

**CITY OF WESTMINSTER,  
MARYLAND**  
Fiscal Year 2025 Budget



Prepared by

The 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, 2024

City of Westminister Residents:

I am pleased to present the adopted Fiscal Year 25 (FY25) operating budget and Capital Improvements Program for the City of Westminister. 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 twelfth 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.

In addition to the City's operating budget, this narrative also includes the City's Capital Projects Fund. By outlining goals and initiatives in the Capital Projects Fund, the FY25 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 significantly enhance how the City functions.

A major highlight of the FY25 budget is the application and utilization of grant funding, including \$8 million in ARPA funds, \$4 million in Federal funds, \$1 million in State funds, and \$2.6 million in County funds.

As we enter another year in which we have observed growth in inflation, we have been able to fairly compensate the City staff. We have a phenomenal and hardworking City staff at the heart of our mission to provide exceptional services to the Westminister community.

Several projects included in the budget are critical to Westminister's economic growth, including the continuation of a new Community Pavilion at Wakefield Valley Park, the continuance of the ongoing Inflow and Infiltration sewer project, the replacement of the City Park retaining wall and Congressional Drive Retaining wall, the continuation of holiday lights on Main Street to Center Street, the completion of the Main Street water main replacement project, and commencement of construction for the water reuse project.

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, Finance Director Theresa Rodgers, and our Outsourced CFO Krista Gardner (SEK), whose assistance and guidance throughout the budget development and review process were invaluable.

Sincerely,  
Dr. Mona Becker  
Mayor, City of Westminister

# 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

Theresa Rodgers

Eric Brown

Mark Depo

Vacant

Abby Gruber

Melvin Merritt III

## 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, and the capitals of Maryland, Pennsylvania, and Washington, D.C. The City is approximately 35 miles northwest of Baltimore, 32 miles east of Frederick, 57 miles northwest of Annapolis, 60 miles south of Harrisburg, and 56 miles north of Washington, D.C.



City Hall

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 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 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. At the same time, 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 frequent concerts, films, lectures, plays, recitals, and showings annually. 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.

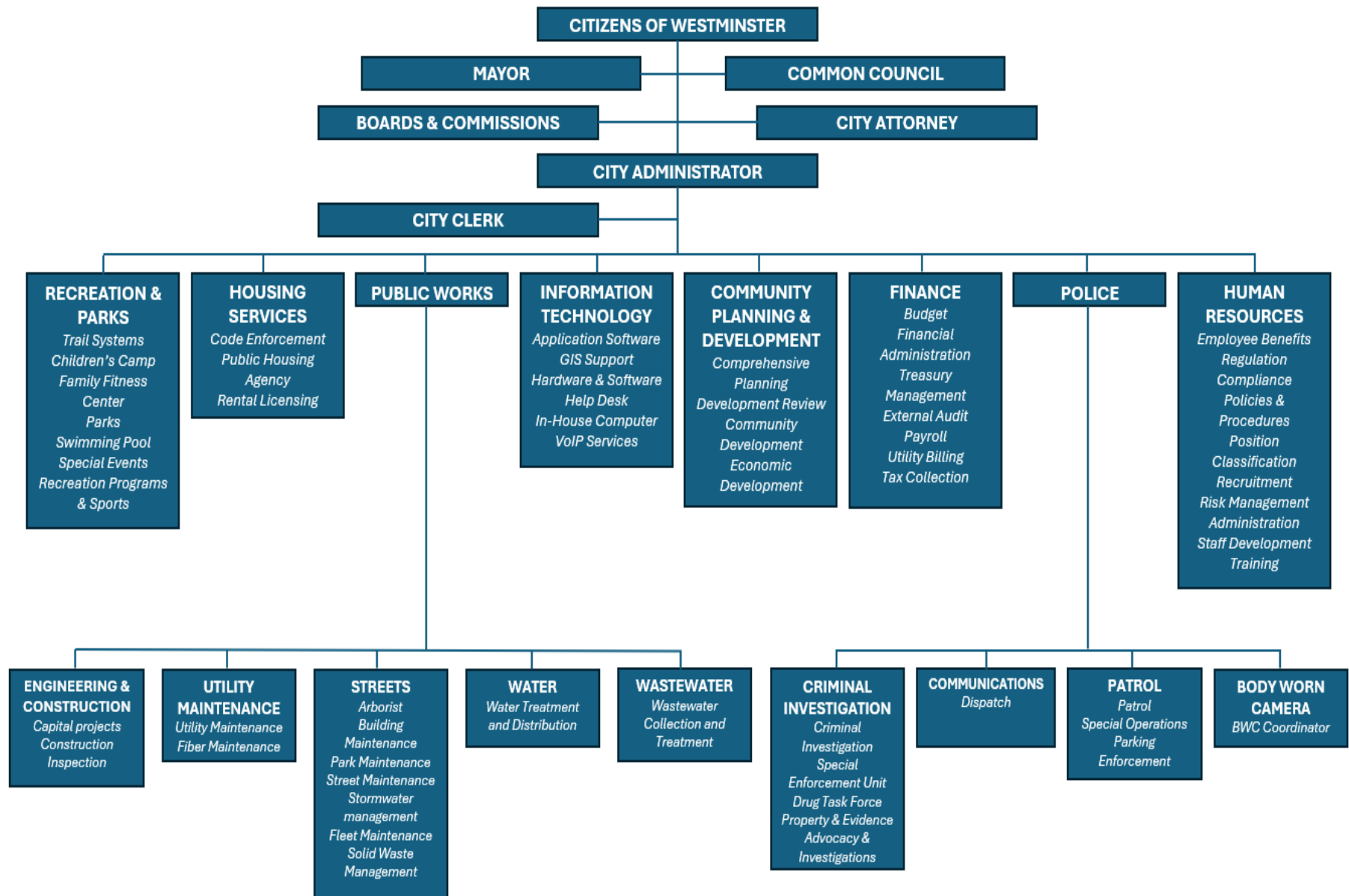
The City of Westminster operates under a Mayor-Council form of government. The Mayor is elected at large to a four-year term. The Common Council is composed of five members who also are elected at large to serve four-year terms. The qualified voters of Westminster vote for the Mayor and two members of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

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 financial 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 outlined 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 2023-2025. 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 captures 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 FY25 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:

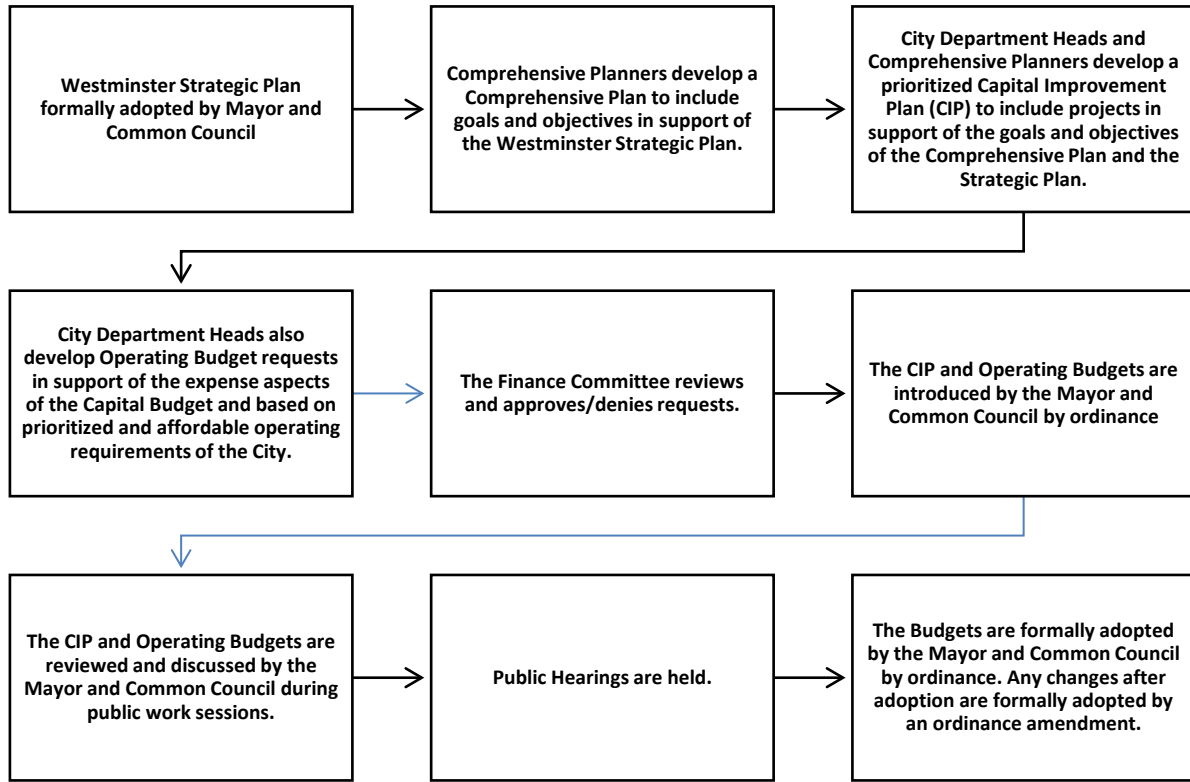
- **Strong Partnerships and an Engaged Community**
  - **Develop HOA/City Partnerships** - provided in the General Fund Housing and Preservation operating budget in the form of salaries
  - **Create a messaging strategy** - provided in the General Fund operating budget
  - **Citizen election process** – provided through the General Fund Legislative operating budget in the form of salaries, office supplies, and updates to the City code
  - **Overhaul City website** – provided in the General Fund Information Technology budget
- **Water and Sewer Capacity for Future Generations**
  - **Secure key staff placements for Public Works and Utilities** – provided in the General Fund operating budget
  - **Market water reuse positively in key communication channels** -- provided in the General Fund operating budget

- **Economic Activity and Growth**
  - **Identify ways to fill vacated retail on Main Street** - provided in the General Fund Community Planning and Economic Development operating budget
  - **Provide downtown improvements** - provided in the General Fund operating budget and Capital Projects Fund
  - **Explore zoning changes for the Downtown District** -- provided in the General Fund operating budget and the Capital Projects Fund
  - **Address nuisance properties** - provided in the General Fund operating budget
  - **Add public art downtown** – working with local artists to find grant opportunities to pursue public art
  
- **Responsible Stewardship of City Resources**
  - **Update personnel policies** - provided in the General Fund operating budget
  - **Clarify the responsibility of streets and sidewalks** - provided in the General Fund operating budget
  - **Resolve fiber debt** – the Fiber Fund includes a state grant to cover FY25 debt service
  - **Update financial software** – this project will be implemented in FY25 and will take two years
  
- **A Safe and Livable Community**
  - **Link bicycle and walking trails** – this project is included in the Capital Fund as part of the Wakefield Valley Park project. City staff applied for Federal and State funding for trails.
  - **Review and modify the rental licensing program** - funded in the General Fund operating budget.
  - **Continue to support community policing** - funded in the General Fund operating budget.
  - **Implement critical thinking across all departments** - funded in the General Fund operating budget.

Each Department Head develops departmental budgets 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; however, each expenditure requirement is designated separately. The Finance Director prepares the revenue budgets. Please refer to *Appendix B – 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**

**FY25 Budget Schedule**

Jan – March 2024	Receive Department requests and meet for discussions
April 30, 2024	Review the preliminary operating budget with Finance Committee
May 1, 2024	Review the preliminary capital budget with Finance Committee
May 7, 2024	Review the preliminary capital budget with Finance Committee
May 13, 2024	City Administrator presentation at Mayor and Common Council meeting
May 13, 2024	Introduction of Budget Ordinance
May 28, 2024	Public Hearing on Budget Ordinance
May 16, 2024	Budget Work Session #1, Mayor and Common Council meeting
May 20, 2024	Budget Work Session #2, Mayor and Common Council meeting
May 28, 2024	Budget Adoption

**ADOPTION**

The budget ordinance was formally adopted on May 28, 2024.

## ***AMENDMENT***

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

## ***STRUCTURE***

The accounts of the City are organized based on 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 the 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 like 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 earned (i.e., water use fees are recognized as revenue when bills are produced), and expenditures are recognized when the liability is incurred.

Information on the City's FY 25 adopted budget is provided below, followed by a discussion of each fund budget. After that, information is provided for each City department, delineating each department's functions and resource requirements and the significant performance measures by which progress is measured for its key programs and initiatives. Following the department discussions are appendices that highlight vital aspects of the City's operations.

# FY25 Adopted Budget

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## SUMMARY

### ***BUDGET OVERVIEW***

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

- For the twelfth 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 FY25 water rates will increase by 3.5%, while sewer rates will increase by 5%.
- The consumer price index indicated that the cost of goods and services has increased by 3.5% from March 2023 to March 2024. The FY25 budget reflects increases in costs for goods and services.

The FY25 proposed operating budget, across all funds, totals \$39.2 million. The FY25 proposed capital budget, across all funds, totals \$38.5 million.

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

The proposed FY25 budget will advance the objectives of the City's Strategic Plan, which was updated by the Mayor and Common Council in November 2023. 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 FY25 and the associated Critical Success Factor to which they pertain:

- Strong Partnerships and an Engaged Community: funding is included to create a communication coordinator position
- Strong Partnerships and an Engaged Community: The Information Technology Department is reviewing the City website to make recommendations for overhauling it.
- Strong Partnerships and an Engaged Community: funding is included to advertise for the next City election, including postcards as well as staffed booths at City events, like Fall Fest
- Water and Sewer Capacity for Future Generations: funding is included to fill key vacant positions within the Public Works Department
- Water and Sewer Capacity for Future Generations: construction of the water reuse facility will begin in FY25

- Economic Activity and Growth: The Capital Fund includes funding for pedestrian improvements and a continuation of the holiday lights on Main St from John/Bond St. to Center St.
- Economic Activity and Growth: There is funding in the Capital Fund for a master planning effort to establish a new vision for the development and redevelopment of downtown Westminster.
- Responsible Stewardship of City Resources: The City received pre-authorization for State funding to cover the fiber debt service in FY25.
- A Safe and Livable Community: The City has been awarded Federal and State funding for trail improvement and linkages at Wakefield Valley Park. Trail design and engineering is funded in FY25
- A Safe and Livable Community: Community Policing remains a priority, and the General Fund supports those activities.

Certain Strategic Plan objectives do not require a specific budgetary allocation, as their advancement is tied to the utilization of existing staffing resources.

### **Economic Climate**

The City's budget is impacted by the national economic climate and the state and local economies. The proposed FY25 budget has adjusted for the realities of the current market. While the Consumer Price Index (CPI) has increased by 3.5% from March 2023 to March 2024, consumer price inflation has risen 19% from January 2020-January 2024.

In FY24 the City hosted its festivals, such as Fallfest, Miracle on Main, and Wine Stroll, with lower-than-expected attendance rates due to rain delays and cancelations. The FY25 General Fund operating budget includes full funding for these important community events. We hope to return to 2023 attendance rates.

### **FY25 Budget Overview**

The proposed FY25 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. The General Fund accounts for approximately 49% of the City's proposed operational spending in FY25.

Other significant funds include the City's enterprise funds: Water, Sewer, and Fiber. These enterprise funds operate and account for their transactions like private businesses. By policy, they must be self-supporting, with their fees covering operating costs, capital projects, and debt service costs. Utility rates and other user fees charged to Westminster households, businesses, and those outside the City limits support the Water Fund and the Sewer Fund.

The Capital Projects Fund accounts for the City's capital expenditures. FY25 CIP projects include the implementation of the City's water reuse project, PUREWater Westminster, completion of the Main Street water main replacement project, HVAC upgrades to the City Administration Building, the continuation of the City's inflow and infiltration project, street improvements, acquisition of vehicles/equipment, purchase of a new generator for the Police Department headquarters, sidewalk retrofit work to ADA standards, enhanced holiday decorations for Main Street, equipment upgrades at the water plant, enhancements and upgrades at the water reclamation 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. For homeowners in the City, any increase in assessed value is phased in equally over three years. 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.

According to the Maryland State Department of Assessments and Taxation (SDAT), the City's assessable real property base (net) for FY25 is estimated to increase by approximately \$134 million, or 6%, from the prior year. This increase results from higher assessments from the reassessment cycle and new properties added to the tax roll.

As noted earlier in this transmittal message, the proposed budget for FY25 is predicated on the continuation of the \$0.56 real property tax rate, the proceeds of which are allocated for the City's general operations.

## **Staffing and Personnel Costs**

The FY25 budget includes the following staffing changes: one new employee in the Community Planning & Development Department, and two new employees in the Water Department.

Employee health insurance costs will increase by 14% in FY25. The Maryland State Retirement and Pension System contribution rate for the City's non-sworn staff will increase from 11.32% to 11.97%. The Law Enforcement Officers' Pension System (LEOPS) contribution rate will increase from 36.91% to 38.07%.

In March 2019, the Legislature overrode the Governor's veto of the Fight for \$15 bill. The State minimum wage was increased to \$15.00 per hour on January 1, 2024. 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 FY25 are projected to total \$20.3 million – an increase of approximately 13% compared to the prior year's budget.

Real property tax revenue is the single largest General Fund revenue source, representing 62.3% of fund revenues in FY25. As mentioned earlier, the real property tax rate is proposed to remain the same. This revenue source is expected to generate approximately \$12.6 million in the General Fund.

Income tax receipts account for about 12.9% of General Fund operating revenues in FY25. This revenue source, budgeted at \$2.6 million, is the City's share of income taxes the State of Maryland received for returns filed from Westminster. FY25 income tax receipts have been budgeted based on what we anticipate receiving in FY24.

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 \$1.39 million from this source.

## ***GENERAL FUND EXPENDITURES***

Personnel costs are the primary cost driver for the General Fund.

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 FY25 include the following:

- The Legislative and Administrative Services budget includes an allocation for a strategic planning and team-building retreat.

- Funding is included to fill key vacancies within the Public Works Department.
- The Police Department will continue implementing a body-worn camera program.
- The City is providing financial support to the Westminster Volunteer Fire Department in the amount of \$100,000. Additionally, FY25 will offer grant awards to the Westminster Municipal Band (\$10,000) and the Heart of the Civil War Heritage Area (\$7,500).



### **Water Fund**

The Water Fund accounts for all financial activity associated with the producing, treating, and distributing potable water. The City provides service to locations in Westminster and outside the City limits.

In FY25 water rates will increase by 3.5%.

Water Fund revenues are projected to total about \$7.2 million in FY25. FY25 Water Fund operating expenditures total approximately \$6.8 million.

### **Sewer Fund**

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

FY25 sewer rates will increase by 5%.

Sewer Fund revenues are projected to total about \$9.1 million in FY25. Sewer fund operating expenditures will total approximately \$8.2 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 \$1.9 million in FY25. Fiber Fund expenditures will total approximately \$1.5 million.

Fiber Fund expenditures include a grant to the Mid-Atlantic Gigabit Innovation Collaboratory (MAGIC) for \$125,000.

### **Capital Projects Fund**

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

FY25 Capital Fund expenditures total \$38.5 million. General Fund revenues in excess of operating will be transferred to the Capital Projects Fund to help fund planned projects.

The FY25 Capital Project Fund budget includes \$19.8 million in Federal, State, and County funds.

The FY25 Capital Project Fund budget allocates restricted funds collected from benefit assessments: \$554,500 in general fund capital projects and \$1,520,000 in sewer fund capital projects.

Examples of FY25 projects include:

- Water Reuse Project construction
- Completion of Main St water main replacement project
- 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 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 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 received \$18 million.

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. The United States Treasury Department issued reporting guidelines. 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.

# ASSETS, LIABILITIES AND FUND BALANCES

<b>Balance Sheet - Total Governmental Funds (3-Year Historical Trend)</b>			
	<b>FY23</b>	<b>FY22</b>	<b>FY21</b>
<b>Assets</b>			
Cash and cash equivalents (unrestricted)	\$ 22,552,588	\$ 24,794,783	\$ 13,319,689
Cash and cash equivalents (restricted)	14,559,916	2,934,450	2,664,127
Receivables	2,322,257	2,505,273	1,854,946
Inventory	66,907	66,908	57,815
Prepaid expenses	239,777	266,388	204,579
Due from others/other funds	435,004	1,848,137	740,732
<b>Total Assets</b>	<b>\$ 40,176,449</b>	<b>\$ 32,415,939</b>	<b>\$ 18,841,888</b>
<b>Liabilities</b>			
Accounts payable and accrued expenses	\$ 3,010,503	\$ 977,659	\$ 846,758
Payables from restricted assets	512,436	1,078,692	1,056,160
Unearned revenue	10,632,832	8,468,121	213,774
Due to other funds	15,528	1,259,924	6,797
<b>Total Liabilities</b>	<b>14,171,299</b>	<b>11,784,396</b>	<b>2,123,489</b>
<b>Deferred Inflows of Resources</b>	<b>1,621,754</b>	<b>1,853,026</b>	<b>1,506,848</b>
<b>Fund Balances</b>			
Nonspendable	331,359	351,047	274,444
Restricted	2,000,619	2,416,557	2,009,730
Committed	16,202	16,358	16,371
Assigned	3,626,622	2,300,418	2,439,121
Unassigned	18,408,594	13,694,137	10,471,885
<b>Total Fund Balances</b>	<b>24,383,396</b>	<b>18,778,517</b>	<b>15,211,551</b>
<b>Total Liabilities, Deferred Inflows of Resources and Fund Balances</b>	<b>\$ 40,176,449</b>	<b>\$ 32,415,939</b>	<b>\$ 18,841,888</b>
	\$ -	\$ -	\$ -

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

	<u>FY23</u>	<u>FY22</u>	<u>FY21</u>
<b>Assets</b>			
Cash and cash equivalents (unrestricted)	28,432,958	\$ 26,985,257	\$ 18,055,976
Cash and cash equivalents (restricted)	5,316,290	7,074,779	6,414,269
Receivables	4,712,143	5,700,977	2,158,389
Inventory	384,270	386,797	376,679
Unbilled services	1,269,976	1,118,403	1,030,674
Prepaid expenses	132,837	201,010	116,906
Due from others/other funds	2,729,470	3,771,156	6,822,324
Capital assets, net	139,251,624	131,212,861	122,444,129
Other assets	-	30,636	-
<b>Total Assets</b>	<u>182,229,568</u>	<u>176,481,876</u>	<u>157,419,346</u>
<b>Deferred Outflows of Resources</b>	1,027,035	1,615,761	988,836
<b>Total Assets and Deferred Outflows of Resources</b>	<u>\$ 183,256,603</u>	<u>\$ 178,097,637</u>	<u>\$ 158,408,182</u>
<b>Liabilities</b>			
Accounts payable and accrued expenses	3,843,272	\$ 4,573,167	\$ 5,202,195
Unearned revenue	30,594	28,169	93,540
Due to others/other funds	275,054	528,913	535,717
OPEB liability	1,603,488	1,882,288	1,522,654
Net Pension Liability	2,298,735	2,059,823	2,930,891
Compensated absences	316,938	293,190	314,427
General obligations bonds/notes	41,813,185	40,856,392	36,311,296
<b>Total Liabilities</b>	<u>50,181,266</u>	<u>50,221,942</u>	<u>46,910,720</u>
<b>Deferred Inflows of Resources</b>	4,906,270	7,008,080	409,055
<b>Net Position</b>			
Net investment in capital assets	100,729,155	88,890,245	84,755,466
Restricted	5,231,831	6,805,361	6,291,577
Unrestricted	22,208,081	25,172,009	20,041,364
<b>Total Net Position</b>	<u>128,169,067</u>	<u>120,867,615</u>	<u>111,088,407</u>
<b>Total Liabilities, Deferred Inflows of Resources and Net Position</b>	<u>\$ 183,256,603</u>	<u>\$ 178,097,637</u>	<u>\$ 158,408,182</u>
	\$ -	\$ -	\$ -

## DEBT SERVICE

Fund	Type	Name	Original Loan Amount	Maturity Date	Outstanding			Outstanding	
					Balance	PROCEEDS	PAYMENTS	Balance	
					6/30/2022			6/30/2023	
<b>BONDS PAYABLE</b>									
Governmental	Cap Proj Fund	Infrastructure Bonds	2005 Series A	4,820,000	5/1/2025	\$ 588,000	\$ -	\$ (225,500)	\$ 362,500
Governmental	Cap Proj Fund	Infrastructure Bonds	2017 Series A-1 and A-2	5,000,000	4/1/2037	3,997,000	-	(219,500)	3,777,500
Governmental	Cap Proj Fund	Infrastructure Bonds	2020 Series A	1,018,434	4/1/2040	957,000	-	(36,500)	920,500
						<b>5,542,000</b>	<b>-</b>	<b>(481,500)</b>	<b>5,060,500</b>
Proprietary	Water Fund	Drinking Water Bonds	Series 2007	9,850,906	2/1/2027	2,520,069	-	(604,087)	1,915,982
Proprietary	Water Fund	Drinking Water Bonds	Series 2008	4,415,138	2/1/2028	1,613,955	-	(253,299)	1,360,656
Proprietary	Sewer Fund	Water Quality Bonds	Series 2019A	27,606,475	2/1/2052	18,779,090	2,979,859	(805,680)	20,953,269
Proprietary	Sewer Fund	Water Quality Bonds	Series 2019B	1,500,000	3/28/2029	1,500,000	-	-	1,500,000
Proprietary	Fiber Fund	Infrastructure Bonds	2019 Series A-1 and A-2	16,215,000	4/1/2049	15,205,000	-	(360,000)	14,845,000
						<b>39,618,114</b>	<b>2,979,859</b>	<b>(2,023,066)</b>	<b>40,574,907</b>
<b>NOTES PAYABLE</b>									
Proprietary	Fiber Fund	MD DHCD Loan	2019 operating loan	1,300,000	6/1/2049	1,238,278	-	-	1,238,278
						<b>1,238,278</b>	<b>-</b>	<b>-</b>	<b>1,238,278</b>
<b>TOTAL DEBT SERVICE</b>						<b>\$ 46,398,392</b>	<b>\$ 2,979,859</b>	<b>\$ (2,504,566)</b>	<b>\$ 46,873,685</b>

The Capital Projects Fund carries debt for the development of the City's two public parking garages, the reconstruction 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 Water Reclamation 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 million in FY 2016 for the 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 the operation of the Westminster Fiber Network. Debt service is expected to be paid with dark fiber lease revenues and a grant from the State of Maryland.

