

City of Westminster

Fiscal Year 2012 Adopted Budget



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Mayor's Budget Message

The FY2012 proposed budget is based on the premise that the City should provide services based on the revenue received from City taxes and fees and not depend on Federal, State or County resources to provide daily operating services. We should be self-sufficient and not dependent upon one-time only and special purpose funds to balance the City budget.

Last year, an analysis of per capita measures indicated that the City had expenditures that exceeded revenue since 2002. And while long-term debt is trending downward, it has increased from \$8 per capita in 2000 to \$337 per capita in 2010. These trends indicated that the City was relying on other funds, cash and investments to balance the budget.

Over the past three years, the City has taken the following steps to alleviate the disparity between revenues the expenditures and to scale down the size of the government:

- Staff lay-offs, reductions and hiring freeze
- No merit or cost of living increased
- Modified employee benefits package
- Increased employee contribution to benefits package
- Limited discretionary spending

In addition, the City had delayed capital improvements to the infrastructure of the City including our roads, storm drain repairs and renovations, street lighting, repairs and replacement of public works equipment, repairs and renovations on City buildings and repairs and maintenance on City parks and playgrounds. As a result of these delayed capital expenditures, the six year capital improvement plan contained \$17.5M in unfunded projects.

Based on the deplorable conditions of the infrastructure and the corresponding decrease in state highway user revenue, I proposed and the Common Council approved a 14 cent tax increase dedicated to funding these critical capital projects. These projects were approved for FY2011, 2012 and 2013.

It is projected that the increase in taxes would produce \$2.5M in revenue in 2011. As of April 30, we had received \$2.366M.

The status of the FY2011 priority CIP projects is as follows:

<i>General Fund - Priority 1 Capital Projects Funded by Tax Rate Increase</i>		FY 2009 - 2010 Appropriations Carried Over	Requested FY 2010 - 2011 Appropriations	Expended or Encumbered Through April, 2011	Difference Appropriated Funds to Expenditures	Current Status April 11, 2011
General Government						
Technology Projects			<i>34% General Fund</i>			
	Voice Over Internet Protocol	\$ -	\$ 25,482	\$ 25,482	\$ 0	Presentations 4/15/2011, COS
	Enterprise Vault Archive	\$ -	\$ 12,500	\$ 12,500	\$ -	COS
	Financial Management System Module(s)	\$ -	\$ 30,000	\$ 30,000	\$ -	Purchase Orders module - pending (COS).
	Planning, Zoning & Development Projects	\$ -	\$ 2,667	\$ 2,667	\$ (0)	COS
General Government Totals		\$ -	\$ 70,649	\$ 70,649	\$ (0)	
Public Safety Totals		\$ -	\$ 54,000	\$ 54,000	\$ -	2 new vehicles purchased/1 ordered
Public Works						
Streets & Sanitation						
	Vehicles	\$ -	\$ 340,000	\$ 250,000	\$ 90,000	1 Dump Truck purchased/ 1 ordered; 1 pickup ordered
	Streets	\$ -	\$ 1,433,500	\$ 1,391,500	\$ 42,000	Under Contract to CJ Miller
	Storm Drains	\$ 343,000	\$ 675,000	\$ 657,099	\$ 17,901	Under Contract to Thomas, Bennett, Hunter, 2nd contract for Clifton pending
	Facilities	\$ -	\$ -	\$ -	\$ -	
	Street Lighting	\$ -	\$ -	\$ -	\$ -	
	Parking Structures	\$ -	\$ -	\$ -	\$ -	
Public Works Totals		\$ 343,000	\$ 2,448,500	\$ 2,298,599	\$ 149,901	
Total General Fund Priority 1 Capital Projects		\$ 343,000	\$ 2,573,149	\$ 2,423,248	\$ 149,901	

You will note that the contractual cost of some of these projects is less than the budgeted amount. The Unexpended funds will be placed in a capital reserve account and will be used in the event that a project costs more than the budgeted amount. Concurrent with the budget submission, Ordinance 825 will be introduced to establish the Capital Reserve Account requiring these funds to be used only for capital projects upon action by the Mayor and Common Council.

The FY2012 Priority CIP projects are:

<i>Priority 1 Capital Projects Funded by Tax Rate Increase</i>	FY 2009 - 2010 Appropriations	Requested FY 2010 - 2011 Appropriations	Carry-Over from Requested FY 2010 - 2011 Appropriations	Prior Year Projected FY 2011 - 2012 Appropriations	Total Projected FY 2011 - 2012 Appropriations
General Government					
Technology Projects					
	\$ -	\$ 25,482	\$ 25,482	\$ 28,333	\$ 53,815
	\$ -	\$ 12,500	\$ 12,500	\$ 7,500	\$ 20,000
	\$ 33,000	\$ 30,000	\$ 30,000	\$ 26,667	\$ 56,667
	\$ -	\$ -	\$ -	\$ 23,167	\$ 23,167
	\$ 8,000	\$ 2,667	\$ 2,667	\$ -	\$ 2,667
General Government Totals					
	\$ 41,000	\$ 70,649	\$ 70,649	\$ 85,667	\$ 156,316
Public Safety Totals					
	\$ 186,621	\$ 54,000	\$ 72,000	\$ 86,000	\$ 158,000
Public Works					
Streets & Sanitation					
	\$ 190,000	\$ 340,000	\$ -	\$ 763,000	\$ 763,000
	\$ -	\$ 1,433,500	\$ -	\$ 1,409,970	\$ 1,409,970
	\$ 343,000	\$ 675,000	\$ -	\$ -	\$ 425,000
	\$ -	\$ -	\$ -	\$ 161,030	\$ 161,030
	\$ -	\$ -	\$ -	\$ -	\$ 150,000
	\$ -	\$ -	\$ -	\$ -	\$ -
Public Works Totals					
	\$ 533,000	\$ 2,448,500	\$ -	\$ 2,334,000	\$ 2,909,000
Recreation & Parks Totals					
	\$ 387,100	\$ -	\$ 90,000	\$ -	\$ 90,000
Total General Fund Capital Projects					
	\$ 1,147,721	\$ 2,573,149	\$ 232,649	\$ 2,505,667	\$ 3,313,316

In the General Fund, we have continued our efforts to scale down the size of government by the following actions:

Personnel Costs - the current policy of freezing positions as they become vacant will continue except for those operations requiring 24/7/365 days of operations. These operations included the water treatment plant, the waste water treatment plant, utilities, 911 dispatch unit and patrol division of the WPD. These operations require a full staff complement to meet testing requirements, scheduling regulations and on-going operational

responsibilities. As this freeze has been in effect for three years, all other positions are evaluated individually to determine if it is critical to the operation. In addition, the salary structure has been modified to contain staff costs in the future.

Health Care Costs - these costs have been steadily increasing over the past three years. This year, the City will enter the Local Government Insurance Trust Health Care plan. This plan was established by municipalities for municipal employees and contains a provision that will enable the City to receive a rebate of funds if our experience is less than predicted. Given that we have a robust wellness program and encourage employees to utilize preventative programs like the employee expo with free blood pressure testing, hearing and vision testing, flu shots, etc., we hope this option will help contain rising health care costs.

Pension Costs - the City of Westminster is a satellite agency with the Maryland State Retirement System. Because the State of Maryland is currently has its own severe financial crisis, changes to that system will require changes in our budget. The pension costs will increase by \$14,951 to meet the requirements to fund the pension system at a sustainable level. This is the City's share of that increase. The State is also revising the methodology of calculating the pension benefit for employees to include raising the contribution from 5% to 7%, raising the number of years before vesting occurs from 5 to 10 and raising the age for early retirement from 55 to 62. Changes for the special law enforcement pension system (LEOPS) are also planned. In addition to these costs, the City will have reached the end of the years of credit for entering the LEOPS system in 2013 and that will result in an increase of \$167,052 in pension costs in that budget year.

We have asked our employees to do more with less, and they have. However, it is not possible to maintain the same level of service with 14 fewer employees. Those areas where we have had to reduce our level of service include implementation of a strong geographic information system which overlays data with mapping capability. We have minimal grant writing and monitoring capability to secure additional funds for projects. We have no resources to devote to special loan programs, housing programs, lead paint, etc. We have had to scale back on staff support to the Tree Commission and the Historic District Commission. Vacancies in the Streets department result in a slower response time for requests for service and a prioritization of on-going work assignments.

What we have been able to accomplish is to receive a Community Legacy Grant for \$150,000 to complete the street lighting project for Pennsylvania Avenue. The City is moving forward with the recommendations of the Art and Culture Task Force assisted by an intern from McDaniel College. We have installed energy efficiency lighting in City Hall, 56 West Main Street, public works facility, Longwell Building and the Police Department courtesy of an energy grant from the Maryland Energy Agency. We have established a City of Westminster Face book page and have redesigned the City web site. Effective July 1, 2011, customers of the water and sewer system will be able to pay their bills electronically and the City offices will receive a Voice over Internet Protocol phone system which will enable us to use the internet for phone service rather than landlines. These two new systems will enable us to serve our customers more efficiently and effectively as well as reducing staff commitment to these activities.

Respectfully submitted,

Kevin R. Utz
Mayor



Community Profile

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



Although William Winchester laid out the original lots of Westminster in 1764, it was not until shortly after the creation of Carroll County that the City of Westminster was incorporated in 1838. From its original corporate area of approximately .745 square miles, the City of Westminster grew to its current size of 6.3829 square miles through a series of 47 approved annexations. All but two of those annexations have occurred since January 1, 1970. As the city grew in size, its population has also continuously grown over the past four decades from 7,207 in 1970 to 16,731 in 2000. Today's population is estimated at 18,429.

The City contains approximately 7,000 households, divided among a number of established neighborhoods and new residential developments. While the City's housing stock is primarily single family, there are a large percentage of multi-family dwelling units comprised of several apartment complexes in the outlying areas of the city and numerous single-family conversions in the residential areas around the downtown business district. Westminster has a preservation ethic and is home to two National Register Districts. The City of Westminster National Register District, established in 1980, encompasses much of the older residential areas of the city and its downtown. The second district is located on the campus of McDaniel College, and incorporates several of the oldest buildings in the southeast portion of the campus.



While many big-box stores and restaurant chains are located along Westminster's MD-140 shopping corridor, Downtown Westminster continues to provide a unique and quality shopping, dining and cultural experience within a small town atmosphere. Designated as a nationally accredited Main Street Program, Downtown Westminster has a broad mix of local retail and service establishments, making it a shopper's delight. Additionally, much to the delight of the local dining community, its locally-owned restaurants and eateries not only feature fine regional cuisine such as that offered by Rafael's and Harry's Grille, but also great ethnic food such as traditional Irish fare at O'Lordan's Irish Pub; Italian at the Tuscan Cafe, Giulianova's, and Paradiso Ristorante; Mexican at Papa Joe's; and Thai at Thai Classic III. There are even some locations, such as O'Lourdan's, that through extensive renovation and restoration efforts even has the look and feel of the old country.

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



Westminster is home to McDaniel College, a private four-year college of the liberal arts and sciences founded in 1867 as Western Maryland College. Located on the west end of Main Street, 1,700 students from 34 states and 11 countries attend McDaniel College. McDaniel College and Westminster also serve as the summer home of the Baltimore Ravens Football Team where the team holds its summer training camp on campus in July and August.

While still considered a bedroom community, Westminster does have some major employment generators in and around the city.

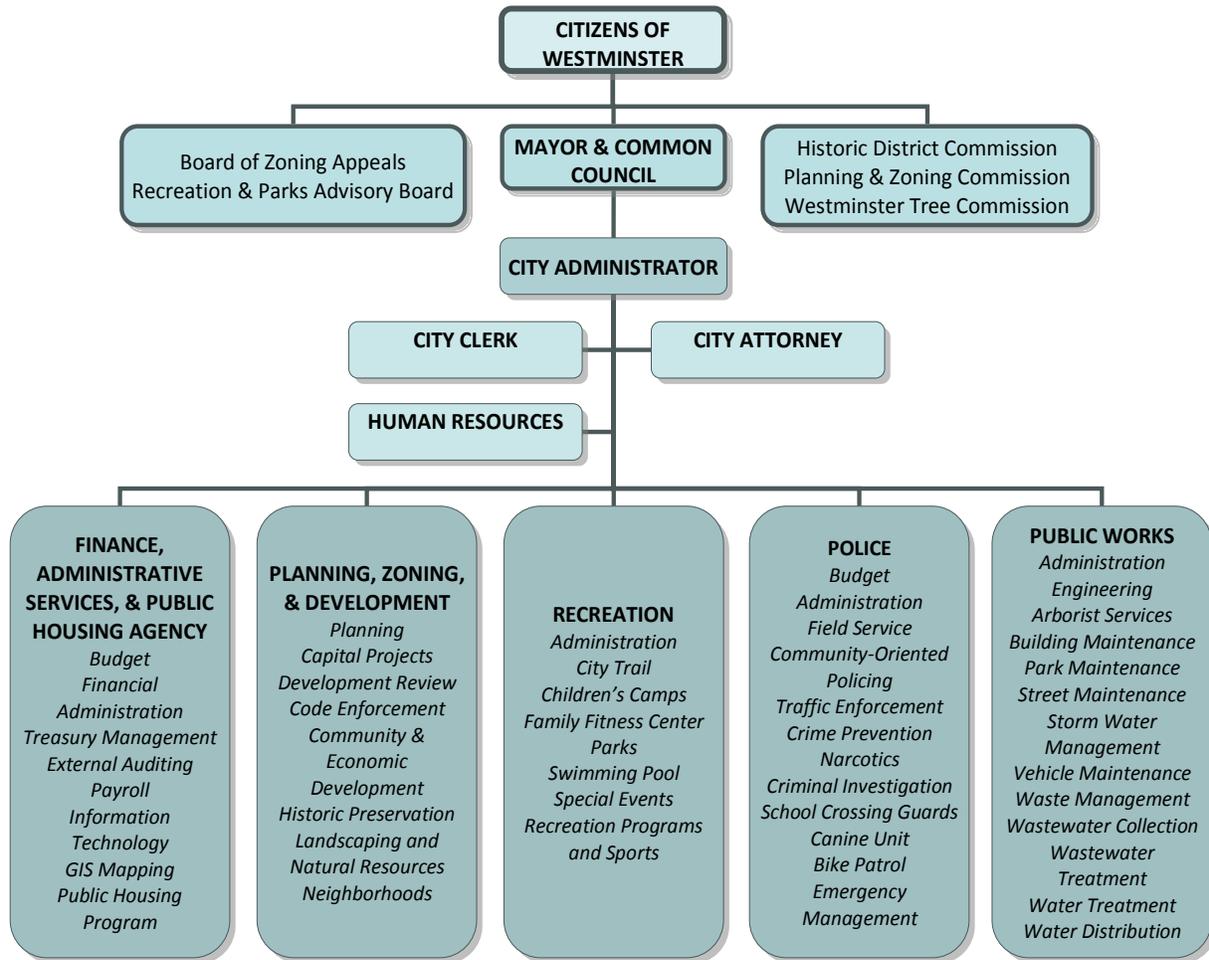
The ten largest employers in the City of Westminster today include:

Name of Company	Product/Service Type	Employees
Carroll County Public Schools	K-12 Education	3,689
Carroll County Commissioners	Local Government	668
McDaniel College	Higher Education	623
Carroll Lutheran Village	Retirement/Assisted Living	414
General Dynamics Robotics Sys.	Technology Manufacturing	392
C.J. Miller LLC	Paving & Excavating Contractor	245
S.H. Tevis/Modern Comfort	Oil/Fuel, Heating & Air Conditioning	238
Landmark Community Newspapers	Publishing	190
BB&T	Banking Services	174

Additionally, the five largest employers just outside of Westminster in Carroll County are:

Name of Company	Product/Service Type	Employees
Carroll Hospital Center	Health Care	1,824
Random House	Book Warehousing & Distribution	900
Carroll Community College	Higher Education	509
English American Tailoring	Clothing Manufacturing	415
Knorr Brake	Railroad Brake Manufacturer	170

The City of Westminster operates under a Mayor-Council form of government. The Mayor is elected to a four-year term. The Common Council is composed of five members who also are elected to serve four-year terms. The qualified voters of Westminster have voted for three members of the Common Council on the second Monday of May since 1967, while the mayor and the remaining two council members have been voted to office on the second Monday of May since 1969, and every four years thereafter. In 2006, The Mayor and Common Council established the position of City Administrator, who serves as the Chief Administrative Officer of the City.



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

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



Budget

SUMMARY

In many respects the fiscal year 2011 – 2012 budget is very similar to last year. In the enterprise funds the estimates for the Wastewater Treatment Plant Enhanced Nutrient Removal and Plant Expansion project have been revised along with the development schedule. The operating expenses in these funds are expected to remain approximately the same, in line with the rate model, while revenues are expected to rise with the continued phasing in of the new rate structure towards break even rates. The rate structure is intended to provide for an operational reserve for the water and sewer infrastructures, and a 3R reserve (Repair, Replacement and Rehabilitation) to provide funds to pay for unexpected major repairs, and planned replacement or rehabilitation of equipment. The reserves can be used to pay for capital costs in order to avoid or minimize the amount that would otherwise be recovered through user fees (and possibly result in a significant rate increase).

The General fund operating expense budget is approximately the same as last year's appropriation. The \$.14/\$100 assessment has been included to continue to fund Priority 1 capital efforts. These include:

- \$763,000 for replacement vehicles and equipment:
- \$86,000 in technology improvements
- \$161,000 in repairs and renovations to the City Hall building
- \$425,000 in storm drain repairs and renovations
- \$1.4M for street milling and overlay for streets rated "deplorable" (Rated 5):

The revenue increase is expected to provide \$2.574M of funding each year for these projects.

The Public Housing Agency fund is guided by the funding provided by the US Department of Housing and Urban Development. There is virtually no change in Housing Assistance Payments (HAP) funding from HUD at approximately \$1.9M, however additional vouchers will be issued and the HAP costs covered through the HAP equity reserve fund. Administrative cost support is based on the same fee (calendar year funding), although is applied based on the number of unit months leased, each month, subject to retroactive adjustments. HUD has revised its proration formula, and only 79% of the qualified fee is being distributed. This places an additional burden on the City to provide for any shortfall in funds.

The total budget, including depreciation expense, debt service, and capital project costs is just over \$37M, including operating costs of approximately \$20M.

DEVELOPMENT

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

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

The 2009 Comprehensive Plan is an update of the vision and goals set forth in the 2004 Comprehensive Plan. After adopting the 2004 Comprehensive Plan, the City encountered a new challenge that reshaped Westminster's outlook on its future. In September 2006, after reviewing the City's final Water Capacity Management Plan, the Maryland Department of the Environment (MDE) directed the Carroll County Environmental Health Department to no longer approve building permits that would result in a net increase in water demand on the City's water system. The water dilemma has placed a strain on the growth of Westminster. Since 2006, the City has received limited development pressure due the limited water supply available to allocate to new developments. Future growth cannot occur in Westminster without the water in place to supply the new developments.

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

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

CITY OF WESTMINSTER VISION STATEMENT

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

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

This Vision will be accomplished by:

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

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

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

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

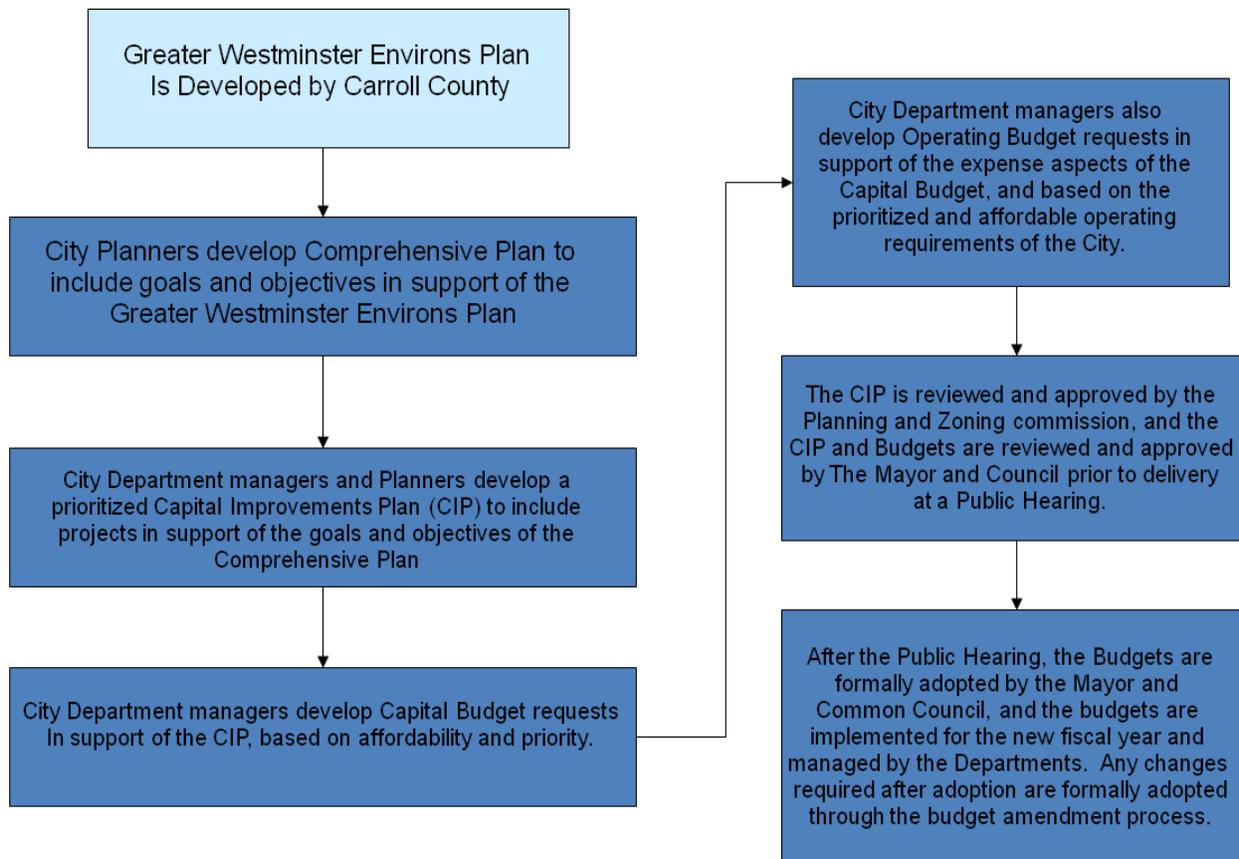
Each Department Head develops departmental budgets that are then correlated by the Finance Director, reviewed and approved by the City Administrator, and presented by the Mayor to the Common Council for review and adoption. The capital items from the Capital Improvements Plan are approved by the Planning Commission (see Planning department) prior to inclusion in the operating budget. The budget reflects both operating and capital items in single form, although the expenditure requirements for each are designated separately. Please note that although there is no legal limit set for debt service,

obligations by the City are approved by the Mayor and Common Council for each projected effort, and debt service payments for principal, interest, and administrative fees are included in the budget.

