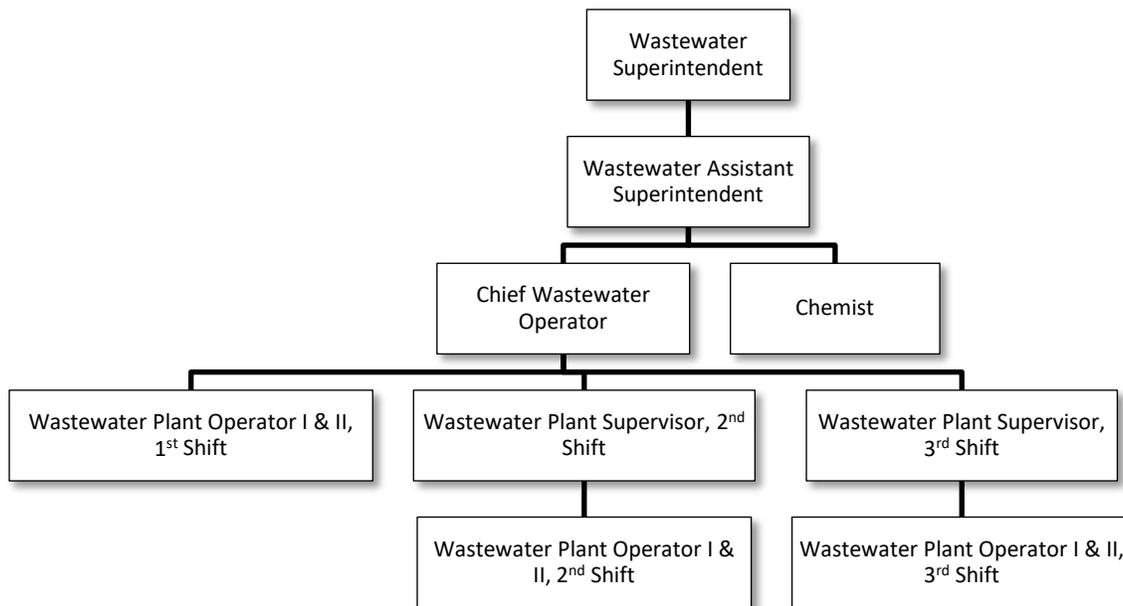
# SEWER

The Wastewater Department is responsible for the operation and maintenance of an advanced-level treatment system utilizing Biological Nutrient Removal technology. With a design of 5 million gallons per day (MGD), the plant is capable of handling flows in excess of 15 MGD during rain events. The treatment process greatly reduces both nitrogen and phosphorus loading to the Chesapeake Bay and its tributaries.

The Wastewater Treatment Plant performs all required analysis, with the exception of metals, for permit reporting and biological process control. Wastewater staff also dewater bio-solids generated for off-site removal by a contractor for landfilling. Maintenance on all equipment is performed in house.

The staff also operates a Septage pre-treatment facility through an agreement with Carroll County. The waste stream from the pretreatment facility is treated further by the City's wastewater plant, along with associated bio-solids dewatering and landfill disposal.