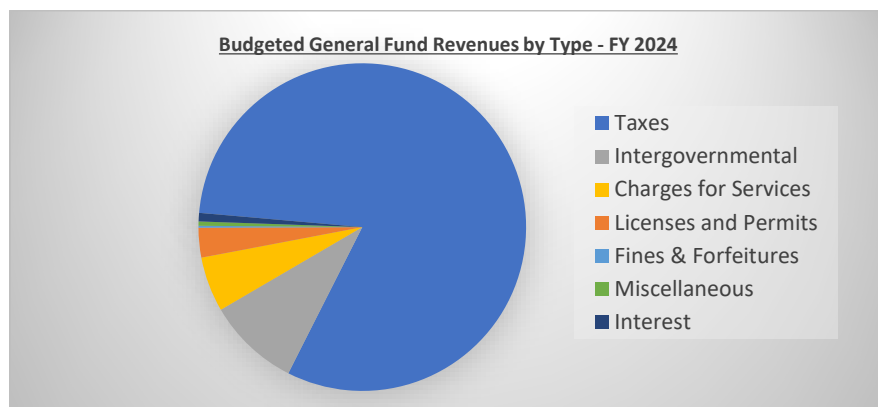
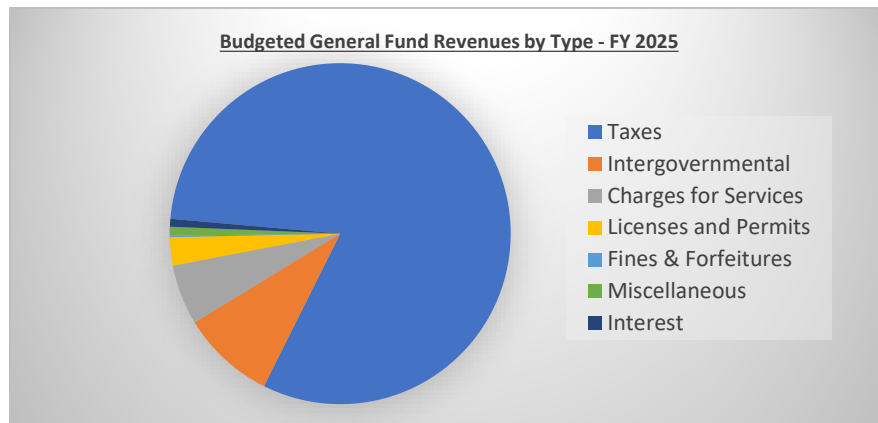
# GENERAL FUND FY25 BUDGET

General Fund Budgeted Revenues and Expenses				
	FY22	FY23	FY24	FY25
	Budget	Budget	Budget	Budget
Revenues	\$ 14,879,782	\$ 17,270,610	\$ 17,927,895	\$ 20,272,020
Expenses	(15,631,224)	(16,820,458)	(17,666,159)	(19,392,574)
Net Change	\$ (751,442)	\$ 450,152	\$ 261,736	\$ 879,446

## REVENUE COMPARISON FY25 vs. FY24

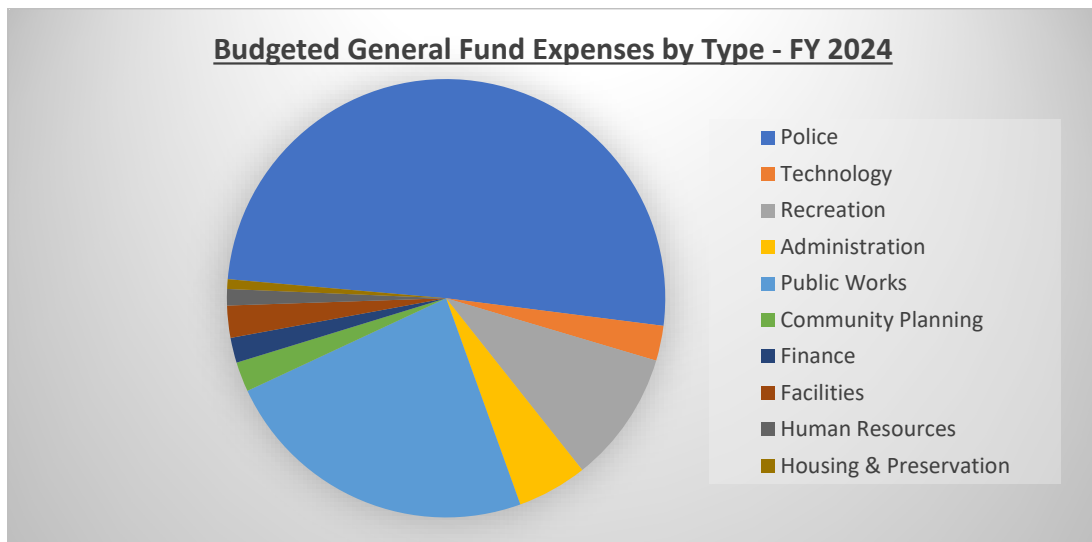
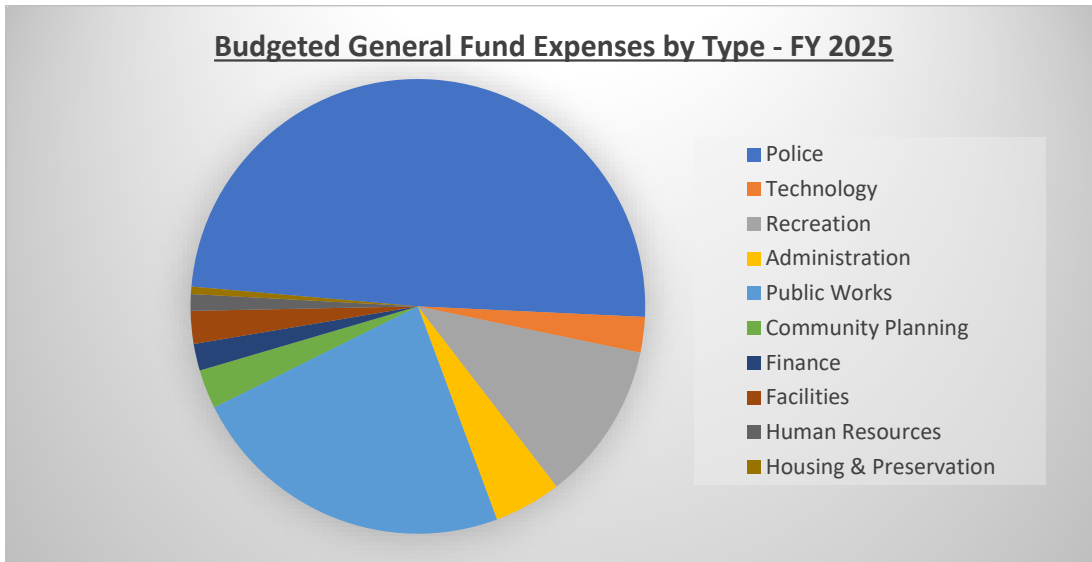
Please refer to *Appendix B – Revenue Book* for more information.

	2025		2024	
Taxes	\$ 16,417,671	80.99%	\$ 14,533,786	81.07%
Intergovernmental	\$ 1,804,272	8.90%	\$ 1,636,115	9.13%
Charges for Services	\$ 1,158,035	5.71%	\$ 973,833	5.43%
Licenses and Permits	\$ 544,500	2.69%	\$ 524,801	2.93%
Fines & Forfeitures	\$ 29,000	0.14%	\$ 33,333	0.19%
Miscellaneous	\$ 168,542	0.83%	\$ 76,026	0.42%
Interest	\$ 150,000	0.74%	\$ 150,000	0.84%
	<u>\$ 20,272,020</u>		<u>\$ 17,927,895</u>	



**EXPENSE COMPARISON FY25 vs. FY24**

	2025		2024	
Police	\$ 9,570,924	49.35%	\$ 8,943,105	50.62%
Technology	490,429	2.53%	456,728	2.59%
Recreation	2,189,036	11.29%	1,718,944	9.73%
Administration	927,729	4.78%	913,550	5.17%
Public Works	4,524,219	23.33%	4,161,739	23.56%
Community Planning	538,137	2.77%	388,102	2.20%
Finance	369,109	1.90%	326,222	1.85%
Facilities	452,141	2.33%	418,569	2.37%
Human Resources	229,201	1.18%	213,212	1.21%
Housing & Preservation	101,649	0.52%	125,987	0.71%
	<u>\$ 19,392,574</u>		<u>\$ 17,666,159</u>	

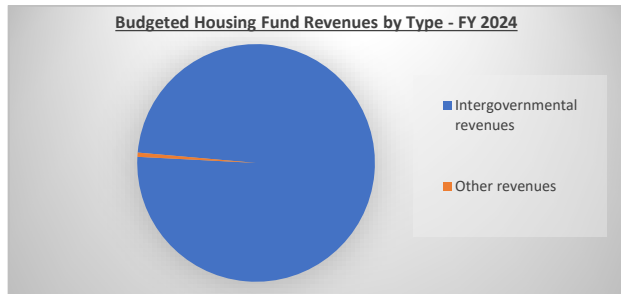
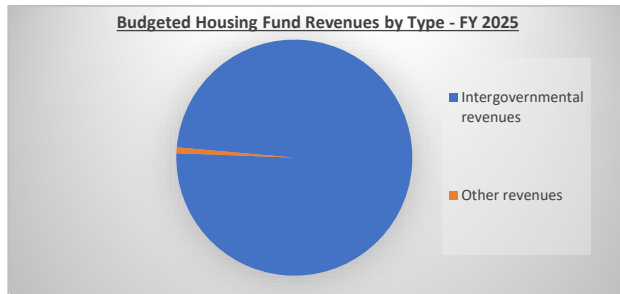


# HOUSING FUND FY25 BUDGET

Housing Fund Budgeted Revenues and Expenses				
	FY22	FY23	FY24	FY25
	Budget	Budget	Budget	Budget
<b>Revenues</b>	\$ 2,668,304	\$ 2,899,573	\$ 3,246,956	\$ 3,395,676
<b>Expenses</b>	(2,668,304)	(3,079,353)	(3,389,434)	(3,395,676)
<b>Net Change</b>	\$ -	\$ (179,780)	\$ (142,478)	\$ 0

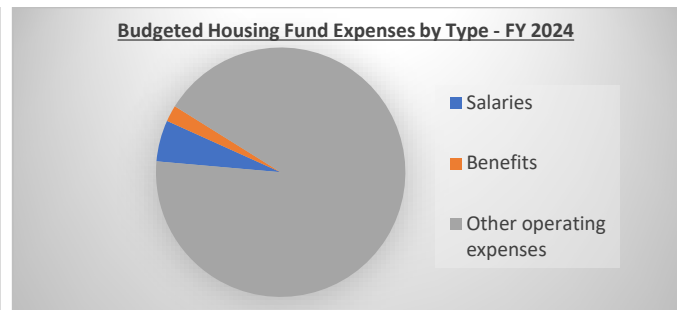
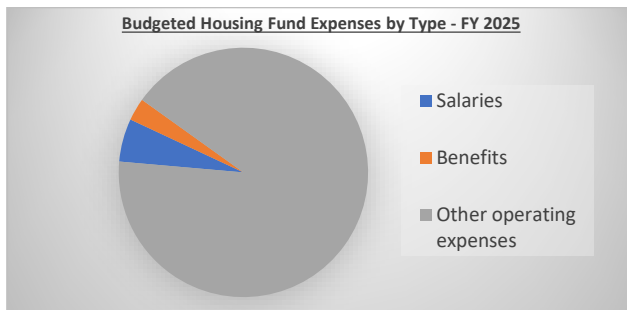
## REVENUE COMPARISON FY25 vs. FY24

	2025		2024	
Intergovernmental revenues	\$ 3,368,776	99.21%	\$ 3,228,456	99.43%
Other revenues	26,900	0.79%	18,500	0.57%
	<u>\$ 3,395,676</u>		<u>\$ 3,246,956</u>	



## EXPENSE COMPARISON FY25 vs. FY24

	2025		2024	
Salaries	\$ 189,397	5.58%	\$ 181,664	5.36%
Benefits	99,278	2.92%	71,971	2.12%
Other operating expenses	3,107,001	91.50%	3,135,799	92.52%
	<u>\$ 3,395,676</u>		<u>\$ 3,389,434</u>	



# SEWER FUND FY25 BUDGET

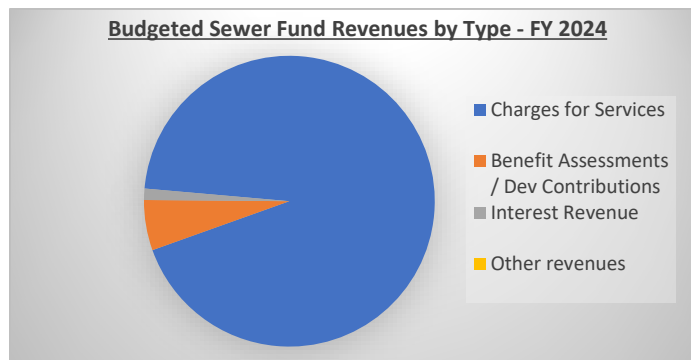
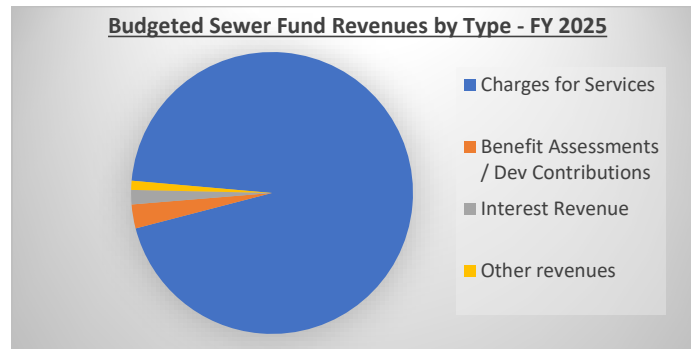
Sewer Fund Budgeted Revenues and Expenses				
	FY22	FY23	FY24	FY25
	Budget	Budget	Budget	Budget
Revenues	\$ 27,071,633	\$ 7,648,998	\$ 7,952,030	\$ 9,101,500
Expenses	(27,217,348)	(5,979,395)	(7,136,362)	(8,185,463)
Net Change	\$ (145,715)	\$ 1,669,603	\$ 815,668	\$ 916,036

## SEWER FUND REVENUES

Sewer rates will increase 5%.

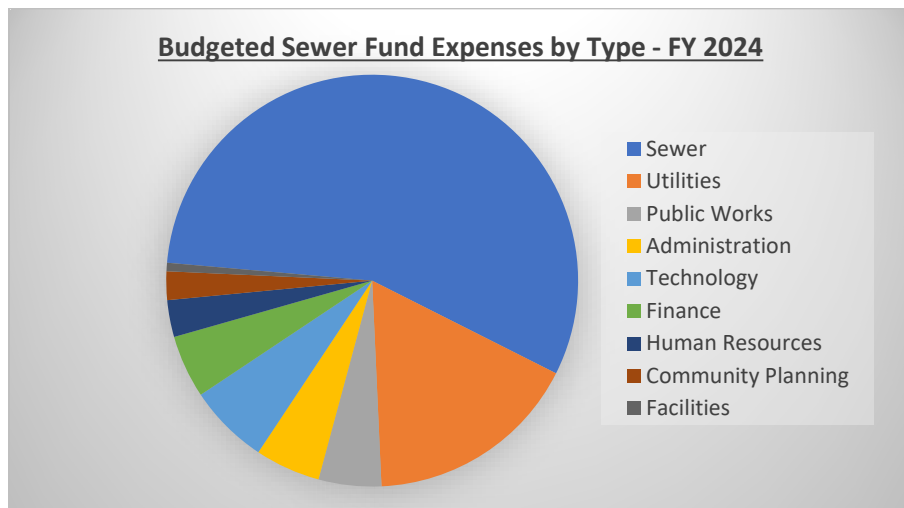
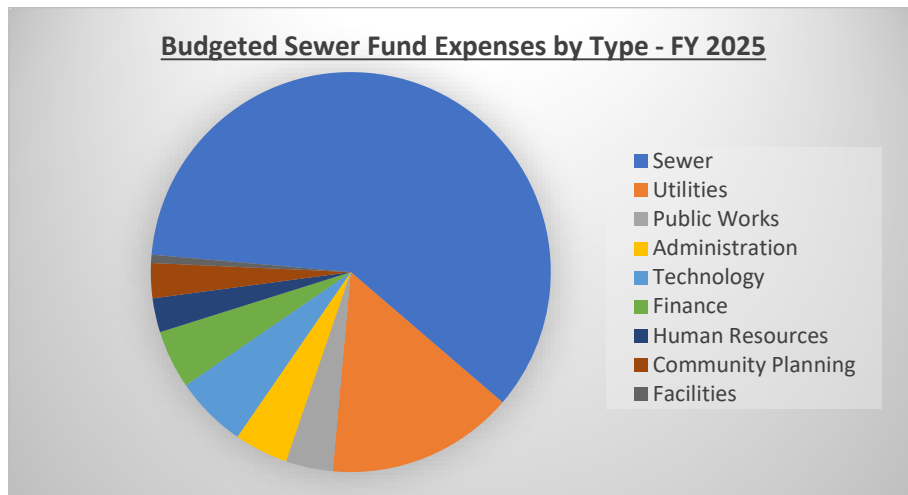
### REVENUE COMPARISON FY25 vs. FY24

	2025		2024	
Charges for Services	\$ 8,606,699	94.56%	\$ 7,407,030	93.15%
Benefit Assessments / Dev Contributions	250,000	2.75%	445,000	5.60%
Interest Revenue	150,000	1.65%	100,000	1.26%
Other revenues	94,801	1.04%	-	0.00%
	<u>\$ 9,101,500</u>		<u>\$ 7,952,030</u>	



**EXPENSE COMPARISON FY25 vs. FY24**

	2025			2024		
Sewer	\$	4,903,713	59.91%	\$	3,999,383	56.04%
Utilities		1,239,589	15.14%		1,202,275	16.85%
Public Works		311,587	3.81%		351,089	4.92%
Administration		355,903	4.35%		365,866	5.13%
Technology		477,378	5.83%		451,504	6.33%
Finance		386,338	4.72%		352,458	4.94%
Human Resources		225,200	2.75%		206,625	2.90%
Community Planning		231,470	2.83%		159,942	2.24%
Facilities		54,285	0.66%		47,220	0.66%
	\$	<u>8,185,463</u>		\$	<u>7,136,362</u>	



# WATER FUND FY25 BUDGET

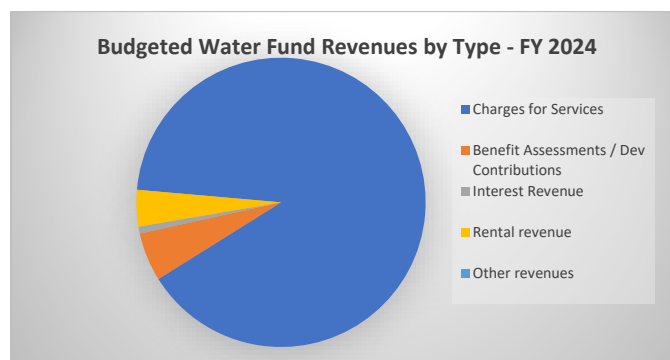
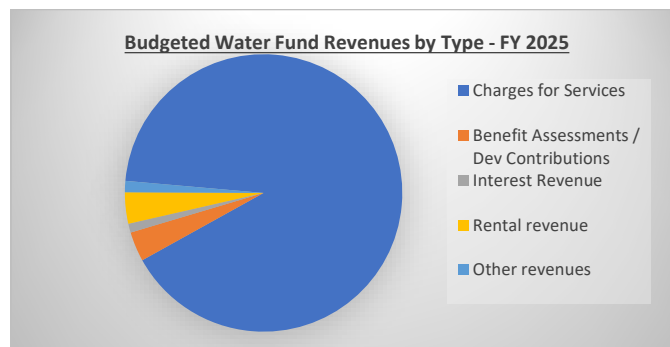
Water Fund Budgeted Revenues and Expenses				
	FY22	FY23	FY24	FY25
	Budget	Budget	Budget	Budget
Revenues	\$ 6,661,982	\$ 6,115,831	\$ 6,457,984	\$ 7,234,244
Expenses	(7,141,711)	(5,627,869)	(6,128,248)	(6,757,698)
Net Change	\$ (479,729)	\$ 487,962	\$ 329,736	\$ 476,547

## WATER FUND REVENUES

Water rates will increase 3.5% in FY25.

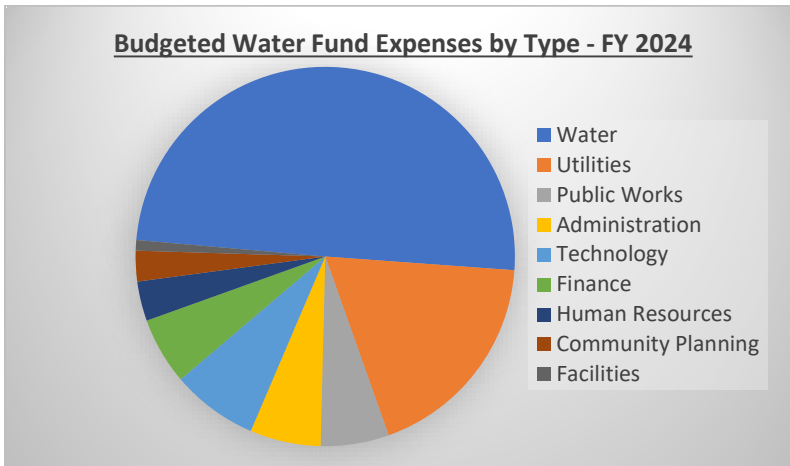
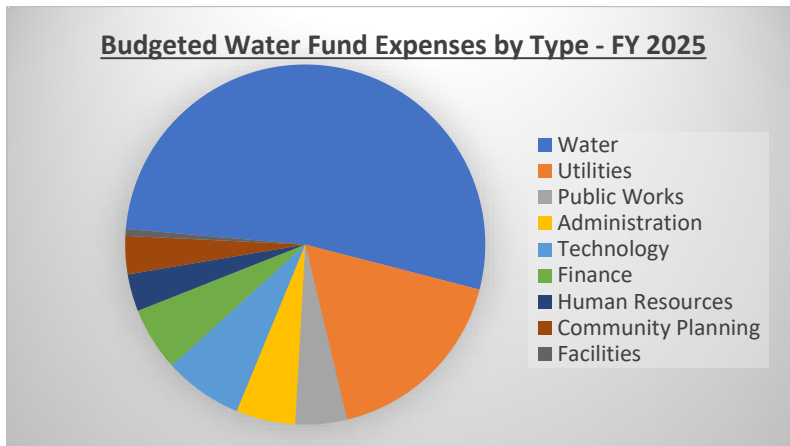
## REVENUE COMPARISON FY25 vs. FY24

	2025		2024	
Charges for Services	\$ 6,550,443	90.55%	\$ 5,793,984	89.72%
Benefit Assessments / Dev Contributions	250,000	3.46%	350,000	5.42%
Interest Revenue	75,000	1.04%	50,000	0.77%
Rental revenue	264,000	3.65%	264,000	4.09%
Other revenues	94,801	1.31%	-	0.00%
	<u>\$ 7,234,244</u>		<u>\$ 6,457,984</u>	



**EXPENSE COMPARISON FY25 vs. FY24**

	<b>2025</b>		<b>2024</b>	
Water	\$ 3,556,998	52.64%	\$ 3,049,679	49.76%
Utilities	1,165,222	17.24%	1,128,773	18.42%
Public Works	312,722	4.63%	356,499	5.82%
Administration	359,737	5.32%	369,855	6.04%
Technology	477,377	7.06%	451,500	7.37%
Finance	386,341	5.72%	350,658	5.72%
Human Resources	226,101	3.35%	206,637	3.37%
Community Planning	231,473	3.43%	159,943	2.61%
Facilities	41,727	0.62%	54,704	0.89%
	<u>\$ 6,757,698</u>		<u>\$ 6,128,248</u>	



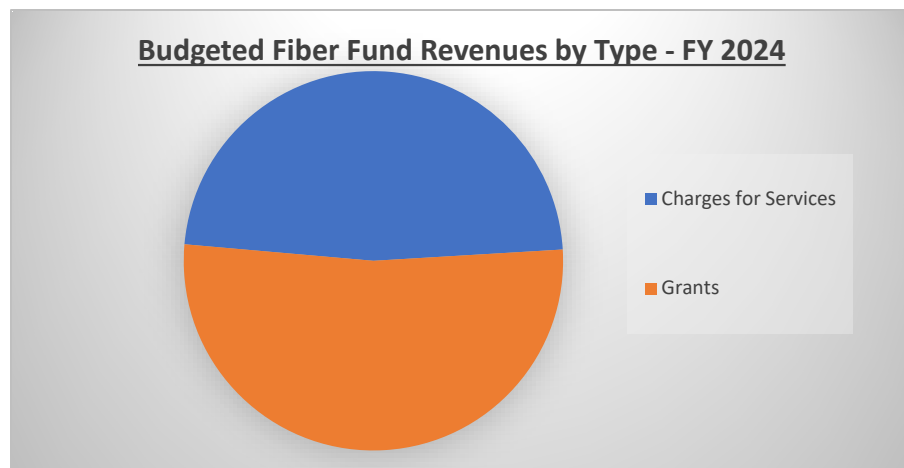
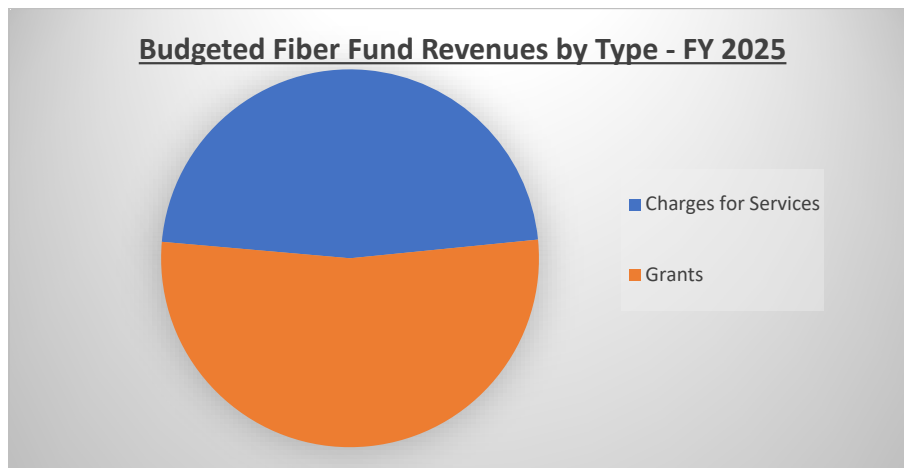
# FIBER FUND FY25 BUDGET

Fiber Fund Budgeted Revenues and Expenses				
	FY22	FY23	FY24	FY25
	Budget	Budget	Budget	Budget
<b>Revenues</b>	\$ 1,345,155	\$ 889,949	\$ 1,759,530	\$ 1,888,000
<b>Expenses</b>	(1,462,129)	(1,497,095)	(1,518,301)	(1,534,255)
<b>Net Change</b>	\$ -	\$ (607,146)	\$ 241,229	\$ 353,745

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

## REVENUE COMPARISON FY25 vs. FY24

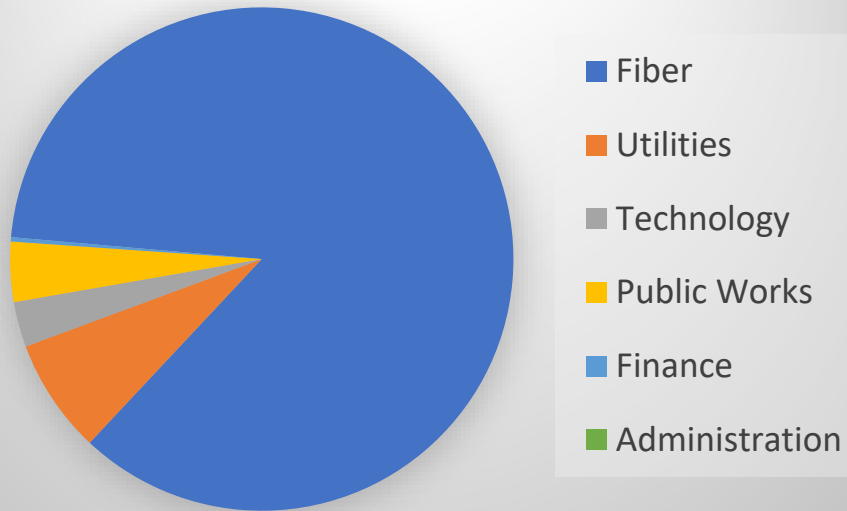
	2025		2024	
Charges for Services	\$ 888,000	47.03%	\$ 838,667	47.66%
Grants	1,000,000	52.97%	920,864	52.34%
	<u>\$ 1,888,000</u>		<u>\$ 1,759,530</u>	



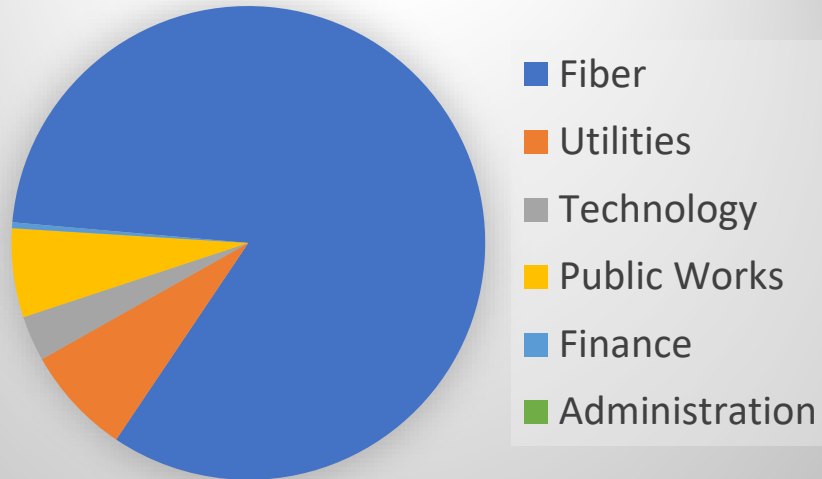
**EXPENSE COMPARISON FY25 vs. FY24**

	2025		2024	
Fiber	\$ 1,313,174	85.59%	\$ 1,260,611	83.03%
Utilities	113,125	7.37%	112,625	7.42%
Technology	44,500	2.90%	46,837	3.08%
Public Works	59,276	3.86%	92,205	6.07%
Finance	4,180	0.27%	6,000	0.40%
Administration	-	0.00%	23	0.00%
	<u>\$ 1,534,255</u>		<u>\$ 1,518,301</u>	

**Budgeted Fiber Fund Expenses by Type - FY 2025**



**Budgeted Fiber Fund Expenses by Type - FY 2024**



# Departmental Information

## LEGISLATIVE AND ADMINISTRATIVE SERVICES

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

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



(left to right) Councilmember 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 is health insurance coverage.