The Finance Director prepares the revenue budgets in addition to the Finance and Administrative Services departmental expenditure budgets. Please refer to the *Appendix I – Revenue Book*, for a discussion of the major sources of revenue.

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

BUDGET DEVELOPMENT FLOW



The schedule for budget development was as follows:

FY2011 Capital Improvements Plan Schedule

March 2011	Reviewed in regular Department Head meetings
April 19, 2011	Submitted to Planning and Zoning for review and recommendation
May 2, 2011	Public Hearing
May 9, 2011	Approval by Common Council

FY2011 Budget Schedule

March 2011	Budget revenues discussed in Department Head meetings
April 11, 2011	Review preliminary budget with Mayor and Finance Committee
April 18, 2011	Budget workshop with Council
April 25, 2011	Budget workshop with Council
May 2, 2011	Budget Hearing
<u>May 9, 2011</u>	Approval and <u>adoption of budget</u> and tax levy ordinances

Public Housing Agency

April 25, 2011	Public Hearing and adoption of PHA Administrative Plan and annual PHA Plan
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ADOPTION

The budget was formally adopted on **May 9, 2011**.

STRUCTURE

The budget contains four major funds:

- The General Fund supported by City taxes and charges, including a Capital Projects Fund;
- Enterprise funds for the Water and Sewer public utilities;
- The Public Housing Agency Fund, funded by HUD grants, and a subsidy from the General Fund.

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

Fund activities are accounted for on an accrual basis. On that basis the budget is similarly developed. Modified accrual is utilized for reporting on the financial statements for government type activities.

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



Fund Budgets

The General Fund budget for FY 2012 includes a significant number of capital projects from the Capital Improvements Plan (CIP): equipment replacements; vehicle replacements; street and storm drain repairs. Included in the Sewer Fund is the Wastewater Treatment Plant Enhanced Nutrient Removal (WWTP ENR) and expansion project.

The CIP priority 1 requirements in the General Fund are funded via revenue from the assessment of an additional \$.14/\$100 of assessed value, real property tax rate. The increase provides approximately \$2.574M of targeted revenue, per Common Council Resolution 10-3, that otherwise would not have been appropriated due to lack of revenues. Ordinance 826, passed on **May 9, 2011**, also provisions a reserve account for unspent and un-encumbered funds from the prior fiscal year targeted revenues for General Fund Priority 1 capital projects, subject to the approval of the Common Council for expenditure.

In the Sewer Fund the WWTP ENR project could receive approximately \$17M from the State of Maryland Department of the Environment, however the entire project may cost up to \$23M, requiring a substantial contribution from the City.

In order to determine the timing of execution of the capital improvement projects, a cash flow analysis of the three major funds is required to determine the timing of receipts that represent the City's contributions for the projects. The financial results for FY 2007 through FY 2011 (April) were included in the analysis of cash flows, which are addressed by fund, in the sections below.

CONSOLIDATED VIEW

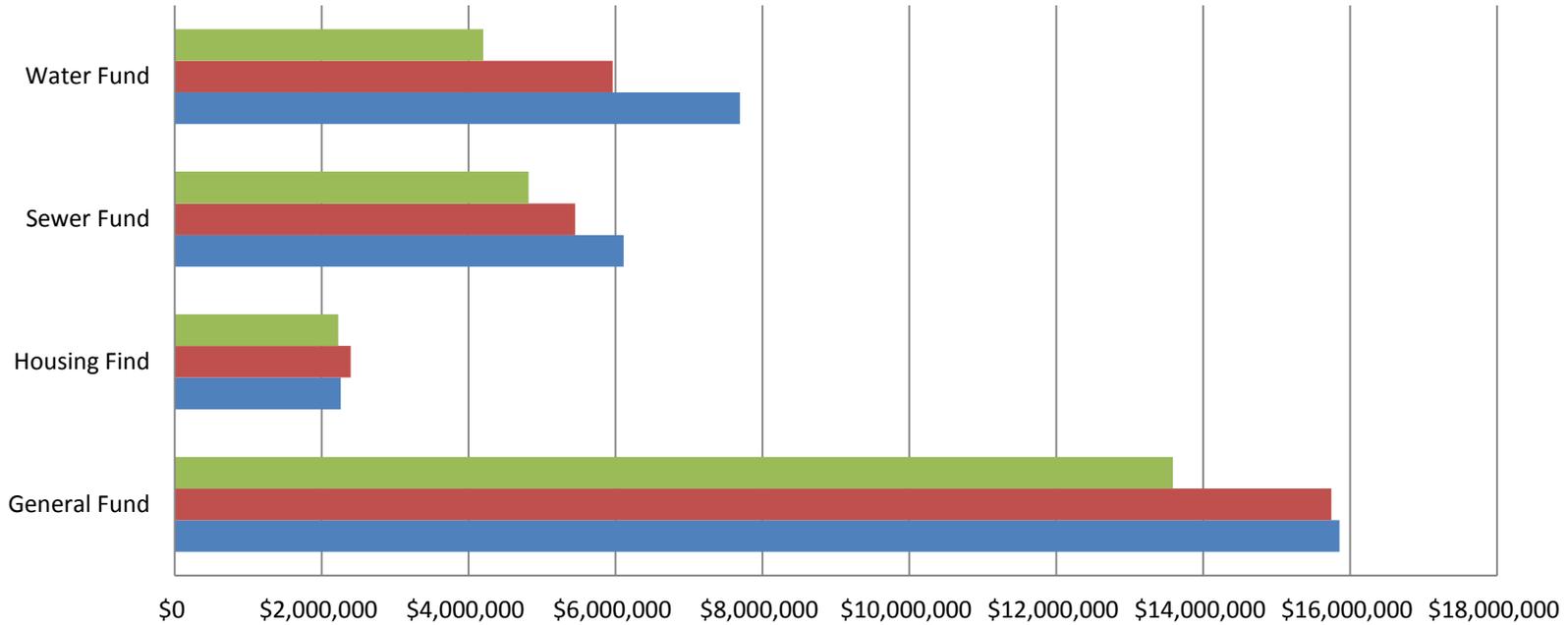
Preliminary results (unaudited) provide a more complete base for the comparison of budget to actual data beyond the April 2011 results that provided the base for year-end projections during the budget development cycle.

The following charts show the combined revenue and expenditure results of the funds, General, Sewer and Water, and the Housing Fund.

Departmental costs are spread for general government activities across the appropriated funds in varying amounts depending on the nature of the work and the amount of support provided for specific fund activities.

The revenues across the funds are separated between General and Sewer and Water. The latter funds being inextricably tied together based on water consumption for the majority of accounts, although in some instances sewer is metered separately when water service is not provided.

FY 2011 Results by Fund (Un-Audited)

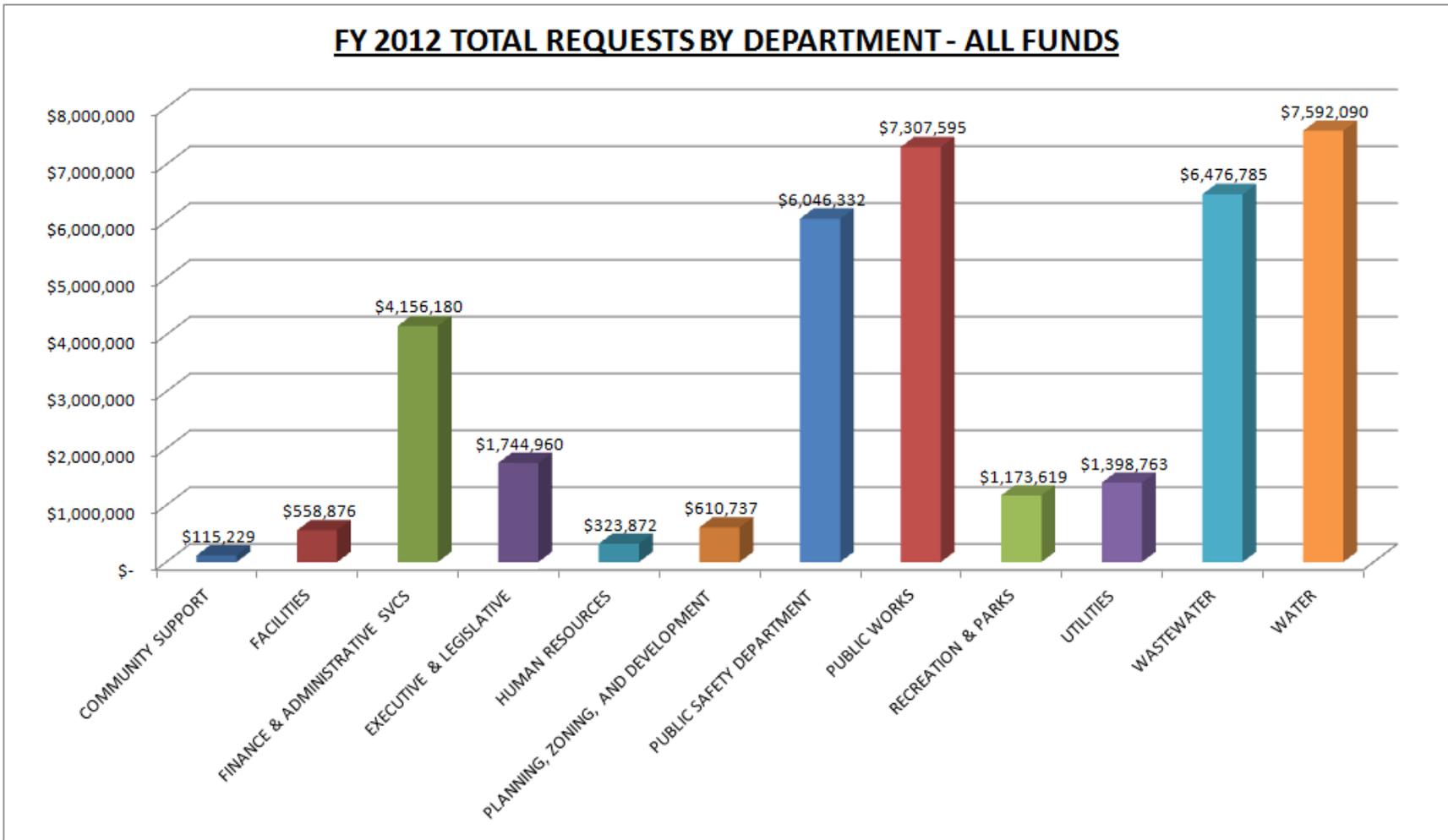


	General Fund	Housing Find	Sewer Fund	Water Fund
■ Expenditures	\$13,586,985	\$2,224,666	\$4,814,380	\$4,199,572
■ Revenues	\$15,746,777	\$2,394,240	\$5,448,815	\$5,960,658
■ Appropriations	\$15,857,424	\$2,258,655	\$6,111,384	\$7,693,207

In all funds, revenues exceeded expenditures, although an equity balance was established in the Housing Fund for the additional revenue requirements of Administrative Equity.

Budgets are developed departmentally, and are appropriated by fund(s), dependent on the service activities supported. The following chart presents the total requests, by department, across all funds, and including capital items. Throughout this document, the budgets distinguish operating expense from capital.

FY 2012 TOTAL REQUESTS BY DEPARTMENT - ALL FUNDS

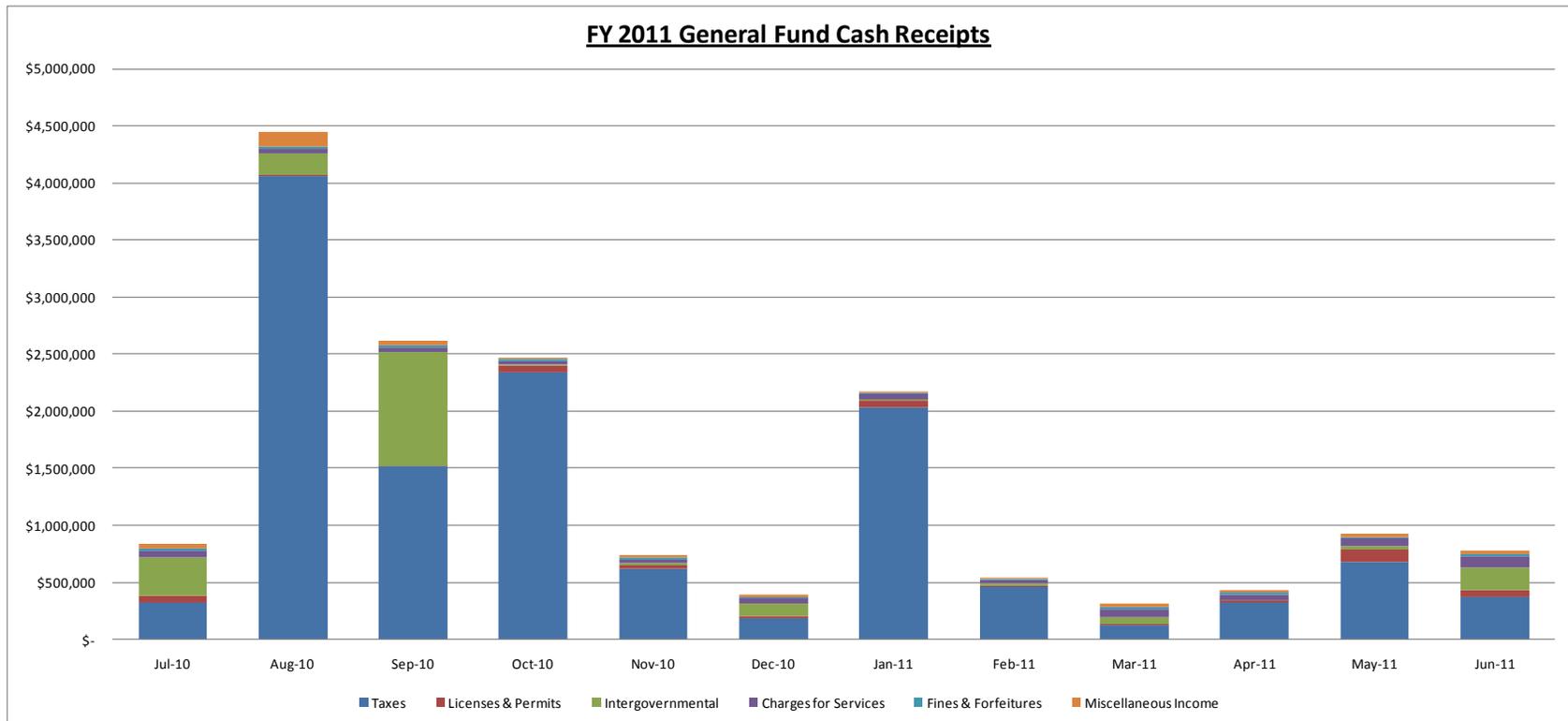


CASH FLOWS

Perhaps more critical than revenues is the fund balance, or cash condition and flows of the funds. Over the past ten years insufficient focus was provided to ensure that each fund would be able to meet the expenditure requirements of the programs and activities sponsored. Following are analyses of each fund’s cash position.

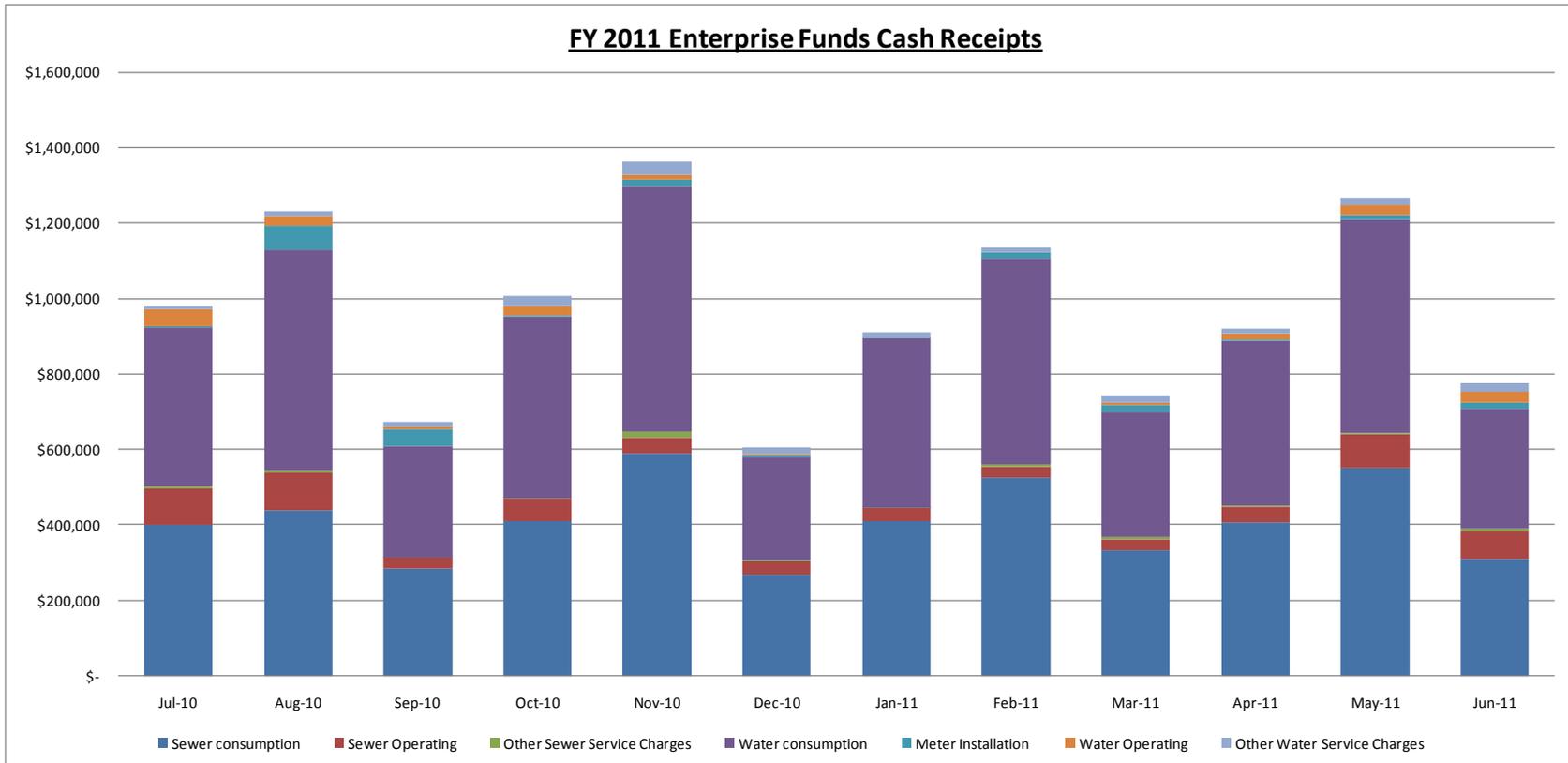
General Fund

For General Fund operating expenditures this was a critical aspect of the financial management strategies of the past 26 months. With lower revenues from the Federal and State governments by over \$1M, significant cuts and reductions in staffing, capital projects, and preventive maintenance for City infrastructure provided an attainable budget. This included providing sufficient operating funds to provide for the 1st two months of the next fiscal year to account for the delay in receiving real property tax revenues. Revenues represented 99.3% of appropriations, and cash receipts exceeded appropriations by 5% through prior year receipts, and lower than expected Homestead Tax Credits (57.8%).