## POSITION SUMMARY SCHEDULE

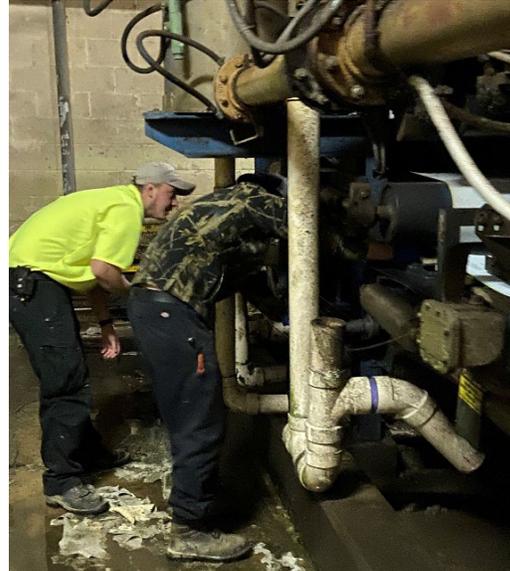


Sewer (Wastewater)	Grade	Authorized FY20	Authorized FY21	Authorized FY22	Authorized FY23
Wastewater Superintendent	116	1.0	1.0	1.0	1.0
Wastewater Assistant Superintendent	115	1.0	1.0	1.0	1.0
Chief Wastewater Operator	114	1.0	1.0	1.0	1.0
Chemist	114	1.0	1.0	1.0	1.0
Shift Supervisor	112	1.0	1.0	2.0	1.0
Wastewater Plant Operator II	110	4.0	4.0	4	3.0
Wastewater Plant Operator II (part-time)	110	0.625	0.625	0.625	0.0
Wastewater Plant Operator I	108	2.0	2.0	2.0	1.0
<b>Total Authorized</b>		<b>12.625</b>	<b>12.625</b>	<b>12.625</b>	<b>9.0</b>

## ***ACCOMPLISHMENTS***

### **Maintenance**

- Continued construction of the ENR Biosolids upgrade
- Performed routine maintenance on treatment plant equipment
- Replaced four secondary clarifier feed gates and two clarifier drive mechanisms
- Rehabilitated a storage shed for the Water Reuse pilot and installed all of the related equipment.
- Replaced two of four Return Sludge pumps
- Replaced the grit pump and rebuild the mast



### **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 storm water and pollution prevention
- Trained staff on Electrical safety and Lock-Out-Tag out procedures

### **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 a variety of analysis for the Water Reuse pilot program both in-house and externally on a weekly, bi-weekly, monthly and quarterly basis. Additionally, performed daily analysis of 13 ports for five different parameters within the pilot.
- Conducted nutrient analysis for both influent and effluent wastewater samples.
- Performed a variety of daily sampling to monitor and control the Plant biological process.
- Collected and recorded quarterly storm water sampling.

## Plant Operations

- Performed inspections of industrial sewer customer discharges.
- Interacting daily with HRI, Inc. and its subcontractors in conjunction with the ENR/Biosolids Upgrade Project.
- Conducted a Water Reuse pilot program, named PUREWater Westminster, with the goal of developing a long-term solution to the City's water needs.