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

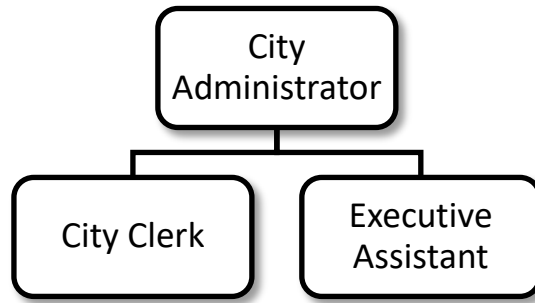
The City Administrator is appointed by and serves at the pleasure of the Mayor and Common Council. The position serves as the Chief Administrative Officer of the City and supervises all department directors of the City. The City Administrator implements the policies and priorities of the Mayor and Common 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 the 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 FY20	Authorized FY21	Authorized FY22	Authorized FY23	Authorized FY24
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	1.0	1.0
<b>Total Authorized</b>		<b>2.5</b>	<b>3.5</b>	<b>3.5</b>	<b>3.0</b>	<b>3.0</b>

**ACCOMPLISHMENTS**

**MAYOR AND COMMON COUNCIL**

- Adopted Ordinance No. 2023-03 (FY24 Budget Ordinance), approving and adopting a budget for the Fiscal Year beginning July 1, 2024, and ending June 30, 2024
- Adopted Ordinance No. 2023-04 (FY23 Budget Amendment No. 2), approving and amending the adopted budget for the Fiscal Year beginning July 1, 2022, and ending June 30, 2023
- Adopted Ordinance No. 2023-05, approving and adopting an ordinance amending Chapter 164, “Zoning and Subdivision of Land”, of the Code of the City of Westminster, to Amend Article I “General Provisions, Section 164-3, “Definitions, related to Medical Cannabis
- Adopted Ordinance No. 2023-06, adopting a sectional map amendment to designate the boundaries of the new cannabis overlay district
- Adopted Ordinance No. 2023-07, approving and adopting an ordinance amending Chapter 164, “Zoning and Subdivision of Land”, adding “Art Galleries/Studios”
- Adopted Ordinance No. 2023-08, approving and adopting an ordinance amending Chapter 124, “Sewers and Sewage” related to an allocation plan and creating a standing committee
- Adopted Ordinance No. 2023-09 (FY24 Budget Amendment No. 1), approving and amending the adopted budget for the Fiscal Year beginning July 1, 2023, and ending June 30, 2024
- Adopted Ordinance No. 2023-10, approving and adopting an ordinance approving Local Zoning Map Amendment LMA 23-01 Designating Certain Property located in the City of Westminster’s P-I Planning Industrial Zone the Floating Cannabis Overlay Zone for the establishment of a Cannabis Dispensary
- Adopted Ordinance No 2024-01, approving and adopting an ordinance vacating, abandoning, and closing two platted but unconstructed Rights-of-Ways
- Adopted Ordinance No. 2024-02, approving and adopting an ordinance amending Chapter 164, “Zoning and Subdivision of Land regarding permitted uses

- Adopted Resolution 23-07, adopting an annexation plan for certain property containing 73.9464 acres consisting of real property located at 1131 Avondale Road, Westminster, Maryland 21157, also identified as Tax Account Number 07-028555, Map 0045, Grid 0021, Parcel 0046, and comprising  $\pm 72.8722$  acres and 1.0742 acres of State Highway Administration Property containing a portion of MD-Route 31 (New Windsor Road), submitted by the owners of a portion of the subject property to the Mayor and Common Council of Westminster (Annexation No. 75)
- Adopted Resolution 23-08, adopting an annexation plan for certain real property consisting of 1.1812 acres of land, contiguous to and adjoining to the City's existing corporate boundaries, located on north side of Leidy Road, commonly known as Ellsworth Cemetery, identified as Tax Account Number 07-004788, Map 46, Grid 0016, Parcel 1592, which property is the subject of a petition for annexation submitted by the owners of the property, the Community Foundation of Carroll County, Inc., to the Mayor and Common Council of Westminster (Annexation No. 76)
- Adopted Resolution 23-09, adopting a resolution of the Mayor and Common Council of the City of Westminster approving an annexation agreement with Covington Properties, LLC for the future annexation of certain real property consisting of 2.426 +/- acres of land known as 535 Old Westminster Pike, Westminster, Maryland identified as Tax Account Number 07-024304, Map 46, Grid 15, Parcel 17, owned by Covington Properties, LLC., and to sign the agreement
- Adopted Resolution 23-10, a resolution amending the adopted 2018-2024 Water and Sewer Allocation Policy and accompanying Master Distribution Chart
- Adopted Resolution 23-11, Resolution – Revenue Bond – Lutheran Village Miller's Grant, Inc.
- Adopted Resolution 23-12, a resolution amending the adopted Water and Sewer Allocation Policy
- Adopted Resolution 24-01, a resolution amending the City's General Fee Schedule for Governmental and Proprietary Functions of the City with respect to fees charged for use of the Westminster Municipal Pool, Summer Camps, and Family Fitness Center
- Adopted Resolution 24-02, (Annexation No. 79), Enlarging the corporate boundaries of the City of Westminster by annexing into the City certain property containing  $\pm 0.6950$  acres, contiguous and adjoining to the City's existing corporate boundaries, consisting of Real Property located at 411 Malcolm Drive, Westminster, Maryland 21157, also identified as Tax Account Number 07-007884, Map 0046, Grid 0015, Parcel 0100, and comprising  $\pm 0.3144$  acres of State Highway Administration property containing a portion of MD-Route 97 (Malcolm Drive). (Annexation 79)
- Introduction of Resolution 24-03, (Annexation No. 77), (Scheduled for adoption on May 28, 2024) Adopted on Covington Properties, enlarging the corporate boundaries of the City of Westminster by annexing into the City certain property containing  $\pm 3.186$  acres, contiguous to and adjoining the City's existing corporate boundaries, consisting of real property located at 535 Old Westminster Pike, Westminster, Maryland 21157, also identified as tax account number 07-024304, Map 0046, Grid 0015, Parcel 0017, and comprising  $\pm 2.5389$  acres, and  $\pm 0.6471$  acres of right-of-way containing a portion of Old Westminster Pike, belonging to the Commissioners of Carroll County
- Adopted Resolution 24-04, a resolution adopting the 2022 Carroll County Hazard Mitigation Plan
- Adopted Resolution 24-05, adopting an annexation plan for certain real property consisting of  $\pm 0.6950$  acres, contiguous to and adjoining the City's existing corporate boundaries, consisting of

land located at 411 Malcolm Drive, Westminster, Maryland 21157, also identified as Tax Account Number 07-007884, Map 0046, Grid 0015, Parcel 0100, and comprising  $\pm$  0.3806 acres of State Highway Administration Property containing a portion of MD-Route 97 (Malcolm Drive), which property is the subject of a petition for annexation submitted by the owners of a portion of the subject property to the Mayor and Common Council of Westminster. (Annexation 79)

### **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
- Coordinated meetings with State and County representatives to discuss funding priorities for the City
- Secured \$5 million in Federal, State, and County grant funds
- Coordinated with State and Federal partners regarding ARPA reporting requirements. Executed an ARPA spending plan.
- Prepared a draft FY25 budget and facilitated discussion of related policy issues with the Finance Committee, the Mayor, and members of the Common Council
- Completed recruitment for Director of Human Resources position
- Assisted the police department in departmental and recruitment efforts
- 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.
- Issued conduit financing
- Provided recommendations to Mayor and Common Council to modify the City's election code
- Completed engineering for the water reuse project
- Continue joint sponsorship of the *Westminster Welcome* to greet incoming McDaniel College students to the community.
- Hosted a successful joint event with our partners in Estonia
- Commenced construction on the Wakefield Clubhouse and Pavilion
- Coordinated with Maryland Department of the Environment and District 5 Delegation to establish state law for permitting of indirect water reuse facilities

### **GOALS**

- Working with the Department of Community Planning and Development and consultant, undertake a master planning effort to establish a new vision for the development and redevelopment of downtown Westminster.
- Complete recruitment for key vacancies in the Department of Public Works
- Working with the Information Technology Department, to overhaul the City's website
- Working with the Human Resources Department, update personnel policies
- Begin construction of water reuse project
- Work to complete or address remaining items in the strategic plan.

**BUDGET**

Dept 10	FY23		FY24	FY25
	Budget	Actual	Budget	Budget
FTE	3.0	2.7	3.0	3.0
Mayor and Council Members	6.0	6.0	6.0	6.0
Salary	\$ 313,807	\$ 316,700	\$ 328,231	\$ 334,424
Benefits	154,935	89,247	138,767	151,482
Operating	1,067,979	788,456	1,182,091	1,157,464
Total	\$ 1,536,721	\$ 1,194,402	\$ 1,649,089	\$ 1,643,370

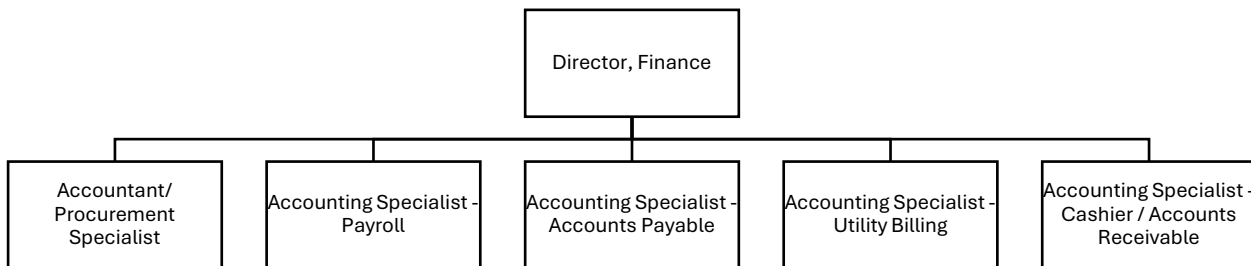
# FINANCE

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
- Supervision of debt, investments, and cash flow

## POSITION SUMMARY SCHEDULE



Finance	Grade	Authorized FY21	Authorized FY22	Authorized FY23	Authorized FY24	Authorized FY25
Director, Finance	121	1.0	1.0	1.0	1.0	1.0
Accountant/Procurement Specialist	115	-	1.0	1.0	1.0	1.0
Accounting Specialist	110	5.0	4.0	4.0	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***

- Oversaw and coordinated the engagement of an independent auditor to audit the City's financial records for fiscal year 2023.
- Assisted in the completion of the 2023 audited financial statements.
- Assisted in the preparation of the FY25 budget and 5-year capital improvement program.
- Distributed monthly financial performance reports to the City Administrator, Mayor and Common Council, and department supervisors and directors.
- Prepared and submitted documents for various state grants.
- Assisted with the tracking, documentation, and reporting of the use of federally awarded ARPA funds.
- Assisted all other departments with the disposal of surplus property by centralizing the process and utilizing an online public auction website.
- Assisted other departments with the procurement process.
- Processed all payments through cash transactions, checks, and online payment systems. All collections are entered through the City's integrated cashiering system.
- Completed lien releases for property transfers in a timely manner.
- Invoiced all water and sewer utility accounts in a timely manner.
- Assisted the Utility Maintenance Department in meter upgrades by sending out monthly letters for zero consumption accounts.
- Worked collaboratively with the Utility Maintenance Department to manage upgrades for non-working water meters.
- Engaged with the community to answer utility billing questions, provide related support, and assist with payment agreements, when needed.
- Responded timely to Public Information Act requests involving financial data.
- Submitted payment reimbursement applications to the Maryland Department of the Environment, Maryland Department of Housing and Community Development, and Carroll County Government.
- Improved accounts payable records by resolving unpaid statements and updating all W-9s on file.
- Improved the accuracy and timeliness of the accounts payable process.
- Managed the purchase card program for the City.
- Assisted other departments by providing support and financial data to help them meet internal and external reporting requirements, submit grant applications, as well as ad hoc analyses to assist with decision-making and other strategic planning needs.
- Directed the Human Resources Department in an acting capacity.

## PERFORMANCE MEASURES

	FY22	FY23	FY 2024 (projected)
Utility bills issued	46,838	46,449	46,620
Utility bills – charges for services	\$13,032,748	\$13,474,129	\$14,596,812
90-day outstanding amount – utility bills	\$133,043	\$112,780	\$140,045
Payment agreements executed – utility bills	100	90	65
Shut-off notices mailed – utility billing	3,219	3,158	2,713
Number of customers – utility billing	10,213	10,250	10,260
Payments made by the website	20,185	21,198	22,152
Payments made by credit card	21,601	22,831	23,741
Accounts payables checks issued	2,470	2,664	2,477
Number of vendors used – accounts payable	662	733	717
1099s issued	45	53	53
Payroll checks issued	5,134	5,266	5,445
Number of employees	200	197	196
W2s issued	252	292	300
Personal property tax bills issued	911	754	744
Personal property tax delinquent amount	\$3,435	\$10,002	\$16,225
On-time delivery of paychecks	100%	100%	100%
On-time billing of taxes (all)	100%	100%	100%

## GOALS

- Evaluate financial accounting procedures to address audit findings.
- In collaboration with the Information Technology department, spearhead the implementation of a new city-wide ERP system.
- Expand staff attendance at webinars and other training opportunities to enhance job performance.

## BUDGET

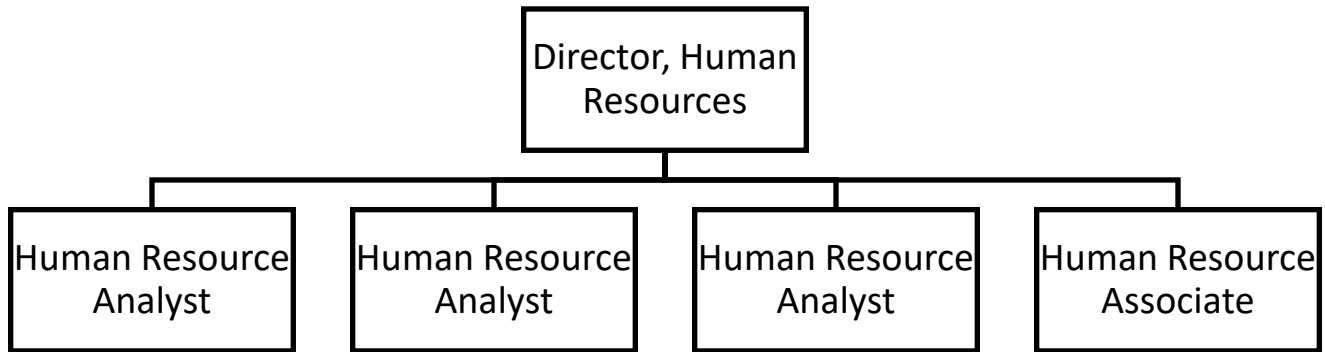
Dept 15	FY23		FY24	FY25
	Budget	Actual	Budget	Budget
FTE	6.0	5.4	6.0	6.0
Salary	\$ 365,378	\$ 350,541	\$ 411,397	\$ 426,725
Benefits	202,301	111,107	191,819	189,916
Operating	355,325	455,094	432,122	529,326
<b>Total</b>	<b>\$ 923,005</b>	<b>\$ 916,741</b>	<b>\$ 1,035,338</b>	<b>\$ 1,145,967</b>

# 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 FY21	Authorized FY22	Authorized FY23	Authorized FY24	Authorized FY25
Director, Human Resources	120	1.0	1.0	1.0	1.0	1.0
Safety/Risk Coordinator	112	1.0	0.0	0.0	0.0	1.0
Human Resources Analyst	112	1.0	2.0	2.0	3.0	2.0
Human Resources Associate	110	0.875	0.875	1	1.0	1.0
<b>Total Authorized</b>		<b>3.875</b>	<b>3.875</b>	<b>3.875</b>	<b>4.0</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, 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 the inception of the cooperative. CIGNA provides a dedicated Client Engagement Manager to assist the City with 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 FY15, 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.

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 provides 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.

## ***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 of the pension system upon employment with the City. Effective July 1, 2011, all regular full-time 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-time 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 Rates				City Contribution Rates			
			FY 2022	FY 2023	FY 2024	FY 2025	FY 2022	FY 2023	FY 2024	FY 2025
RCPB (Employees enrolled effective 7/1/11)	Rule of 90 (age plus eligibility service years)	65 (with 10 years eligibility service)	7%	7%	7%	7%	9.47%	11.32%	11.32%	11.97%
ACPS (Employees enrolled prior to 7/1/11)	30	62 (with 5 years eligibility service) 63 (with 4 years eligibility service) 64 (with 3 years eligibility service) 65 (with 2 years eligibility service)	7%	7%	7%	7%	9.47%	11.32%	11.32%	11.97%
LEOPS	25	50	7%	7%	7%	7%	34.21%	36.91%	36.91%	38.07%

**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-time 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 are 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 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.

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
- Confined Space Training for Public Works employees
- Lockout/Tagout Training for Public Works employees

## ***ACCOMPLISHMENTS***

- Employee Benefits
  - Managed the annual renewal of all employee insurance benefits, including the open enrollment process for employees and the Medicare renewal for retirees
  
- Employment and Recruitment
  - Conducted employee orientations for all new hires, including regular full-time and part-time, temporary, and seasonal employees
  - Recruited and filled vacant positions
  - Participated in job fairs
  - 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
  - Coordinated the Safety Committee's annual review of City safety policies
  - Performed audits of employment posters at each City location
  - Initiated and coordinated non-DOT drug testing for non-DOT employees in Safety and Data Sensitive positions.

## PERFORMANCE MEASURES

<b>Recruitment</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24 YTD</b>
Full- & part-time external employment advertisements	20		22	23
Temporary/Contractual/Seasonal external advertisements	7		7	7
Employment applications processed	749		597	640
Full- & part-time new hires	25		33	37
Temporary/Seasonal new hires	53		21	44
Full- & part-time separations and retirements	20		32	25
Temporary/Seasonal separations	39		17	42
<b>Wellness Program</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24 YTD</b>
Flu shots provided to employees (Target 50)	50	26	7	10
<b>Risk Management</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>7/1/23- 4/30/24</b>
Liability, property, & automobile claims	25		33	51
Worker's compensation claims	24		28	34
D.O.T. physicals	47	62	37	46
D.O.T. random drug/alcohol tests	30	32	22	23
Non-D.O.T random drug/alcohol tests	24	36	31	19
FMCSA Drug and Alcohol Clearinghouse Queries	70			60
Hearing Conservation testing	57	64	70	76
Respirator fit tests	69	62	69	95
<b>Training (employees attending)</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>7/1/23- 4/30/24</b>
CPR/AED/First-Aid	72	40	82	29
Defensive driving	12	20	12	28
Supervisor reasonable suspicion drug and alcohol	3	0	1	0
Preventing harassment in the workplace	82	56	54	44

## **GOALS**

- Monitor the City’s medical insurance to determine Wellness Plan initiatives
- 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 of legal consequences when making employment decisions

## **BUDGET**

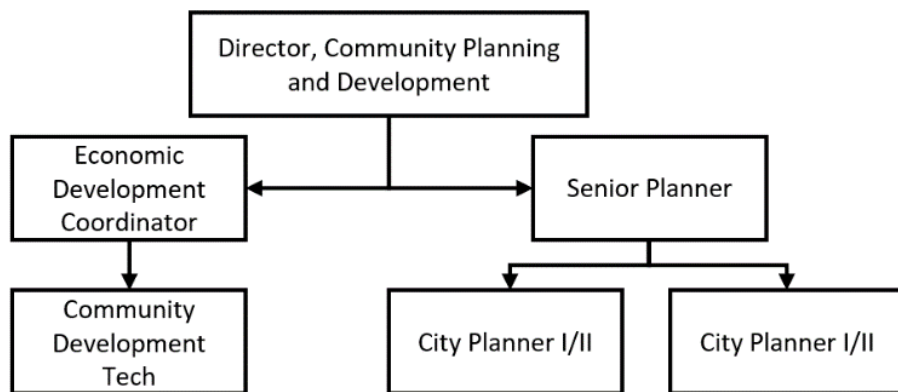
Dept 17	FY23		FY24	FY25
	Budget	Actual	Budget	Budget
FTE	4.0	3.1	5.0	5.0
Salary	\$ 239,845	\$ 230,212	\$ 283,073	\$ 291,130
Benefits	137,015	71,885	191,691	238,832
Operating	151,230	80,344	151,710	150,540
<b>Total</b>	<b>\$ 528,090</b>	<b>\$ 382,440</b>	<b>\$ 626,474</b>	<b>\$ 680,502</b>

# 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.

## *POSITION SUMMARY SCHEDULE*



<b>Community Planning &amp; Development</b>	<b>Grade</b>	<b>Authorized FY22</b>	<b>Authorized FY23</b>	<b>Authorized FY24</b>	<b>Authorized FY25</b>
<b>Administration</b>					
Director, Community Planning & Development	121	1.0	1.0	1.0	1.0
Executive Assistant	111	0.5	0.5	0.0	0.0
<b>Planning and Zoning</b>					
Senior Planner	116	0.0	0.0	1.0	1.0
City Planner II	115	1.0	1.0	0.0	0.0
City Planner I/II	114/115	1.0	1.0	1.0	1.0
City Planner I/II	114/115	0.0	0.0	0.0	1.0
<b>Economic and Community Development</b>					
Economic Development Coordinator (Main Street Manager)	115	0.0	0.0	1.0	1.0
Main Street Manager	115	1.0	1.0	0.0	0.0
Community Development Tech	114	0.0	0.0	0.0	1.0
<b>Total Authorized</b>		<b>4.5</b>	<b>4.5</b>	<b>4.0</b>	<b>6.0</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.

	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>
				<b>(Projected)</b>	<b>(Projected)</b>
Permits Issued	343	350	351	351	350
Housing Starts	70	50	30	20	20
Private Investment	Varies due to commercial	Varies due to commercial	Varies due to commercial	Varies due to commercial	Varies due to commercial
Benefit Assessment	\$1,560,591	\$1,200,000	\$750,000*	\$569,418	\$750,000

\* East Middle School Project was not required to pay Benefit Assessment Costs

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

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

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

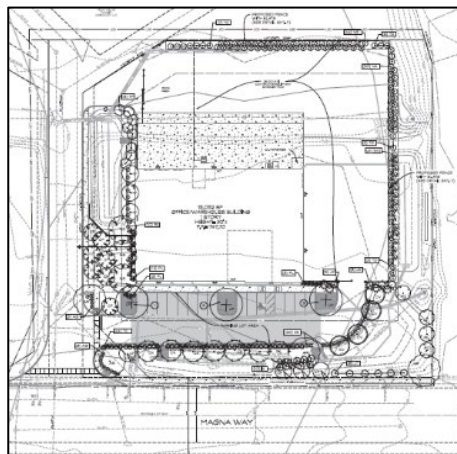
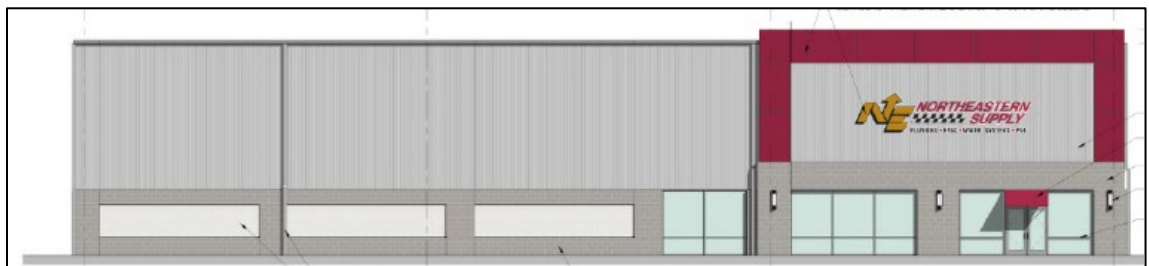


2024 Mayor's Cup Award Winner, Sterling Quality Water

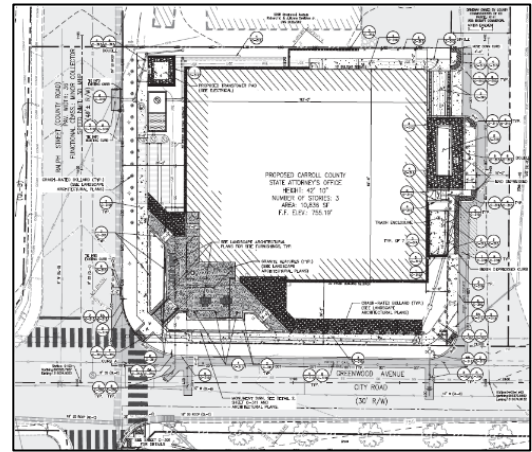
## ACCOMPLISHMENTS

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.