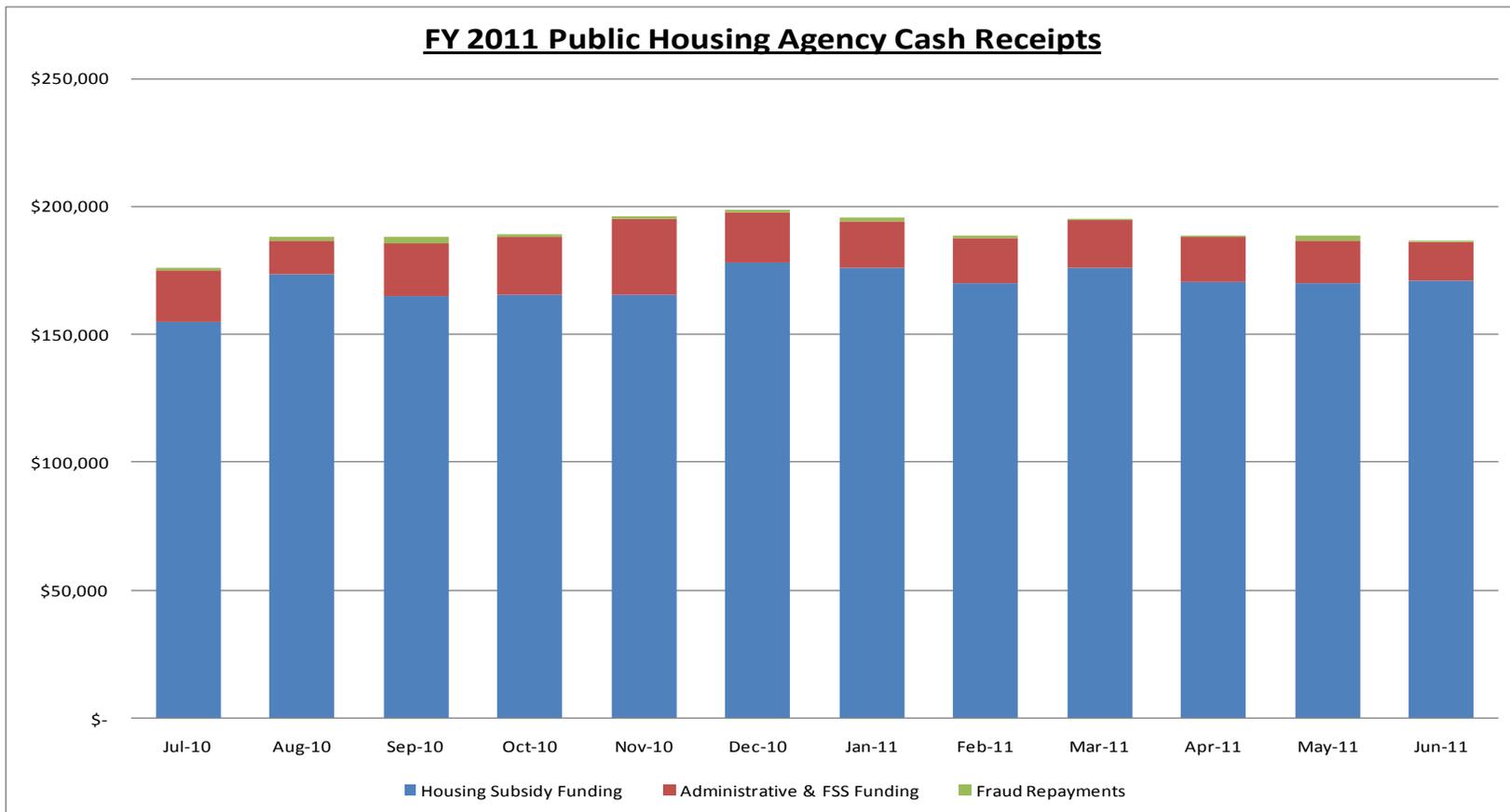
Enterprise Funds – Water and Sewer

Sewer and Water, which had been operating at a deficit for several years, experienced the 2nd full year of rate increase. The rate structure provided anticipated revenues for the Tier 1 customers (small meters), although Tier 2 consumption was down approximately 20%, and revenue was well below targets. Fortunately operating expense was significantly less than estimated, and no funds were required to be loaned from the benefit assessment accounts as modeled in the rate structure.



Housing Fund

The Public Housing Agency utilized 105% of the Housing Assistance Payment (HAP) budget from HUD, requiring transfers from the HAP equity reserve account. The PHA utilized approximately 87% of allocated vouchers, resulting in significantly less funding for administrative costs than required. This was causal to a change in HUD funding allocation for administrative fees based on unit months leased, rather than the total number of vouchers allocated. Changes in Federal funding proration resulted in only 79% of the total administrative funding being distributed. The PHA has increased the number of vouchers under lease to increase the administrative funding, requiring the use of equity reserves for subsidy payments. Unadjusted administrative expenditures are currently 94% of budgeted levels.



FUND BALANCE RESULTS

For July 1, 2010, the General Fund opened with the following cash balances:		For July 1, 2011, the following balances opened:	
• General Operating Funds:	\$2,159,933		\$ 4,153,687
• Police Discretionary & Forfeiture Funds:	\$ 61,190		\$ 63,305
• Healthcare Reimbursement Funds:	\$ 5,322		\$ 8,143
• Capital Projects Funds:	\$ 118,891		\$ 928,273
• Community Development Funds:	\$ 253,625		\$ 255,739
• Special Capital Benefit Assessment Funds:	\$ 695,510		\$ 819,421
Total General Fund:	\$3,294,471		\$6,228,568
For July 1, 2010, the Sewer Fund opened with the following balances:		For July 1, 2011, the following balances opened:	
• Sewer Fund Operating Funds:	\$1,286,565		\$2,523,013
• Sewer Fund Benefit Assessment Funds:	\$3,159,634		\$3,390,595
○ Total Sewer Fund:	\$4,446,199		\$5,913,608
For July 1, 2010, the Water Fund opened with the following balances:		For July 1, 2011, the following balances opened:	
• Water Fund Operating Funds:	\$2,202,248		\$3,367,771
• Water Fund Benefit Assessment Funds:	\$3,225,036		\$3,452,259
○ Total Water Fund:	\$5,427,384		\$6,820,029
For July 1, 2010, the PHA Fund opened with the following balances:		For July 1, 2011, the following balances opened:	
• PHA Operating Funds:	\$ 459,223		\$ 67,048
• PHA HAP Equity Funds:	\$ 192,726		\$ 739,805
• PHA FSS Escrow Funds:	\$ 30,056		\$ 35,831
○ Total PHA Fund:	\$ 682,005		\$ 842,684
Total City of Westminster Cash Balance:	\$13,850,059		\$19,811,642

Total City of Westminster Debt Service:

	06/30/09	06/30/10	06/30/11	06/30/12
<u>LENDER</u>	<u>BALANCE</u>	<u>BALANCE</u>	<u>BALANCE</u>	<u>BALANCE</u>
Medford Quarry Water Connection 2/2008	4,415,408.00	4,228,313.05	4,037,751.81	3,842,617.01
2000 WATER BOND Carfaro Well #7	838,403.16	777,972.45	715,970.54	652,356.58
Cranberry Water Treatment Upgrade 4-2- 2007	11,047,190.00	10,515,401.22	9,979,304.48	9,437,846.86
1990 MWQFA BOND (Sewer Bond)	262,356.00	133,890.00	0.00	0.00
Total Principal - Proprietary Fund	16,563,357.16	15,655,576.72	14,733,026.83	13,932,820.45
2005 INFRASTRUCTURE BOND	692,208.00	670,608.00	648,400.00	624,848.00
2005 INFRASTRUCTURE BOND	3,634,092.00	3,520,692.00	3,404,100.00	3,280,452.00
2005 INFRASTRUCTURE BOND TOTAL	4,326,300.00	4,191,300.00	4,052,500.00	3,905,300.00
2002 INFRASTRUCTURE BOND	1,886,100.00	1,777,300.00	1,662,000.00	1,541,400.00
N/P - BB&T EQUIPMENT LOAN (Capital Lease)	172,089.65	0.00	0.00	0.00
BB & T Auto Loan (Capital Lease)	104,946.58	59,458.96	12,129.06	0.00
Total Principal - Governmental Activities	6,489,436.23	6,028,058.96	5,726,629.06	5,446,700.00
Total Principal	23,052,793.39	21,683,635.68	20,459,655.89	19,379,520.45
INTEREST REQUIREMENTS	06/30/09	06/30/10	06/30/11	06/30/12
<u>LENDER</u>	<u>INTEREST</u>	<u>INTEREST</u>	<u>INTEREST</u>	<u>INTEREST</u>
Medford Quarry Water Connection	1,095,785.78	981,004.14	2,042,255.28	1,945,355.76
2000 WATER BOND Carfaro Well #7	148,347.12	126,548.64	106,321.36	87,706.12
Cranberry Water Treatment Upgrade 4-2- 2007	1,146,784.21	1,027,111.32	921,957.36	822,164.28
1990 MWQFA BOND (Sewer Bond)	19,816.00	6,696.00	0.00	0.00
Total Interest - Proprietary Fund	2,410,733.11	2,141,360.10	3,070,534.00	2,855,226.16
2005 INFRASTRUCTURE BOND	383,707.02	353,486.04	324,118.27	295,683.23
2005 INFRASTRUCTURE BOND	2,014,461.84	1,855,801.72	1,701,620.89	1,552,336.93

	2005 INFRASTRUCTURE BOND TOTAL	2,398,168.86	2,209,287.76	2,025,739.16	1,848,020.16
	2002 INFRASTRUCTURE BOND	663,182.56	579,117.50	499,241.24	423,919.34
	N/P - BB&T EQUIPMENT LOAN (Capital Lease)	9,896.23	0.00	0.00	0.00
	BB & T Auto Loan	10,586.39	1,791.04	0.00	0.00
Total Interest - Governmental Activities		3,081,834.04	2,790,196.30	2,524,980.40	2,271,939.50
Total Interest		5,492,567.15	4,931,556.40	5,595,514.40	5,127,165.66
Administration Fees		Administrative	Administrative	Administrative	Administrative
	Medford Quarry Water Connection 2/2008	267,208.02	253,144.44	239,080.86	225,017.28
	2000 WATER BOND Carfaro Well #7	53,150.24	44,973.28	40,884.80	36,7986.32
	Cranberry Water Treatment Upgrade 4-2-2007	615,342.00	527,436.00	498,134.00	468,832.00
	1990 MWQFA BOND (Sewer Bond)	13,852.00	6,926.00	0.00	0.00
Total Administration - Proprietary Funds		949,552.26	832,479.72	778,099.66	1,061,835.60
	2005 INFRASTRUCTURE BOND	55,441.00	51,315.00	49,252.00	47,189.00
	2002 INFRASTRUCTURE BOND	12,366.00	10,628.00	9,759.00	8,890.00
	N/P - BB&T EQUIPMENT LOAN	0.00	0.00	0.00	0.00
	BB & T Auto Loan	0.00	0.00	0.00	0.00
Total Administration – Governmental		67,807.00	61,943.00	59,011.00	56,079.00
Total Administration Fees		1,017,359.26	894,422.72	837,110.66	1,117,914.60
Total		29,562,719.80	27,509,614.80	26,892,280.95	25,624,600.71
	Total principal, interest and admin fees for proprietary funds	19,923,642.53	18,629,416.54	18,581,660.49	17,518,692.21
	Total principal, interest and admin fees in governmental funds	9,639,077.27	8,880,198.26	8,310,620.46	7,774,718.50



Individual Fund Results

GENERAL FUND

The General fund represents government like activities under GASB 34 reporting requirements, including the Capital Projects Fund which is included in a single budget for the General Fund. The General Fund revenue base is largely made up of taxes, with additional revenues received in fees, charges for services, and intergovernmental funds. With the State of Maryland reductions in the intergovernmental funds and highway user fees in the past two years, a concerted effort has been made to cover all operating costs with other operating revenues. This provides a degree of self-sufficiency that was lacking in the past.

Changes in the general fund over the past ten years have been a source of concern for City management relative to the City's financial position and performance, and its ability to execute its plans with available resources. This was the subject of extensive study during the year to provide sufficient information to provide a financial plan adequate to address the day to day operations of the government, and to support the requirements of the capital improvements plan for general fund infrastructure. Ten years of data from audited financial statements was compiled to provide a statistical base for trend and ratio analysis, which in turn lead to the development of measures necessary to ensure the continued operation of the City in support of the City's Vision and Plans, and budgets that are consistent with the City's goals and objectives.

GENERAL FUND HISTORICAL DATA

The following chart shows the 10 year view of audited financial results for Governmental Activities relative to the General Fund. The data sources are the audits for the City beginning with the fiscal year ending 6/30/2001, and running through the fiscal year ending 6/30/2010.

Following the data are ratios that provide a view of the City's financial performance and position. Although there are many indicators that might be used to judge the financial performance and position of the City, the indicators chosen for this analysis include:

- Financial Position - Unrestricted Net Assets/Expenses: The amount of unrestricted net assets available to cover current expenditures.
- Liquidity ratio - Cash + investments + Receivables/Current Liabilities: The amount of current assets available to cover current liabilities.
- General support ratio - General revenues + transfers/expenses: The amount of revenue and asset transfers available to cover current expenditures.
- Debt per capita - Long Term Debt/population
- Revenue per capita - Revenue/population
- Expenditures per capita - Total Expenditures/population

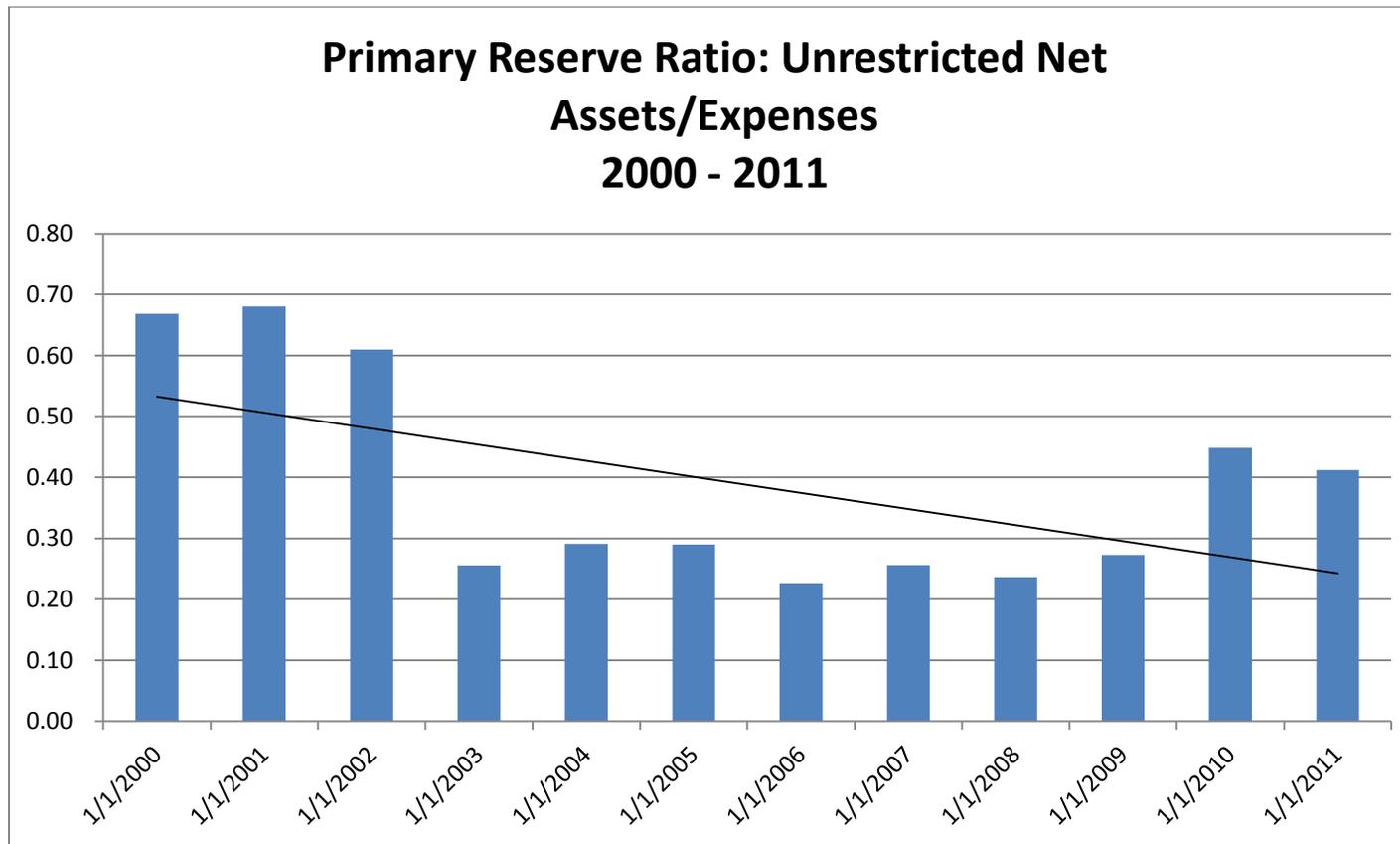
Year Ending	6/30/2000	6/30/2001	6/30/2002	6/30/2003	6/30/2004	6/30/2005	6/30/2006	6/30/2007	6/30/2008	6/30/2009	6/30/2010
Primary Indicators											
ASSETS											
Cash & Cash Equivalents	\$ 465,269	\$ 392,594	\$ 3,037,706	\$ 2,587,758	\$ 1,492,902	\$ 1,515,520	\$ 1,748,292	\$ 2,263,432	\$ 1,107,725	\$ 1,362,576	\$ 3,089,617
Pooled Cash Equivalents	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 418,305	\$ 282,741	\$ 148,569	\$ 188,566
Investments	\$ 4,698,932	\$ 5,006,174	\$ 2,735,305	\$ 850,039	\$ 858,798	\$ 935,205	\$ -	\$ -	\$ -	\$ -	\$ -
Taxes Receivable	\$ 73,970	\$ 58,274	\$ 59,753	\$ 78,710	\$ 81,427	\$ 94,669	\$ 95,745	\$ 151,248	\$ 109,084	\$ 168,649	\$ 551,984
Accounts Receivable	\$ 82,925	\$ 133,975	\$ 92,884	\$ 35,739	\$ 167,580	\$ 200,528	\$ 72,059	\$ 81,542	\$ 87,648	\$ 63,339	\$ 150,016
Unbilled Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Special Assessments Receivable	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 72,400	\$ 37,300	\$ 19,200	\$ 14,080
Other Receivables and Prepaids	\$ 69,659	\$ -	\$ 2,973	\$ 2,534	\$ 1,486	\$ 1,486	\$ 1,486	\$ 1,486	\$ 82,858	\$ 44,404	\$ 598,464
Due from other funds	\$ 387,905	\$ 485,327	\$ 80,441	\$ 262,373	\$ 263,894	\$ 155,466	\$ 193,899	\$ -	\$ 623,629	\$ 1,587,260	\$ 1,129,998
Due from other Governments	\$ 742,253	\$ 1,068,751	\$ 990,249	\$ 759,154	\$ 899,318	\$ 1,076,222	\$ 647,688	\$ 835,740	\$ 845,320	\$ 706,208	\$ 152,540
Inventory	\$ 962	\$ 1,121	\$ 775	\$ 865	\$ 706	\$ 1,037	\$ 1,703	\$ 19,090	\$ 37,733	\$ 147,443	\$ 103,283
Amounts for Retirement of LTD	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Assets Held for Resale	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 169,004	\$ 662,641	\$ 756,412	\$ 783,129
Bond Issues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Restricted Assets											
Cash & Cash Equivalents	\$ 131,385	\$ 147,645	\$ 171,546	\$ 186,906	\$ 452,557	\$ 1,187,233	\$ 237,381	\$ 252,650	\$ 187,851	\$ 303,095	\$ 58,606
Pooled Cash Equivalents	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,126	\$ -	\$ -	\$ -	\$ 222,848	\$ -
Net Pension Asset	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 447,883
Bond Issue Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 129,964
Investments	\$ 3,119,583	\$ 2,493,991	\$ 4,318,280	\$ 57,620	\$ 143,511	\$ 25,672	\$ 43,460	\$ 2,970	\$ 2,785	\$ -	\$ -
Mortgages & Notes Receivable	\$ 89,834	\$ 132,440	\$ 49,893	\$ 42,187	\$ 34,026	\$ 25,984	\$ 12,814	\$ -	\$ -	\$ -	\$ 494,000
Subtotal:	\$ 9,862,677	\$ 9,920,292	\$ 11,539,805	\$ 4,863,885	\$ 4,396,205	\$ 5,220,148	\$ 3,714,236	\$ 4,590,840	\$ 4,008,814	\$ 5,591,597	\$ 7,242,042
Property and Equipment											
Land and Land Rights	\$ 257,937	\$ 257,937	\$ 257,937	\$ 2,623,582	\$ 2,623,582	\$ 2,623,582	\$ 1,786,676	\$ 1,727,982	\$ 319,968	\$ 319,168	\$ 319,168
Buildings	\$ 3,632,510	\$ 3,737,184	\$ 3,808,385	\$ 4,608,229	\$ 10,259,508	\$ 10,087,680	\$ 9,863,476	\$ 9,579,473	\$ 9,044,886	\$ 11,652,511	\$ 11,891,573
Improvements Other than Buildings	\$ 11,361,465	\$ 11,855,829	\$ 4,714,350	\$ 1,349,089	\$ 3,707,966	\$ 2,502,172	\$ 4,025,438	\$ 4,022,494	\$ 4,973,194	\$ 8,444,530	\$ 8,547,932
Equipment	\$ 4,387,905	\$ 5,020,862	\$ 5,326,639	\$ 1,318,583	\$ 1,076,803	\$ 1,050,312	\$ 1,415,023	\$ 1,370,953	\$ 1,023,275	\$ 5,110,469	\$ 5,171,536
Furniture & Fixtures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 128,040
Infrastructure	\$ -	\$ -	\$ 7,218,176	\$ 3,837,973	\$ 5,596,957	\$ 17,758,686	\$ 19,268,116	\$ 19,156,174	\$ 21,446,370	\$ 35,615,510	\$ 38,170,326
Construction in Progress	\$ 2,307,249	\$ 2,428,299	\$ 3,724,470	\$ 9,325,444	\$ 66,187	\$ 1,219,840	\$ 785,375	\$ 2,510,361	\$ 329,136	\$ 73,897	\$ 15,619
Subtotal Property & Equipment:	\$ 21,947,066	\$ 23,300,111	\$ 25,049,957	\$ 23,062,900	\$ 23,331,003	\$ 35,242,272	\$ 37,144,104	\$ 38,367,437	\$ 37,136,829	\$ 61,216,085	\$ 64,244,194
Less Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (24,913,277)	\$ (26,763,788)
TOTAL ASSETS	\$ 31,809,743	\$ 33,220,403	\$ 36,589,762	\$ 27,926,785	\$ 27,727,208	\$ 40,462,420	\$ 40,858,340	\$ 42,958,277	\$ 41,145,643	\$ 41,894,405	\$ 44,722,448
LIABILITIES											
Accounts Payable	\$ 257,464	\$ 301,790	\$ 654,263	\$ 265,891	\$ 427,087	\$ 754,869	\$ 281,268	\$ 558,851	\$ 322,677	\$ 461,993	\$ 577,216
Accrued Expenses	\$ 359,024	\$ 147,350	\$ 165,242	\$ 3,463	\$ 36,138	\$ 55,112	\$ 80,014	\$ 85,771	\$ 184,097	\$ 167,963	\$ 194,847
OPEB	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 416,761
Compensated Absences	\$ -	\$ 290,419	\$ 47,909	\$ 15,601	\$ 42,567	\$ 21,805	\$ 21,010	\$ 25,174	\$ 42,620	\$ 12,378	\$ 375,209
Due to Other Funds	\$ 2,111,407	\$ 2,421,407	\$ 1,380,146	\$ -	\$ -	\$ -	\$ -	\$ 540,322	\$ -	\$ -	\$ -
Deferred Revenues	\$ 3,185	\$ 95,705	\$ 97,314	\$ 128,336	\$ 202,709	\$ 111,831	\$ 120,655	\$ 78,569	\$ 128,138	\$ 125,012	\$ 120,760
Due to Other Governments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Leases Payable	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 89,365
General Obligation Bonds & Loans Payable	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 354,100
Payable from Restricted Assets:											
Interfund Payables	\$ -	\$ -	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 221,852	\$ -
Deferred Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,700	\$ 46,075	\$ 9,213	\$ 11,861	\$ 4,018
Principal and Accrued Bond Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Developer Deposits	\$ 825,749	\$ 182,945	\$ 168,712	\$ 192,682	\$ 249,430	\$ 249,941	\$ 236,543	\$ 209,545	\$ 178,639	\$ 49,482	\$ 40,121
TOTAL LIABILITIES	\$ 3,556,829	\$ 3,439,616	\$ 5,013,586	\$ 605,973	\$ 957,931	\$ 1,193,558	\$ 743,190	\$ 1,644,307	\$ 965,384	\$ 1,150,541	\$ 2,172,397
FUND EQUITY											
Contributed Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Investment in General Fixed Assets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Retained Earnings - Unreserved	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,516,227
Fund Balances:											
Reserved for Mortgages Receivable	\$ 89,834	\$ 132,440	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reserved for Rehabilitation Loans	\$ 300,219	\$ 275,821	\$ 277,728	\$ 229,092	\$ 267,275	\$ 28,558	\$ -	\$ -	\$ -	\$ -	\$ -
Assets Held for Resale	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 169,004	\$ 662,641	\$ 756,412	\$ 783,129	\$ -
Reserved for Inventory	\$ 962	\$ 1,121	\$ 775	\$ 865	\$ 706	\$ 1,037	\$ 1,703	\$ 19,090	\$ 37,733	\$ 147,443	\$ -
Unreserved											
Designated for Specific Fund Purposes	\$ 4,021,974	\$ 4,579,158	\$ 4,938,006	\$ 3,550,235	\$ 2,319,515	\$ 2,961,415	\$ 1,374,147	\$ 701,500	\$ 470,900	\$ 1,763,435	\$ 766,919
Undesignated	\$ 1,892,859	\$ 1,492,136	\$ 1,309,710	\$ 477,360	\$ 850,778	\$ 1,035,580	\$ 1,426,192	\$ 1,563,302	\$ 1,778,205	\$ 1,747,049	\$ -
TOTAL FUND EQUITY	\$ 6,305,848	\$ 6,480,676	\$ 6,526,219	\$ 4,257,552	\$ 3,438,274	\$ 4,026,590	\$ 2,971,046	\$ 2,946,533	\$ 3,043,250	\$ 4,441,056	\$ 5,283,146
TOTAL LIABILITIES & Fund Equity	\$ 9,862,677	\$ 9,920,292	\$ 11,539,805	\$ 4,863,525	\$ 4,396,205	\$ 5,220,148	\$ 3,714,236	\$ 4,590,840	\$ 4,008,634	\$ 5,591,597	\$ 7,455,543