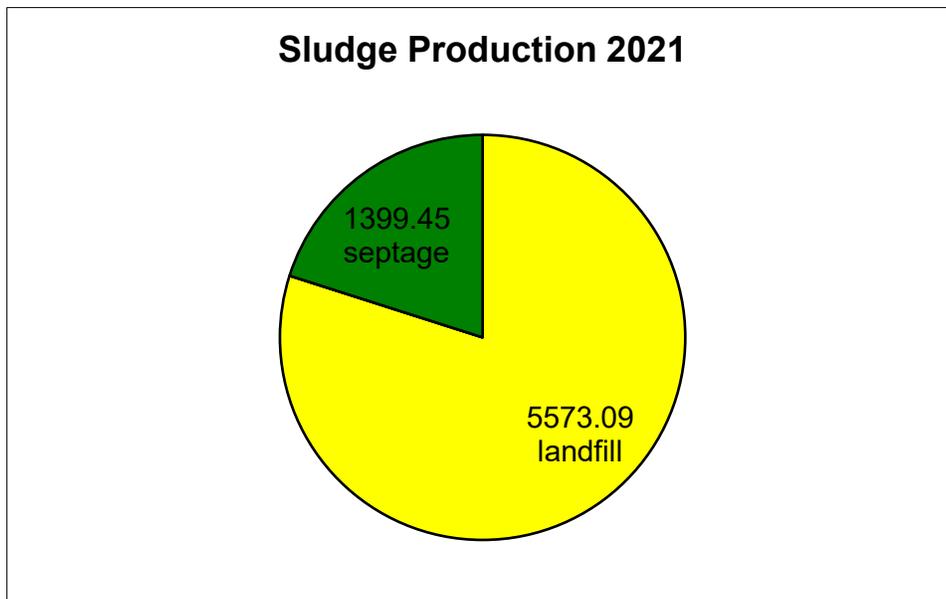
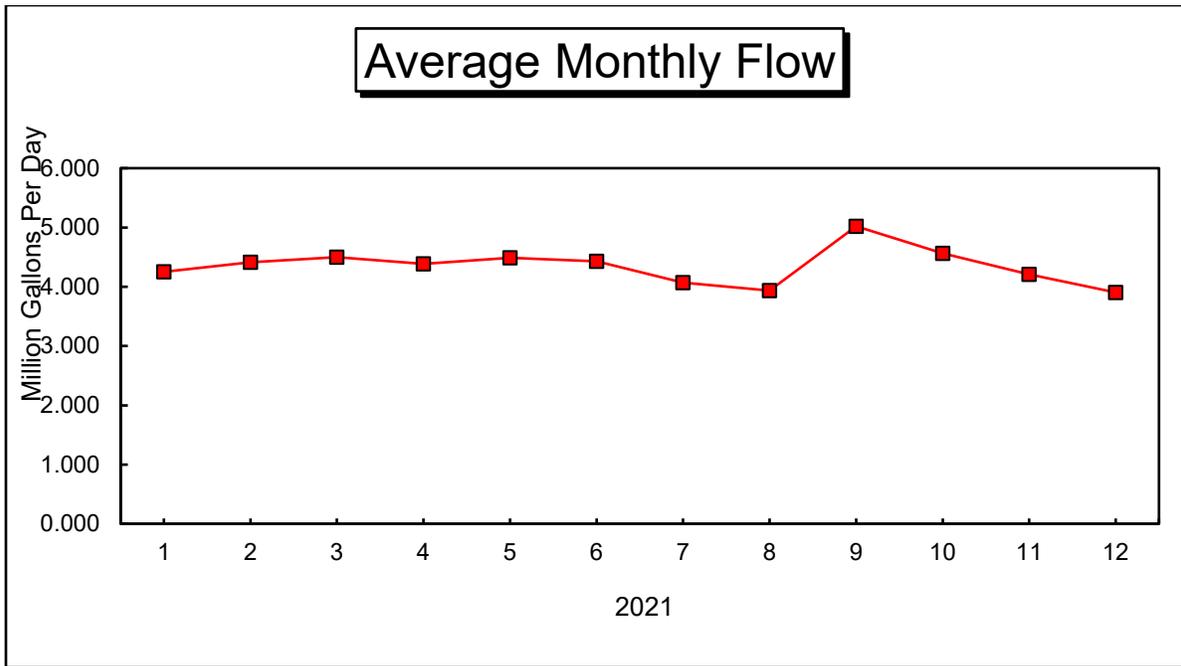
## Goals

- Continue to refine the 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.
- Complete a Capacity Management Plan, a Process Safety Plan for methanol and a Sewer Study related to the PUREWater Westminster project.
- Budget and install a replacement influent bar screen.
- Replace the remaining Return Sludge pumps.
- Negotiate with MDE for approval of the PUREWater Westminster Pilot program and begin the design phase of the project.
- Startup and optimization of various unit processes for the Enhanced Nutrient Removal/Biosolids Upgrade project.

## PERFORMANCE MEASURES

- The trends for the daily flow data indicate that the Inflow and Infiltration work being performed throughout the collection system has made improvements.
- Bio-solids production from both the Plant and the Septage Facility have continued to trend as in the past. The new Bio-solids dryer, when operational next year, should reduce the amount of material produced by the Plant.
- Nitrogen and Phosphorus numbers have continued to be below Biological Nutrient Removal levels of 8mg/l TN and 2mg/l P but are not yet below ENR levels of 3mg/l TN and 0.3 mg/l P. The new Denitrification Facility, when operational next year, the lower numbers will be achievable.

	FY20	FY21	FY23 (Projected)
Wastewater analysis conducted	35,000	35,000	45,000
Average Daily Flow (MGD)	5.7	4.348	5.0
Annual Bio-solids Production (wet tons)	5,517	5,573	5,500
Annual Septage Received (MG)	18.4	16.91	19



**BUDGET**

Dept 80	FY21		FY22	FY23
	Budget	Actual	Budget	Budget
FTE	12.6	12.6	12.6	9.0
Salary	\$ 684,204	\$ 337,098	\$ 828,449	\$ 647,540
Benefits	418,685	210,853	361,835	332,753
Operating	1,818,600	704,485	1,855,626	1,933,100
<b>Total</b>	<b>\$ 2,921,489</b>	<b>\$ 1,252,436</b>	<b>\$ 3,045,910</b>	<b>\$ 2,913,393</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.