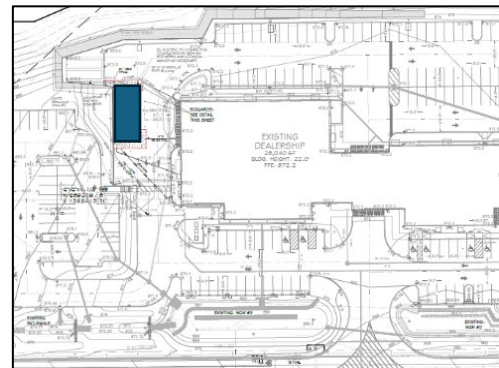
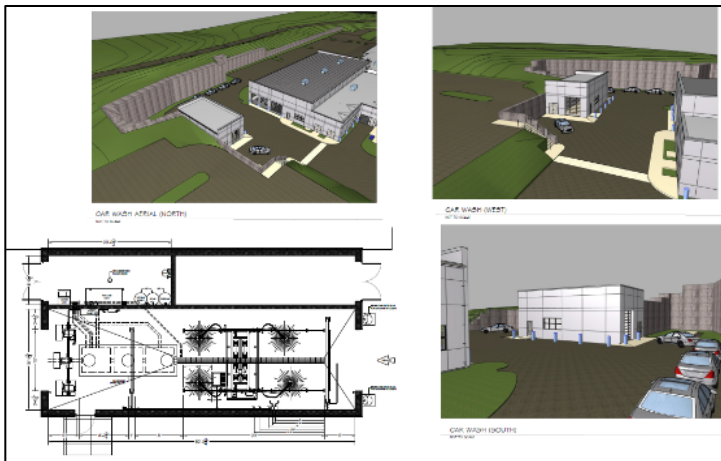
- The following commercial/industrial site development plans were reviewed and approved by the Planning and Zoning Commission:
  - **Northeastern Supply** (S-22-44): A 15,052.50 square foot one-story office/warehouse building with a contractor's equipment storage yard along Magna Way.



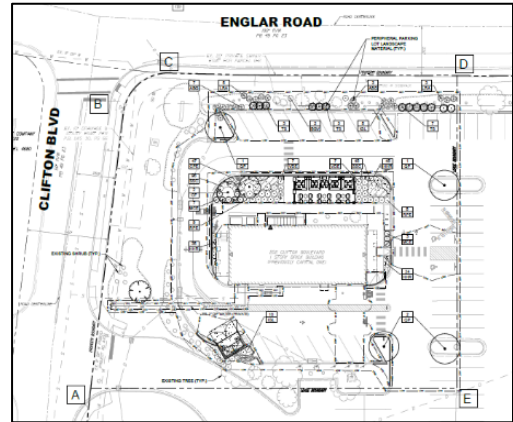
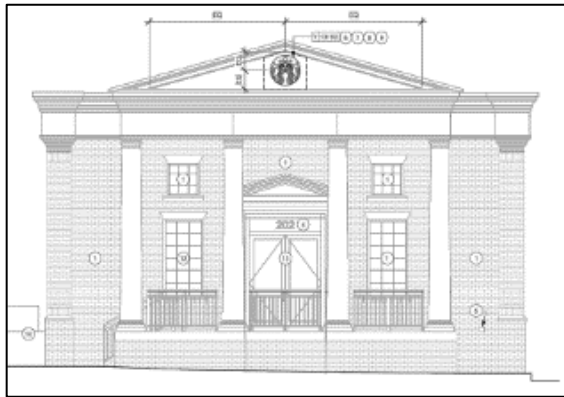
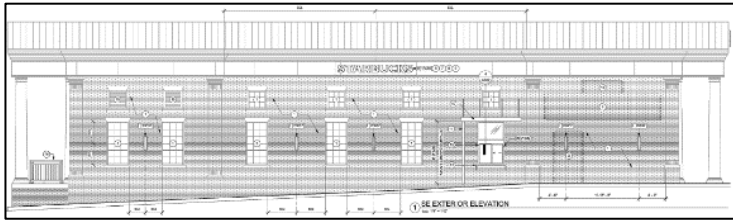
- **State Attorney's Office (S-21-3):** A 39,874 square foot office building for the State's Attorney's Office at 209 Greenwood Avenue.



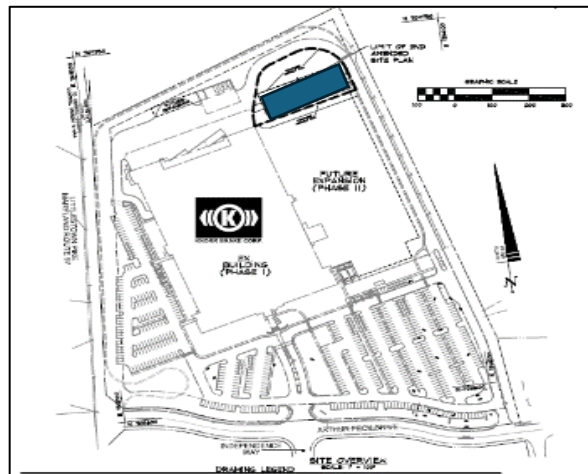
- **Len Stoler Car Wash (SF-23-4):** A 4,963 square foot car wash as an accessory use to the approved Len Stoler Chevrolet Dealership at 900 Baltimore Boulevard



- **Starbucks (SF-22-84):** A reuse of the one-story brick building formerly occupied as a bank to become a Starbucks Coffee Shop at 202 Clifton Boulevard.



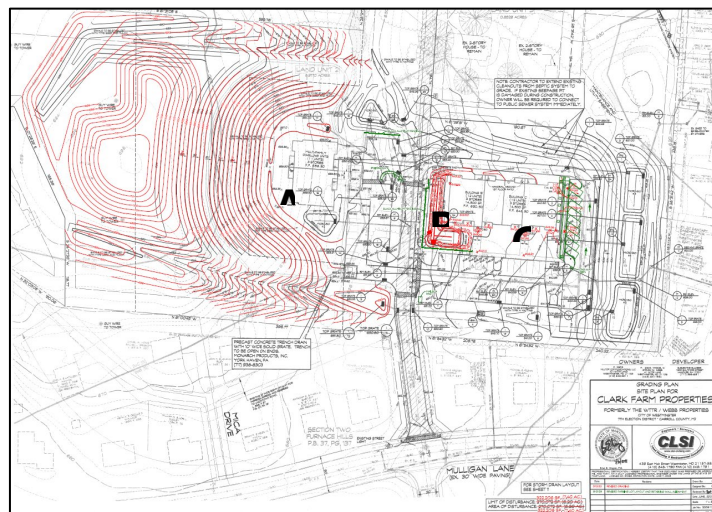
- **Knorr Bremse North America (S-23-0026):** A 43,360 square foot temporary (3-year) one-story tensioned fabric covered structure for storage at 1 Arthur Peck Drive.



- **Grocery Outlet** (Sign Permit 1941 and Façade Improvement): A sign that is greater than 64 square feet and up to but not exceeding 125 square feet for “Grocery Outlet” and to paint building façade at 200 Clifton Boulevard.



- **Abbey’s Place** (S-18-17 Amendment): Revision to the parking lot layout, adjust retaining wall alignment, add additional sidewalk and safe railings, revision to grading around the apartment building, and revision to site grading to increase fill quantities and reduce the amount of dirt to be hauled off-site at Sienna Drive.



- The following text amendments were reviewed and provided a favorable recommendation to the Mayor and Common Council by the Planning and Zoning Commission:
  - **Ordinance No. 2023-07, Art Galleries/Studios Text Amendment**, an Ordinance of the Mayor and Common Council of Westminster, amending Chapter 164, “Zoning and Subdivision of Land”, of the Code of the City of Westminster, to amend Article VIIIA, “C-C Central Commerce Zone”, Section 164-45.2; Article VIIIB, “D-B Downtown Business Zone”, Section 164-45.8; and Article IX, “C-B Central Business Zone”, Section 164-47 to add “Art galleries/studios” as a permitted or special exception use.
  - **Ordinance No. 2024-02, MUI, B, C-C, D-B, and C-B Multi-Uses Text Amendment**, an Ordinance of the Mayor and Common Council of Westminster, amending Chapter 164, “Zoning and Subdivision of Land”, of the Code of the City of Westminster, to amend Article

VIIA, MUI “Mixed Use Infill Zone”, Section 164-39.2; Article VIII, “B Business Zone”, Section 164-41; Article VIIIA, “C-C Central Commerce Zone”, Section 164-45.2; Article VIIIB, “D-B Downtown Business Zone”, Section 164-45.8; and Article IX, “C-B Central Business Zone”, Section 164-47, to amend existing permitted uses, delete existing uses, and add new permitted uses.

- The following local and sectional map amendment were reviewed and provided a favorable recommendation to the Mayor and Common Council by the Planning and Zoning Commission:
  - **Ordinance No. 2023-06, Cannabis Overlay District**, an Ordinance of the Mayor and Common Council of Westminster, adopting a sectional map amendment to repeal the former Medical Cannabis Overlay District and designate the boundaries of the new Cannabis Overlay District, for the purpose of establishing the appropriate locations for the designation of cannabis overlay floating zones permitting the operation of cannabis businesses in the City.
  - **Ordinance No. 2023-10**, an Ordinance of the Mayor and Common Council of Westminster, approving Local Map Amendment LMA 23-01 to designate 700 Corporate Center Court, Suite K and Suite L, located in the P-I Planned Industrial Development Zone as a floating Cannabis Overlay Zone for the establishment of a cannabis dispensary.
  - **Local Map Amendment LMA 24-01**, which amends the Zoning Map to rezone Parcel F-1B, of the Carroll County Department of Public Works Amended Plat of Parcels “F-1” & “C-1” (P.B. 54 PG. 248) from the I-R Industrial Restricted Zone to the B Business Zone.
  
- The following Water and Sewer Master Plan Amendments were approved by the Mayor and Common Council:
  - Resolution 23-10, Water and Sewer Allocation Policy, a Resolution of the Mayor and Common Council of Westminster, amending the adopted 2018-2024 Water and Sewer Allocation Policy and accompanying Master Distribution Chart. The amendment provided the immediate allocation of approximately 19,504 gpd for the Current Water Allocations projects; updated 2023-2025 Master Distribution Chart using the average of the remaining water of 148,592 gpd, or 49,531 gpd, over three years 2023, 2024, and 2025; amended 2023-2025 Master Distribution Chart water and sewer categories; amended certain Water and Sewer Allocation policies; and authorized ECDC being the authority to transfer water and sewer from the General Water Fund and General Sewer Fund.
  - Resolution 23-12, Water and Sewer Allocation Policy, a Resolution of the Mayor and Common Council of Westminster, amending the adopted Water and Sewer Allocation Policy. The amendment allowed annexation-eligible property to be granted additional water allocation for a use deemed necessary and beneficial to the community, but for which annexation into the City would not be desirable, without annexing the property into the City, subject to procedures being established by the Water and Sewer Allocation Committee.

- The following Carroll County Water and Sewer Master Plan Amendments/Updates were reviewed and approved by the Planning and Zoning Commission:
  - Spring 2024 Amendment. Add Parcel 33 (Acct. ID 0707001223) and Parcel 1648 (Acct. ID 0707431089) to the Priority Service Area (S-3) of the Westminster Sewer Service Area Map (29).
  
- The following Good Cause Waivers were granted by the Mayor and Common Council:
  - Good Cause Waiver 23-03: Additional water and sewer allocation for an accessory dwelling unit located in the existing single-family detached residential dwelling unit located at 152 Bond Street, Westminster, MD (SDAT # 07-020473).
  - Good Cause Waiver 23-09: Additional water and sewer allocation for one single-family detached dwelling unit at Lots 35, 37, 39 and 41 of the Buckingham View subdivision (P.B. 2 PG. 15) along Oak Avenue, Westminster, MD (SDAT# 07-022190).
  
- The following City right-of-way abandonment was reviewed and provided a favorable recommendation to the Mayor and Common Council by the Planning and Zoning Commission:
  - Ordinance No. 2024-01, Conveyance of the City's interest in real property and authorize the Mayor to execute a quitclaim deed reflecting said abandonment in favor of the Carroll County Board of Education for the East Middle School redevelopment (Site Plan S-20-0023).
  
- The following resolutions were reviewed and provided a favorable recommendation to the Mayor and Common Council by the Planning and Zoning Commission:
  - Resolution No. 24-04, 2022 Carroll County Hazard Mitigation Plan, Hazard mitigation planning reduces loss of life and property by minimizing the impact of disasters. A FEMA approved Hazard Mitigation Plan is an eligibility requirement for several federal grant programs.
  
- The following Planning and Zoning Commission Rules of Procedure amendments were reviewed and approved by the Planning and Zoning Commission:
  - Article V "Conduct and Record of Meetings", Section D, Meetings are open to the public. THE PUBLIC HAS THE OPPORTUNITY TO ATTEND AND LISTEN TO ALL OPEN MEETINGS OF THE COMMISSION. THE PLANNING COMMISSION WILL HEAR COMMENTS FROM THE PUBLIC ON AGENDA ITEMS ONLY AND AT THE TIME THE ITEM IS DISCUSSED. EACH MEMBER OF THE PUBLIC WHO WISHES TO SPEAK AT A MEETING OF THE COMMISSION SHALL SIGN UP TO SPEAK AT THE START OF THE MEETING ON A FORM DESIGNATED THEREFOR. EACH SPEAKER WILL BE ALLOWED THREE (3) MINUTES. MEMBERS OF THE PUBLIC CAN ALSO SUBMIT WRITTEN COMMENTS TO THE COMMISSION REGARDING A MATTER UNDER CONSIDERATION BY THE COMMISSION. THE COMMISSION HAS THE RIGHT, IN ITS SOLE DISCRETION, TO PROVIDE FOR PUBLIC COMMENT ON MATTERS NOT ON THE AGENDA. Participation by members of the public is limited to providing written or verbal comments

~~when a meeting is also a public hearing.~~ At the Chair's discretion, anyone at any meeting may be recognized by the Chair.

- Article V "Conduct and Record of Meetings", Section I, A sign-up sheet ~~in the form~~ SHALL BE provided by the Executive Secretary will be provided for OF THE COMMISSION AT each meeting. Members of the public may sign up with an email address to receive a summary of the meeting they attended after formal adoption by the PZC.
  
- The Planning and Zoning Commission approved the 2023 City of Westminster Planning Annual Reporting Information on February 16, 2024.
  
- The Planning and Zoning Commission heard a presentation from the Carroll County Planning Department regarding the Carroll County Economic Development & Land Use Study. The Study officially kicked off the first leg of the county's Master Plan (or Comprehensive Plan) update.
  
- The following annexations were reviewed and provided a favorable recommendation to the Mayor and Common Council by the Planning and Zoning Commission:
  - Annexation No. 75, LEF Stone Chapel, LLC and MJF Stone Chapel LLC; Annexation Resolution 23-02; and Annexation Plan Resolution 23-07. Annexed the industrially zoned portion (74.9055 acres) of 1131 Avondale Road (SDAT# 07-028555) into the corporate boundaries of the City. In addition, this annexation also includes 1.0742 acres of right-of-way owned by the State Highway Administration along New Windsor Road (MD Route 31). The property was zoned "I-R Industrial Restricted" and is subject to the City's Zoning Ordinance.
  - Annexation No. 76, Ellsworth Cemetery, and Annexation Resolution 23-06; and Annexation Plan Resolution. Annexed 1.1812 acres of land located on the north side of Leidy Road, commonly known as Ellsworth Cemetery (SDAT# 07-004788) into the corporate boundaries of the City. The property was zoned "R-10,000 Residence District" and is subject to the City's Zoning Ordinance.
  - Annexation No. 79, Crosscreek Enterprises, LLC; Annexation Resolution 24-02; and Annexation Plan Resolution 24-05. Annexed 0.3144 acres at 411 Malcolm Drive (SDAT# 07-007884) into the corporate boundaries of the City. In addition, this annexation includes 0.3806 acres of right-of-way owned by the State Highway Administration along Malcolm Drive (MD Route 97). The property was zoned "B-Business Zone" and is subject to the City's Zoning Ordinance.
  
- DCPD organized the Tree Commission's 28<sup>th</sup> Annual Community Forest Workshop at McDaniel College.
  
- 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 approved the following Simplified Site Plans.
  - 201 Railroad Avenue, Temporary Tent Structure
  - 400 N. Center Street, Country Fresh Farms Temporary Use
  - Kindness Stroll Temporary Signage
  - 400 N. Center Street, Backyard Butchers Temporary Use
  - 451 WMC Drive, Good Game Festival (MAGIC) Temporary Use

- 245 Baltimore Boulevard, Honeygrow Patio
- 19 Liberty Street, Rudolph Girls Temporary Use
  
- Downtown Westminster Accomplishments:
  - Received 2024 Accreditation from the National Main Street Program and Maryland Main Street Program. This is Westminster’s 25<sup>th</sup> year as an accredited Main Street Program.
  - November – March “Winter on Main” tree lighting stretched further from John St./Bond St. To Center Street.
  - Mayor’s Cup Holiday Decorating Contest continued, with trophies for “Best” categories.
  - Applied for and received grant from Maryland Facade Improvement Program in the amount of \$50,000.
  - Applied for and received grant from Maryland Historical Trust for \$30,000 for an Architectural and Archeological Survey of Westminster Historic District. The project will begin in the next FY.
  - Working with property owners and businesses to secure start-up or expansion funding for Downtown Westminster through Projects Restore 2.0.
  - Reprinted and distributed copies of the East, West, and Commercial Historic Walking Tour Brochures.
  - Secured \$25,000 grant for historic district entrance signage, a holiday gift card program, Westminster Welcome Downtown Gift vouchers, and a holiday decor of Santa’s Express Train.
  - Sponsored and staffed the Downtown Westminster Farmers’ Market, May – November.
  - Sponsored \$10 gift cards for McDaniel Students as part of Westminster Welcome.
  - Coordinated with Carroll County Downtowns group for Main Street Passport Program, Advertisements and hosting a booth at the Maryland Municipal League Summer Conference.
  - Coordinated Downtown Business Association Leadership Team.
  - Coordinated and implemented a Downtown Westminster Clean Up event in April.
  - Continue to coordinate free advertisement to downtowns businesses in City newsletter.
  - Participated/advertised ribbon cuttings for the opening of the GLBAL Media, Fine Line Medical Aesthetics, and the reopening of Rudolph Girls Books
  - Managing social media promotion on Downtown Westminster, Maryland and Downtown Westminster Farmers Market page.
  - DCPD staff joined the Carroll County Celebrating America Sub Committee to meet monthly to plan Westminster/Carroll County’s Celebrations for America’s 250<sup>th</sup>.
  - Coordinated structural reports through Historic District Commission review to have documentation on the buildings and accessory structures that are demolished. Each property owner is given information in the Historic District Tax Credit.
  - Established Downtown Westminster Events Calendar rack card for annual distribution.
  
- DCPD continues its effort and participation in the local business community through regular business visits and joint ventures with local merchants, restaurateurs, and community institutional partners on new Downtown efforts. The City is working with the Downtown Business Association Leadership Team to write and keep track of revitalization program through a Downtown Work Plan.
  
- DCPD continues to attend the monthly Downtown Business Association meetings.
  
- 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 for the 34<sup>th</sup> year. Tree City USA is one of the Foundation's oldest programs.
- 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 continues to attend and represent the City of Westminster in Carroll County Downtowns meeting. Carroll County Downtowns Representatives include Carroll County Tourism and the eight municipalities in Carroll County.
- DCPD continues to work with the State Department of Assessment and Taxation (SDAT) to update SDAT information for properties located in the City of Westminster.
- 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 FY25 remains for commercial, industrial, and multi-family residential development. The Mayor and Council are constantly 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>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24 (Projected)</b>
Building Permits	367	350	351	350
Downtown Business (Visits)	200	200	200	200
Annexations	0	0	3	6
Rezoning Requests	0	0	0	3
Board of Zoning Appeals (Monthly Meetings)	8	6	6	5
Historic District Commission (Monthly Meetings)	6	9	10	11
Planning and Zoning Commission (Monthly Meetings)	12	9	7	10
Tree Commission (Meetings - Monthly to Quarterly)	3	3	3	3
Water Allocations (GPD)	11,184	12,422	4,000	20,000
Water and Sewer Policy Amendments	1	0	0	1
Zoning Ordinance Text Amendments	2	0	1	4
Zoning Inquires/Research Projects	2,385	2,400	2,400	2,400
Administrative Adjustment Hearings	2	2	8	6

## ***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.
- Continue to work with contracted consultant to complete the 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.
- Continue to coordinate with Maryland Department of the Environment on additional water resources and update the Water and Sewer Allocations Policy and Master Distribution Chart to responsibly allocate water and sewer.

## ***BUDGET***

<b>Dept 20</b>	<b>FY23</b>		<b>FY24</b>	<b>FY25</b>
	<b>Budget</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>
<b>FTE</b>	4.5	3.1	4.0	6.0
<b>Salary</b>	\$ 331,040	\$ 275,798	\$ 339,824	\$ 466,623
<b>Benefits</b>	151,186	74,233	124,063	209,357
<b>Operating</b>	156,699	118,859	244,099	325,101
<b>Total</b>	\$ 638,925	\$ 468,891	\$ 707,986	\$ 1,001,081

## 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-two (42) sworn police officers and twelve (12) civilian employees.

Thomas Ledwell serves as the Chief of Police. The senior command staff consists of a Deputy Chief and two (2) captains. The department is comprised of two (2) bureaus, each commanded by a captain. In addition to operations command, the Deputy Chief oversees functions including our body-worn camera program, our Communications Division, fleet and facilities management, and police records functions.

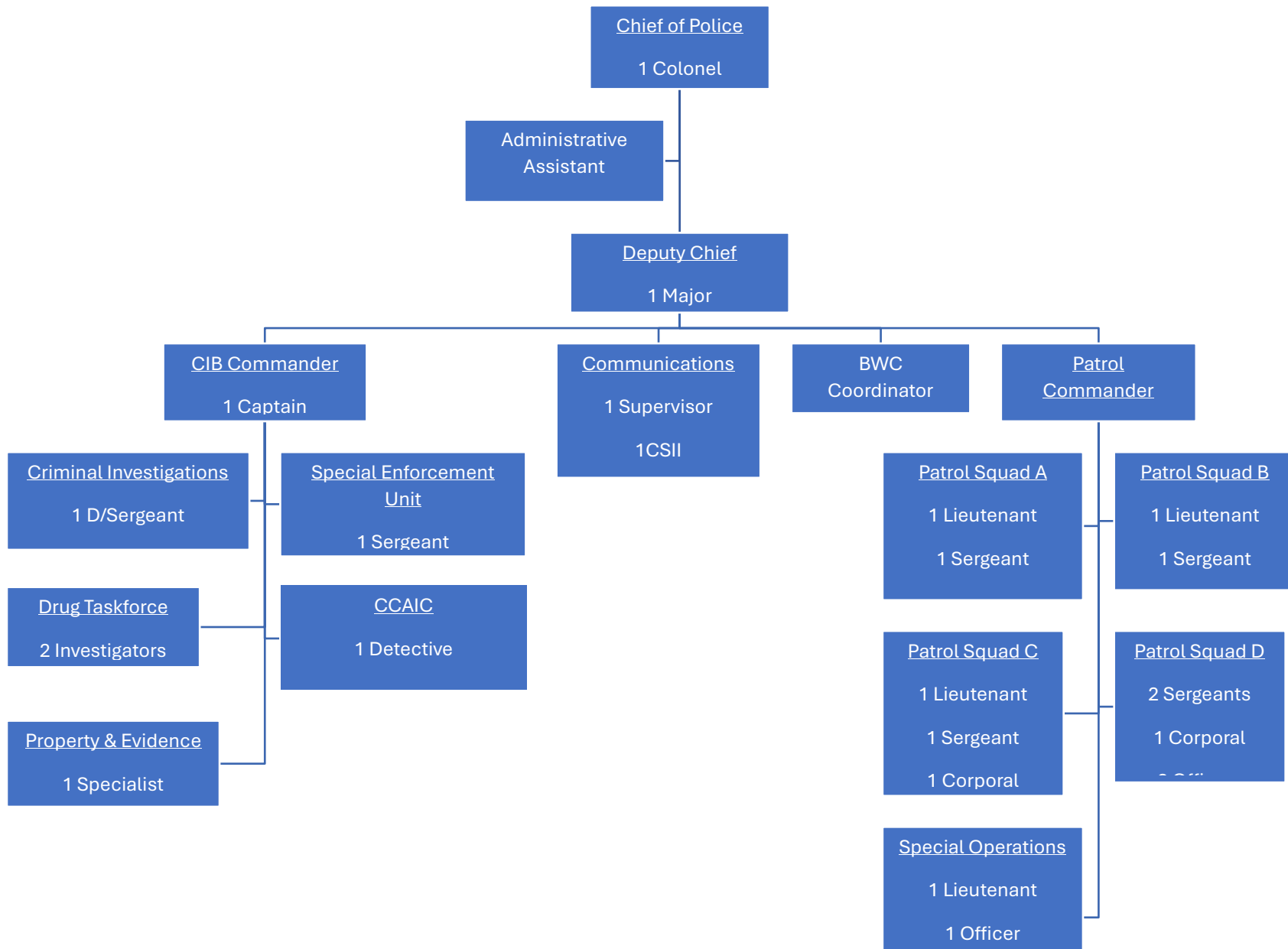
The **Patrol Bureau** provides uniformed patrol service to all areas of the City 24 hours a day/365 days a year (24/7). Officers respond to calls for service, employ proactive enforcement efforts, conduct foot and bicycle patrols, handle special events, and provide a number of additional police services. Additionally, the Patrol Bureau has a Special Operations Section that includes a Community Outreach Unit, a K9 Unit, special events permitting and planning, emergency operations center liaison, and a Parking Enforcement Officer.