Year Ending	6/30/2000	6/30/2001	6/30/2002	6/30/2003	6/30/2004	6/30/2005	6/30/2006	6/30/2007	6/30/2008	6/30/2009	6/30/2010
REVENUES											
Taxes	\$ 4,862,519	\$ 4,875,185	\$ 5,055,402	\$ 5,772,477	\$ 6,238,884	\$ 6,674,197	\$ 6,856,424	\$ 8,636,443	\$ 9,435,440	\$ 10,015,967	\$ 10,029,452
Licenses & Permits	\$ 233,457	\$ 292,701	\$ 312,944	\$ 304,111	\$ 369,058	\$ 401,146	\$ 408,946	\$ 401,770	\$ 327,439	\$ 406,679	\$ 389,606
Intergovernmental	\$ 3,543,232	\$ 3,848,946	\$ 3,954,269	\$ 3,803,693	\$ 3,920,236	\$ 4,193,079	\$ 4,811,288	\$ 4,657,794	\$ 4,537,276	\$ 4,471,659	\$ 2,691,265
Federal Grants	\$ 214,396	\$ 304,959	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ 556,692	\$ 703,912	\$ 855,047	\$ 704,274	\$ 967,982	\$ 1,237,701	\$ 1,066,406	\$ 701,849	\$ 811,186	\$ 667,649	\$ 806,175
Fines & Forfeitures	\$ 63,877	\$ 66,315	\$ 79,973	\$ 82,355	\$ 72,138	\$ 68,923	\$ 65,050	\$ 76,241	\$ 70,711	\$ 54,512	\$ 145,772
Miscellaneous	\$ 2,798,636	\$ 670,557	\$ 384,577	\$ 987,463	\$ 193,219	\$ 197,460	\$ 566,282	\$ 406,893	\$ 339,631	\$ 357,865	\$ 327,525
TOTAL REVENUES	\$ 12,272,809	\$ 10,762,575	\$ 10,642,212	\$ 11,654,373	\$ 11,761,517	\$ 12,772,506	\$ 13,774,396	\$ 14,880,990	\$ 15,521,683	\$ 15,974,331	\$ 14,389,795
EXPENDITURES											
General Government	\$ 1,129,908	\$ 1,199,983	\$ 1,421,381	\$ 1,317,045	\$ 1,372,946	\$ 1,283,892	\$ 1,429,039	\$ 1,337,925	\$ 1,294,872	\$ 1,503,792	\$ 1,022,441
Public Safety	\$ 2,451,644	\$ 2,604,662	\$ 3,043,367	\$ 2,981,114	\$ 3,144,626	\$ 3,220,734	\$ 3,745,368	\$ 3,887,434	\$ 4,053,104	\$ 3,608,065	\$ 4,079,186
Public Works	\$ 1,758,688	\$ 1,712,203	\$ 1,698,197	\$ 1,746,688	\$ 2,188,901	\$ 2,577,902	\$ 2,078,204	\$ 2,368,394	\$ 2,663,760	\$ 2,671,505	\$ 2,867,680
Recreation & Parks	\$ 499,493	\$ 586,995	\$ 620,871	\$ 648,522	\$ 631,498	\$ 662,986	\$ 731,533	\$ 760,517	\$ 878,073	\$ 758,707	\$ 705,660
Community Development	\$ 1,281,295	\$ 1,283,581	\$ 1,523,742	\$ 1,640,546	\$ 1,930,744	\$ 2,095,102	\$ 2,627,953	\$ 2,521,452	\$ 2,359,987	\$ 2,675,576	\$ 954,639
Federal Grants	\$ 58,267	\$ 119,560	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 40,107	\$ 43,753	\$ 66,660	\$ 208,509	\$ 300,384	\$ 284,692	\$ 615,035	\$ 605,191	\$ 649,942	\$ 4,190,214	\$ 669,752
Capital Outlays	\$ 1,304,027	\$ 1,611,268	\$ 1,727,756	\$ 7,677,894	\$ 1,313,587	\$ 1,500,247	\$ 1,457,131	\$ 2,919,861	\$ 1,285,374	\$ 583,298	\$ 946,341
Miscellaneous	\$ 1,233,995	\$ 1,338,448	\$ 1,373,742	\$ 1,685,773	\$ 2,065,357	\$ 2,098,415	\$ 2,410,473	\$ 2,510,520	\$ 2,978,119	\$ 2,580,556	\$ 2,380,380
TOTAL EXPENDITURES	\$ 9,757,424	\$ 10,500,453	\$ 11,475,716	\$ 17,906,091	\$ 12,948,043	\$ 13,723,970	\$ 15,094,736	\$ 16,911,294	\$ 16,163,231	\$ 18,571,713	\$ 13,626,079
EXCESS OF REVENUES OVER EXPENDITURES	\$ 2,515,385	\$ 262,122	\$ (833,504)	\$ (6,251,718)	\$ (1,186,526)	\$ (237,228)	\$ (1,320,340)	\$ (1,752,418)	\$ (701,337)	\$ (2,597,382)	\$ 763,716

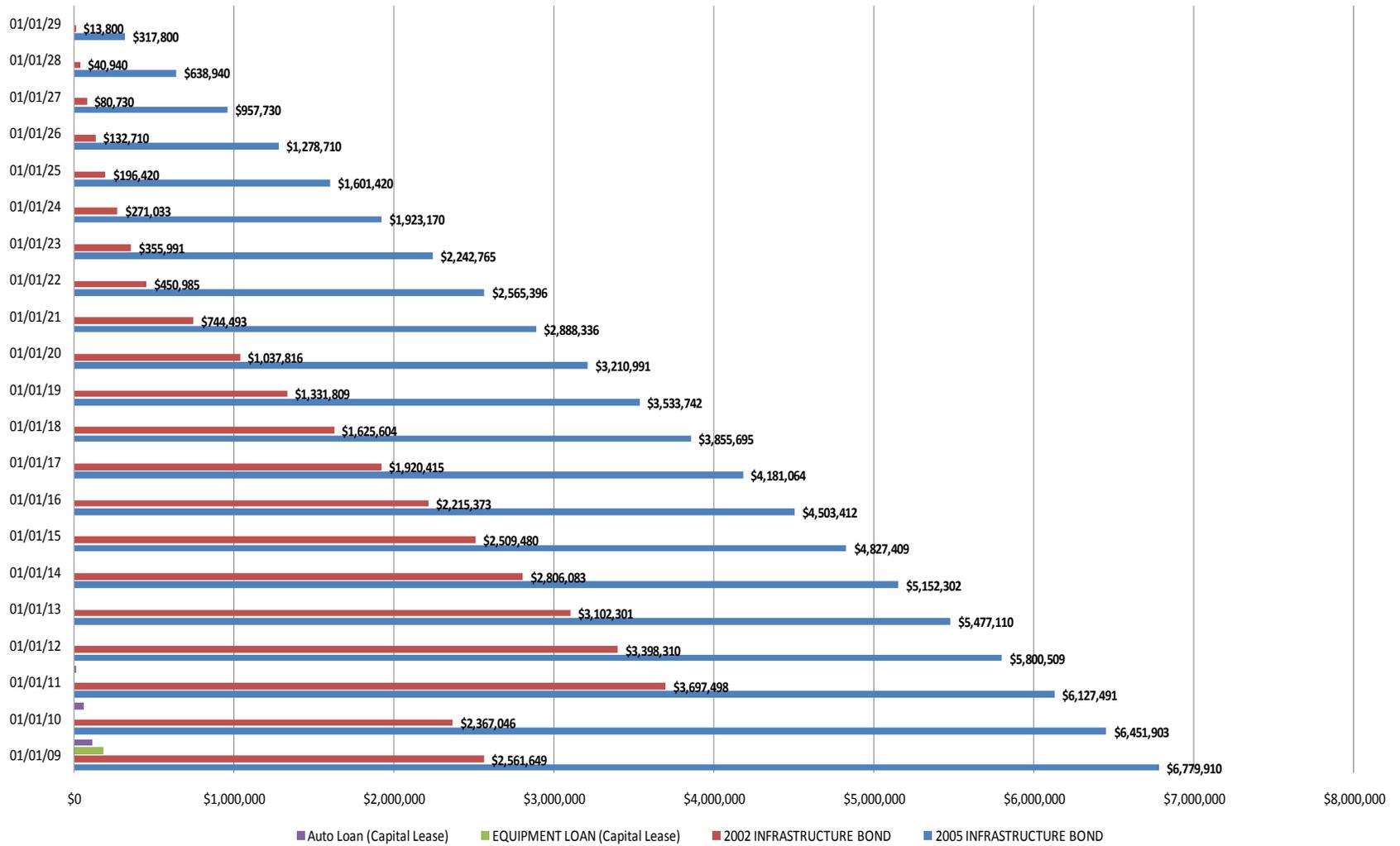
FINANCIAL RATIOS											
Unrestricted Net Assets/Expenses	0.67	0.68	0.61	0.26	0.29	0.29	0.23	0.26	0.24	0.27	0.45
Cash + investments + Receivables/Current Liabilities	2.77	2.88	2.30	8.03	4.59	4.37	5.00	2.79	4.15	4.86	4.86
General revenues + transfers/expenses	1.258	1.025	0.927	0.651	0.908	0.931	0.913	0.880	0.960	0.860	1.056
Long Term Liabilities/Assets	0.0042	0.0029	0.0790	0.1098	0.1041	0.1942	0.1769	0.1614	0.1568	0.1483	0.1364
Long Term Debt/population	\$ 7.97	\$ 5.81	\$ 168.86	\$ 175.43	\$ 164.21	\$ 444.30	\$ 408.77	\$ 391.88	\$ 364.61	\$ 336.90	\$ 328.18
Revenue/population	\$ 733.54	\$ 641.91	\$ 621.60	\$ 666.62	\$ 668.95	\$ 722.24	\$ 778.83	\$ 841.30	\$ 877.48	\$ 866.29	\$ 774.06
Total Expenditures/population	\$ 583.19	\$ 626.28	\$ 670.28	\$ 1,024.22	\$ 736.44	\$ 776.04	\$ 853.49	\$ 956.09	\$ 913.74	\$ 1,007.14	\$ 732.98
Year Ending											
Unrestricted Net Assets/Expenses	0.67	0.68	0.61	0.26	0.29	0.29	0.23	0.26	0.24	0.27	0.45
Year Ending											
Cash + investments + Receivables/Current Liabilities	2.77288478	2.884127763	2.301706802	8.026570491	4.589271044	4.373602288	4.997693726	2.791960382	4.152558982	4.859971961	4.86
Year Ending											
General revenues + transfers/expenses	1.257791913	1.024962923	0.927368018	0.650860816	0.908362522	0.930671373	0.912529772	0.8799439	0.960308183	0.860143111	1.056
Year Ending											
Long Term Debt/population	\$8	\$6	\$169	\$175	\$164	\$444	\$409	\$392	\$365	\$337	\$328
Revenue/population	\$734	\$642	\$622	\$667	\$669	\$722	\$779	\$841	\$877	\$866	\$774
Total Expenditures/population	\$583	\$626	\$670	\$1,024	\$736	\$776	\$853	\$956	\$914	\$1,007	\$733

GENERAL FUND FINANCIAL POSITION

This is the primary reserve ratio that looks at expenditures in light of unrestricted net assets. It demonstrates how easily current expenditures could be funded by net assets not bound for other purposes. The higher the indicator, the more viable the entity is. Relative to **financial position**, it appears that the City has declined in its ability to cover expenses with available assets substantially since 2000 – 2002. This is in large part due to the development of the parking garages and acquisition of parking equipment via long term debt. Although the position is showing a singular improvement from the retirement of the debt associated with the equipment capital lease this year, general government activity long term debt remains in excess of \$9M, and will continue to be substantial through 2020.

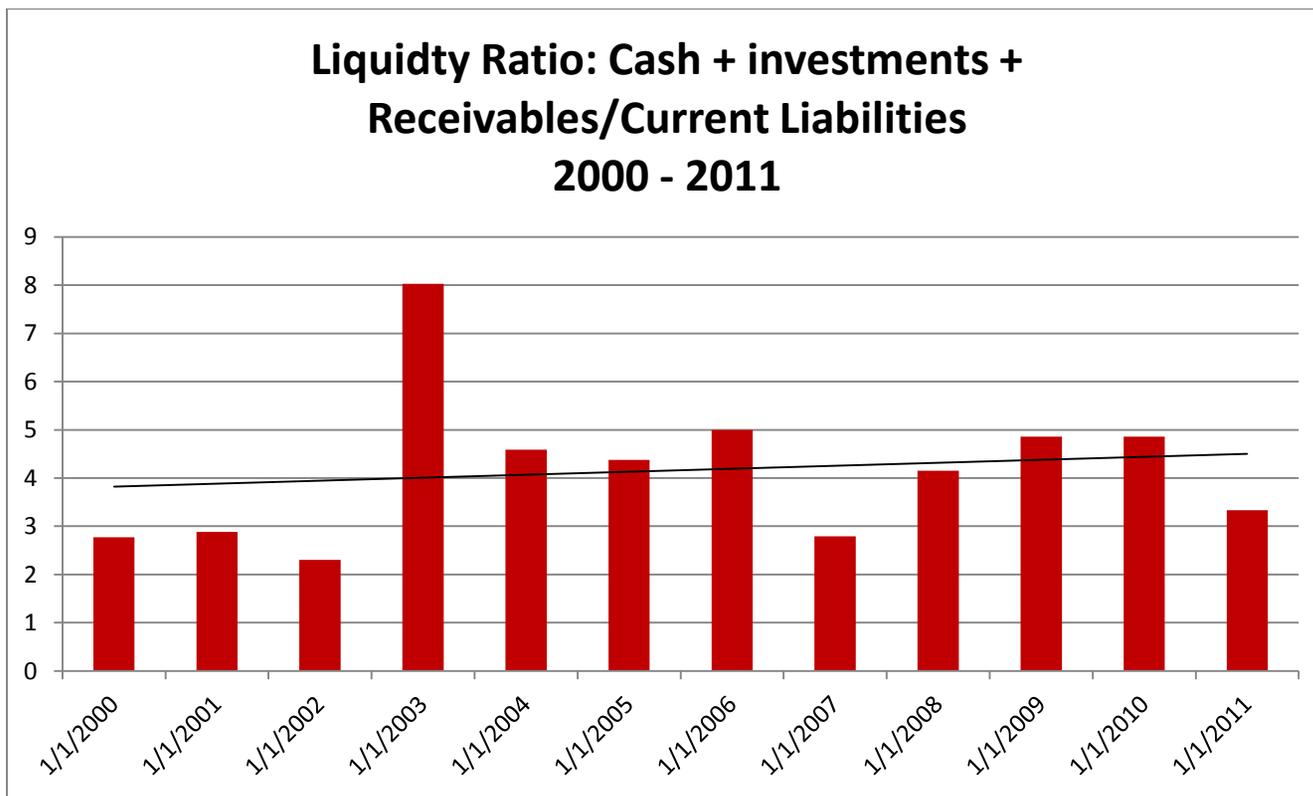


GENERAL FUND DEBT SERVICE



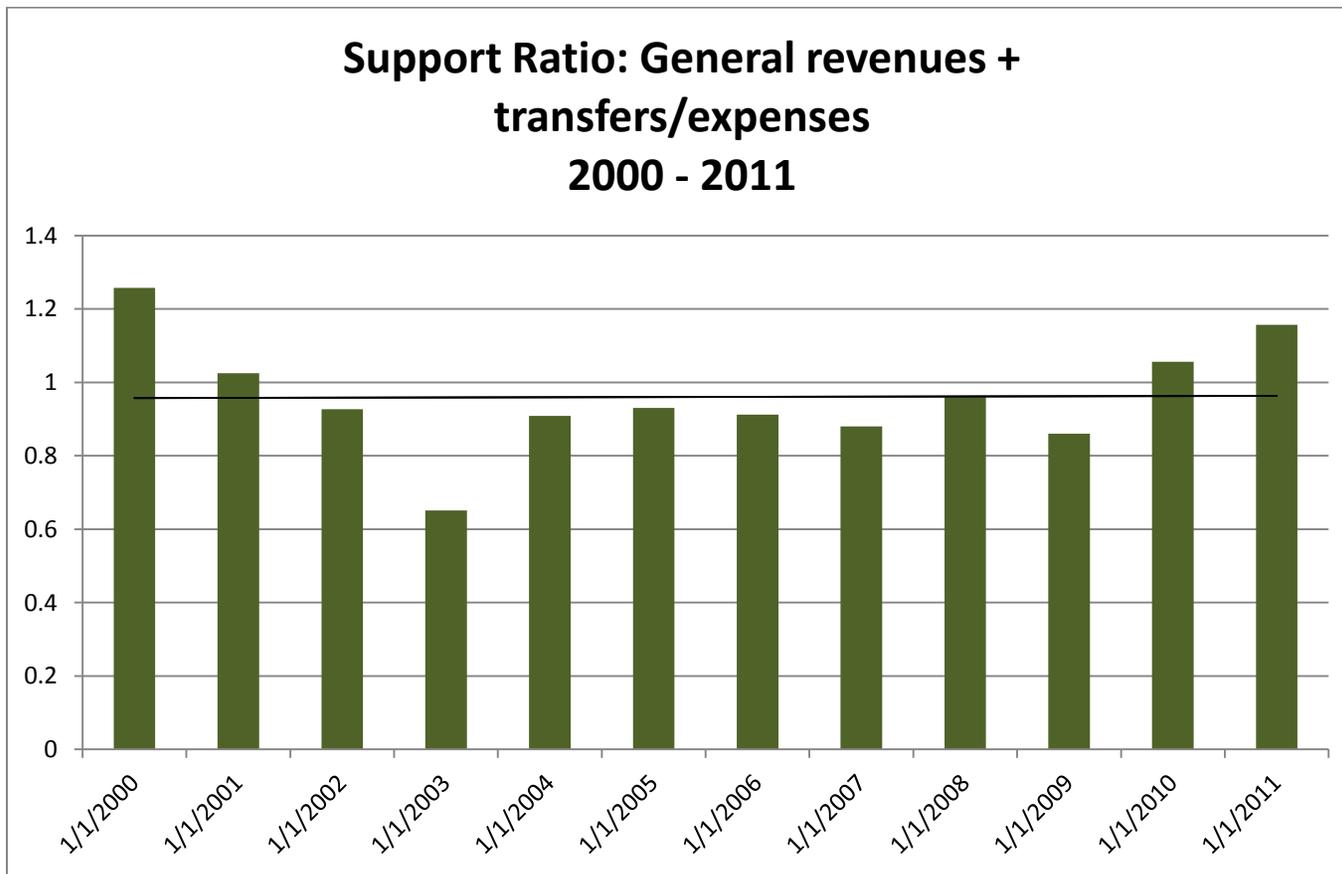
GENERAL FUND LIQUIDITY

There are several ratios that may be used to measure liquidity, dependent upon the timing of the liquidation of assets to cover liabilities. The ratio below eliminates inventory as a consideration, although it is minor in scale, and focuses on cash and receivables. Receivables are considered on the current basis of being received in 90 days or less. The higher the ratio, the more the City is able to cover liabilities with current assets. Liquidity provides the same type of measure as financial position, but adds receivables to the equation. The general premise is that reserves should be able to cover current expenses for liabilities as viewed for governmental activities, should it become necessary to eliminate debt. The trend below shows that the City's ability to cover its current liabilities with its cash, investments, and receivables is continuing to decline. This is evidenced by the large decline in cash positions and investments from highs in the initial years of the 10 year period.