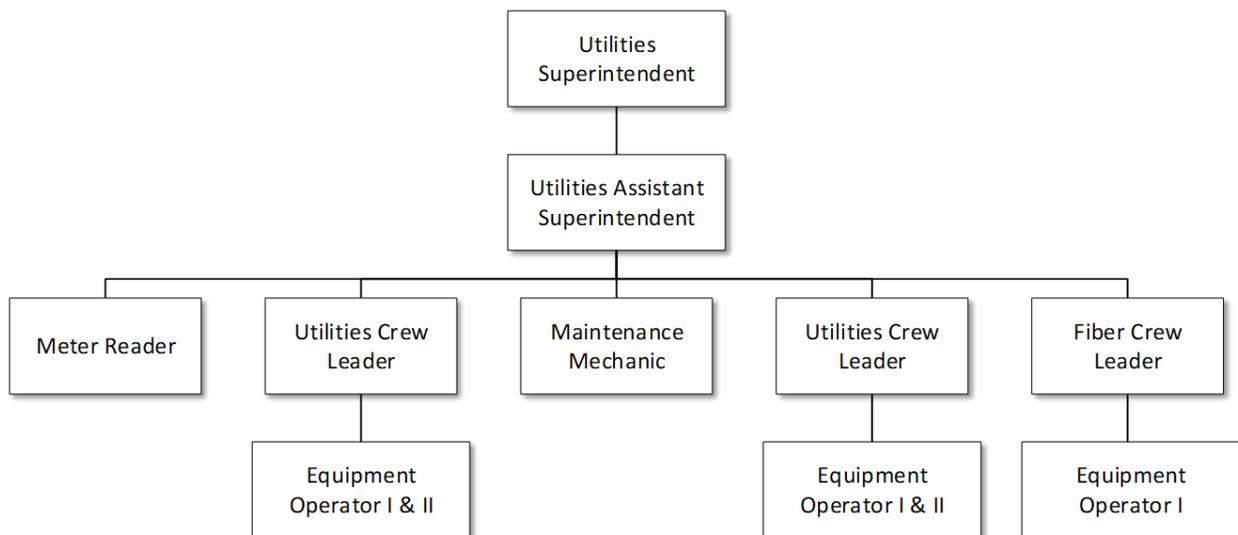
The sewer collection system, ranges in size from 6” to 48”. The system contains 11 Sewer Pump Stations and over 2300 manholes. Maintenance duties include video inspection of sewer mains and appurtenances; flushing, cleaning, and repair of sewer mains and manholes; and cleaning and repair of 9,732 house service/lateral line connections.



The water distribution system, ranges 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.

The Westminster Fiber Network consists of 2 fiber hubs, 12 cabinets, and more than 70 miles of mainline to feed Westminster city and outlining Carroll County homes and businesses. Duties include installation of conduit with house drops, mainline installation, service calls, splicing the network together, and maintain all OSP/ ISP parts of the network.

## POSITION SUMMARY SCHEDULE



Utility Maintenance	Grade	Authorized FY19	Authorized FY20	Authorized FY21	Authorized FY22	Authorized FY23
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	3.0	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	2.0	4.0	5.0
Equipment Operator I	108	2.0	2.0	7.0	5.0	2.0
<b>Total Authorized</b>		<b>15.0</b>	<b>15.0</b>	<b>16.0</b>	<b>16.0</b>	<b>14.0</b>