The **Criminal Investigations Bureau (CIB)** is responsible for the investigation of major crimes and for the service of outstanding arrest warrants and criminal summons. Three (3) 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 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 matters.
3. Community-Oriented Policing – a policing culture that involves all sworn staff consistently and proactively engaging with and collaborating with members of the community to address public safety matters.

**POSITION SUMMARY SCHEDULE**



<i>Police</i>	Grade	Authorized FY22	Authorized FY23	Authorized FY24	Authorized FY25
<i>Civilian</i>					
Administrative Assistant	110	1.0	1.0	1.0	1.0
Body-Worn Camera Coordinator	113	--	--	1.0	1.0
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	6.0	6.0	6.0	6.0
Parking Enforcement Officer	107	1.0	1.0	1.0	1.0
Property & Evidence Specialist	110	1.0	1.0	1.0	1.0
<b>Total Authorized</b>		<b>11</b>	<b>11</b>	<b>12</b>	<b>12</b>
<i>Sworn</i>					
	Grade	Authorized FY22	Authorized FY23	Authorized FY24	Authorized FY25
Police Chief	121	1.0	1.0	1.0	1.0
Deputy Police Chief	120	1.0	1.0	1.0	1.0
Police Captain	118	4.0	4.0	2.0	2.0
Police Lieutenant	116	4.0	4.0	4.0	4.0
Police Sergeant	115	8.0	8.0	7.0	7.0
Police Corporal	114	4.0	4.0	4.0	4.0
Police Officer	112	24.0	24.0	26.0	23.0
<b>Total Authorized</b>		<b>46.0</b>	<b>46.0</b>	<b>45.0</b>	<b>42.0</b>

## ***ACCOMPLISHMENTS***

### **PERSONNEL**

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

- Detective Courtney Brandt – Police Officer of the Year
- Officer Stephen Winkler – Police Rookie of the Year
- Sergeant Tim Dellospedale – Police Supervisor of the Year
- Property Specialist William Parks – Civilian Employee of the Year
- Sergeant Tim Dellospedale – Award of Valor
- PFC. Kevin Chojnacki – Award of Valor
- PFC. Isaac Stiffler – Award of Valor
- Lieutenant Stephen Blackwell – Life Saving Award
- Sergeant Allen Ecker – Life Saving Award
- PFC. Victoria Ash – Life Saving Award

### **Deputy Chief:**

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- Christian Price was hired as the new Deputy Chief of Police.

## **OPERATIONS**

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 and joint initiatives, and it provides synergy for many law enforcement functions.

**Axon Investigate** – The Department acquired this criminal investigation software to keep pace with the ever-advancing world of digital evidence. This program drags, drops, and accurately plays thousands of video formats, such as .DAV, .IRF, .EXE, .SSF and others. It batches and converts proprietary video to standard formats. It organizes video investigations. It provides support for new file formats and provides a host of additional functions.

**Body-Worn Camera Program** – The Department utilized grant funding from the Local Government Insurance Trust (LGIT) and two (2) grants from the Governor's Office of Crime Control and Prevention (GOCCP) to supplement budgeted funding for the purchase of a body-worn camera system (BWC) for its police officers. These funds allowed for the purchase of forty-four (44) BWCs and 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 promotes police transparency and should enhance community trust and support.

**Community Security Cameras Project Grant** – The Department continued to collaborate with Planning and Economic Development staff and with Information Technology staff to acquire Maryland Department of Housing and Community Development Community Safety-Works-Business District Improvements grant funds to purchase and install a security camera system throughout the downtown area. The Department continued the expansion of this project on roads between McDaniel College and downtown Westminster.

**Criminal Investigations Bureau (CIB) Advanced Training** – Detectives from our Criminal Investigations Bureau (CIB) attended advanced investigative training sessions.

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

**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 affecting 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

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4. Increases communication between police agencies and agency leaders regarding ongoing investigations and drug complaints.

**Electronic Bicycle Patrol Program** – 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 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.

**Etix Console Printers Grant** – The Department received two (2) grants through the Governor’s Office of Crime Control and Prevention to purchase a number of Etix (electronic traffic citation system) console printers for the police cruisers as well as a number of mobile police radios.

**FTO Tracker (Frontline Public Safety Solutions Software)** – The Department acquired this field training officer (FTO) software solution to replace the paper FTO booklets with a digital product that is more efficient and customizable. This solution will make the field training program more professional and efficient.

**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. 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 Health Department’s 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** – The Department maintains 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 the provision of additional information on harm reduction strategies.

**License Plate Readers Grant** – The Department collaborated with the Carroll County Sheriff’s Office regarding grant funding for the purchase of three new license plate reader systems (LPR) as a public safety force multiplier, which will be deployed in the Patrol Bureau. LPRs allow officers to receive alerts

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of stolen vehicles, AMBER alerts, or vehicles flagged for other crimes and not yet entered into the National Crime Information Center (NCIC).

**Mobile In-Car Police Radio Replacement Grant** - The Department received two (2) grants through the Governor's Office of Crime Control and Prevention to purchase a number of mobile police radios for the police cruisers as well as a number of Etix (electronic traffic citation system) console printers.

**Overdose Quick Response Team (QRT)** – The Department continued to advance this strategic initiative aimed at reducing the number of drug overdoses and at ensuring consistently better outcomes following drug overdoses.

**QRT** is a team comprised of a Case Manager and Peer Support Specialists with long-term recovery time. We meet victims of drug overdose where they are and can provide them with **connections, resources, and help** to prevent any further overdoses. This is a collaborative effort between the Health Department and the Westminster Police Department. We respond to overdose calls and connect individuals with critical substance use disorder services.

**QRT** uses a **Harm Reduction** approach to discuss treatment options with the individual and connect them with services while educating them on the benefits of seeking a medically recommended level of care.

The **Case Manager** and the **Peer Support Specialists** work with each participant to **remove barriers** to treatment on an individualized level to support their pathway to recovery. In an effort to remove barriers to resources outside of substance use treatment, **QRT** can **assist with access to housing referrals, obtaining identification, applying for insurance, and assisting with clothing and food resources.**

2023 Carroll County drug overdoses decreased by 8.5% compared to 2022 and 2023 Carroll County fatal overdoses decreased by 24.1% compared to 2022.

**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 FY25 capital budget to continue incrementally replacing our portable radios with Motorola APX6000 radios.

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

## **COMMUNITY OUTREACH**

The Department participated in a number of community outreach initiatives during this fiscal year to include:

**Boys & Girls Club of Westminster Collaboration** – WPD leadership participates in several initiatives with the Westminster Boys & Girls Club. WPD officers participated in several events with the staff and children of the Westminster Boys & Girls Club.

**Camp Cops** – The Department participates in the annual “Camp Cops” program at the Carroll County Farm Museum. Camp Cops is a week-long collaborative effort co-hosted by the Westminster Police Department, the Maryland State Police, the Carroll County Sheriff's Office and the Taneytown Police Department. The goal of the program is to expose local youth to police officers in a positive and non-confrontational setting, while at the same time building their self-esteem, confidence and leadership skills. Typically, more than 100 local middle school students participate in the program, which includes

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military drill and ceremony, instruction on basic police skills, teambuilding exercises, canine displays and lots of fun for all involved.

**Community Events** - The Department partnered with St. John Catholic Church, which includes a K-8 school, the St Paul's UCC, and the Ascension Episcopal Church with several community events this year in line with the "Faith & Blue Inclusive Community Initiative."

In February, the Department participated in the "Priest on the Rooftop Day" event. In September, the Department participated in the "Blue Mass" event.

In April, the Department participated in a local non-profit sponsored, "Find Your Purpose," "Annual Easter Egg Hunt and Music Festival." This relationship has led to a higher level of community trust and cooperation. In May, the Department participated in the annual Domestic Violence Awareness Event, "Walk a Mile in Her Shoes."

In May, the Department participated in the annual "Say Nope to Dope" substance abuse recovery event, which included a "recovery community versus law enforcement" softball game (we got crushed) and cookout.

In October, the Department participated in the "Trunk or Treat" event.

In December, the Chief was a guest speaker and participant in the St. Paul Church "Annual Blues Holiday Event" remembering homeless individuals who died in the community during the previous year.

Also in December, the Department participated in the annual "Catherine's Cause" event remembering individuals who died in crashes and DUI events during the previous year.

**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.

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 neighborhoods and business districts. Citizens can follow the WPD Facebook page and other social media platforms. The Department has tried to significantly increase our community outreach via social media platforms.

**Downtown Business Association Meetings** – The Department actively engages in the monthly Westminster Downtown Merchants Association Meetings. The Department discussed current initiatives, briefed the group on current public safety matters, and listened to the group regarding any reported complaints.

**NAACP Liaison** – A WPD sworn member attended the Carroll County Chapter of the National Association for the Advancement of Colored People (NAACP) meetings and discussed police-related topics.

**National Night Out Event** – On Tuesday, August 1, 2023, seven (7) neighborhoods within the City of Westminster joined thousands of other communities nationwide for the 39<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. The City of Westminster neighborhoods hosted seven (7) 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.

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**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.



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**PERFORMANCE MEASURES**

	FY19	FY20	FY21	FY22	FY23	FY24 YTD
Homicide	0	0	1	1	0	0

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Rape	N/A	2	0	7	4	7
Robbery	19	14	5	3	3	1
Aggravated Assault	27	11	17	9	16	8
Burglary	62	62	37	39	29	6
Theft	486	437	372	323	355	208
Auto Theft	21	14	11	8	12	10
Total Police Calls	13,431	12,695	10,893	12,094	11,636	7,211
DUI Arrests	87	71	61	57	30	14
Foot & Bike Patrol Hours	2,122	3,361	4,104	4,042	2,799	1,008
Motor Vehicle Citations	2,809	2,074	2,110	2,267	1,650	1,247
Authorized Sworn Staffing	44	44	46	46	45	42
Adult Arrests	680	487	443	504	379	176
Juvenile Arrests	49	77	28	62	75	57

## ***GOALS***

- Identify and provide leadership training for both first-line supervisors and commanders.
- Research and obtain tactical/operational equipment and training to improve preparation for a potential active threat event.
- Continue to identify and implement strategies for effective recruitment and retention.
- Continue to identify and install community safety measures to enhance Patrol effectiveness for both crime prevention and suspect identification.
- Continue to reduce overdose deaths through the use of our Opioid Quick Response Team and Law Enforcement Assisted Diversion programs.
- Train and certify all Patrol Bureau members in the Crisis Intervention Team (CIT).
- Increase diversity within the police department.
- Identify and implement a crime reduction software system to improve public safety.

## ***BUDGET***

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Dept 30	FY23		FY24	FY25
	Budget	Actual	Budget	Budget
<b>FTE</b>	57.0	57.0	57.0	55.3
<b>Salary</b>	\$ 4,778,338	\$ 4,733,869	\$ 4,893,840	\$ 5,213,097
<b>Benefits</b>	2,639,714	2,479,422	3,082,102	3,404,132
<b>Operating</b>	1,061,924	1,004,944	967,163	953,696
<b>Total</b>	\$ 8,479,976	\$ 8,218,235	\$ 8,943,105	\$ 9,570,924

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## FACILITIES

The City of Westminster has established separate budget accounts to capture all costs associated with the various 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, an 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
- Water Reclamation Plant 1117 Old New Windsor Road
- Stocksdale property 17-25 West Main Street
- 48-52 Charles St
- Westminster Square Parking Garage
- Longwell Parking Garage

In addition to these nine 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.

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## ***ACCOMPLISHMENTS***

- The following facility repairs were completed in FY23:
- Completion of renovations at Clock Tower
- Replace both boilers at 45 W. Main St
- Reconstructed Sergeants' Office at Police Dept
- Renovated community building at Westminster Community Swimming Pool
- Reconstructed decking at 52 Charles St
- Westminster Square and Longwell garage camera upgrades

## ***GOALS***

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- Renovation of Wakefield Valley Clubhouse
- Renovation of Durbin House
- Painting of City Hall
- Installation of a new generator at the Police Dept
- New HVAC system at 45 W. Main St
- Relocation and design of New Street Dept Facility

***BUDGET***

Dept 35	FY23		FY24	FY25
	Budget	Actual	Budget	Budget
FTE	0.0	0.0	0.0	0.0
Salary	\$ -	\$ -	\$ -	\$ -
Benefits	-	-	-	-
Operating	329,704	387,216	520,492	548,153
<b>Total</b>	<b>\$ 329,704</b>	<b>\$ 387,216</b>	<b>\$ 520,492</b>	<b>\$ 548,153</b>

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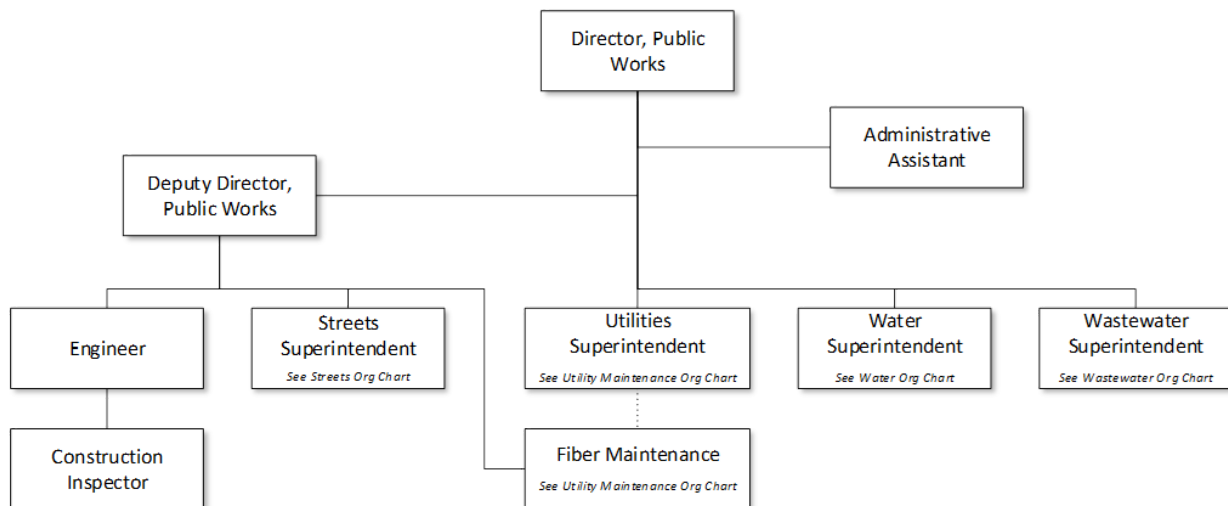
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## PUBLIC WORKS

The Department of Public Works oversees five major divisions: Engineering, Streets and Sanitation, Utility Maintenance, Water Treatment, and Water Reclamation Plant. 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. The Director works closely with contracted design and engineering firms for capital projects and technology-related treatment enhancements at the Water and Water Reclamation 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



<i>Public Works</i>	Grade	Authorized FY20	Authorized FY21	Authorized FY22	Authorized FY23	Authorized FY24
<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

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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 the proper installation of infrastructures associated with development that will become a component of the City's operational and maintenance inventory.

## ***ACCOMPLISHMENTS***

### **Water Reclamation Plant Enhanced Nutrient Removal and Bio-solids Project**

In FY23, work continued on upgrading the Water Reclamation Plant to ENR standards and providing a bio-solids drying system that will enable the materials to be used as fuel. The project also includes an upgrade to the County Septage Facility, which is funded 100% by Carroll County.

### **Wakefield Valley Clubhouse - Renovation**

This project will provide Wakefield Valley Park with a beautiful outdoor pavilion that can accommodate up to 190 people. In addition to the pavilion, this facility will also provide restroom facilities, 2 meeting rooms, and a large multipurpose room. Demolition and shoring of the existing Wakefield Valley Clubhouse began and architectural and structural design for the project was completed in FY24. The required building permits for the project are in review with Carroll County Permits and Inspection and are expected to be approved in FY24.



### **Main Street Clocktower Rehabilitation**

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This project includes performing repairs to the Clocktower which sits atop the three (3) story retired engine house (now office and retail space) at 66 East Main Street, Westminster, Maryland 21157. The work involves the repair/replacement of many of the clocktower components including masonry, structural steel, wood, architectural metal, windows, paint, roofing, etc. The rehabilitation efforts began in FY23 and were completed in FY24.



### **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 Water Reclamation Plant. The success of this work reduces the need for expansion of the current facility capacity for years into the future while providing near-term relief to an already taxed sewer budget. Phase V of the I&I project replacing and/or re-lining approximately 3,300 feet of varying diameter gravity sewer mains was completed in FY23. Phase VI, a design-build project for the clearing of sewer easement and video inspection of big diameter pipes within the City Sewer Collection System is ready for bid in FY24 and is expected to be completed in FY25.

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

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

### **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 the completion of punch list items was completed in FY24.

### **Water Reuse Project**

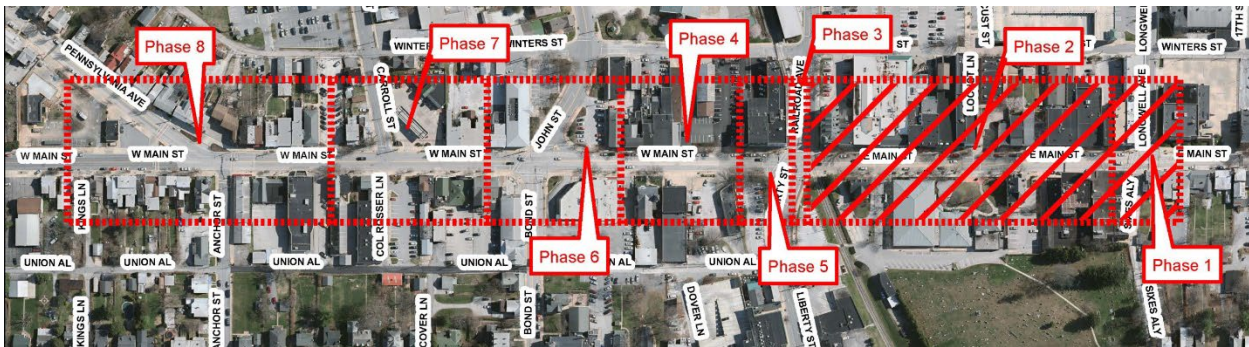
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This project provides an innovative and cost-effective solution to the City’s long-term water needs. Water capacity constraints continue to be a challenge for the City. As part of the City’s efforts to address these constraints, the City has undertaken a water reuse 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 of the project is complete. In FY24, the design phase was completed. Currently awaiting approval and acceptance from regulatory agencies for the construction of a full-scale facility which is expected to be completed in FY25.

### Main Street Water Main Replacement

This project will replace an existing water main and service connections along Main Street as outlined below.



In FY24, Phase 1 (73 to 82 E. Main Street ); Phase 2 (5 to 73 E. Main Street); and Phase 3 (4 W. Main Street to 5 E. Main Street) have been completed as of this report. Phase 4 (14 to 42 W. Main Street); Phase 5 (4 to 14 W. Main Street); Phase 6 (42 to 59 W. Main Street); and Phase 7 (59 to 85 W. Main Street) are expected to be completed in FY24 and Phase 8 (85 to 107 W. Main Street) is expected to be completed in FY25.

### PERFORMANCE MEASURES

	FY21	FY22	FY23	FY24 (Projected)	FY25 (Projected)
Daily Inspections	500	600	500	600	600
Pre-bid Conferences	3	15	12	1	5
Construction Progress Meetings	52	100	130	40	100
Construction Change Orders	6	20	4	5	5

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## ***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 Water Reclamation 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 the 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.
- Complete water main upgrade on Hahn Road.
- Complete the design and replacement of the water main along Route 27.
- Complete upgrade of the water main on Main Street.
- Complete engineering and begin construction of water reuse / PUREWater facility.
- Complete Phase 5 of the Inflow and Infiltration Reduction Project.
- Start design of New Street Department facilities.

## ***BUDGET***

Included with Streets and Sanitation Budget (Next Section).

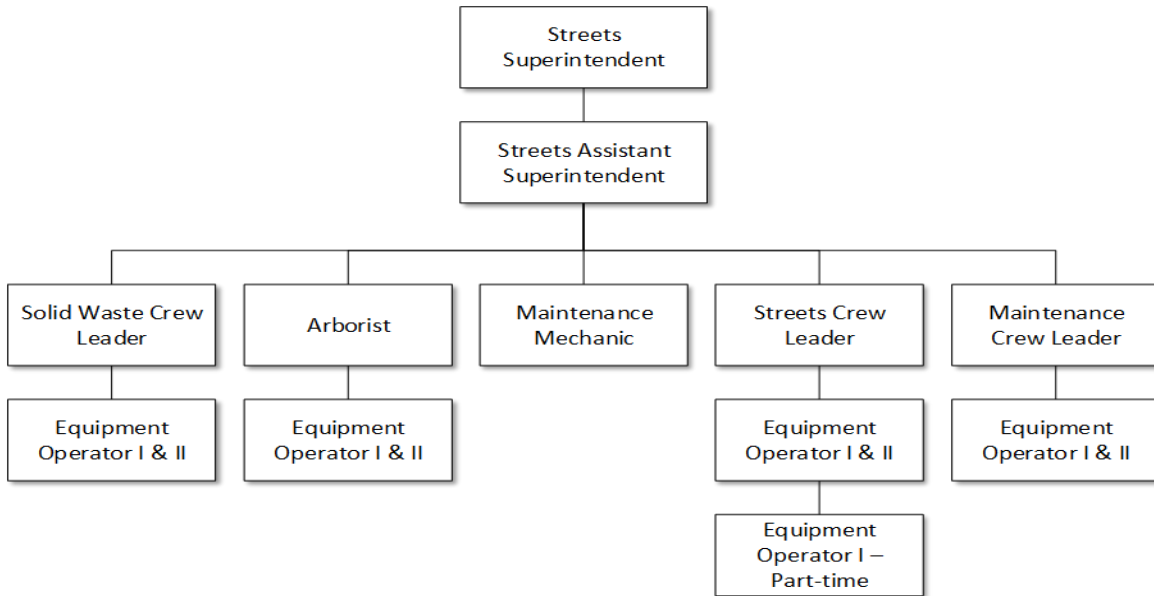
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## STREETS AND SANITATION

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 FY20	Authorized FY21	Authorized FY22	Authorized FY23	Authorized FY24
Streets Superintendent	117	1.0	1.0	1.0	1.0	1.0
Streets Assistant Superintendent	116	1.0	1.0	1.0	1.0	1.0
Arborist	113	1.0	1.0	1.0	1.0	1.0
Crew Leader	113	3.0	3.0	3.0	3.0	3.0
Mechanic	113	1.0	1.0	1.0	1.0	1.0
Operator III	112	0	0	0	0	4.0
Equipment Operator II	110	2.0	9.0	9.0	9.0	10.0
Equipment Operator I	108	10.0	5.0	5.0	7.0	4.0
Equipment Operator I (part-time)	108	0.5	0.5	0.5	0.5	0.5
<b>Total Authorized</b>		<b>19.5</b>	<b>20.5</b>	<b>20.5</b>	<b>23.5</b>	<b>25.5</b>

### ACCOMPLISHMENTS

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### Storm Drains

- Maintained and repaired storm drains and inlets; repaired 32 inlets
- Assisted the County with storm drain outfall inspections and illicit discharge detection
- Updated the Stormwater Pollution Prevention Plan

### 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 the annual paving project
- Installed 5,230 sq ft of brick pattern crosswalk
- Repaired numerous potholes, as necessary
- Collected GIS information on ADA ramps
- Contracted the installation of 27 ADA ramps
- Collected data from GPS and on-board salt programs which allow for tracking salt usage and truck location
- Replaced sidewalks on Green St bridge

### Buildings

- Maintained all City-owned and leased buildings
- Removed graffiti from parking garages, parks, and other City buildings
- Constructed Sergeants' office at Police Dept
- Demolished back porch of Durbin House and installed support beams
- Monthly building inspections at all City Facilities
- Reconstructed back deck at 52 Charles St

### Vehicles

- Maintained the City's fleet of vehicles and equipment
- Completed 463 work orders on fleet

### Curbside Services

- Continued weekly curbside yard waste removal and call-in service (1,310 calls)
- Continued bi-weekly curbside bulk refuse removal, including tree limbs, brush, and metal (4046 calls)
- Placed Dumpsters at residences for large quantities of bulk materials (29 times)

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### **Holiday and Special Events**

- Supported special events and holiday activities with additional manpower
- Installed and removed holiday decorations and lights (approximately 400 hours)
- Erected three Christmas trees for decorating (approximately 100 hours)
  
- Placed additional U.S. flags and lowered flags several times for patriotic holidays
- Installed and removed approximately 5 banners across Main Street for Recreation and Parks events
- Installed 48 veteran banners along Main St and Penn Ave

### **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 the 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 overseeding
- Replaced fall protection and wood carpet for park playground equipment
- Replanted Wildflower Gardens at King Park and Wakefield property
- Mowed the perimeter and the walking trail at Wakefield Valley Park

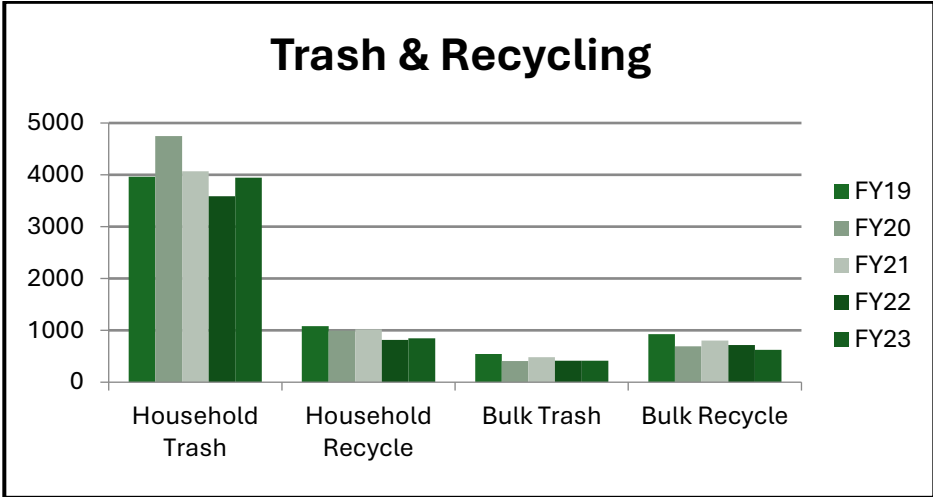
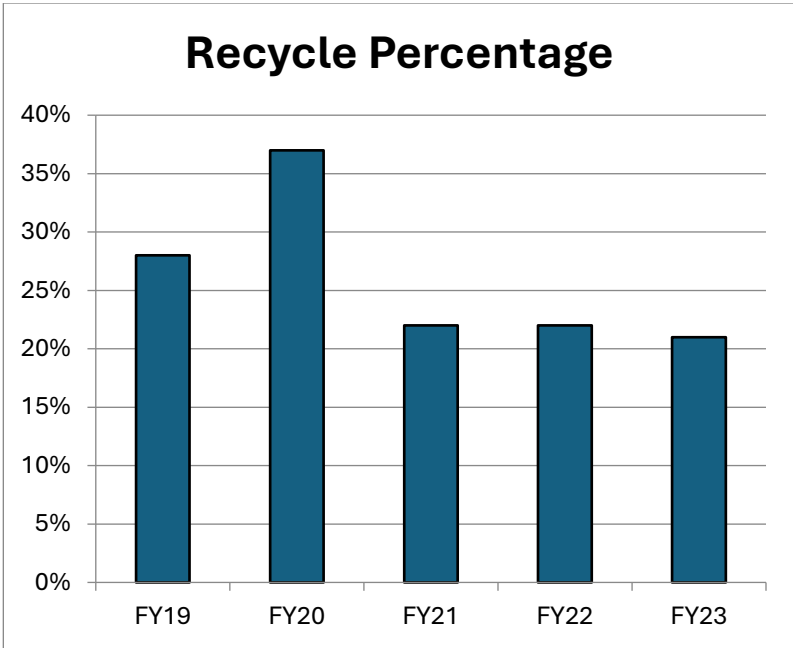
### **Lighting**