GENERAL FUND SUPPORT RATIO

This ratio demonstrates how well current revenues cover current expenses. A ratio over 1.0 is considered an ideal position for an organization to be in. The chart demonstrates that the City lost that position in 2002, and continued a downward trend from 2000 through 2009. The General support ratio covers the governmental activity reporting theme that current revenues should be able to cover current expenses. This is basically the “affordability” measure for the general fund. The downward trend was mitigated by reprioritizing services, and revising the associated cost structures, in combination with developing new revenue sources (addition to property taxes) to sustain required services.



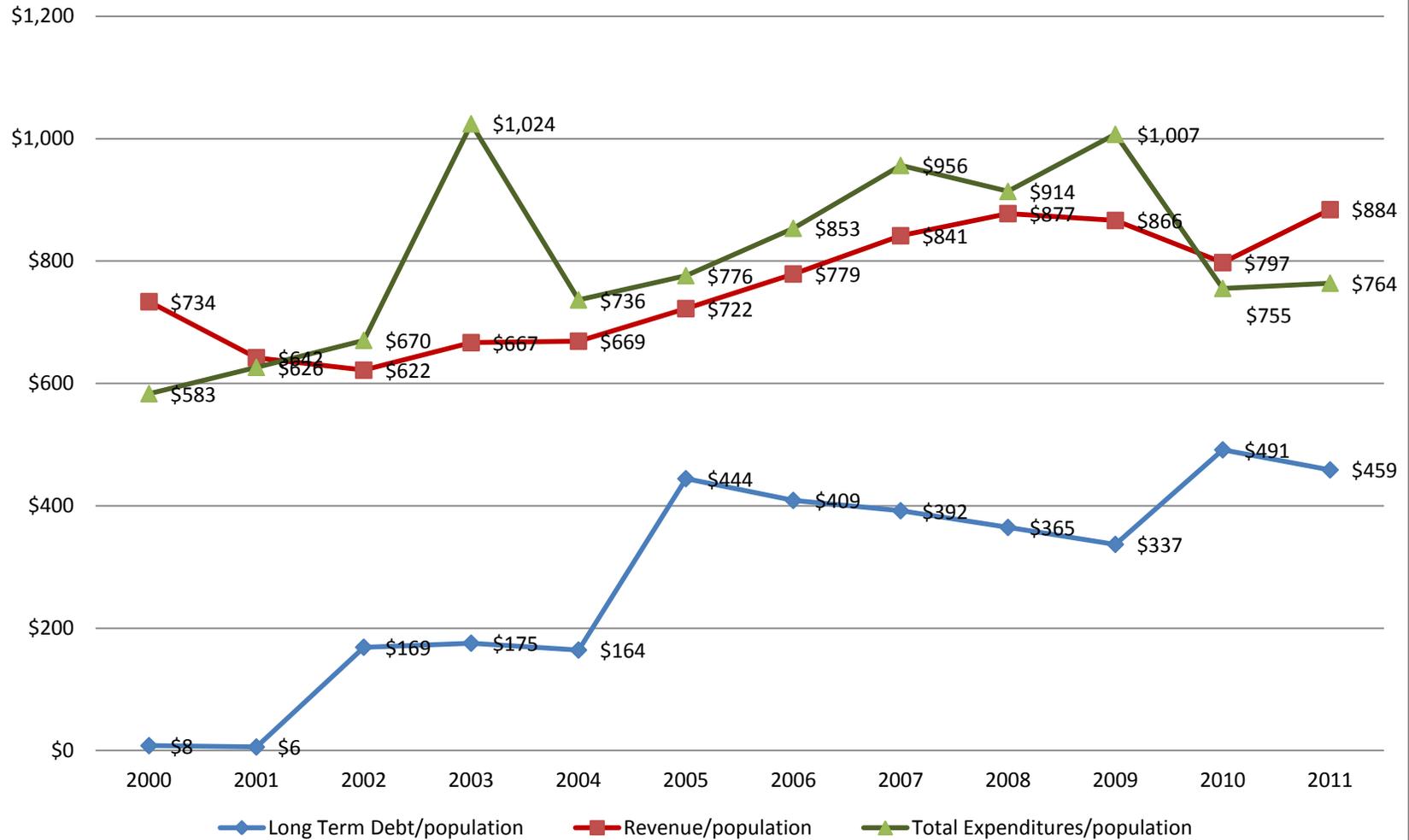
GENERAL FUND PER CAPITA MEASURES

This set of measures demonstrates the changes in the financial performance characteristics of the City over time, relative to population. The three measures viewed here include long term debt, revenues, and expenditures. These measures, as indicators of debt, expenditures, and revenues, show that the City's financial performance and position have outpaced the necessary changes in the population to support them. The City has initiated excessive growth in debt and expenditures, while revenue growth has lagged. This has led to the current position of declining financial affordability. Since 2002, long term debt per capita has increased 100%. Expenditures increased 77%, while revenues had grown only 23%. These would be considered more reflective of the net change in these three aspects of performance since the results are sensitized to the change in the majority of the revenue base for the general fund. Of significance in this equation is that the major change in revenue has been the increase in real estate property assessments, rather than any proactive action by the City to increase revenues. Any downward trend of assessments (likely in 2012) will compound the impact of the debt and expenditure trends.

The following per capita trends demonstrate the following:

- Expenditures have almost doubled over the ten year period, averaging \$815 per capita. This trend was mitigated to some extent in FY 2010 and FY 2011 with the reductions and reprioritization discussed above.
- Revenues have increased approximately 23% over the period somewhat on the same basis as expenditures, averaging \$742 per capita.
- Long term debt increased significantly with the building of the parking garages and associated equipment. It is currently trending downward with the retirement of some of the debt, but not significantly. The average per capita for the period was \$247.

Performance Indicators Per Capita 2000 - 2011



GENERAL FUND HISTORICAL DATA ANALYSIS NOTES

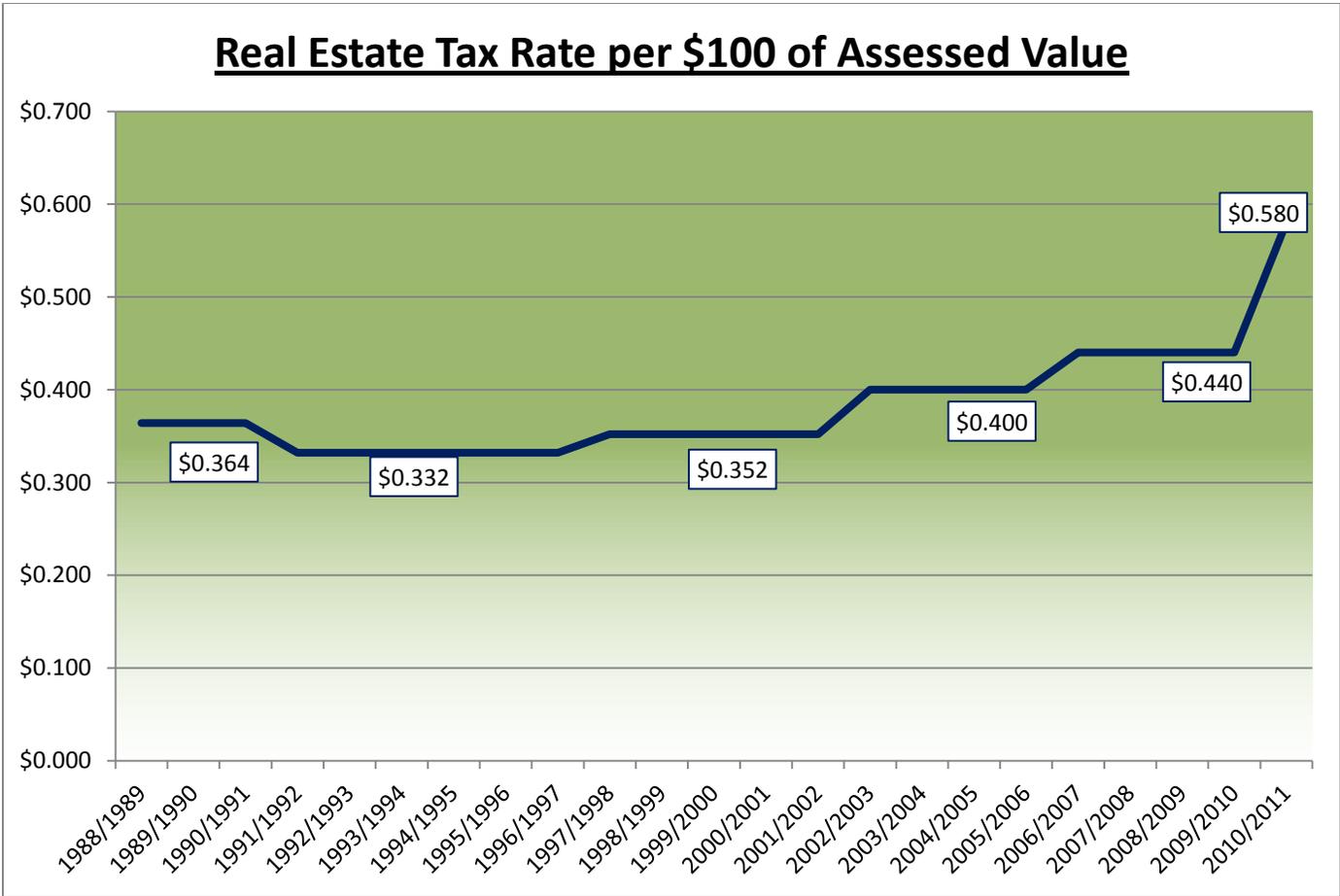
Notes concerning the historical, audited data provided:

- The increases in General Government are largely attributable to the reporting of benefit costs as non-departmental. This in effect shows smaller cost increases in the departmental expenditures for Public Safety and Public Works. For example the loaded cost of Public Safety is \$5.6M, compared to the \$3.8M shown in the audited results for that category.
- Community Development, although showing a substantial increase in expenditures, was not included as a cost driver since its revenue base is largely grant funded.
- The historical data is shown for governmental activities only. The enterprise activities for water and wastewater are not included.
- Public Works is defined as Streets and Sanitation, including parking facilities.

TAX RATE HISTORY

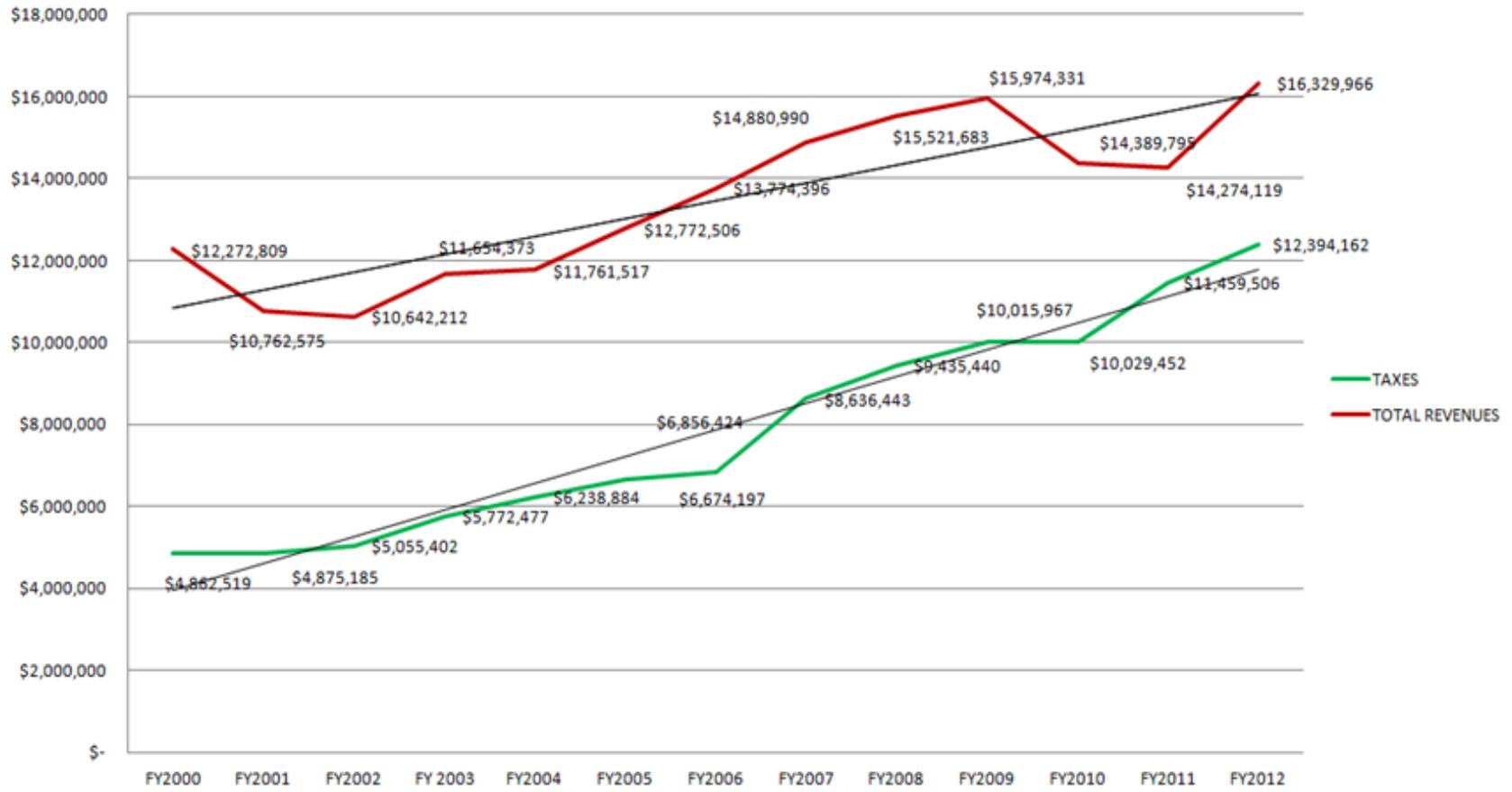
Tax rates have increased only 20% since 1988, and from 1991 – 1997 decreased for a period. During the same period however, the assessment values increased significantly, generating \$1.3M in revenue in 1988 to almost \$8M in FY2010. On the surface it would appear that the City would be in a favorable position as a result. However several factors and activities had adverse impact on the effectiveness of this particular revenue base:

1. Since 2002 expenditures have outpaced revenues by a significant amount, and tax revenues went from contributing 40% of the revenue requirement to 60% in FY 2009;
2. The consumer price index rose significantly during the corresponding period cutting the effectiveness of each dollar of revenue received in satisfying operational expense;
3. The Homestead Tax Credit cap lessened the revenue impact of increased assessments significantly.

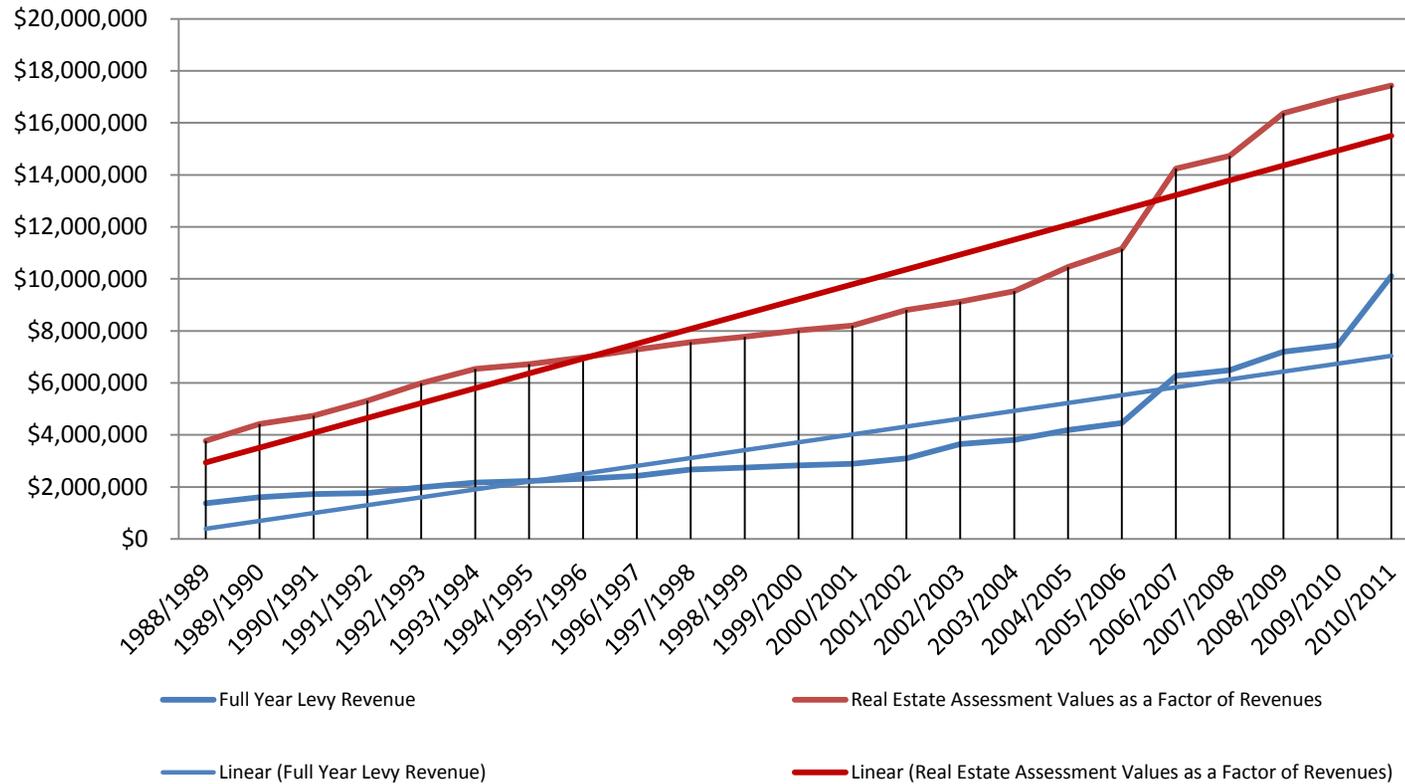


Real estate tax rates have risen 21% in the period from FY 1989 through FY 2009. During this period assessments have risen 459% taking revenues from \$1.4M to \$7.7M. These increases have been moderated somewhat by the Homestead Tax Credit cap of 7% in the City of Westminster. This has reduced the achievable tax revenues from real property assessments by approximately \$500,000 per year. This can be seen in the trends on the following chart.