## ***ACCOMPLISHMENTS***

### ***WATER***

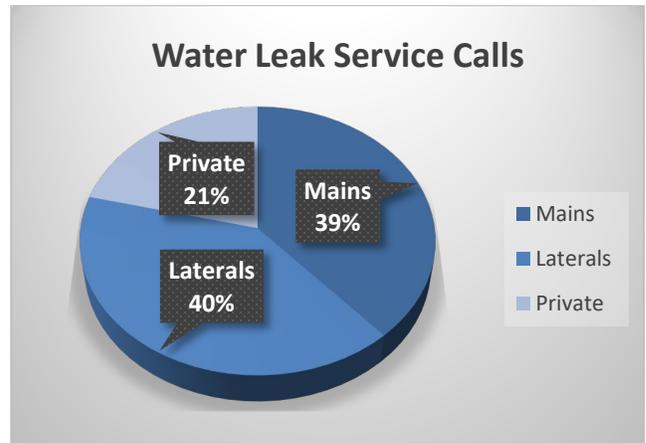
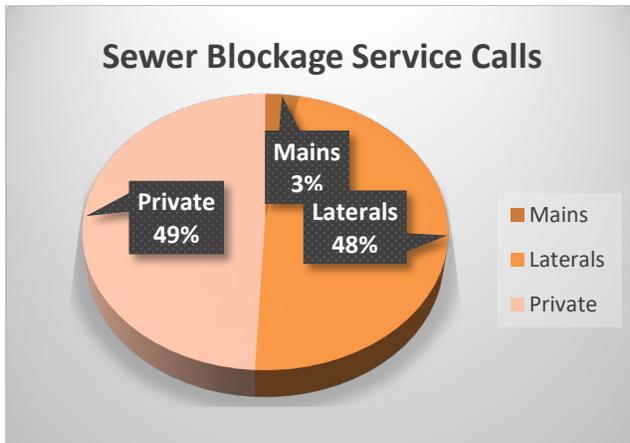
- Completed preventive maintenance work orders
- Started working on valve bolt replacement program
- Rebuilt control valve at clear reservoir
- Replaced section of 12” main leading from water plant

### ***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

## ***PERFORMANCE MEASURES***

	<b>CY20</b>	<b>CY21</b>	<b>CY22 (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	20	15
House Service leak responses	11	21	12
Private house service leak responses	18	11	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 easement at Old Wastewater Plant and Thornbury to Station 14
- Upgrade electric for Station 4

## BUDGET

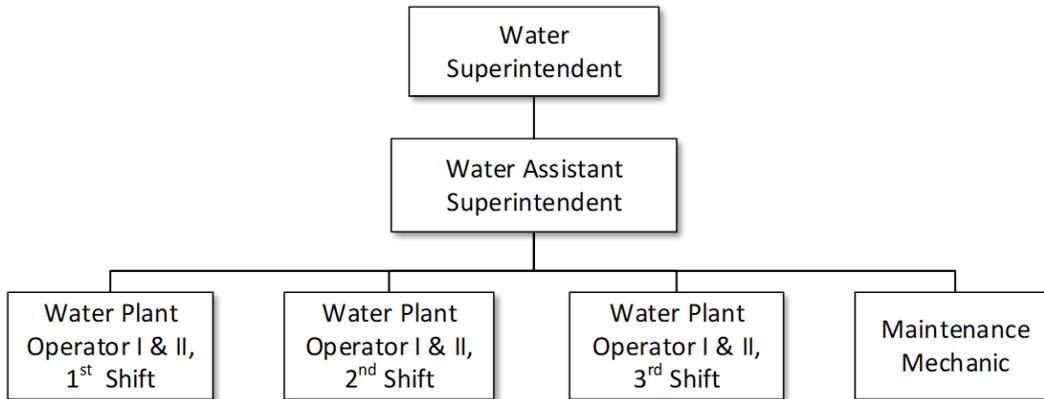
Dept 85	FY21		FY22	FY23
	Budget	Actual	Budget	Budget
FTE	16.0	16.0	16.0	14.0
Salary	\$ 791,732	\$ 374,104	\$ 835,998	\$ 875,080
Benefits	456,095	241,740	452,358	438,997
Operating	602,925	270,013	609,525	758,325
<b>Total</b>	<b>\$ 1,850,752</b>	<b>\$ 885,857</b>	<b>\$ 1,897,881</b>	<b>\$ 2,072,402</b>