- Reported more than 13 streetlight outages to BGE and 19 traffic light outages
- LED upgrade to all City lighting

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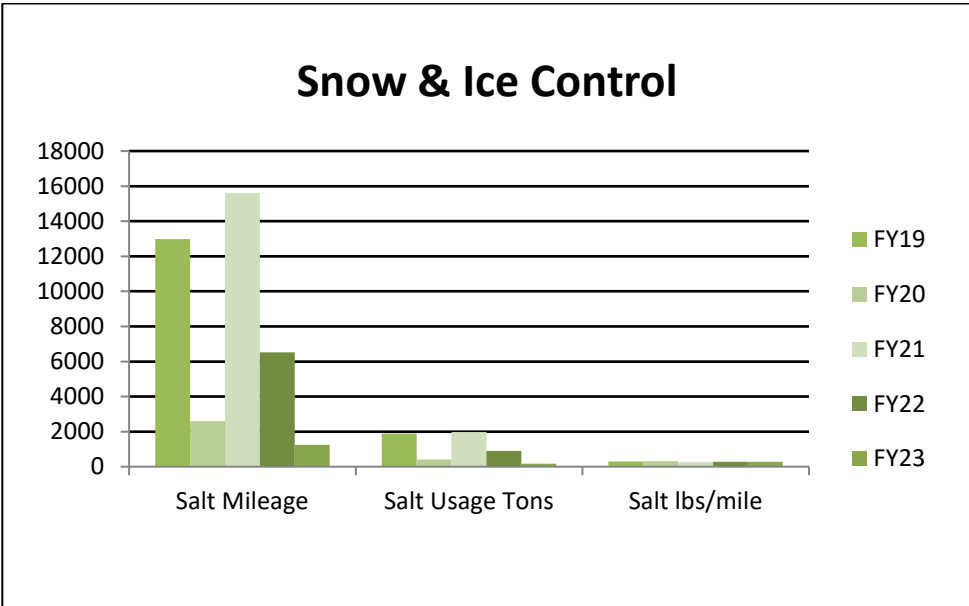
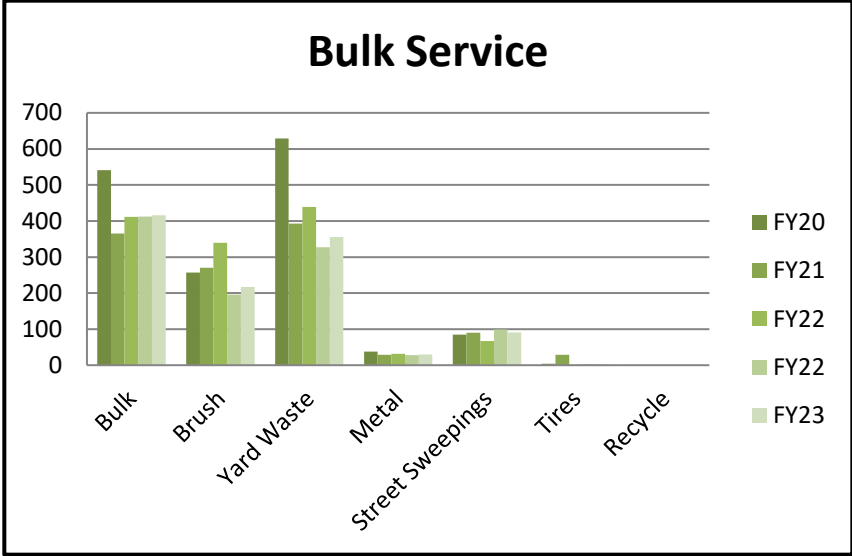
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**PERFORMANCE MEASURES**



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	<b>FY22</b>	<b>FY23</b>	<b>FY24 (Projected)</b>
Tons of refuse collected	3,584.86	3944.17	4200
Tons of recyclable material collected	817.35	848.75	1000
Recyclable rate	23%	21%	22%
Tons of bulk trash collected	412.5	415.62	422
Tons of brush collected	195.85	217.48	220
Tons of yard waste/leaves collected	326.76	255.78	400
Tons of metal collected	28.12	29.51	35
Streetlights repaired	14	13	15
Hours provided to special events	1,827	1171	1800
Feet of yellow curb painted	9,484	20326	18000
General information calls	220	229	225
Bulk pickup service calls	4,076	4447	3,500
Parking meter housing replacements	4	6	5
Vehicle maintenance work orders completed	447	463	475
Linear feet of cracks sealed	0	6500	10000
Storm drains repaired	9	32	100
Grates and catch basins cleaned	25	118	250
Storm drain grates opened	15	39	200
Tons of salt spread	901.59	175.74	1256.52
Pounds of salt per lane mile	276.48	280	360

***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.
- Increase in house paving of alleys to minimize annual contractor paving costs.
- Increase in-house training on heavy equipment to optimize versatility within the department.

***BUDGET***

<b>Dept 50</b>	<b>FY23</b>		<b>FY24</b>	<b>FY25</b>
	<b>Budget</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>
<b>FTE</b>	29.5	29.5	31.5	31.5
<b>Salary</b>	\$ 1,699,327	\$ 1,647,019	\$ 1,911,168	\$ 1,906,042
<b>Benefits</b>	1,199,119	653,148	943,711	1,033,959
<b>Operating</b>	2,206,121	1,986,989	2,106,653	2,267,803
<b>Total</b>	\$ 5,104,567	\$ 4,287,156	\$ 4,961,533	\$ 5,207,804

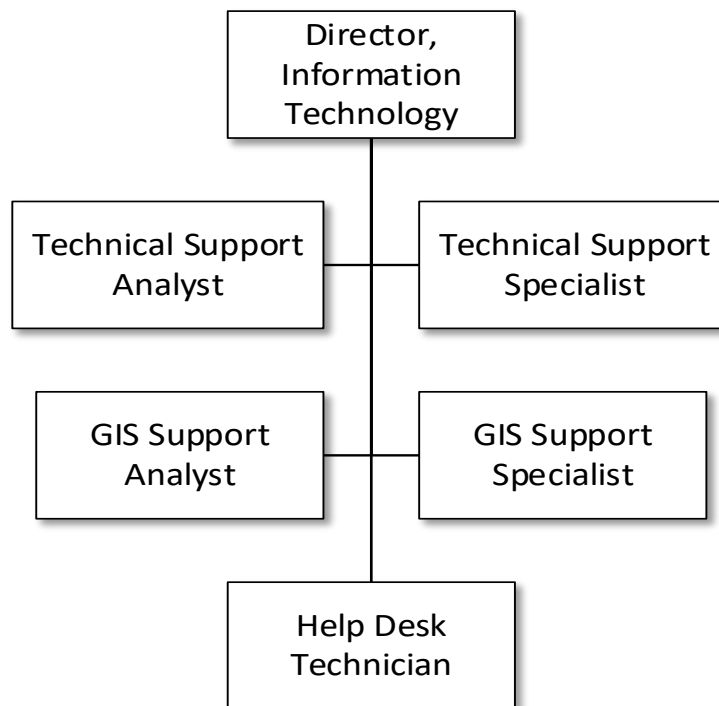
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## INFORMATION TECHNOLOGY

The Department of Technology provides a single focal point for all of the City's computing and network communications technology infrastructure. The department provides help desk support for all desktop computing, security for the network and various applications, backup and recovery, and maintains the enterprise computing environment that enables the City's financial system, email, and Internet access. The Geographical Information Systems team functions as part of the Technology Department and is responsible for fulfilling map requests, scanning documents and drawings, updating the various map layers the City utilizes in decision-making and planning, and maintaining access for employees and public entities to our GIS systems.

### POSITION SUMMARY SCHEDULE



<i>Information Technology</i>	Grade	Authorized FY21	Authorized FY22	Authorized FY23	Authorized FY24
Director, Information Technology	120	1.0	1.0	1.0	1.0
Manager, Technology	118	0.0	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	1.0	1.0	1.0
<b>Total Authorized</b>		<b>5.0</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>

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## ***RESPONSIBILITIES***

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;
- Project Management of any technical projects/initiatives for the City;
- Management of all City-issued hardware including telephones, laptops, Police Mobile Terminals, computers, and tablets;
- Provides Technology support for City Events (Wi-Fi, equipment, training)
- 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***

- Upgraded City server infrastructure to the latest hardware/software version.
- Transitioned the City's Disaster Recovery site to the cloud.
- Added additional cameras to our Verkada camera system, continuing to grow our camera presence to assist staff and the Westminster Police Department.
- Performed audit of Cybersecurity protection and worked towards changes to improve security footprint and reduce costs.
- Continue to coordinate with Ting & Public Works Department to ensure correct fiber datasets/documents.
- Grew our GIS presence in other departments, finding better ways to help visualize challenges and data.
- Training – Provided training to staff in Encryption, Teams, and OneNote.
- ParkMobile – Configured, planned, and soft-launched parking solution for the City.
- Joined State and Federal-level Cybersecurity collaboration teams to increase awareness, training and gain access to benefits going forward for the City.

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**PERFORMANCE MEASURES**

Performance Measures	FY21	FY22	FY23	FY24(Not Final)
IT Helpdesk Requests	1804	2241	2,142	1,784
Number of Users Supported	215	215	207	194
Citizen Help Requests	200	68	61	83
Employee Help Requests	1,604	2,173	2,081	1,701
Number of PCs	245	245	244	266
Number of Mobile Devices	145	145	149	148
GIS Map Layers Created	250+	250+	450+	400+
Converted As-Built Blueprints	1,500+	500+	350+	250+
Maps Created by GIS	300+	300+	325+	350+
Utility Bill Online Payments	17,200	20,304	21,583	17,104

**GOALS**

- Financial System Upgrade/Replacement
- Technology Process & Procedures finalization and approval.
- City App configuration and launch
- Configure and launch a new security suite to protect City assets and networks.
- Implement an upgraded Vulnerability Scanning suite to our Cybersecurity umbrella.
- Implement new security training products.
- Launch a cybersecurity initiative for our Water Treatment Plant.
- Update CCTV for the Police Department and City HQ, and bring it into our existing platform.
- Install and configure the new Water Reclamation Plant IT Room and Systems
- Police Parking Ticket System Upgrade/replacement
- Provide GIS training to other Departments through events like GIS Day
- Acquire and deploy software for Planning/housing (Licenses and Plan Review)
- Ongoing computer replacement cycle
- Continuing education for team members in Information Technology and GIS skills.

**BUDGET**

Dept 55	FY23		FY24	FY25
	Budget	Actual	Budget	Budget
FTE	6.0	5.3	6.0	6.0
Salary	\$ 364,307	\$ 309,811	\$ 384,567	\$ 393,701
Benefits	194,281	101,811	211,276	216,590
Operating	774,400	608,756	810,726	879,394
<b>Total</b>	<b>\$ 1,332,987</b>	<b>\$ 1,020,378</b>	<b>\$ 1,406,569</b>	<b>\$ 1,489,685</b>

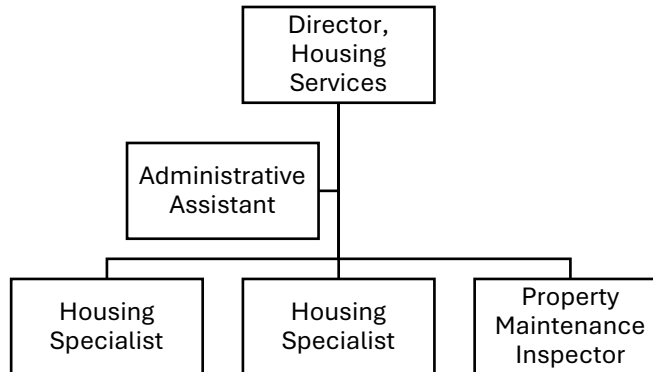
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## HOUSING SERVICES

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 FY20	Authorized FY21	Authorized FY22	Authorized FY23	Authorized FY24
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	.5	0
<b>Total Authorized</b>		<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.5</b>	<b>4.0</b>

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

The Department of Housing Services is the PHA for the HUD Housing Choice Voucher Program (HCVP). The PHA administers a program consisting of 297 Housing Choice Vouchers. This current calendar year the Housing Authority has federal budget authority in the amount of \$ 2,659,992 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 \$289,596, based on the average unit months leased. The PHA staff consists of a director and two Housing Specialists.

The Code Enforcement Officer 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 Code Enforcement Officer completes the initial inspection, issues a notice of violation, if necessary, and completes all follow-up inspections. If the violation is mitigated within the established timeframe, the case is closed. However, if the violation is not mitigated, the Code Enforcement Officer 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.

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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 2023, the PHA collected \$4,336 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.
- Fully utilized allocated Housing Choice Vouchers
- Continued membership of the International Code Council to further professional development.
- Maintained updated International Code Council manual to provide Code Enforcement services.

### ***PERFORMANCE MEASURES***

Measures	FY20	FY21	FY22	FY23 (Est)	FY24 (Est)
Notice of Violations	928	1258	1100	212	300
Rental Housing Licenses Issued	156	285	1053	822	825
Housing Vouchers Under Lease	282	276	282	270	290

### ***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***

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Gregory Pecoraro, Council President

Dept 25	FY23		FY24	FY25
	Budget	Actual	Budget	Budget
FTE	1.2	0.9	1.2	1.2
Salary	\$ 92,785	\$ 51,054	\$ 95,076	\$ 64,771
Benefits	46,961	16,548	24,111	24,569
Operating	6,300	3,507	6,800	12,309
<b>Total</b>	<b>\$ 146,046</b>	<b>\$ 71,109</b>	<b>\$ 125,987</b>	<b>\$ 101,649</b>

Dept 65	FY23		FY24	FY25
	Budget	Actual	Budget	Budget
FTE	3.3	2.8	2.8	3.0
Salary	\$ 180,457	\$ 176,878	\$ 181,664	\$ 189,397
Benefits	68,754	64,209	71,971	99,278
Operating	2,830,142	2,738,899	3,135,799	3,107,001
<b>Total</b>	<b>\$ 3,079,353</b>	<b>\$ 2,979,987</b>	<b>\$ 3,389,434</b>	<b>\$ 3,395,676</b>

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## RECREATION AND PARKS

Vision: Create a premier community 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 a wealth of outdoor amenities, each one a gateway to a distinct experience. These include nine parks with play equipment for pre-K and school-aged children, four multi-purpose athletic fields, four basketball courts, seven tennis courts, six pavilions, two plazas, a skate park, a two-mile-long walking and biking trail, and a 187-acre passive park formerly the Wakefield Valley Golf Course. This expansive area is open for public enjoyment while the City continues to advance the goals of the master plan developed for this site in 2021. The golf cart path system currently serves as a trail system circulating bicyclists, walkers, and runners throughout the property.

Additionally, the department offers a Fitness Center, Municipal Pool Complex, and Community Building to further serve the community's leisure needs.

The Fitness Center is dedicated to providing an affordable and inclusive option to individuals and families, ensuring that positive lifestyle choices are within everyone's reach. We offer a full-service weight room, circuit and free-weight equipment, a variety of cardiovascular equipment, and on-staff trainers to guide on proper equipment use. The group fitness program offers more than 40 engaging classes weekly, including cardio, yoga, spinning, and Zumba, catering to various interests and fitness levels.

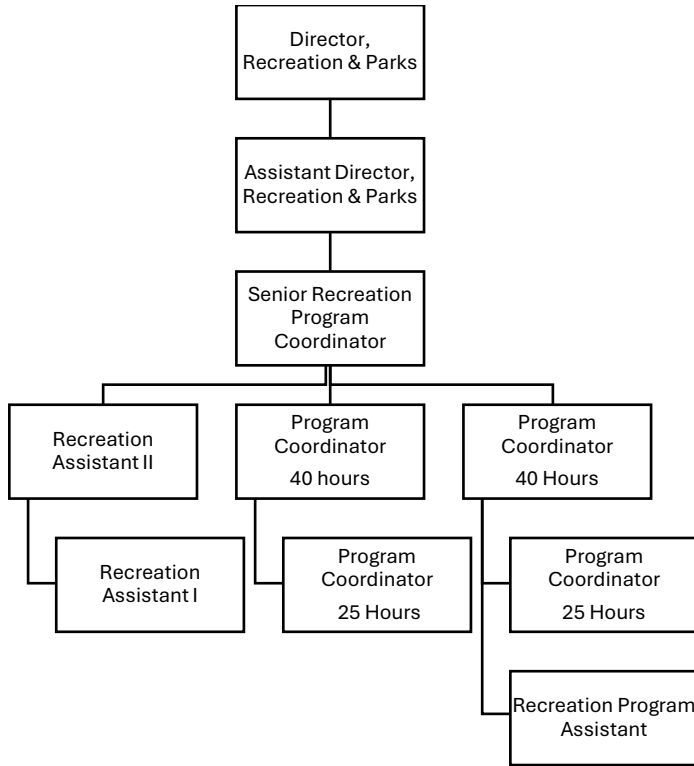
The newly renovated municipal pool complex offers residents an affordable outdoor aquatic resource. A central pool with an exciting new waterslide, a lap swim and learning pool for aquatic exercise and education, and a whimsical splash pad and lagoon will entertain all ages throughout the summer.

Adjacent to the pool complex is the newly remodeled Community Room, offering rentable community space for events of up to 40 people

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**POSITION SUMMARY SCHEDULE**



<i>Recreation &amp; Parks</i>	Grade	Authorized FY21	Authorized FY22	Authorized FY23	Authorized FY24	Authorized FY25
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
Senior Recreation Program Coordinator						1.0
Recreation Program Coordinator						2.5
Recreation Program Assistant						1.0
Recreation Assistant III						
Recreation Assistant II						1.0
Recreation Assistant I						1.0
Childcare/Family Center Attendant	N/A					.75
<b>Total Authorized</b>		<b>11.0</b>	<b>9.25</b>	<b>9.25</b>	<b>8.0</b>	<b>8.0</b>

**RECREATION AND PARKS SPECIAL EVENTS**

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Gregory Pecoraro, Council President

### Celtic Canter and Downtown Irish Festival

The Celtic Canter and Irish Festival is a growing event boasting something for everyone. Running events include the Celtic Canter 5K run, the kids 1-Mile Leprechaun Chase, and the 0.5K (Don't Miss the Point!). Not a runner? Enjoy the Downtown Irish Festival, complete with a pub crawl, live music, vendors, live entertainment, and free games and crafts for children. For even more fun, register for a whiskey-tasting seminar or hop on the trolley, which continuously circulates throughout the day and stops at many of Westminster's excellent eateries.



### 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.

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### Egg Hunt and Easter Trail

A fun, Easter-themed trail at Wakefield Valley Park featuring children's activities, crafts, and a traditional egg hunt for ages 1-4 and 5-8. The egg hunt features over 20,000 treat-filled eggs, some of which contain a special prize ticket that can be redeemed for a surprise! Each age group will have one golden egg ticket hidden among the eggs and various other prize eggs. Don't forget to bring your basket to collect all the eggs. The 4-H Rabbit and Cavy Club will also be in attendance, with a light concession stand and their bunny petting zoo.



### Main Street Mile

Held in partnership with the Westminster Road Runners Club, the Main Street Mile is a fast, downhill road run with a 144-foot vertical drop from start to finish! Run for fun in the un-timed heat, or test your training in the timed heat. After the run, all participants are invited to enjoy ice cream and an awards ceremony at the Westminster Family Fitness Center.

### 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.

### Get Wild at Wakefield - City Nature Challenge

Get Wild at Wakefield is a kickoff party celebrating the start of the four-day City Nature Challenge. The City Nature Challenge is an annual, global, community science competition to document urban biodiversity. This challenge engages residents and visitors to find and document plants, animals, and other organisms living in urban areas. We aim to make Carroll County #1 in the greater Baltimore metro area for the number of observations. At this event, you will learn all about the iNaturalist app, make observations, and compete for great prizes, including a free Westminster City pool punch card, a free week of Summer Camp, or the top prize, two Hershey Park tickets! Participants will enjoy "wild" entertainment, crafts, nature walks, free snowballs, and more! You don't want to miss the fun!

### 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

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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.

### **Pickle in the Park**

The City of Westminster's annual pickleball tournament occurs the first weekend of June in City Park. Doubles and mixed doubles teams compete to win age-group medals within their skill level. Players of all ages and abilities enjoy the competition and camaraderie at this 2-day tournament.

### **BBQ Stroll**

Westminster's BBQ Stroll allows participants to enjoy music and sample a wide variety of barbecues while spending the afternoon with family and friends. This popular event, held the second Saturday of June, features delicious barbecue recipes from many downtown restaurants.

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

Each June, in partnership with the Pipe Creek Civil War Round Table, the battle of Corbit's Charge is commemorated with an encampment and reenactment. Held at Emerald Hill and City Park, this annual event creates an educational experience for visitors of all ages, with military demonstrations, Civil War arms and equipment, military drilling and skirmishing, children's games, and presentations from living historians and traditional artisans, such as blacksmiths and tinsmiths. Guided tours of Westminster detailing the city's historical landmarks and battles 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 by the National Recreation and Park Association. The various events highlight Westminster's recreational facilities, parks, and open spaces.

### **Kindness Stroll**

This unique event begins with a kick-off party in Locust Lane, with crafts, games, yummy treats, and entertainment. To celebrate our community's kindness, participants are encouraged to stroll around downtown, visiting businesses with kindness signs on display created by student artists. Visitors are encouraged to vote for their favorite sign.

### **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.

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Gregory Pecoraro, Council President

### Storm the Castle Mile Run Series

Presented in the fall, this annual series of one-mile runs allows the community to engage in a healthy run or some healthy competition before enjoying the corresponding events: Fallfest, Spooky Saturday, and Miracle on Main Street! The Storm the Castle Run series includes the Fallfest Mile, on the parade route immediately before the annual Fallfest parade; the Spooky Sprint, a fun route that starts and finishes on Main Street immediately before Spooky Saturday; and the Jingle Bell Run, on the parade route immediately before the annual Miracle on Main Street Electric Holiday Parade.

### Westminster Fallfest

Fallfest is a four-day community event that is 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, crafts, commercial and non-profit vendors. Hundreds of volunteers from local organizations and area schools help staff the event.



### Oyster Stroll

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This annual festival features oysters, music, food, and community fun. It is also designed to raise awareness about Chesapeake Bay farmed-raised oysters. The event highlights how Westminster works to restore wild oysters to the Bay by collaborating with environmental partners to create new oyster reefs from recycled oyster shells and concrete reef balls.

### **Downtown Halloween Party**

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 games.



### **Veteran’s Day Pickleball Tournament**

This annual indoor tournament comprises doubles and mixed doubles teams that compete to win age-group medals within their skill level.



Players of all ages and abilities enjoy the competition and camaraderie at this 2-day tournament.

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### **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 and various groups, bands, and vehicles participate in the parade.

### **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 for children.

### **Santa’s Treat**

Santa’s Treat is a free children’s event in the Westminster Family Fitness Center 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**

On 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 the historic downtown.

## **Recreation and Parks Programs and Services**

### **Adaptive Recreation**

The Adaptive Recreation Program brings groups of peers with special needs, ages 18+, together for socialization, service, and fun! Monthly activities include community outings, special events, and service projects.

### **Archery Program**

An indoor archery range at the Westminster Family Fitness Center hosts a competitive archery team for middle—and high-school-aged students. Pop-up archery classes for adults and instructional target archery for beginners are also available for interested participants starting in 4th grade.

### **Drop-in Pickleball**

The Westminster Family Fitness Center offers drop-in pickleball on Mondays and Wednesdays from 11:30 AM-1:30 PM and Fridays from 5-7 PM and 7-9 PM. Drop-in play is just \$10 for nonmembers and FREE for Westminster Family Fitness Center members.

### **Pickleball Lessons**

The Westminster Family Fitness Center offers a variety of instructional pickleball classes for beginners, intermediate and advanced players.

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### **Pickleball Leagues**

The City of Westminster hosts spring, summer, and fall outdoor pickleball leagues for all skill levels.

### **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.

### **Volunteer Program**

Volunteers are necessary to make each of our annual events a success. Hundreds of volunteers are needed annually to sustain the quality of our highly anticipated and well-attended events. The City of Westminster's Recreation and Parks Department is committed to providing fun, unique, and enriching events that create a sense of community and life-long memories. We can't do this without your help. Please consider volunteering and positively impacting the Westminster Community and beyond.

### **Westminster Family Fitness Center**

At the Westminster Family Fitness Center, we aim to inspire participants of every ability level on their fitness journey in a welcoming atmosphere. Work out in our fitness center, join us for a group fitness class, participate in a special event, or take advantage of our open gym time to play basketball or pickleball! Childcare is available for ages 11 & under. Youth ages 12-14 can participate in group fitness classes with a parent or legal guardian. We strive to make the desire for a healthier lifestyle a rewarding experience, so it is no longer a chore but a well-deserved time you devote to yourself each week!

### **Westminster Municipal Pool**

The newly renovated Westminster Municipal Pool complex boasts a beautiful main pool with an exciting waterslide, an imaginative Splash Pad & Lagoon for endless hours of family entertainment and inclusive water play for children, and a Lap/Learning Pool for lessons, lap swimming, and other community-based aquatic programming.

### **W.omen I.n P.rogress (WIP)**

WIP is a women's group that provides time for friendship, support, activity, and new experiences. Trips, speakers, activities, food & drink excursions, arts & crafts, education, and other assorted events & gatherings are scheduled monthly throughout the year on varying days and times. The monthly schedule is announced by email to the group. Some activities will require additional fees or ticket purchases on your own. Participants must provide their own transportation or carpool.