Tax and Total General Fund Revenues FY2000 - FY2011

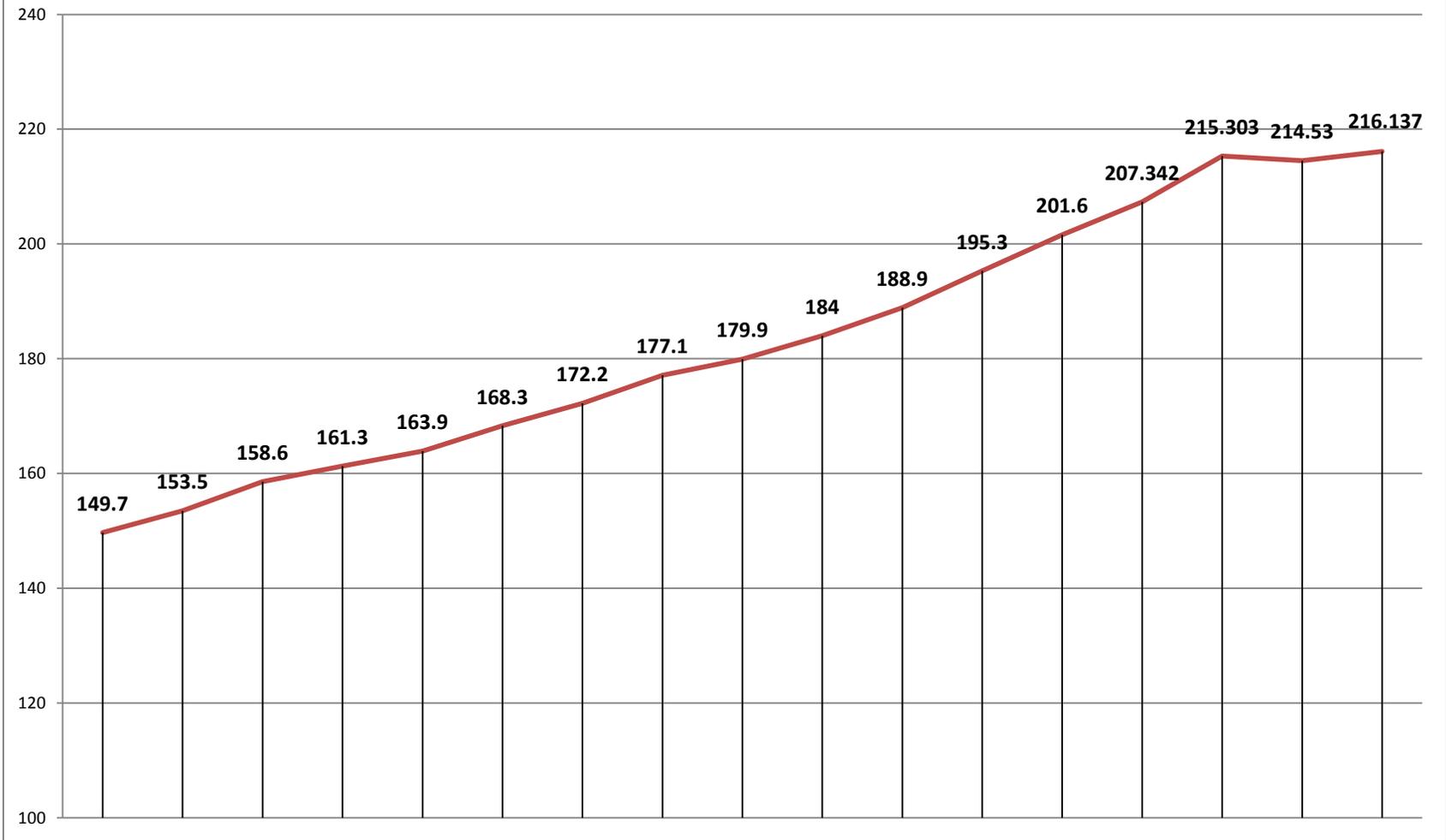


Assessment Value as a Factor of Revenues



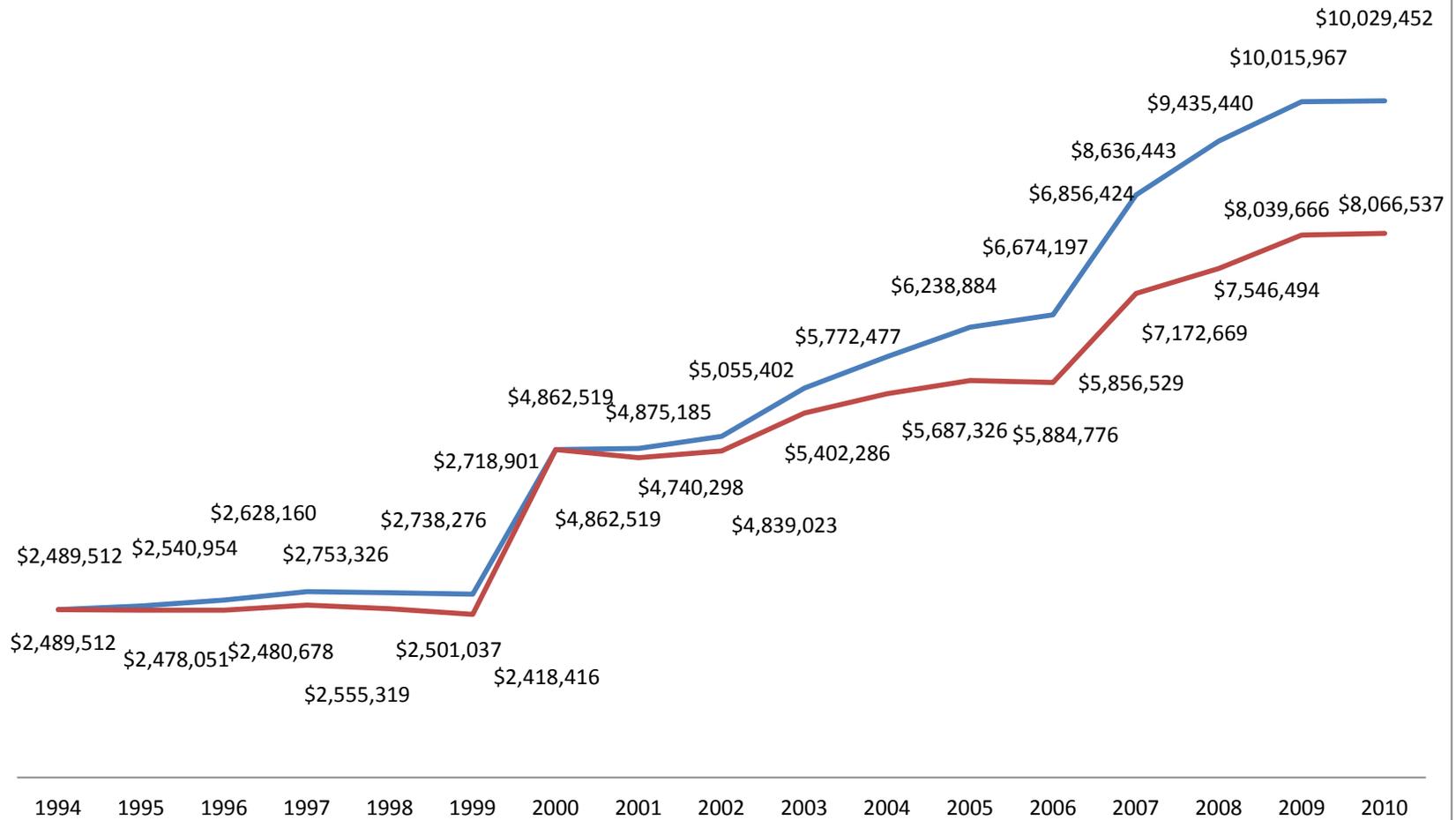
When considered in light of the changes in the CPI for the period from 1994 through 2008, each dollar of tax revenue provided less “buying power” than in the prior year. This trend held until 2009. The following chart shows the CPI values. The chart following demonstrates the impact on revenues. In essence there is approximately a \$2M difference between the total revenue and its buying power in 1994 dollars.

Historical CPI - U
1994 - 2010



Actual Real Estate Tax Revenue compared to CPI Relative Revenue 1994 - 2010

— Tax Revenue — Relative Amount



For the year ending June 30, 2010, the following General Fund balances were in place:

GENERAL FUND RESULTS FY2010	GENERAL FUND	PUBLIC HOUSING AGENCY	TOTAL GOVERNMENTAL FUNDS
REVENUES			
Taxes	\$ 10,029,452	\$ -	\$ 10,029,452
Licenses & Permits	\$ 389,606	\$ -	\$ 389,606
Intergovernmental	\$ 2,691,265	\$ 2,173,973	\$ 4,865,238
Charges for Services	\$ 806,175	\$ -	\$ 806,175
Fines & Forfeitures	\$ 145,772	\$ -	\$ 145,772
Misc.	\$ 327,525	\$ 89,311	\$ 416,836
TOTAL REVENUES	\$ 14,389,795	\$ 2,263,284	\$ 16,653,079
EXPENDITURES			
General Government	\$ 1,022,441	\$ -	\$ 1,022,441
Public Safety	\$ 4,079,186	\$ -	\$ 4,079,186
Public Works	\$ 2,867,680	\$ -	\$ 2,867,680
Recreation & Parks	\$ 705,660	\$ -	\$ 705,660
Community Development	\$ 954,639	\$ 2,079,524	\$ 3,034,163
Debt Service	\$ 669,752	\$ -	\$ 669,752
Capital Outlays	\$ 946,341	\$ -	\$ 946,341
Misc.	\$ 2,380,380	\$ -	\$ 2,380,380
TOTAL EXPENDITURES	\$ 13,626,079	\$ 2,079,524	\$ 15,705,603
EXCESS/(DEFICIENCY)	\$ 763,716	\$ 183,760	\$ 947,476
OTHER FINANCING SOURCES			
Operating Transfers	\$ 14,262	\$ -	\$ 14,262
Assets held for Resale Disposition	\$ (64,819)	\$ -	\$ (64,819)
Proceeds from Capital Lease	\$ 35,090	\$ -	\$ 35,090
TOTAL OTHER FINANCING SOURCES	\$ (15,467)	\$ -	\$ (15,467)
NET CHANGES IN FUNDS	\$ 748,249	\$ 183,760	\$ 932,009
BEGINNING BALANCES - 7/1/2009	\$ 4,101,291	\$ 464,031	\$ 4,565,322
ENDING BALANCES - 6/30/2010	\$ 4,849,540	\$ 647,791	\$ 5,497,331

Changes to the fund balances were summarized as follows in the Audited Financial results for last year:
NET CHANGES IN FUND BALANCES - TOTAL GOVERNMENTAL FUNDS \$ 932,009

Amounts reported for governmental activities in the statement of activities are different because:

Governmental funds report capital outlays as expenditures. However, in the statement of activities, the cost of these assets is allocated over their estimated useful lives as depreciation expense.

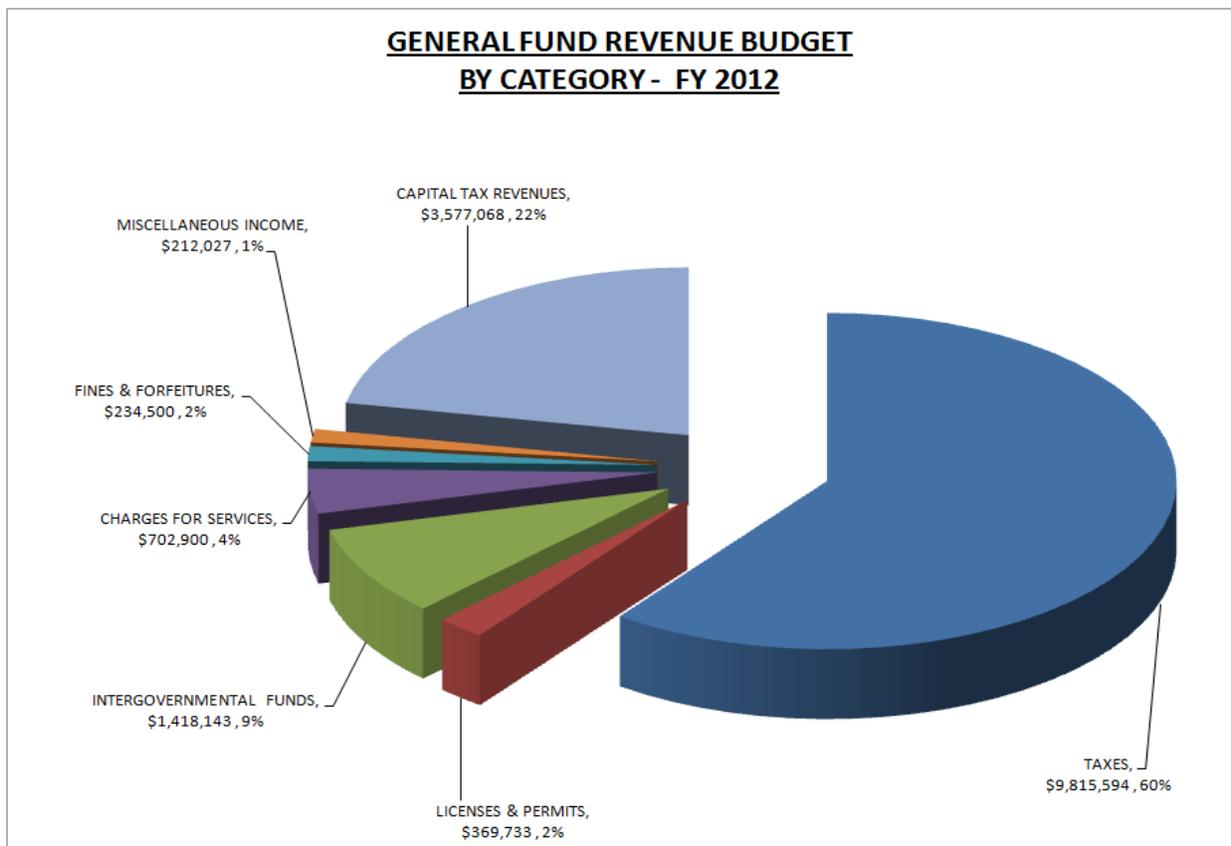
Add: Capital Outlays	946,341
Less: Depreciation Expense	(1,940,971)
Bond, loan, and lease proceeds provide current financial resources to governmental funds, but issuing debt and lease financing increases long-term liabilities in the government-wide statement of net assets. Repayment of debt principal and capital lease obligations are expenditures in the governmental funds, but the repayment reduces long-term liabilities in the government-wide statement of net assets. Other costs related to debt issuance and retirement use governmental funds resources, but recognition of expense is deferred and reported as amortization on the statement of net assets.	
Amortization of Bond Issue Costs	(7,810)
Capital Lease Proceeds	(35,090)
Payments on Capital Lease Obligations	154,647
Payments on Bonds Payable	243,800
Property tax, citations, and housing voucher repayments in the statement of	

activities that do not provide current financial resources and are not reported as revenues in the governmental funds.	54,679
Capital asset contributions are revenues in the statement of activities that do not provide current financial resources and are not reported as revenues in the governmental funds.	2,245,140
The net effect of various miscellaneous transactions involving capital assets (i.e. sales and trade-ins) is to decrease net assets.	(89,713)
In the statement of activities, certain expenses do not require the use of current financial resources and, therefore, are not reported as expenditures in the governmental funds. These expenses include the change in:	
Net Pension Asset	(127,807)
Accrued Interest Expense	2,656
Long-Term Portion of Compensated Absences	3,344
Accrued Other Postemployment Benefits	<u>(192,864)</u>

CHANGE IN NET ASSETS OF GOVERNMENTAL ACTIVITIES **\$ 2,188,361**

GENERAL FUND FY 2012 BUDGET

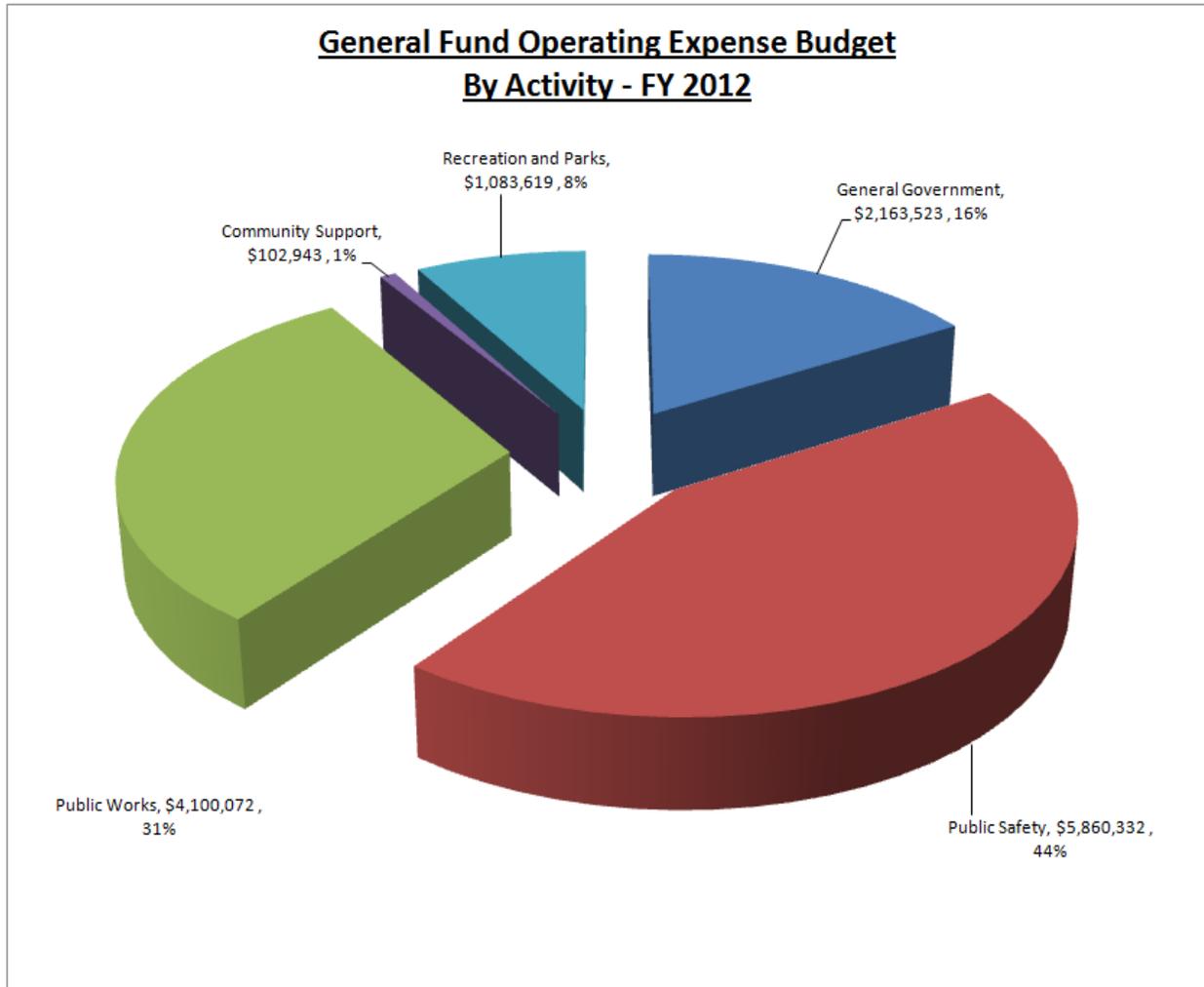
For Fiscal Year 2010 – 2011 the General Fund revenue base was expected to remain flat as compared to the prior year. With minimal changes to the expenditure base, the revenue requirement for operating expenses was projected at \$12.6M. This left little room for funding capital projects beyond appropriations carried over from the prior year. With a growing backlog of efforts that had been deferred in prior years, the need for additional revenue was defined for this budget year. As such, the Mayor and Common Council approved an additional real estate tax assessment of \$.14/\$100 of assessed property value, for Priority 1 capital projects. This assessment was expected to provide \$2.574M of additional revenue for this purpose. This resulted in \$12M in total tax revenue compared to \$10.3M appropriated in the year prior. That tax increase is still in effect for this budget cycle, and no significant changes to the revenue budget were made.



Revenue Budget FY 2012					
Governmental Funds					
General Fund	New FY 2011 Budget	Un-Audited Revenues FY 2011	% Booked YTD	FY 2010 FYE Actual	FY 2012 Budget
Account Number					
100.410000 Taxes					
100.411101 Real Property (Full Year Levy)	\$8,092,793	\$8,070,979	99.7%	\$7,808,594	\$8,104,070
100.411201 Personal Property	\$0	\$18,253	0.0%	\$16,466	\$0
100.411202 Railroad & Public Utilities	\$200,000	\$203,982	102.0%	\$102,691	\$92,247
100.411203 Business Personal Property	\$304,000	\$614,472	202.1%	\$583,779	\$392,311
100.411301 Tax Credits	(\$644,223)	(\$372,050)	57.8%	(\$430,457)	(\$216,648)
100.411501 Prior Years Additions/Abatements	(\$10,000)	(\$73,253)	732.5%	(\$23,825)	(\$25,000)
100.412101 Penalties & Interest	\$50,000	\$56,860	113.7%	\$57,825	\$42,752
100.413101 Income Taxes	\$1,200,000	\$1,424,517	118.7%	\$1,242,837	\$1,057,252
100.414101 Admission & Amusement	\$225,000	\$183,369	81.5%	\$176,200	\$159,685
100.415103 Highway	\$33,000	\$58,151	176.2%	\$39,630	\$208,926
	\$9,450,570	\$10,185,280	107.8%	\$9,573,740	\$9,815,595
100.420000 Licenses & Permits					
100.421101 Street Usage Permits	\$0	\$525	0.0%	\$950	\$0
100.421102 Parking - Longwell Garage	\$50,000	\$49,294	98.6%	\$73,345	\$50,000
100.421103 Parking - Surface	\$65,000	\$43,355	66.7%	\$54,474	\$50,000
100.421104 Parking-West Square Garage	\$0	\$29,983	0.0%	\$10,003	\$15,000
100.422101 Beer, Wine & Liquor	\$6,500	\$11,685	179.5%	\$12,077	\$6,500
100.422102 Traders	\$20,000	\$74,509	372.5%	\$53,382	\$20,000
100.423101 Building & Equipment Permits	\$4,000	\$4,335	108.4%	\$2,537	\$2,500
100.423102 Cable Television Franchise Fees	\$150,000	\$85,618	57.1%	\$82,747	\$188,233
100.423103 Other	\$0	\$75	0.0%	\$211	\$0
100.423104 Utility Permits	\$0	\$41,500	0.0%	\$31,050	\$30,000
100.423105 Zoning Permits	\$0	\$7,600	0.0%	\$8,600	\$5,000
100.423107 Sign Permits	\$0	\$4,600	0.0%	\$3,810	\$2,500
	\$295,500	\$353,059	119.5%	\$333,186	\$369,733
100.430000 Intergovernmental					
100.431140 Other	\$0	\$0	0.0%	\$0	\$0
100.432100 Grants from State Government	\$0	\$233,343	0.0%	\$22,498	\$0
100.432101 Police Protection	\$234,012	\$240,512	102.8%	\$139,101	\$189,338
100.432102 Program Open Space	\$0	(\$4,724)	0.0%	(\$7,633)	\$0
100.432103 Other	\$0	(\$6,494)	0.0%	\$0	\$0
100.432104 Traffic Safety & Overtime Funding	\$25,000	\$24,744	99.0%	\$14,716	\$21,272
100.432105 Domestic Violence Grant	\$50,000	\$47,592	95.2%	\$47,890	\$61,300
100.432108 Community Development Projects	\$620,000	(\$59,547)	-9.6%	\$158,071	\$200,000
100.432114 Tri-Street Neighborhood Streetscape	\$0	(\$42,615)	0.0%	\$57,385	\$0
100.432115 Grants - E-cycle	\$0	(\$2,059)	0.0%	\$0	\$0
100.433102 Other	\$90,000	\$16,726	18.6%	\$35,276	\$24,390
100.433103 County Town Agreement	\$841,000	\$905,603	107.7%	\$1,025,091	\$899,216
100.433104 Roads	\$0	\$12,829	0.0%	\$12,854	\$12,842
100.433105 Program Open Space County Match	\$0	\$4,004	0.0%	(\$4,917)	\$0
100.433107 Tree Commission Workshop	\$5,000	\$9,630	192.6%	\$5,000	\$7,353
100.433109 Alcohol Forum	\$0	\$5,769	0.0%	\$1,067	\$0
100.433113 DUI	\$0	(\$448)	0.0%	\$0	(\$225)
100.433114 Eradication	\$0	\$1,094	0.0%	\$0	\$0
100.433116 Smooth Operator	\$0	\$957	0.0%	\$0	\$0
100.433122 R.A.A.M - Police	\$0	(\$0)	0.0%	\$5,315	\$2,657
100.433123 Wakefield Valley Trail Extension	\$0	(\$7,606)	0.0%	\$8,282	\$0
100.433125 City Park Building Renovations	\$0	\$193,984	0.0%	\$62,198	\$0
100.433126 Capital Parks & Playgrounds	\$140,000	\$0	0.0%	\$0	\$0
	\$2,005,012	\$1,573,294	78.5%	\$1,582,193	\$1,418,143