# 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



Water	Grade	Authorized FY19	Authorized FY20	Authorized FY21	Authorized FY22	Authorized FY23
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	2.0	2.0	2.0
Water Plant Operator II	110	8.0	8.0	6.0	5.0	5.0
Water Plant Operator I	108	0.0	0.0	2.0	3.0	3.0
<b>Total Authorized</b>		<b>11.0</b>	<b>11.0</b>	<b>12.0</b>	<b>12.0</b>	<b>12.0</b>

## ACCOMPLISHMENTS

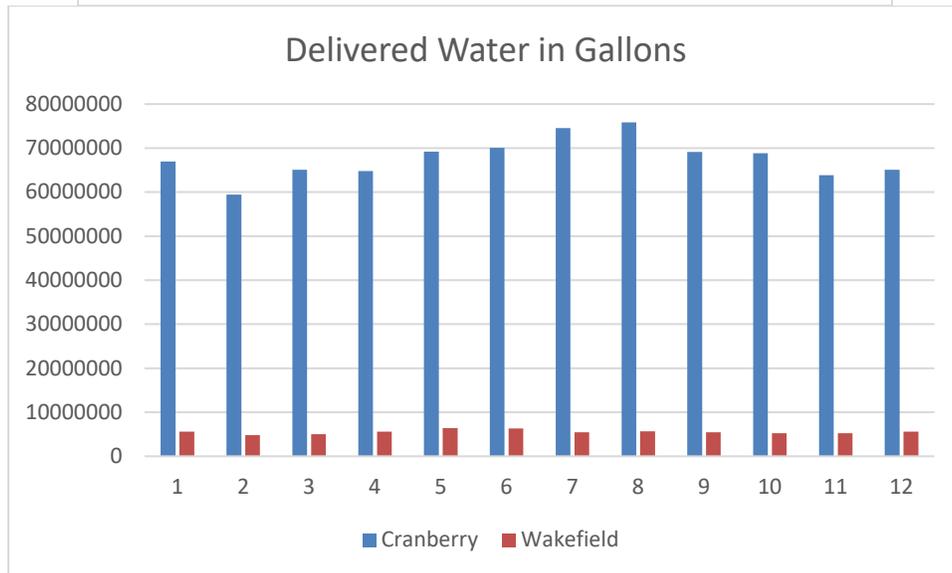
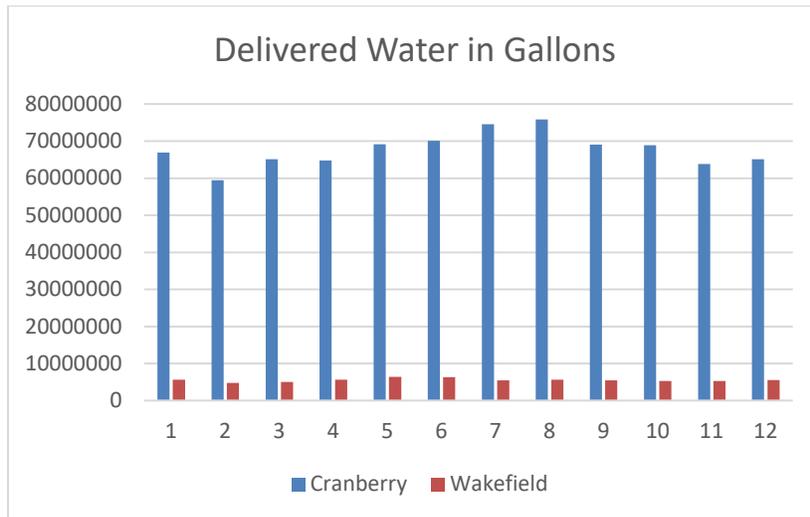
- Replaced the roof on the Well 7 Treatment Plant.
- Installed discharge valve at the Raw Reservoir.
- Upgraded the electric supply and control equipment at Well 2.
- Completed Phase 1 of Well 8 PFAS Study and Design.