## ***ACCOMPLISHMENTS***

- Expanded group fitness, pickleball, and indoor archery programming at the fitness center.
- Identified, launched and continue to manage the content of an app that helps manage group fitness and drop-in pickleball sign-ups.
- Secured over \$4 million in grant funding to advance the goals of the master plan for Wakefield Valley Park.
- Continued reforestation efforts at Wakefield Valley Park by planting 22 acres of trees and shrubs.

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- Hosted the first annual Veteran’s Day Pickleball Tournament, a two-day indoor Tournament held in November over Veteran’s Day weekend.
- Expanded the City’s adaptive recreation programs from one annual event to regularly scheduled monthly events.
- Managed and facilitated the renovation of the Westminster Municipal Pool Complex.
- Hosted a ribbon cutting at the Westminster Municipal Pool Complex to celebrate the completion of Phase I renovations.
- Celebrated the restoration of the City’s iconic clock tower with a Back to the Future themed dedication ceremony.
- Kicked off the renovation of the Wakefield Valley Clubhouse.
- Continue to achieve operational efficiencies at the Westminster Family Fitness Center to improve the operating deficit.
- Facilitated and assisted with RavenTree, the first public art installation at Wakefield Valley Park.
- Assisted with the First Annual Kindness Stroll.
- Re-designed the concession stand serving window, ultimately enhancing the visitor experience in the pavilion at the Westminster Municipal Pool.
- Renovated City Parks Tennis Courts into six dedicated pickleball courts and dual-use tennis and pickleball courts.

***PERFORMANCE MEASURES***

	<b>FY23</b>	<b>FY24</b>	<b>FY25 (Projected)</b>
Park, Field & Facility Rentals	135	175	200
Pool Memberships (individually counted)	1,400	1,500	1,600
Swim Team Members	190	200	225
Swim Lesson Participants	90	100	100
Summer Camp Enrollments	600	650	675
Total Family Fitness Center Members	375	450	450
Number of Check-ins	27,361	32,000	33,000
Group Fitness Class Attendance	20,285	21,000	22,300
Gym Rental Hours	525	550	600
Number of Rental Patrons	5,200	5,300	5,500
Approximate Yearly Traffic (Fitness Center)	35,000	38,000	38,700
Volunteer Hours	930	1,000	1,100
Celtic Canter & Irish Festival	3,000	4,000	5,000
Parent Date Nights	500	0*	600
Egg Hunts	1,500	1,500	1,500
Wine Stroll	7,000	0*	7,000
Flower and Jazz Festival	2000*	7,500	7,500
Pooch Pool Party	0*	100	120
BBQ Stroll	6,000	7,000	7,000
Oyster Stroll	6,000	0*	7,000
Downtown Halloween Party	2,000	4,000	4,000
Electric Holiday Parade	10,000	10,000	10,000

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Santa's Treat	200	350	350
Tree Lighting Ceremony	300	500	500
Visits with Santa/Horse-Drawn Carriage Rides	600	750	750
Westminster Fallfest	30,000	10,000*	30,000
Recreation & Parks Month	3,000	4,500	5,000

\* Attendance affected by inclement weather or facility renovations.

## **GOALS**

- Continue to analyze user fees and adjust where appropriate.
- Identify and determine innovative strategies to re-develop and improve parks and facilities to continue meeting the community's needs.
  - Inventory, improve, and maintain park signage.
  - Update City Park restrooms.
  - Renovate the City Park comfort station structure to mitigate water intrusion issues and create better, more usable storage.
  - Assess under-utilized parks and open spaces and, as appropriate, investigate innovative design and re-development strategies.
- Continue implementing the Wakefield Valley Park master plan through a phased development strategy.
  - Renovate the existing clubhouse to create a rentable event pavilion and indoor community space.
  - Advance preservation initiatives at the Durbin House.
  - Begin design and engineering for the trail system.
  - Plant a food forest and pollinator garden.
  - Partner with Carroll County Government, Bureau of Resource Management to engage in stormwater management projects to improve ponds and the stream running through Wakefield Valley Park.
- Engage in a planned approach to enhance the user experience at the Westminster Municipal Pool through a series of facility upgrades.
  - Improve, enhance, and modernize the existing locker room facilities.
  - Upgrade and increase the amount of pool furniture available for guest use.
  - Make façade improvements to the exterior of the existing pool building to create a more modern, up-to-date appearance.
- Engage in a planned approach to enhance the member experience at the Westminster Family Fitness Center.
  - Systematically replace aged and outdated equipment.
  - Continue interior facility improvements such as painting and other scheduled maintenance.
  - Invest in staff training and continuing education opportunities for group fitness staff, front desk, and childcare employees.
- Continue professional staff development and strategic planning exercises to define future 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.
- Seek additional funding opportunities through grants and other funding sources.
- Provide diverse opportunities for volunteers to assist the department in providing services.

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- 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.
- Seek out additional opportunities to enrich parks and open spaces with public art installations.

***BUDGET***

Dept 70	FY23		FY24	FY25
	Budget	Actual	Budget	Budget
FTE	9.3	9.3	7.6 (+89 PT)	10.9 (+89 PT)
Salary	\$ 656,833	\$ 677,201	\$ 845,545	\$ 1,060,239
Benefits	305,641	227,097	261,649	435,615
Operating	542,506	541,728	611,750	693,182
<b>Total</b>	<b>\$ 1,504,980</b>	<b>\$ 1,446,026</b>	<b>\$ 1,718,944</b>	<b>\$ 2,189,036</b>

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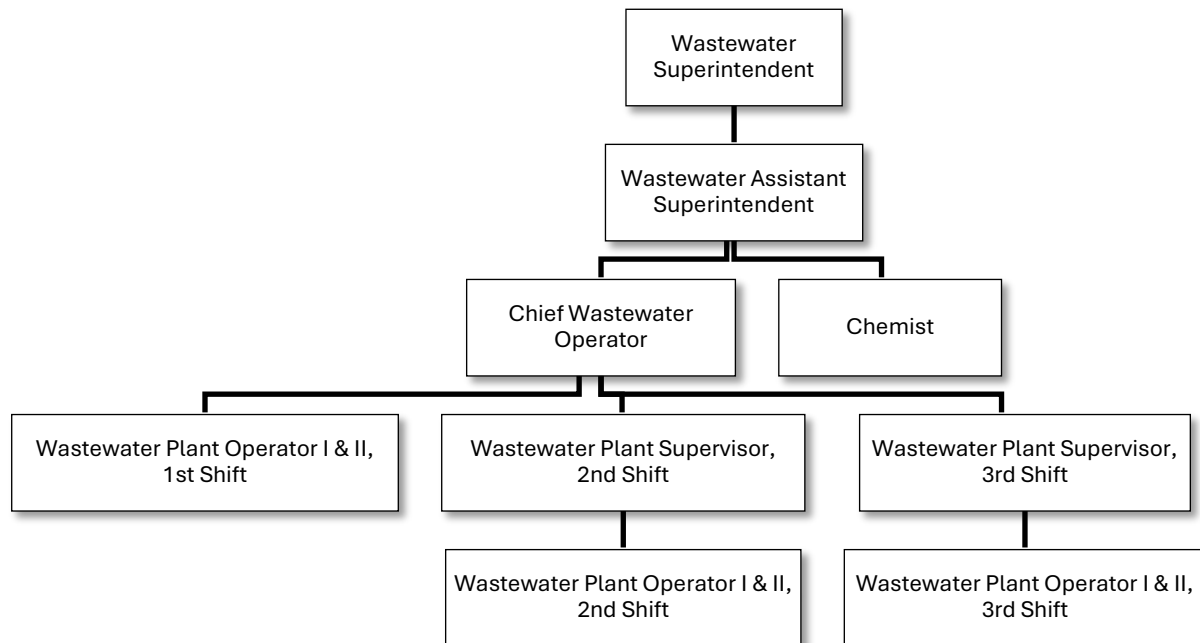
## SEWER

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 facility 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 Water Reclamation Facility performs all required analyses, 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 Water Reclamation Facility, along with associated bio-solids dewatering and landfill disposal.

### Position summary schedule



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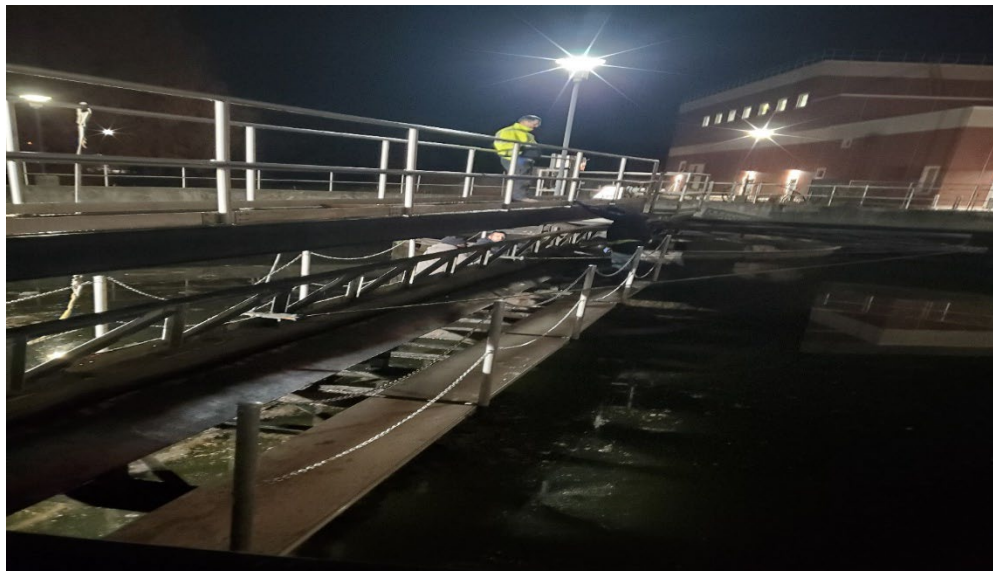
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<i>Sewer (Wastewater)</i>	Grade	Authorized FY21	Authorized FY22	Authorized FY23	Authorized FY24	Authorized FY25
Wastewater Superintendent	116	1.0	1.0	1.0	1.0	1.0
Wastewater Assistant Superintendent	115	1.0	1.0	1.0	1.0	1.0
Chief Wastewater Operator	114	1.0	1.0	1.0	1.0	1.0
Chemist	114	1.0	1.0	1.0	1.0	1.0
Shift Supervisor	112	1.0	1.0	2.0	2.0	2.0
Wastewater Plant Operator II	110	5.0	5.0	6	6.0	6.0
Wastewater Plant Operator II (part-time)	110	0.625	0.625	0.625	0.625	0.625
Wastewater Plant Operator I	108	2.0	2.0	2.0	2.0	3.0
<b>Total Authorized</b>		<b>12.625</b>	<b>12.625</b>	<b>14.625</b>	<b>14.625</b>	<b>15.625</b>

## ***ACCOMPLISHMENTS***

### **Maintenance**

- Continued construction of the ENR/Biosolids upgrade
- Performed routine maintenance on treatment facility equipment
- Replaced clarifier skimmer mechanism
- Installed new influent bar screen and compactor. Constructed a new building to enclose new equipment
- Installed roof over Influent Grit dumpster as part of Stormwater Management



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### Professional Development

- Tested operators for respirator fit; respirator trained and received DOT physicals
- Participated in Maryland Center for Environmental training courses
- Attended CPR, First Aid, and AED training
- Conducted facility safety meetings
- Trained staff on stormwater and pollution prevention
- Trained staff on Electrical safety and Lockout/Tagout procedures
- Continued CDL Class A training at Carroll Community College for all new staff
- Participated in seminars sponsored by the Water Reuse Association and the American Water Works Association
- Promoted from within the position of third shift supervisor. Began to concentrate on the development of the next generation of supervisors including not only process decision making but administrative tasks as well.

### Analysis

- Conducted quarterly and bi-annual raw wastewater analysis on selected industrial sewer customers and provided the Finance Department with billing information for sewer surcharges.
- Conducted nutrient analysis for both influent and effluent wastewater samples.
- Performed a variety of daily sampling to monitor and control the facility's biological process.
- Collected and recorded quarterly stormwater sampling.
- Conducted Sewer Use Ordinance testing quarterly on Septage.
- Conducted monthly Biosolids analysis

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**Facility Operations**

- Interacting daily with HRI, Inc. and its subcontractors in conjunction with the ENR/Biosolids Upgrade Project.
- Started the Engineering and Design phase of the PureWater Westminster project in conjunction with Watek Engineering and GHD.

**GOALS**

- Continue to refine the Water Reclamation Facility processes to ensure efficiency and effectiveness. Startup and optimization of various unit processes for the Enhanced Nutrient Removal/Biosolids Upgrade project.
- Continue the development of the next generation of supervisors to ensure continuity.
- 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
- Complete the MDE NPDES permit renewal process including the PureWater Westminster permit.
- Complete a Sewer Study related to the PUREWater Westminster project and source water protection.
- Work with Human Resources to develop a job description for an industrial sewer inspector, hire a qualified candidate for the position, and begin the inspection process.
- Complete the Engineering and Design phase of the PureWater Westminster project

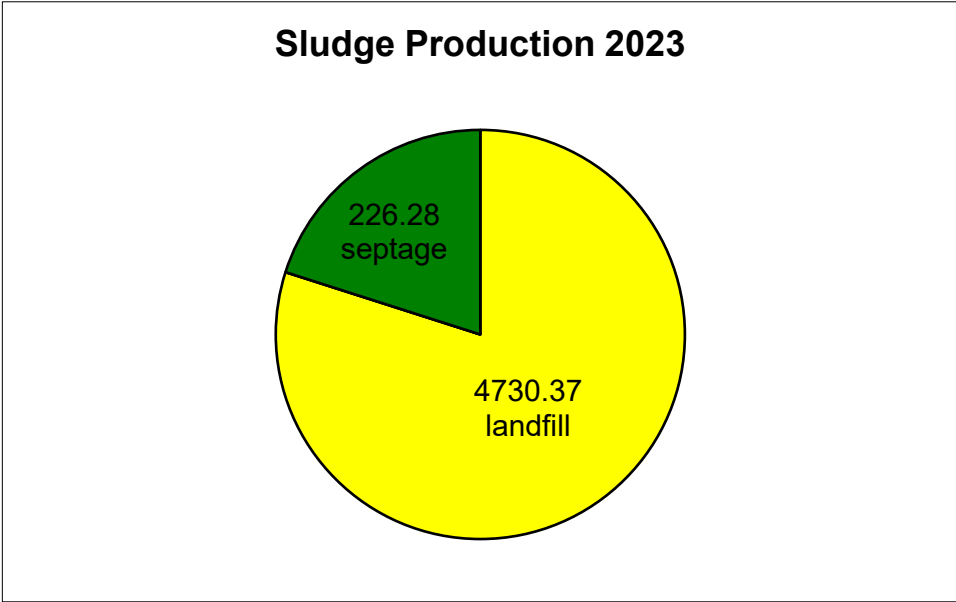
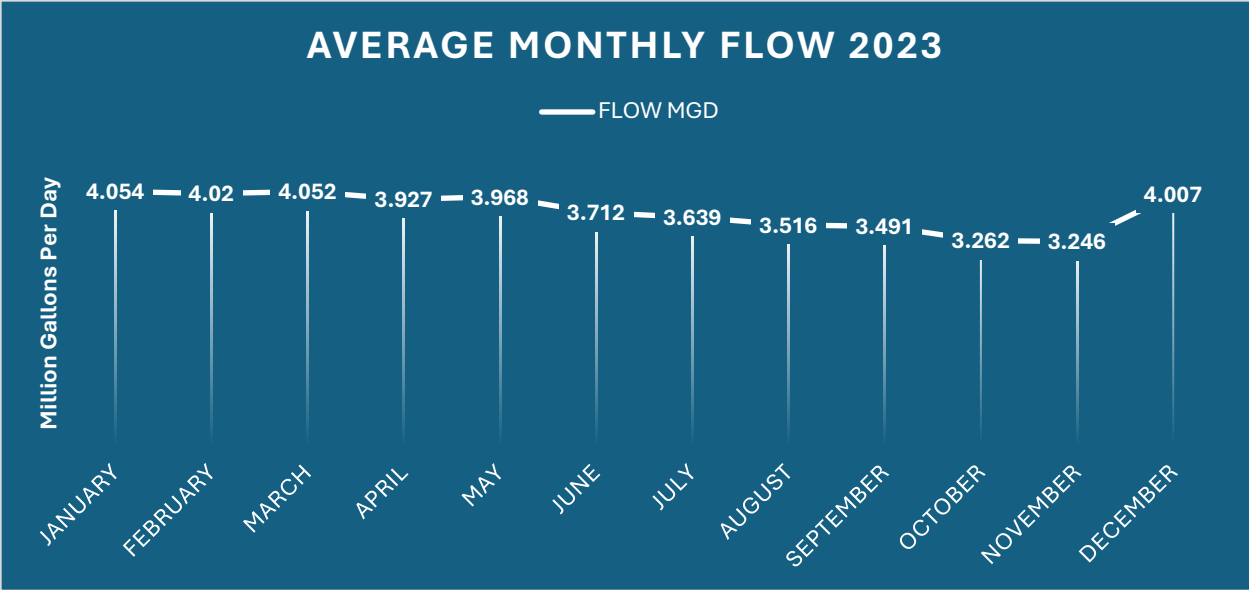
**PERFORMANCE MEASURES**

- 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 facility and the Septage Facility has 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 facility.
- 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.

	FY22	FY23	FY24 (Projected)
Wastewater analysis conducted	35,000	45,000	50,000
Average Daily Flow (MGD)	4.092	3.741	4.000
Annual Bio-solids Production (wet tons)	5,573	4,730	5,000
Annual Septage Received (MG)	16.91	11.87	15

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**BUDGET**

Dept 80	FY23		FY24	FY25
	Budget	Actual	Budget	Budget
FTE	14.6	14.6	14.6	15.6
Salary	\$ 647,540	\$ 801,084	\$ 924,832	\$ 990,797
Benefits	332,753	341,447	536,445	454,928
Operating	2,204,700	1,970,611	2,538,107	2,637,740
<b>Total</b>	<b>\$ 3,184,993</b>	<b>\$ 3,113,142</b>	<b>\$ 3,999,384</b>	<b>\$ 4,083,465</b>

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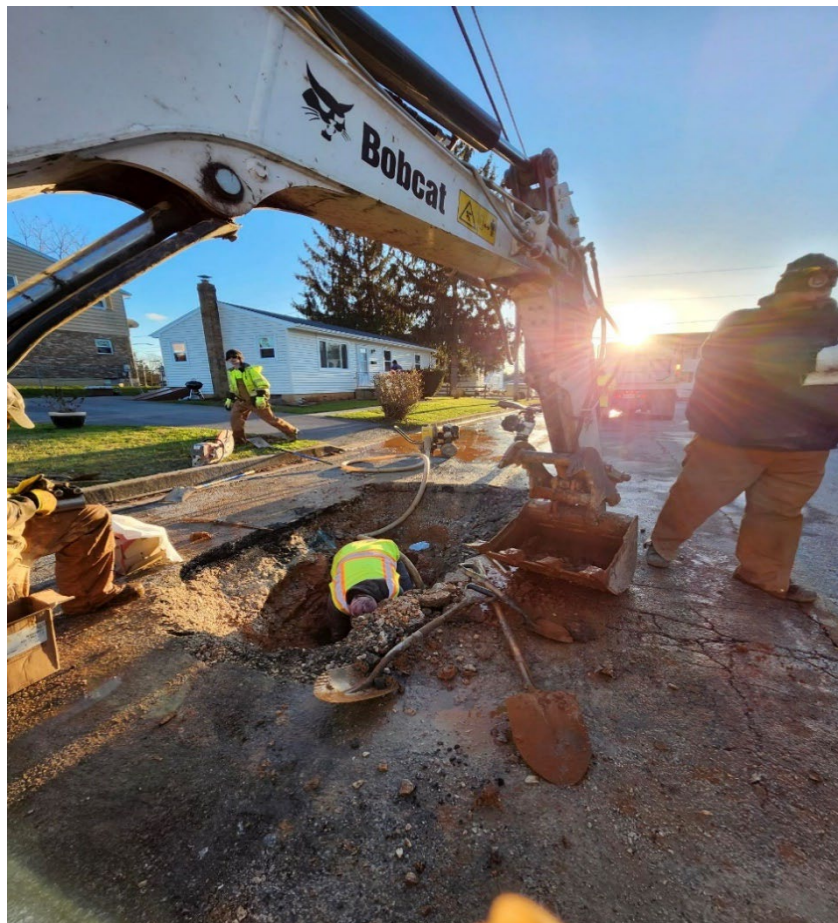
## UTILITY MAINTENANCE

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 repairing 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.

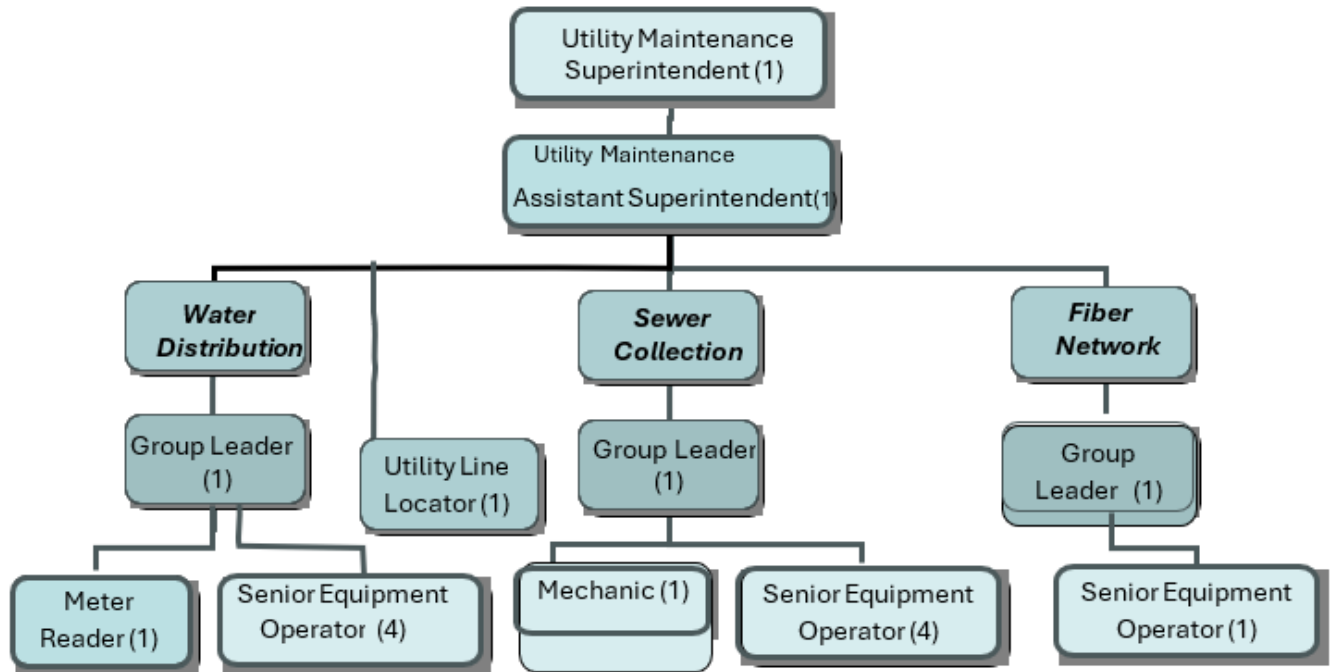
The Westminster Fiber Network consists of 2 fiber hubs, 12 cabinets, and more than 70 miles of mainline to feed Westminster City and outlying Carroll County homes and businesses. Duties include installation of conduit with house drops, mainline installation, service calls, splicing the network together,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



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

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<i>Utility Maintenance</i>	Grade	Authorized FY '20	Authorized FY '21	Authorized FY '22	Authorized FY '23	Authorized FY'24
Superintendent	I	1.0	1.0	1.0	1.0	1.0
Assistant Superintendent	H	1.0	1.0	1.0	1.0	1.0
Group Leader	F	2.0	3.0	3.0	3.0	3.0
Mechanic	E	1.0	1.0	1.0	1.0	1.0
Meter Reader	D	1.0	1.0	1.0	1.0	1.0
Utility Line Locator	D	0.0	0.0	0.0	0.0	1.0
Senior Equipment Operator	D	7.0	8.0	9.0	9.0	6.0
Equipment Operator	C	0.0	0.0	0.0	0.0	1.0

### ***WATER DISTRIBUTION ACCOMPLISHMENTS***

- Completed preventive maintenance work orders
- Water main valve exercising
- Installed roof on high zone booster station
- Installed sample stations in various locations for water plant
- Collected new water and sewer service locations for records

### ***SEWER COLLECTIONS ACCOMPLISHMENTS***

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- Completed preventive maintenance work orders
- Rebuilt pumps for High Zone Booster Station
- Worked with contractor completing I & I repairs
- Rebuilt pumps for Station 15
- Televised sewer lines for locations needing repair for Phase 4 of the I & I project.
- Upgraded electric at Pump Station 4

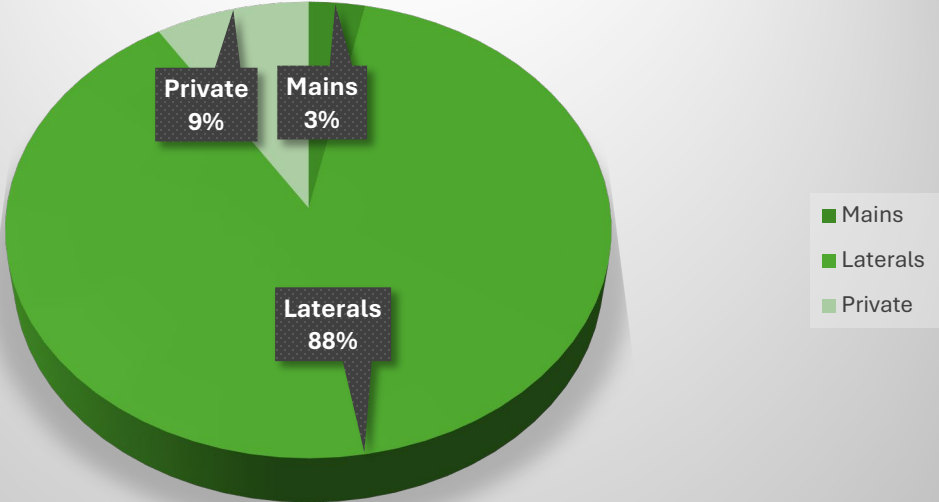
**UTILITY MAINTENANCE PERFORMANCE MEASURES**

	CY2022	CY2023	CY 2024 (Projected)
Feet of sewer main televised/cleaned/flushed	114,882	88,736	100,000
Sewer laterals excavated and repaired	0	0	2
New sewer service installations	0	0	1
Sewer Lateral Service calls	40	107	100
Private and Miscellaneous Service Call responses	23	11	15
Sewer Main repairs/blockages	3	4	2
Sewer Work Orders completed	2503	3013	3020
Water Meter readings (Quarterly, Finals & Check)	42043	42133	21287
Water Meter/meter top replacements	178	219	280
High Water Bill Inspections (HWB)	162	196	215
New/Renewed Water Service installations	5	5	5
Hours of leak detection conducted	400	500	550
Number of Fire Hydrants repaired and serviced	72	100	115
Main leak responses	14	19	15
House Service leak responses	4	11	7
Private house service leak responses	42	39	42
Water Work Orders completed	135	302	310
Miss Utility Tickets completed	5,696	7,628	6,500

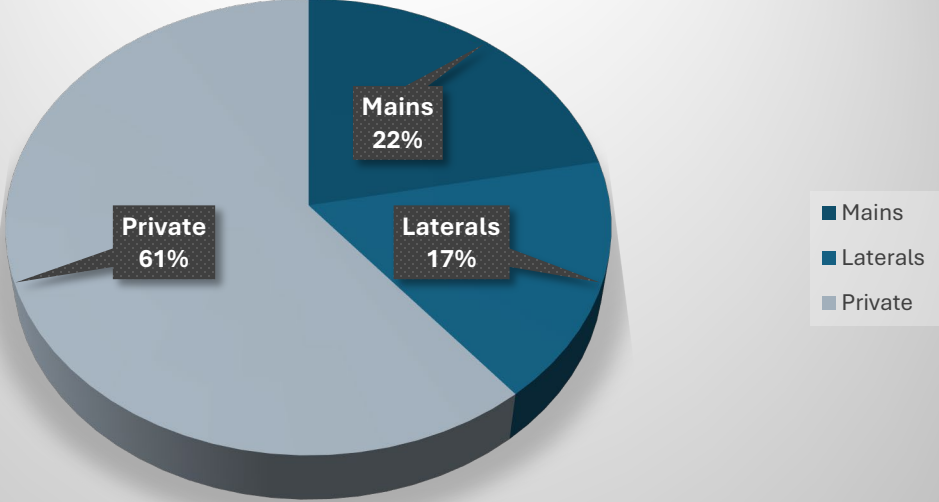
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### Sewer Blockage Service Calls



### Water Leak Service Calls



**WATER DISTRIBUTION GOALS**

- Continue water main valve exercising

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- Gather more water and sewer service swing tie records
- Increase on leak detection, to catch leaks at a smaller state to reduce the amount of water loss

### ***SEWER COLLECTION GOALS***

- 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.
- Upgrade level control systems at pump stations
- Televiser sewer line to locate possible repair locations for Phase 5 of the I & I project.