	New FY 2011 Budget	Un-Audited Revenues FY 2011	% Booked YTD	FY 2010 FYE Actual	FY 2012 Budget
100.440000 Charges for Services					
100.441103 Postcards	\$0	\$60	0.0%	\$48	\$0
100.441104 Special Cap Ben Asses	\$50,000	\$95,057	190.1%	\$125,512	\$96,000
100.442101 Daily Garage Parking	\$5,000	(\$51)	-1.0%	\$1,171	\$1,000
100.442102 Parking Meters	\$150,000	\$145,703	97.1%	\$127,076	\$135,000
100.444101 Swimming Pool Fees	\$40,000	\$85,221	213.1%	\$64,223	\$55,000
100.444102 Concessions	\$250	\$250	100.0%	\$2,611	\$250
100.444103 Family Center	\$250,000	\$298,462	119.4%	\$278,785	\$275,000
100.444104 Summer Camp	\$40,000	\$52,572	131.4%	\$48,158	\$40,000
100.444105 Flower/Jazz	\$6,000	\$9,685	161.4%	\$11,968	\$10,000
100.444107 3 on 3 Basketball	\$1,000	\$0	0.0%	\$555	\$0
100.444108 Mother/Son	\$12,500	\$12,830	102.6%	\$14,710	\$14,000
100.444109 Holiday Programs	\$1,500	\$5,443	362.9%	\$2,118	\$3,000
100.444110 Mother/Daughter Tea	\$1,700	\$1,160	68.2%	\$900	\$0
100.444111 Rent-King Dutterer	\$5,500	\$9,889	179.8%	\$13,380	\$10,000
100.444112 Community Building	\$2,500	\$3,730	149.2%	\$4,165	\$3,500
100.444113 Other	\$19,147	\$1,359	7.1%	\$21,097	\$3,150
100.444114 Daddy/Daughter	\$9,000	\$12,069	134.1%	\$11,960	\$14,000
100.444115 Plan Application & Review Fees	\$8,000	\$16,150	201.9%	\$24,100	\$16,000
100.444116 Recreation Fund Raising	\$0	\$1,610	0.0%	\$50,562	\$0
100.444123 Construction Inspection Fees	\$0	(\$148)	0.0%	\$45,495	\$25,000
100.444124 Zoning & Annexation Fees	\$0	\$2,563	0.0%	\$3,600	\$2,000
	\$602,097	\$753,614	125.2%	\$852,194	\$702,900
100.450000 Fines & Forfeitures					
100.451100 Fines and Forfeitures	\$0	\$245	0.0%	\$770	\$500
100.451101 Meter Violations	\$10,000	\$11,753	117.5%	\$14,025	\$16,000
100.451102 City Summons	\$45,000	\$29,589	65.8%	\$40,818	\$35,000
100.451103 Municipal Infractions	\$3,000	\$4,810	160.3%	\$3,365	\$3,000
100.451105 Police-Red Light Cameras	\$192,000	\$198,306	103.3%	\$49,005	\$175,000
100.451106 Penalties/Interest-Tickets/Infractions	\$0	\$8,462	0.0%	\$0	\$5,000
	\$250,000	\$253,165	101.3%	\$107,983	\$234,500
100.460000 Miscellaneous Income					
100.461102 MD Local Govt Inv Pool	\$125	\$0	0.0%	\$82	\$0
100.461104 Interest - Savings Accounts	\$15,000	\$7,791	51.9%	\$14,460	\$10,000
100.461106 RALF Loan Acct	\$800	\$921	115.1%	\$796	\$0
100.461108 Interest - Spec Cap Ben Assess	\$1,000	\$1,354	135.4%	\$843	\$1,000
100.462105 Rents	\$5,200	\$5,200	100.0%	\$7,258	\$6,000
100.463100 Contributions and Donations	\$0	\$697	0.0%	\$9,450	\$5,000
100.463110 Historic District Commission	\$10,000	\$9,774	97.7%	\$0	\$5,000
100.464201 Miscellaneous	\$35,000	\$93,008	265.7%	\$142,220	\$0
100.464250 Police Discretionary Fund	\$15,000	\$16,397	109.3%	\$16,121	\$15,000
100.464302 All from Unappro Surplus	\$595,400	\$0	0.0%	\$0	\$170,027
	\$677,525	\$135,142	19.9%	\$191,230	\$212,027
100.490000 Operating Receipts					
100.494301 Other Income	\$0	\$5,261	0.0%	\$35,044	\$0
100.494501 Disposal of Assets	\$0	\$4,515	0.0%	\$0	\$0
	\$0	\$9,776	0.0%	\$35,044	\$0
100.510000 Operating Income					
100.513100 Miscellaneous	\$0	\$0	0.0%	\$26,074	\$0
100.513112 Benefit Assessments	\$0	\$16,564	0.0%	\$3,840	\$0
100.513503 Capital Projects Loan Funding	\$0	\$0	0.0%	\$35,090	\$0
	\$0	\$16,564	0.0%	\$65,004	\$0
	\$13,280,704	\$13,279,894	100.0%	\$12,740,574	\$12,752,898
Capital Fund					
950.410000 Taxes					
950.411101 Real Property (Full Year Levy)	\$2,574,979	\$2,574,979	100.0%	\$0	\$2,578,568
	\$2,574,979	\$2,574,979	100.0%	\$0	\$2,578,568
950.460000 Miscellaneous Income					
950.461104 Interest - Savings Accounts	\$0	\$3,877	0.0%		\$0
950.464201 Miscellaneous	\$0	(\$111,973)	0.0%		\$998,500
	\$0	(\$108,096)	0.0%	\$0	\$998,500
	\$2,574,979	\$2,466,883	95.8%	\$0	\$3,577,068
	\$15,855,683	\$15,746,777	99.3%	\$12,740,574	\$16,329,966
				Net Oper Rev	\$13,167,328

Presentation of the General Fund Expenditure Budget for this fiscal year includes all employee expense within the department totals. This was done to demonstrate the total costs associated within each department. For example, Public Safety totaled \$4.1M (incl. WVFD support) last year, compared to \$6M shown this year.

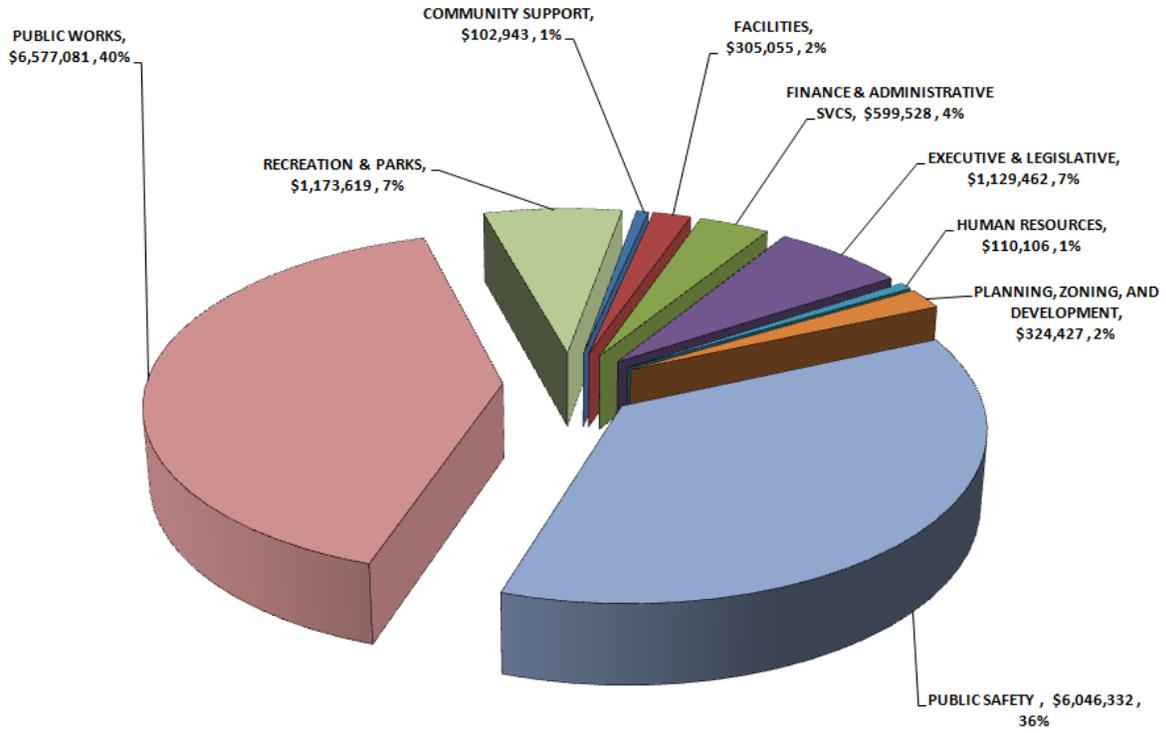


The City of Westminster, when compared to other municipalities spends less on Public Works (streets, sanitation and parking) and Recreation, while spending significantly more on Public Safety. General Government activities are in line with comparative statistics.

Table 3.5
Municipal Expenditure Trends

Category	FY 1995	FY 2000	FY 2005	Westminster FY 2010	Westminster FY2012
Public Works	43.70%	42.50%	43.20%	42.00%	31.00%
Public Safety	18.80%	20.40%	21.10%	36.00%	44.00%
General Government	11.30%	14.60%	12.30%	11.75%	13.72%
Parks and Recreation	8.90%	8.90%	9.20%	7.00%	8.00%
Debt Service	8.00%	6.90%	5.20%	3.25%	3.28%

GENERAL FUND REQUESTS BY DEPARTMENT
Including Capital - FY 2012



GENERAL FUND EXPENDITURE SUMMARY

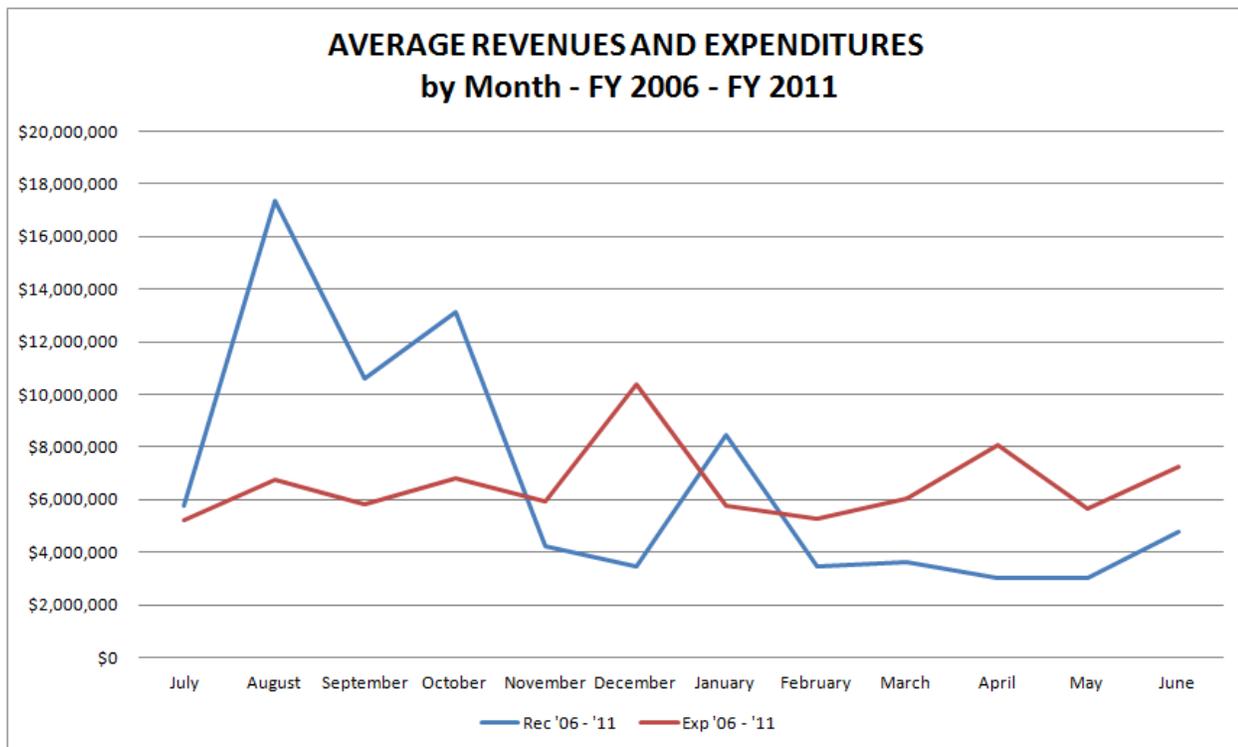
<u>Operating Expense by Department</u>	FY 2009 - 2010 Appropriations	FY 2010 - 2011 Appropriations	Requested FY 2011 - 2012 Appropriations	Projected FY 2012 - 2013 Appropriations	Projected FY 2013 - 2014 Appropriations
<u>(Including Mandatory Capital Items)</u>					
General Government					
Legislative Expenditures	\$ 51,417	\$ 28,568	\$ 29,628	\$ 28,853	\$ 29,142
Executive Expenditures	\$ 73,305	\$ 74,351	\$ 58,912	\$ 76,568	\$ 77,701
Legal Expenditures	\$ 16,000	\$ 36,333	\$ 40,000	\$ 36,697	\$ 37,064
General Administrative Expenditures	\$ 854,133	\$ 989,984	\$ 1,000,922	\$ 1,005,000	\$ 1,009,883
Finance Operations Expenditures	\$ 188,407	\$ 240,748	\$ 266,100	\$ 275,000	\$ 325,000
Technology Expenditures	\$ 275,475	\$ 168,339	\$ 333,428	\$ 376,172	\$ 380,224
Human Resources Expenditures	\$ 108,476	\$ 100,767	\$ 110,106	\$ 111,126	\$ 111,982
Planning, Zoning & Development Expenditures	\$ 485,693	\$ 352,989	\$ 324,427	\$ 379,301	\$ 393,183
General Government Totals	\$ 2,052,906	\$ 1,992,080	\$ 2,163,523	\$ 2,288,717	\$ 2,364,179
Public Safety					
Police Department Expenditures	\$ 5,435,064	\$ 5,410,656	\$ 5,610,332	\$ 5,987,995	\$ 6,335,298
Fire Department Support	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Public Safety Totals	\$ 5,685,064	\$ 5,660,656	\$ 5,860,332	\$ 6,237,995	\$ 6,585,298
Public Works					
Streets & Sanitation	\$ 3,587,248	\$ 3,240,837	\$ 3,776,817	\$ 3,912,462	\$ 4,248,866
Facilities	\$ 227,922	\$ 222,912	\$ 323,255	\$ 227,393	\$ 229,667
Public Works Totals	\$ 3,815,170	\$ 3,463,749	\$ 4,100,072	\$ 4,139,855	\$ 4,478,533
Community Support Expenditures					
	\$ 152,124	\$ 118,243	\$ 102,943	\$ 120,620	\$ 121,826
Recreation & Parks Expenditures					
	\$ 1,056,905	\$ 930,252	\$ 1,083,619	\$ 1,094,705	\$ 1,104,774
Total General Fund Operating Expense Budget	\$ 12,762,169	\$ 12,164,979	\$ 13,310,489	\$ 13,881,892	\$ 14,654,610

Capital Projects Fund - Including Mandatory Projects and <u>Carryover</u> Projects	FY 2009 - 2010 Appropriations	FY 2010 - 2011 Appropriations	Requested FY 2011 - 2012 Appropriations	Projected FY 2012 - 2013 Appropriations	Projected FY 2013 - 2014 Appropriations
General Government					
<u>Technology Projects</u>					
Voice Over Internet Protocol	\$ -	\$ 25,482	\$ 53,815	\$ 28,333	\$ 28,333
Enterprise Vault Archive	\$ -	\$ 12,500	\$ 20,000	\$ 7,500	\$ 7,500
Financial Management System Module(s)	\$ 11,000	\$ 26,667	\$ 56,667	\$ 26,667	\$ -
GIS Server	\$ -	\$ -	\$ 23,167	\$ -	\$ -
<u>Planning, Zoning & Development Projects</u>	\$ 2,667	\$ 2,667	\$ 2,667	\$ -	\$ -
General Government Totals	\$ 3	\$ 67,316	\$ 156,316	\$ 62,500	\$ 35,833
Public Safety Totals					
	\$ 186,621	\$ 97,000	\$ 158,000	\$ 117,000	\$ 85,000
Public Works					
<u>Streets & Sanitation</u>					
Vehicles	\$ 190,000	\$ 340,000	\$ 763,000	\$ 734,000	\$ 150,000
Streets	\$ -	\$ 1,433,500	\$ 1,409,970	\$ 1,432,600	\$ 927,560
Storm Drains	\$ 343,000	\$ 812,000	\$ 425,000	\$ -	\$ -
Facilities	\$ -	\$ 184,667	\$ 161,030	\$ 161,030	\$ 389,000
Equipment	\$ 202,000	\$ 202,000	\$ 200,000	\$ 200,000	\$ 200,000
Street Lighting	\$ -	\$ -	\$ 150,000	\$ -	\$ -
Parking Structures	\$ -	\$ -	\$ -	\$ -	\$ 400,000
Public Works Totals	\$ 735,000	\$ 2,972,167	\$ 2,909,000	\$ 2,406,600	\$ 2,066,560
Recreation & Parks Totals					
	\$ 387,100	\$ 284,400	\$ 90,000	\$ -	\$ 525,932
Total General Fund Capital Projects	\$ 1,308,724	\$ 3,420,882	\$ 3,313,316	\$ 2,586,100	\$ 2,713,325
Total General Fund Budget					
	\$ 14,070,893	\$ 15,585,861	\$ 16,623,805	\$ 15,664,465	\$ 16,310,827

GENERAL FUND CASH FLOW ANALYSIS

An analysis of cash flows for the General Fund was first conducted in July, 2009 for the prior fiscal year. That analysis demonstrated that cash receipts are irregular during the course of the year and lead to the determination that a line of credit would be required to cover operating expenses for certain points in the year, to be paid down as new receipts occur. The line of credit requires a Charter Amendment before being enacted to allow for the Common Council to authorize general fund debt issuance to a maximum of 10% of the General Fund operating expense budget.

The following chart shows the results of the study. Please note that the period from February through the end of the fiscal year represent the time period when current revenues fall short of current expenditures. This is the period anticipated to require a line of credit that would be mitigated by receipts the following August.



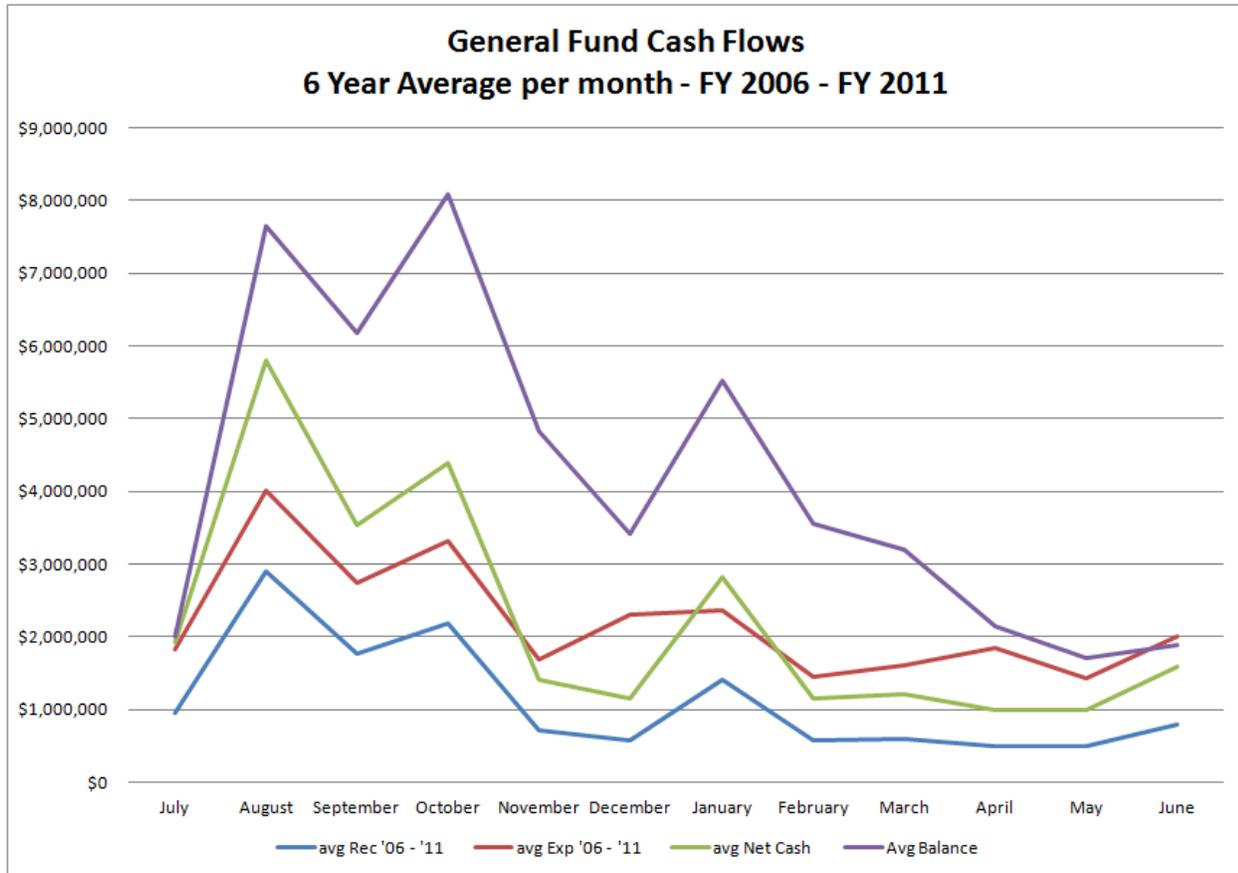
Expenditures have outpaced cash in every year from 2002 – 2008. With the cost reduction measures taken for FY 2009 through FY 2011 the net cash position for those fiscal years has been positive, in that operating cash was sufficient to provide for the ensuing fiscal year July expenditures, thereby mitigating the need to borrow from the operating line of credit of \$1M.