## PERFORMANCE MEASURES

	FY20	FY21	FY22 (Projected)
Millions of gallons delivered to Cranberry System	804	813	820
Millions of gallons delivered to Wakefield System	70	66	68
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.
- Install and Operate PFAS mitigation process equipment at Well 8.
- Continue work on the Water Reuse Initiative.



**BUDGET**

Dept 90	FY21		FY22	FY23
	Budget	Actual	Budget	Budget
FTE	12.0	12.0	12.0	12.0
Salary	\$ 654,015	\$ 328,385	\$ 770,410	\$ 796,309
Benefits	298,174	162,179	278,600	321,918
Operating	744,000	322,497	795,250	843,350
<b>Total</b>	<b>\$ 1,696,189</b>	<b>\$ 813,061</b>	<b>\$ 1,844,260</b>	<b>\$ 1,961,577</b>

## FIBER

The Westminster Fiber Network consists of 2 fiber hubs, 12 cabinets, and more than 70 miles of mainline to feed Westminster city and outlining Carroll County homes and businesses. Duties include installation of conduit with house drops, mainline installation, service calls, splicing the network together, and maintain all OSP/ ISP parts of the network.

### FIBER MAINTENANCE PERFORMANCE MEASURES

	CY20	CY21	CY22 (Projected)
Fiber Drops installed	243	293	275

### ACCOMPLISHMENTS

- Installed 293 house drops
- Installed fiber to the Hatfield Development
- Continued installing fiber in County areas
- Network operator achieved a 31% take/subscriber rate citywide.
- Completed Carroll View area fiber relocation



### 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
- Become more familiar with fiber equipment (Directional Drill, Splicing and OTDR testing equipment)
- Continue fiber education

### BUDGET

Dept 95	FY21		FY22	FY23
	Budget	Actual	Budget	Budget
FTE	2.0	2.0	2.0	2.0
Salary	\$ 97,066	\$ 54,281	\$ 111,357	\$ 104,803
Benefits	54,948	30,508	53,179	31,507
Operating	162,500	71,805	57,002	190,175
<b>Total</b>	<b>\$ 314,514</b>	<b>\$ 156,594</b>	<b>\$ 221,538</b>	<b>\$ 326,485</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 Finance Director 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 FY23 rate of \$0.56 per \$100 of assessed value for the City, unchanged from the prior 10 years. The Maryland Department of Assessments and Taxation determines assessments every three years. Tax revenue has been steadily rising since FY 2013 due to new construction within the City.

### ***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 FY23.

### ***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 FY22 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 FY22, 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 FY18 water rates would be insufficient to cover the water revenue requirements in any year from FY19 to FY23.
- Revenue collected at FY18 sewer rates would be insufficient to cover the sewer revenue requirements in any year from FY20 to FY23.

- The City's FY18 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 FY19 budget. The rate structure remains consistent; however, rates were increased by customer class as opposed to across-the-board.

### Water, Sewer, Reclaimed Rates – FY23

#### 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

### Water, Sewer, Reclaimed Rates – FY22

#### 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

## **FIBER FUND REVENUES**

Fiber Fund revenues are generated through the lease of City-owned fiber network. 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 per pass. 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 – Capital Projects Plan

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## **INTRODUCTION**

As part of the overall budget process, the City Administrator, in coordination with the directors of the City's various departments, prepares a five-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. 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.

## **HIGHLIGHTS OF CAPITAL PROGRAM FY22**

### ***CAPITAL PROJECTS FUND – GENERAL***

The most sizable projects are the Community Pool Renovation Project, 45 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.

### ***ENTERPRISE FUNDS***

**Water Fund** – The FY23 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 FY19, 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 FY22 totals \$19.3 million. Other FY22 projects include Inflow and Infiltration (sewer rehab), vehicle and equipment replacement, GIS engineering, and pump station upgrades.

**Fiber Fund** – Construction of the Westminster Fiber Network was completed in FY19. The only capital expenditures anticipated for FY22 are debt service payments and a portion of the ERP System.