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***BUDGET***

Dept 85	FY23		FY24	FY25
	Budget	Actual	Budget	Budget
FTE	16.0	16.0	16.0	15.0
Salary	\$ 875,080	\$ 882,502	\$ 977,118	\$ 975,834
Benefits	438,996	353,086	543,729	603,824
Operating	758,325	697,342	922,825	938,277
<b>Total</b>	<b>\$ 2,072,401</b>	<b>\$ 1,932,930</b>	<b>\$ 2,443,672</b>	<b>\$ 2,517,935</b>

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## WATER

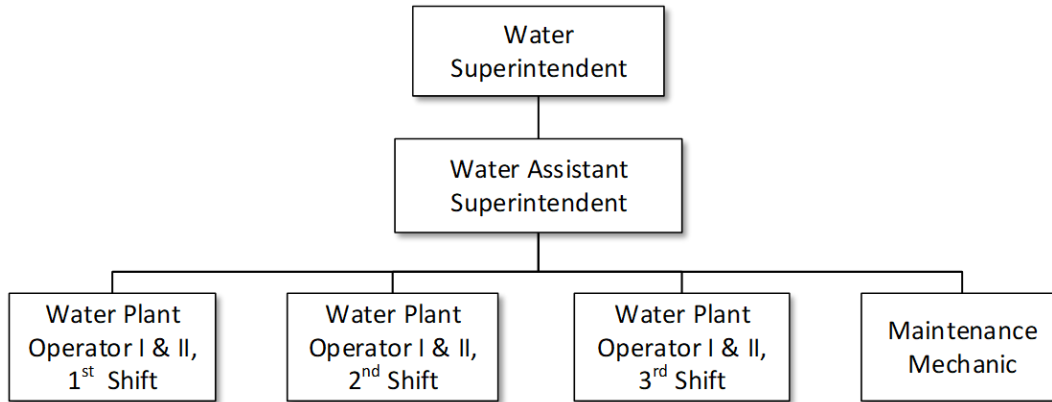
The Water Treatment Plant is responsible for the operation of five filter plants – four of which incorporate wells as a source of water. The filtering means and methodology is membrane/microfiltration, slow sand with dual media, and diatomaceous earth pressure systems. In addition, there are also seven 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.



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

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<i>Water</i>	Grade	Authorized FY20	Authorized FY21	Authorized FY22	Authorized FY23	Authorized FY24
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	2.0	2.0	2.0	2.0
Water Plant Operator II	110	8.0	6.0	5.0	5.0	5.0
Water Plant Operator I	108	0.0	2.0	3.0	3.0	3.0
<b>Total Authorized</b>		<b>11.0</b>	<b>12.0</b>	<b>12.0</b>	<b>12.0</b>	<b>12.0</b>

### ***ACCOMPLISHMENTS***

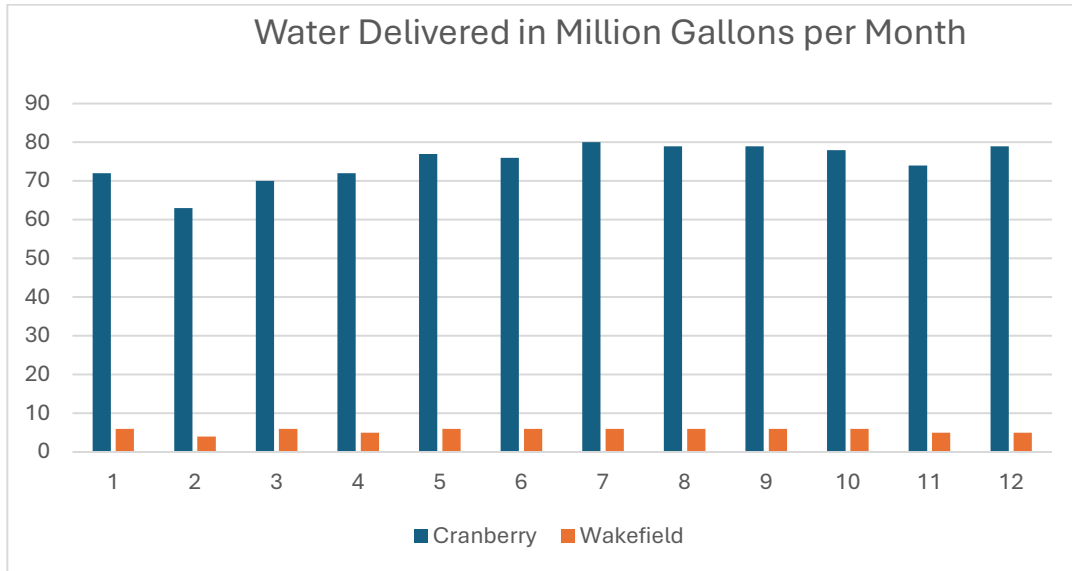
- Completed full scale pilot test of specialized IX resin that will remove PFAS from the water at Well 8
- Replaced roof on the charging pump building at the raw reservoir.
- Upgraded conference room to utilize storage area.
- Replenished a nine-foot deficiency in the raw reservoir that was due to long stretches of dry conditions during the summer.

### ***PERFORMANCE MEASURES***

	FY22	FY23	FY24 (Projected)
Millions of gallons delivered to Cranberry System	796	899	899
Millions of gallons delivered to Wakefield System	66	67	67
Number of incidents/interruptions	0	0	0
Quality control tests conducted	21,900	21,900	21,900

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**GOALS**

- Design upgrade for Wakefield and Well 5 to replace DE filter systems.
- Design treatment for PFAS removal at Wells 4,5,6,7,9/10, & 12.
- Finalize construction permit and return Well 8 to service.
- Paint the exterior and replace the roof on Cranberry Water Plant

**BUDGET**

Dept 90	FY23		FY24	FY25
	Budget	Actual	Budget	Budget
<b>FTE</b>	12.0	12.0	12.0	14.0
<b>Salary</b>	\$ 796,309	\$ 781,105	\$ 823,294	\$ 941,064
<b>Benefits</b>	321,918	245,093	328,264	541,847
<b>Operating</b>	915,350	987,685	1,028,614	1,192,253
<b>Total</b>	\$ 2,033,577	\$ 2,013,883	\$ 2,180,173	\$ 2,675,165

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## FIBER

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

### FIBER MAINTENANCE PERFORMANCE MEASURES

	CY2022	CY2023	CY2024 (Projected)
Fiber Drops installed	318	258	260

### ACCOMPLISHMENTS

- Installed 258 house drops
- Continued installing fiber in County areas
- Network operator achieved a 40.16% take/subscriber rate citywide.
- Stonegate buildout completion



### GOALS

- Support marketing efforts of the City's network operator to increase take/subscriber rates, thereby minimizing the required General Fund subsidy of the Fiber Fund
- Expand the City's Network to increase take/subscriber rates, thereby minimizing the required General Fund subsidy of the Fiber Fund
- Become more familiar with fiber equipment (Directional Drill, Splicing, and OTDR testing equipment)
- Continue fiber education
- Continue expanding the fiber network into the County

### BUDGET

Dept 95	FY23		FY24	FY25
	Budget	Actual	Budget	Budget
FTE	2.0	2.0	2.0	2.0
Salary	\$ 104,803	\$ 111,604	\$ 112,435	\$ 108,030
Benefits	31,507	87,025	57,312	91,551
Operating	757,537	692,116	720,864	738,592
<b>Total</b>	<b>\$ 893,846</b>	<b>\$ 890,745</b>	<b>\$ 890,611</b>	<b>\$ 938,174</b>

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# 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.

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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

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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 Administrator. Responsibility for certain purchasing actions may be delegated to other senior City officials
4. All budgeted purchase requisitions are subject to the following approvals:
  - Purchases up to \$25,000 are approved by the City Administrator
  - 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**

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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>).

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# 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 FY13 due to new construction within the City and rising assessments.

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### ***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 FY25.

### ***INCOME TAXES***

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

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

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

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

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

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

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

The Comptroller has divided the activities into 24 categories such as athletic events, concerts, nightclubs, and 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.

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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 FY25, expected revenue is \$1,243,808.

### ***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 \$3.1 million in housing assistance and administrative funding from the U.S. Department of Housing and Urban Development.

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### ***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.

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- 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

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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

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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

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 accounts. 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>

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## **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.

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# 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. 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 FY25**

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

The most sizable projects include: water reuse project, Wakefield Valley Park renovations, water main replacement projects, and retaining wall reconstruction projects. Roads, sidewalks, stormwater management, debt service, parks, building improvements, vehicles, and equipment make up the remainder.

### ***ENTERPRISE FUNDS***

**Water Fund** – The FY25 Capital Budget includes funding for Water Reuse Facility, Vehicle and Equipment Replacement, Water Main Replacements, GIS Engineering, Water Plant Improvements, and Debt Service. Capital projects are mostly funded through rate revenue or benefit assessments fees.

**Sewer Fund** – Improvements to the Water Reclamation Treatment Facility account for a large portion 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. 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.

**Fiber Fund** – Construction of the Westminster Fiber Network was completed in FY19. The only capital expenditures anticipated for FY25 are debt service payments

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## 5-YEAR CAPITAL PROJECTS PLAN

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

	2025	2026	2027	2028	2029
<b>PROJECT COSTS</b>					
Recreation	4,137,214	\$ 5,932,946	\$ 6,328,971	\$ 935,000	\$ 500,000
Streets	5,659,226	2,966,856	3,574,603	2,377,586	2,800,014
Facilities	1,105,000	7,011,000	12,000	13,000	-
Debt Service	551,412	415,288	409,815	415,700	415,795
Police Department	715,665	344,397	359,397	286,398	352,535
Planning and Zoning	180,000	-	-	-	-
Technology	383,000	148,000	73,900	424,845	75,837
Sewer	6,759,848	2,270,000	1,434,500	13,508,000	200,000
Water	19,028,856	10,457,312	8,430,000	3,977,500	530,000
<b>TOTAL</b>	<b>38,520,221</b>	<b>\$ 29,545,799</b>	<b>\$ 20,623,185</b>	<b>\$ 21,938,029</b>	<b>\$ 4,874,181</b>
<b>FUNDING</b>					
<b>Use of Fund balance / Transfers</b>					
General Fund	4,298,287	1,420,519	2,508,623	2,119,844	2,454,841
Sewer Fund	3,472,002	2,434,640	1,574,687	1,807,499	433,326
Water Fund	3,726,245	958,140	458,687	4,178,499	316,826
Capital Projects Fund	3,113,353	-	-	-	-
Benefits Assessment Funds	2,074,500	900,000	-	-	-
<b>Special Revenue Sources / Agreements:</b>					
ARPA Funds	8,005,215	-	-	-	-
Other Federal Funding	4,156,047	9,502,312	-	-	-
ENR related funds / loans	1,942,709	-	-	-	-
State Funds	1,000,000	-	-	-	-
Highway User Funds	1,243,808	1,056,353	1,056,353	1,056,353	1,056,353
Other Funding	110,106	19,000	19,000	19,000	19,000
County Funding	2,770,422	-	-	-	-
Grants	2,607,527	2,150,000	2,050,000	-	-
TBD	-	11,104,835	12,955,835	12,756,835	593,835
	<b>38,520,221</b>	<b>\$ 29,545,799</b>	<b>\$ 20,623,185</b>	<b>\$ 21,938,029</b>	<b>\$ 4,874,181</b>
	0	\$ (0)	\$ -	\$ -	\$ -

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ORDINANCE NO. 2024-04

AN ORDINANCE OF THE MAYOR AND COMMON COUNCIL OF  
WESTMINSTER, MARYLAND APPROVING AND ADOPTING A BUDGET  
FOR THE CITY OF WESTMINSTER FOR THE FISCAL YEAR BEGINNING  
JULY 1, 2024 AND ENDING JUNE 30, 2025 (“FY25”) AND ESTABLISHING  
THE VARIOUS CITY TAX RATES FOR FY25

WHEREAS, in accordance with the requirements of Md. Code Ann., Division IV and Title 5 of the Local Government Article, Section 41 of the Charter of the City of Westminster and Chapter 20 of the Code of the City of Westminster, the Mayor and Common Council are required to adopt a budget ordinance to appropriate funds for the several programs and purposes for which the City of Westminster must provide in the fiscal year beginning July 1, 2024 and ending June 30, 2025 (“Fiscal Year 2025”) and to set the property tax rates for Fiscal Year 2025; and

WHEREAS, the Mayor, as required by the City Charter, on or before June 15, 2024, prepared and presented to the Common Council a proposed budget outlining the anticipated expenditures and transfers for Fiscal Year 2025, and including the estimated revenues and other financing sources required and establishes the proposed tax rate for all real property taxes, personal property taxes, and public utility taxes; and

WHEREAS, the Common Council held a public hearing with respect to the Tax Rate and the proposed budget on May 28, 2024, after appropriate notice thereof in a newspaper having general circulation in the City of Westminster;

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

**Section 1:** From and out of the monies and balances known to be in the General Fund, Capital Projects Fund, Water Fund, Sewer Fund, Fiber Infrastructure Fund, and Public Housing Agency Fund of the City of Westminster, Maryland, and from all monies anticipated to come into all funds during the twelve (12) month period ending June 30, 2025, there shall be, and hereby are,

appropriated the following sums for use by the departments and offices of the City, and for the objects and purposes for which the City must provide during Fiscal Year 2025:

<b>General Fund Revenues</b>	
Taxes	16,417,671
Licenses & Permits	544,500
Intergovernmental	1,804,272
Charges for Services	1,158,035
Fines & Forfeitures	29,000
Miscellaneous Income	168,542
Interest Income	150,000
<b>General Fund Appropriations by Activity</b>	
Executive & Legislative	927,729
Finance	369,109
Human Resources	229,201
Planning, Zoning and Development	538,137
Housing and Preservation	101,649
Public Safety Department	9,570,924
Facilities	452,141
Public Works	4,524,219
Technology	490,429
Recreation & Parks	2,189,036
<b>Total General Fund Revenues</b>	<b>20,272,020</b>
<b>Total General Fund Appropriations</b>	<b>19,392,574</b>
<b>Excess Revenues Over Expenses</b>	<b>879,446</b>
<b>Transfer in From Opioid Fund</b>	<b>25,000</b>
<b>Transfer out to Capital Projects Fund</b>	<b>(4,298,287)</b>
<b>Use of General Fund Fund Balance</b>	<b>(3,393,841)</b>

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Sponsored By: Dr. Mona Becker, Mayor  
Gregory Pecoraro, Council President

<b>Public Housing Agency Fund</b>	
Revenues	3,395,676
Expenses	3,395,676
<b>Capital Projects Fund Funding Sources</b>	
General Fund	4,298,287
Sewer Fund	<del>2,773,700</del> <b><u>3,472,002</u></b>
Water Fund	<del>3,333,805</del> <b><u>3,726,245</u></b>
Benefits Assessment Funds	2,074,500
Capital Projects Fund	3,113,353
Grants	2,607,527
ARPA	8,005,215
<b><u>ENR Related Fund/Loans</u></b>	<b><u>1,942,709</u></b>
Highway Unser Revenues (HUR) Funds	1,243,808
Intergovernmental	<del>7,840,132</del> <b><u>7,926,469</u></b>
Other Funding	110,106
<b>Capital Projects Fund Appropriations by Activity</b>	
Recreation and Parks	4,137,214
Streets	5,659,226
Facilities	1,105,000
Debt Service	551,412
Police Department	715,665
Planning and Zoning	180,000
Technology	383,000
Sewer	<del>4,032,500</del> <b><u>6,759,848</u></b>
Water	<del>18,636,416</del> <b><u>19,028,856</u></b>
<b>Total Capital Projects Fund Funding Sources</b>	<del>35,400,433</del> <b><u>38,520,221</u></b>

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Total Capital Projects Fund Appropriations	35,400,433 <del>38,520,221</del>
--------------------------------------------	----------------------------------

<b>Water Fund Revenues</b>	
Charges for Services	6,550,443
Other Revenue	94,801
Rental Revenue	264,000
Interest Revenue	75,000
Benefit Assessment	250,000
<b>Water Fund Appropriations by Activity</b>	
Executive & Legislative	359,737
Finance	386,341
Human Resources	226,101
Planning, Zoning and Development	231,473
Facilities	41,727
Public Works	312,722
Technology	477,377
Utilities	1,165,222
Water	3,556,998
<b>Total Water Fund Revenues</b>	7,234,244
<b>Total Water Fund Appropriations</b>	6,757,698
<b>Excess Revenues Over Expenses</b>	476,547 <del>476,546</del>
<b>Transfer out to Capital Projects Fund</b>	(3,333,805) <del>(3,726,245)</del>
<b>Use of Water Fund Fund Balance</b>	(2,857,258) <del>(3,249,699)</del>
<b>Sewer Fund Revenues</b>	
Charges for Services	8,606,699
Other Revenue	94,801

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Interest Revenue	150,000
Benefit Assessment	250,000

<b>Sewer Fund Appropriations by Activity</b>	
Executive & Legislative	355,903
Finance	386,338
Human Resources	225,200
Planning, Zoning and Development	231,470
Facilities	54,285
Public Works	311,587
Technology	477,378
Utilities	1,239,589
Sewer	4,903,713
<b>Total Sewer Fund Revenues</b>	9,101,500
<b>Total Sewer Fund Appropriations</b>	8,185,463
<b>Excess Revenues Over Expenses</b>	<del>916,036</del> <b><u>916,037</u></b>
<b>Transfer out to Capital Projects Fund</b>	<del>(2,773,700)</del> <b><u>(3,472,002)</u></b>
<b>Use of Sewer Fund Fund Balance</b>	<del>(1,857,664)</del> <b><u>(2,555,965)</u></b>
<b>Fiber Fund Revenues</b>	
Charges for Services	888,000
Other Financing	1,000,000
<b>Fiber Infrastructure Fund Appropriations by Activity</b>	
Finance	4,180
Public Works	59,276
Technology	44,500
Utility Maintenance	113,125
Fiber	1,313,174

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Gregory Pecoraro, Council President

Total Fiber Infrastructure Fund Revenues	1,888,000
Total Fiber Infrastructure Fund Appropriations	1,534,255
Excess Revenues Over Expenses	353,745

<b>ARPA Fund Revenues</b>	
Interest Revenue	75,000
<b>ARPA Fund Appropriations by Activity</b>	
Total ARPA Fund Revenues	75,000
Transfer out to Capital Projects Fund	(8,005,215)
Use of ARPA Fund Fund Balance	(7,930,215)
<b>Opioid Fund Revenues</b>	
Settlements	<del>34,543</del> <b><u>9,543</u></b>
<b>Opioid Appropriations by Activity</b>	
Total Opioid Fund Revenues	<del>34,543</del> <b><u>9,543</u></b>
Transfer out to General Fund	(25,000)
<del>Excess Revenues Over Expenses</del> <b><u>Use of Opioid Fund Fund Balance</u></b>	<del>9,543</del> <b><u>(15,457)</u></b>

**Section 2.** The Tax Levy for all real property within the City’s corporate limits for the tax year beginning July 1, 2024 and ending June 30, 2025 shall be Fifty-Six Cents (\$0.56) on every One Hundred Dollars (\$100.00) of assessed value. The Tax Levy for all personal property within the City’s corporate limits shall be One Dollar and Ten Cents (\$1.10) on every One Hundred Dollars (\$100.00) of assessed value. The Tax Levy on all public utility operating property within the City’s corporate limits shall be One Dollar and Forty Cents (\$1.40) for every One Hundred Dollars (\$100.00) of

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Sponsored By: Dr. Mona Becker, Mayor  
Gregory Pecoraro, Council President

assessed value. The aforementioned Tax Levy rates are inclusive of the special tax levied for the purposes of paying for the light and water used by The Mayor and Common Council of Westminster, as authorized and directed by Section 31 of the Charter of the City of Westminster.

**Section 3.** The taxes levied for the aforesaid respective purposes for the tax year beginning July 1, 2024 and ending June 30, 2025 shall be due and payable July 1, 2024 and shall be subject to interest beginning October 1, 2024 at the rate of 2/3 of 1 per centum for each month or fraction thereof until paid, and additionally, a 1/2 of 1 per centum penalty assessment for each month or fraction thereof until paid, provided that taxes paid by owner-occupants of residential property shall be due and payable as provided in § 10-204.3 of the Tax-Property Article of the Annotated Code of Maryland and § 143-3 of the City Code which authorize semiannual and annual payments of taxes. Additionally, taxes paid by owner-occupants of residential property on a semiannual basis as provided in § 10-204.3 of the Tax Property Article of the Annotated Code of Maryland and § 143-3 of the City Code shall be subject to a service charge in an amount equal to the service charge adopted by the Board of County Commissioners of Carroll County as to its County property taxes, which charge may include an administrative fee as permitted by law,

**Section 4:** Should any section of this Ordinance be determined to be invalid, such invalidity shall not affect any other section hereof.

**Section 5:** Any transfer of funds between appropriations must be approved by the Common Council in the form of an ordinance by a vote of at least 2/3 of the members of the Common Council.

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**Section 6: BE IT FURTHER ORDAINED that this ordinance shall become effective ten**

**days after its enactment by the Common Council of the City of Westminster, Maryland.**

INTRODUCED this 15<sup>th</sup> day of May, 2024

Douglas A. Barber  
Douglas Barber, City Clerk

ADOPTED this 28<sup>th</sup> day of May, 2024

Douglas A. Barber  
Douglas Barber, City Clerk

APPROVED this 28<sup>th</sup> day of May, 2024

Dr. Mona Becker  
Dr. Mona Becker, Mayor

APPROVED AS TO FORM AND SUFFICIENCY

this 10 day of June, 2024

Elissa D. Levan  
Elissa D. Levan, City Attorney

# 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 (2023)

Uniformed Officers	42
Civilian Personnel	12
Total Calls for Service	11,073
Hours of Foot Patrol	1,810
DUI Arrests	20
Traffic Collisions	656
Adult Arrests	295
Juvenile Arrests	85

# 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
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	0.112	1.018
2023	0.560	0.112	1.018
2024	0.560	0.112	1.018
2025	0.560	*	*

*\* not published at the time this document was prepared*

### 2024 Principal Taxpayers

Taxpayer	Type of Business	Assessed Valuations	Tax Amount Paid	% of Total Assessed Value
Carroll Lutheran Village	Elder Care/Retirement Community	\$ 40,398,400	\$ 226,231	1.90%
Cranberry Square LLC	Shopping Center/Commercial Rentals	26,323,100	147,409	1.24%
BH Brightview Westminster	Elder Care/Retirement Community	23,692,100	132,676	1.12%
Ridgeview Wakefield Owner LLC	Shopping Center/Commercial Rentals	22,681,000	127,014	1.07%
Westminster Granite Main LLC	Shopping Center/Commercial Rentals	20,806,400	116,516	0.98%
Beral Limited Partnership	Shopping Center/Commercial Rentals	20,068,900	112,386	0.95%
140 Village Limited Liability Partnership	Shopping Center/Commercial Rentals	19,576,200	109,627	0.92%
Middlebrooke Owner LLC	Shopping Center/Commercial Rentals	19,597,600	109,747	0.92%
Englar Center Limited Partnership	Shopping Center/Commercial Rentals	19,480,000	109,088	0.92%
Knorr Brake Realty LLC	Light Manufacturing	18,212,900	101,992	0.86%
WMC Development Corporation	Higher Education	16,751,200	93,807	0.79%
Greens at Westminster	Apartment	14,512,700	81,271	0.68%
Westminster Crossing East LLC	Shopping Center/Commercial Rentals	13,690,600	76,667	0.65%
		\$ 275,791,100	\$ 1,544,430	13.00%
Total Assessed Valuations		\$ 2,122,192,402		

# 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 in 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 annually 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 PC's innovation and ease of use with access to large pools of data traditionally associated with mainframe computers.

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

**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 that provide a measure of assessing debt load and ability to repay the 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 the 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 an organizational unit, indicating management responsibility for an operation or a group of related operations within a functional area, subordinate to the department level of an 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 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 sales 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 2024 begins on July 1, 2024, and ends on June 30, 2025.

**Fixed Assets** – Assets of a long-term character that 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 payments for social security, retirement, and group health, dental, and life insurance.

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

**FTE** – See Full-Time Equivalent.

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

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

**Fund** – A fiscal entity with revenues and expenses 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 those 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 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 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 benefiting 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.).