# 5-YEAR CAPITAL PROJECTS PLAN

The City's five-year Capital Projects Plan is as follows:

	2023	2024	2025	2026	2027
<b>PROJECT COSTS</b>					
Recreation	\$ 8,821,039	\$ 4,800,700	\$ 2,334,500	\$ 235,500	\$ 300,000
Streets	2,267,535	2,812,837	1,881,825	1,741,437	1,836,892
Facilities	1,300,700	1,997,500	1,975,000	-	-
Debt Service	670,045	668,054	555,028	416,766	411,293
Police Department	482,451	330,250	340,063	179,000	215,000
Planning and Zoning	150,000	50,000	-	-	-
Technology	750,000	200,000	150,000	100,000	100,000
Sewer	26,968,963	1,460,166	1,942,167	1,493,500	1,507,500
Water	6,166,000	6,037,000	1,310,000	922,500	1,122,500
<b>TOTAL</b>	<b>47,576,733</b>	<b>18,356,507</b>	<b>10,488,583</b>	<b>5,088,704</b>	<b>5,493,185</b>
<b>FUNDING</b>					
<b>Use of Fund balance / Transfers</b>					
General Fund	3,202,633	2,633,001	1,926,916	1,487,204	1,613,185
Sewer Fund	4,108,666	1,490,166	1,856,167	1,483,500	1,472,500
Water Fund	3,180,000	1,207,000	1,546,000	1,032,500	1,257,500
<b>Special Revenue Sources / Agreements</b>					
ARPA Funds	2,055,296	3,411,340	1,975,000	-	-
Other Federal Funding	18,600,000	2,500,000	-	-	-
ENR related funds / loans	13,026,297	-	-	-	-
State Funds	1,200,000	-	-	-	-
Pool Loan	1,186,800	-	-	-	-
Highway User Funds	832,292	835,000	835,000	835,000	835,000
Other Funding	58,000	15,000	15,000	15,000	15,000
County Funding	12,730	2,500,000	-	-	-
<b>Grants</b>	<b>622,070</b>	<b>310,500</b>	<b>400,000</b>	<b>160,500</b>	<b>300,000</b>
<b>TBD</b>	<b>-</b>	<b>3,454,500</b>	<b>1,934,500</b>	<b>75,000</b>	<b>-</b>
	<b>48,084,784</b>	<b>18,356,507</b>	<b>10,488,583</b>	<b>5,088,704</b>	<b>5,493,185</b>
<b>Additional Funds for future projects</b>	<b>\$ 508,051</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Appendix D – Budget Ordinance

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# Appendix E – 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 2022

Taxpayer	Type of Business	Assessed Valuations	Tax Amount Paid	% of Total Assessed Value
Carroll Lutheran Village	Elder Care/Retirement Community	\$ 41,430,133	\$ 232,008.74	2.10
Cranberry Square LLC	Shopping Center/Commercial Rentals	25,784,500	144,393.20	1.31
BH Brightview Westminster	Elder Care/Retirement Community	23,445,100	131,292.56	1.19
Home Properties Ridgeview Chase LLC	Shopping Center/Commercial Rentals	22,476,733	125,869.70	1.14
140 Village Limited Liability Partnership	Shopping Center/Commercial Rentals	22,057,200	123,520.32	1.12
Beral Limited Partnership	Shopping Center/Commercial Rentals	20,203,040	113,137.00	1.02
Washreit Westminster Shopping Center LLC	Shopping Center/Commercial Rentals	19,323,000	108,208.80	0.98
Englar Center Limited Partnership	Shopping Center/Commercial Rentals	18,732,400	104,901.44	0.95
Home Properties Middlebrook LLC	Shopping Center/Commercial Rentals	18,298,867	102,473.66	0.93
Knorr Brake Realty LLC	Light Manufacturing	18,212,900	101,992.24	0.92
WMC Development Corporation	Higher Education	16,736,833	93,726.26	0.85
Westminster Crossing East LLC	Shopping Center/Commercial Rentals	13,690,600	76,667.36	0.69
		<u>\$ 260,391,306</u>	<u>\$ 1,458,191.28</u>	<u>13.20%</u>
Total Assessed Valuations		<u>\$1,972,179,379</u>		

# Appendix F – 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, 2023.

**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.).