FUND BALANCE

Beyond the receipt position, funding capital projects requires a current (60 day) reserve to cover costs incurred during construction. This adds fund balance to the requirements for the analysis, resulting in the need to view the following statistics in the context of Capital requirements:

- Cash receipts – Actual cash received with deference to revenues that are accrued;
- Expenditures – Exclusive of encumbrances and generally reflective of cash outflows;
- Net cash – The difference between receipts and expenditures each month; and
- Fund Balance – The total operating cash available, restricted and unrestricted.

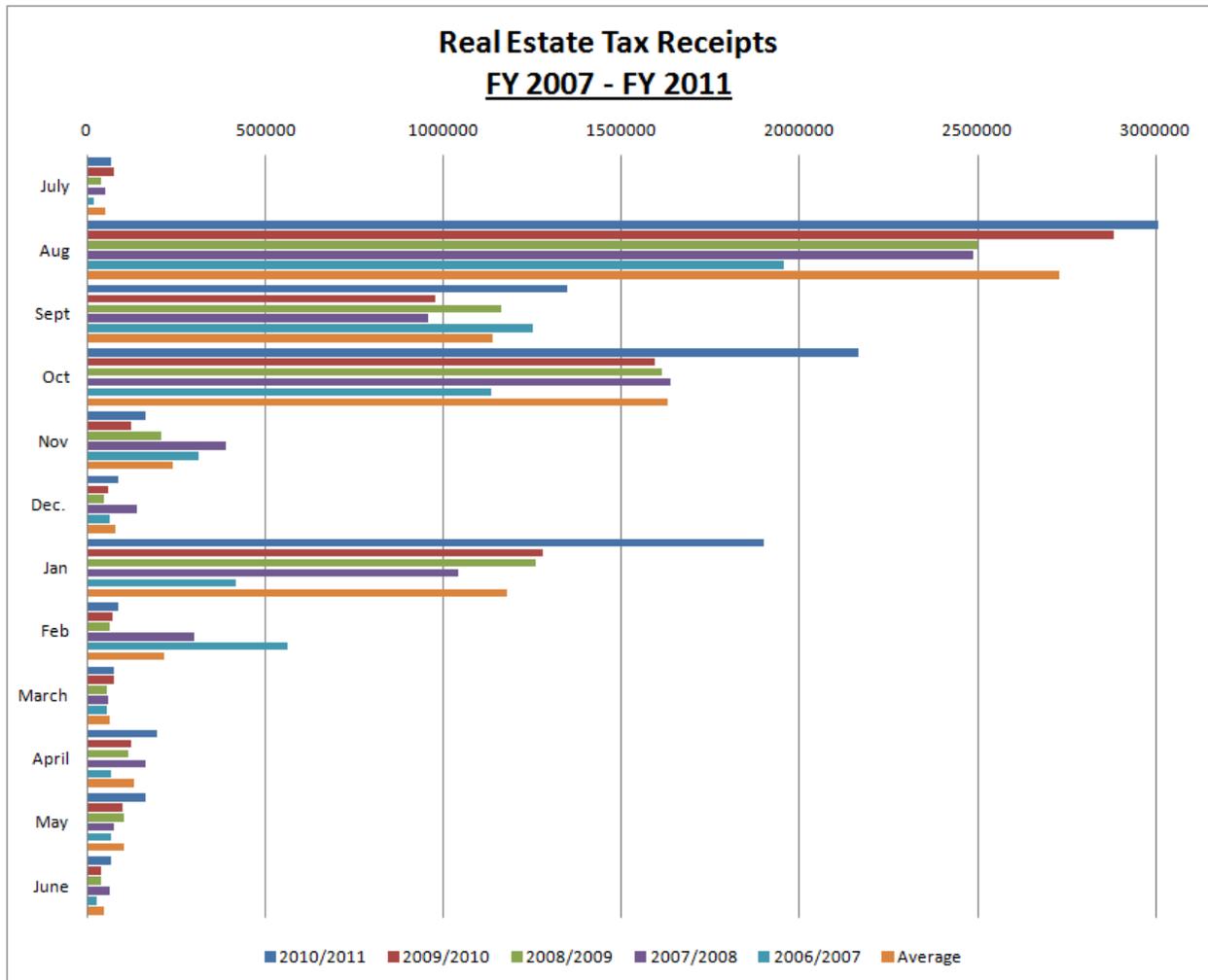
The influences on the fund balance extend beyond receipts and expenditures. There are changes in fund balances for inter-fund loans/transfers and adjustments that make up the final balance for any given fiscal period. The following charts provide illustration of these components for the study periods. Of significance are the net receipts position (current cash remainder after expenditures) and the total operating accounts cash position (fund balance).



In the above chart the 6 year averages are analyzed for fund balance and show that the cash accounts position falls below \$1M by the end of the fiscal year. The anticipated expenditures for the 1st month of the new fiscal year are, on average, approximately \$1M, leaving little room for contingency spending. This situation is mitigated after August, when receipts from real property tax billings are received in the largest amount for the year.

REAL PROPERTY TAX RECEIPTS

To this point the analysis has focused on total fund financial characteristics. This focus has demonstrated that the inflow of operating cash is basically equal to operating cash out on a fiscal year basis, and that the timing of receipts requires approximately \$1.2M excess cash to satisfy requirements for the beginning of the subsequent month while new receipts are booked. An example of this is the bi-weekly payroll which requires approximately \$300K. Although a minority portion of this is satisfied by the enterprise funds, the City must have this cash on hand when payroll is processed. This means that there is no cash available in reserve for the Priority 1 Capital Projects at this point in time. As a result, the City will need to “bankroll” new cash from Real Property taxes to fund these efforts. In order to calculate how much “cash” results from the tax rate increase, the receipts from real property taxes must be analyzed. The following chart shows the receipt pattern:



This chart shows that there are approximately two times in the year when there are significant real property tax receipts: August - October, and January. It is expected that new revenue of approximately \$2.574M will be generated from the tax rate increase. This is approximately 24% of the total real property tax revenue received.

For fiscal 2012 the projects to be funded by the tax increase follow, along with funds carried over from the prior year, resulting in \$3.3M in total funding.

Priority 1 Capital Projects Funded by Tax Rate Increase		FY 2009 - 2010 Appropriations	Requested FY 2010 - 2011 Appropriations	Carry-Over from Requested FY 2010 - 2011 Appropriations	Prior Year Projected FY 2011 - 2012 Appropriations	Total Projected FY 2011 - 2012 Appropriations
General Government						
	Technology Projects					
	Voice Over Internet Protocol	\$ -	\$ 25,482	\$ 25,482	\$ 28,333	\$ 53,815
	Enterprise Vault Archive	\$ -	\$ 12,500	\$ 12,500	\$ 7,500	\$ 20,000
	Financial Management System Module(s)	\$ 33,000	\$ 30,000	\$ 30,000	\$ 26,667	\$ 56,667
	GIS Server	\$ -	\$ -	\$ -	\$ 23,167	\$ 23,167
	Planning, Zoning & Development Projects	\$ 8,000	\$ 2,667	\$ 2,667	\$ -	\$ 2,667
General Government Totals		\$ 41,000	\$ 70,649	\$ 70,649	\$ 85,667	\$ 156,316
Public Safety Totals		\$ 186,621	\$ 54,000	\$ 72,000	\$ 86,000	\$ 158,000
Public Works						
	Streets & Sanitation					
	Vehicles	\$ 190,000	\$ 340,000	\$ -	\$ 763,000	\$ 763,000
	Streets	\$ -	\$ 1,433,500	\$ -	\$ 1,409,970	\$ 1,409,970
	Storm Drains	\$ 343,000	\$ 675,000	\$ -	\$ -	\$ 425,000
	Facilities	\$ -	\$ -	\$ -	\$ 161,030	\$ 161,030
	Street Lighting	\$ -	\$ -	\$ -	\$ -	\$ 150,000
	Parking Structures	\$ -	\$ -	\$ -	\$ -	\$ -
Public Works Totals		\$ 533,000	\$ 2,448,500	\$ -	\$ 2,334,000	\$ 2,909,000
Recreation & Parks Totals		\$ 387,100	\$ -	\$ 90,000	\$ -	\$ 90,000
Total General Fund Capital Projects		\$ 1,147,721	\$ 2,573,149	\$ 232,649	\$ 2,505,667	\$ 3,313,316

FY 2011 Real Property Tax receipts were slightly less than revenue appropriations, resulting in a shortfall of \$152K in capital tax funding for the year. This was offset by reduced costs in Storm Drain replacement projects totaling \$193K.

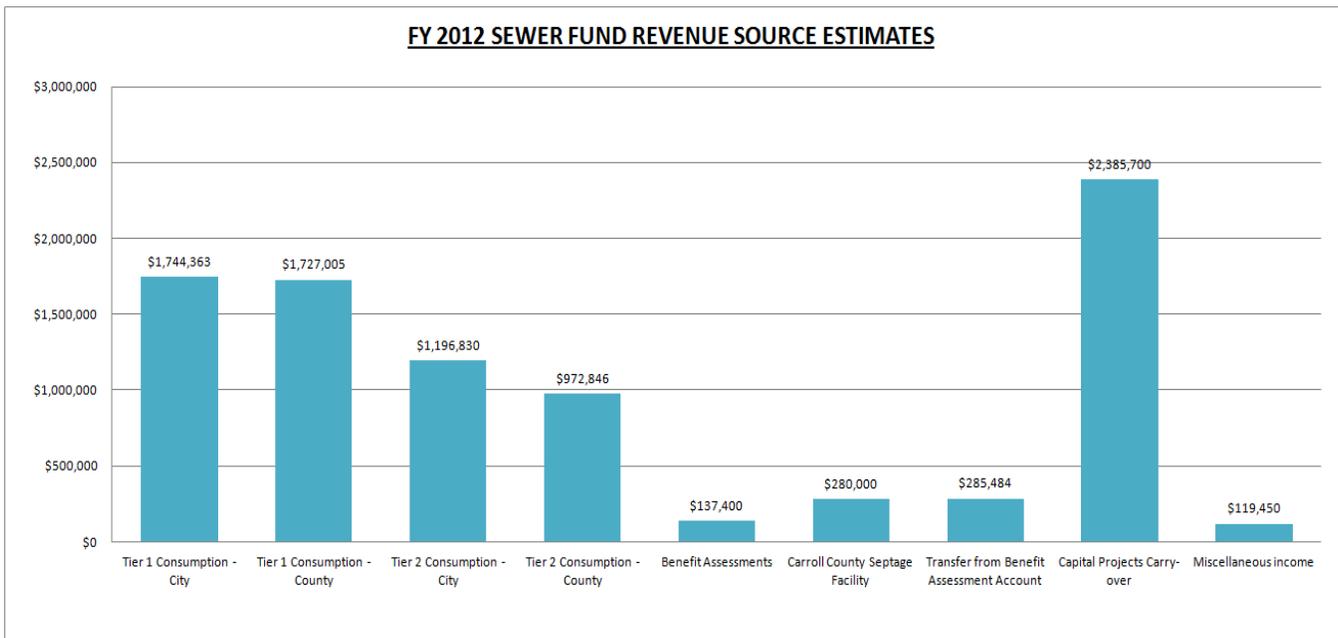
	Prior Year Receipts	Current Year Base Tax Receipts	Current Year Capital Tax Receipts	Total Current Year Tax Receipts
July 10	\$ 74,564.87			\$ 74,564.87
Aug 10	\$ 16,631.92	\$2,886,050.44	\$911,384.35	\$3,814,066.71
Sep 10	\$ 1,570.00	\$1,023,399.09	\$323,178.67	\$1,348,147.76
Oct 10	\$ 18.87	\$1,647,008.73	\$520,108.03	\$2,167,135.63
Nov 10	\$ 89.96	\$124,307.10	\$39,254.88	\$ 163,651.94
Dec 10	\$ 12.81	\$68,097.64	\$21,504.52	\$ 89,614.97
Jan 11	\$ 12.85	\$1,453,290.51	\$458,933.85	\$1,912,237.21
Feb 11	\$ (409.21)	\$ 68,444.97	\$ 21,614.20	\$ 89,649.96
Mar 11	\$ (971.74)	\$63,157.23	\$ 19,944.40	\$ 82,129.89
Apr 11	\$ (185.01)	\$157,604.74	\$49,769.92	\$ 207,189.65
May 11	\$ 3,307.16	\$131,796.57	\$41,619.98	\$ 176,723.71
Jun 11	\$ 5,661.68	\$ 50,940.52	\$16,086.49	\$ 72,688.69
TOTALS	\$ 100,304.16	\$7,674,097.54	\$2,423,399.29	\$10,197,800.99
Appropriations		\$8,092,792.56	\$2,574,979.45	\$10,667,771
Difference		-\$418,695.02	-\$151,580.16	-\$469,970.01

SEWER FUND

Both the Sewer and Water funds were analyzed in 2008 to determine if the then existing rate structure was sufficient to meet both the operating cost structures, and future growth capacity requirements, as required by the City Code and Charter. As expected, based on the frequency and dollar amounts intra-loan and transfer transactions required to cover costs, the pricing structures were found to be deficient, and a revised structure was put in place in July, 2009. The new rate structure simplified consumer categories to a two tier structure, and brought parity to rates charged to “in city” customers, and those outside of the city limits.

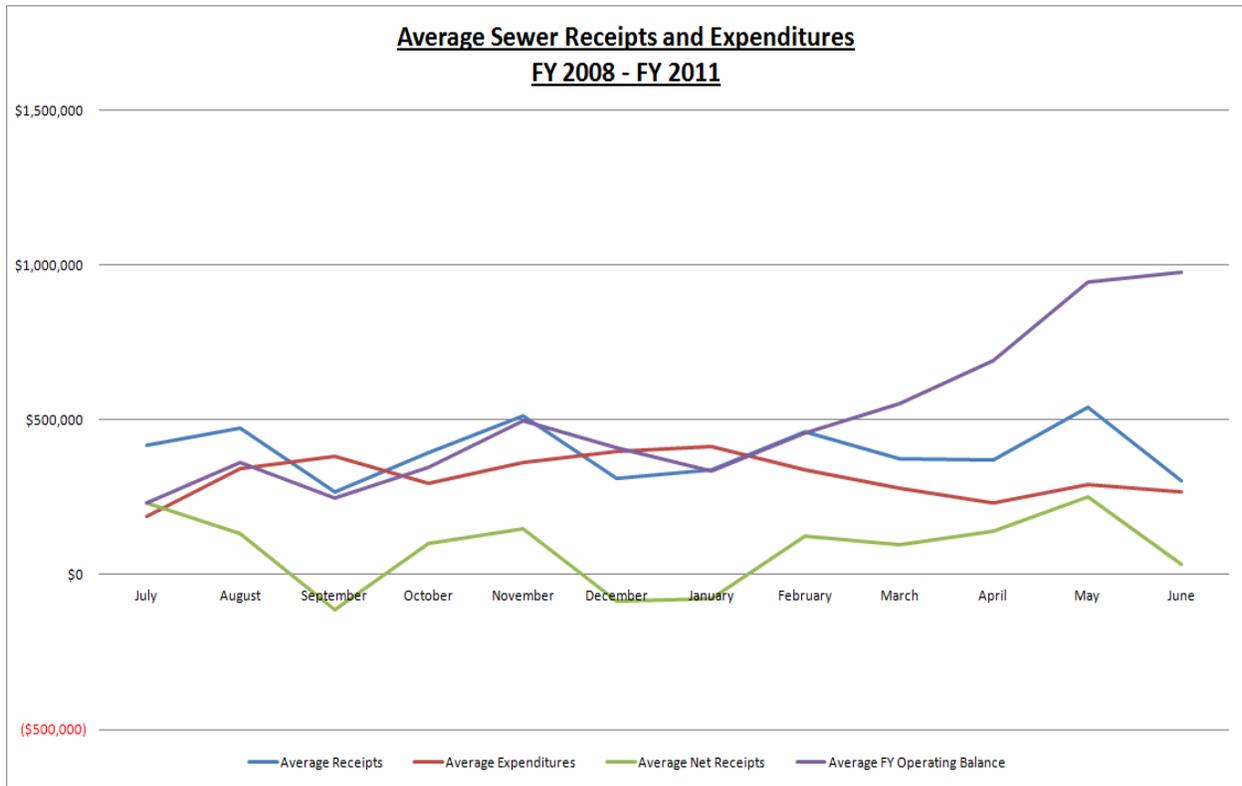
Concurrent with the study was the development and completion of the City’s new water treatment plant, and the Medford Quarry Pipeline emergency water supply, that require approximately \$1M in annual debt service payments, and therefore, additional revenues.

Relative to the Sewer Fund the projections for an upgraded wastewater treatment plant are likely to require \$8M - \$10M of City funding, in addition to \$17M may be provided by the State of Maryland, Department of the Environment. The debt service on the City’s portion of the project costs is expected to require approximately \$700K, annually.



CASH FLOWS

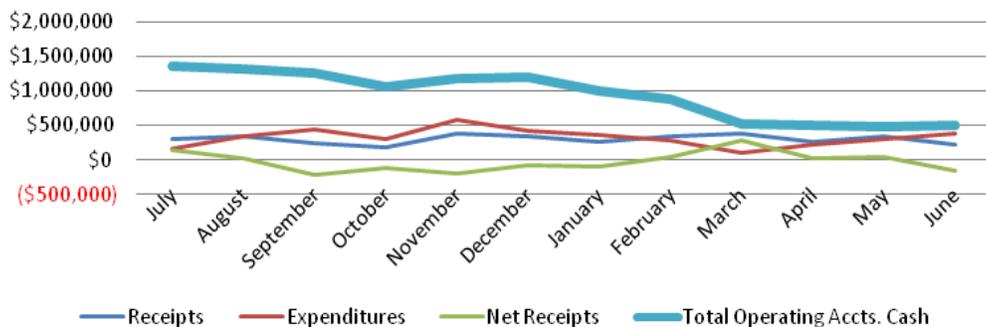
The following charts provide cash flow patterns for FY 2008 through FY2011. As with the above General Fund analysis, several aspects of Fund behaviors are viewed providing a more complete analysis of cash requirements for the periods.



The key factor for analysis is the progression of the sewer fund operating accounts balance through the year. In FY 2008 – 2011 receipts and expenditures were virtually equal for the year. Therefore no new cash influenced the account balances. The upward trend in the total operating accounts balance was due to \$150K in loan repayments from other funds and a loan received of \$383K from the General Fund. These increased the balances approximately \$525K for the year. The analysis also demonstrates that the combination of inflows and outflows monthly (green line) caused the current operating balance to go negative from January through April, requiring the loan from the General Fund to provide for payments due.

Of note is that neither the cost or rate structures provided for any reserve for operating needs, or Repair, Renewal and Rehabilitation requirements. Based on the age of the sewer system infrastructure, the reserves were included in the study of the rate structure, which contributed to the rate increase in FY 2009 – 2010.

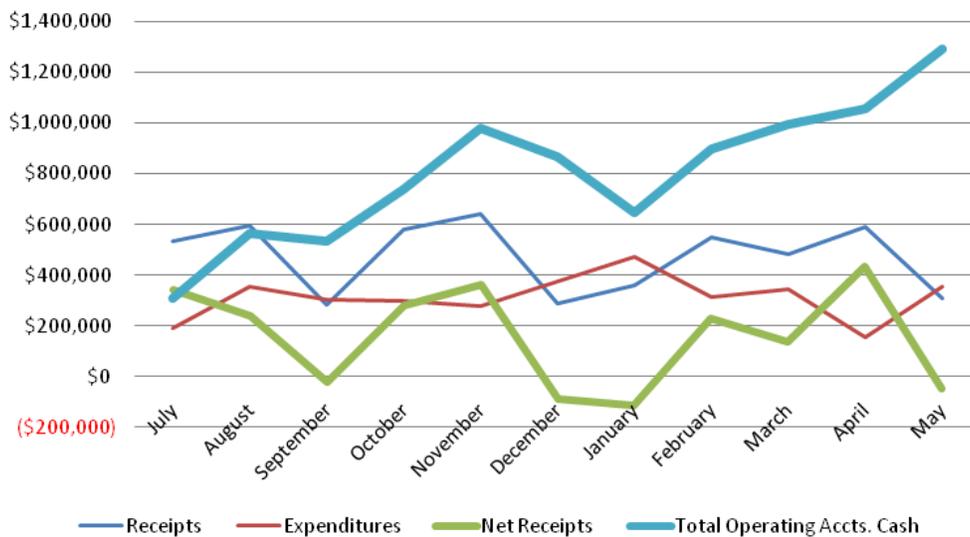
Sewer Fund Operating Accounts Cash Flow Analysis FY 2008 - 2009



In FY 2008 – 2009 prior to the rate increase, expenditures exceeded receipts by over \$300K resulting in a drop in the operating accounts balance, excluding depreciation charges. There were additional loans between the various City funds that further exacerbated reduced account balances. It was anticipated that the rate increase would go into effect in January 2009, but delays in the proper generation of conversion data delayed the implementation until the new fiscal year, on July 1st.

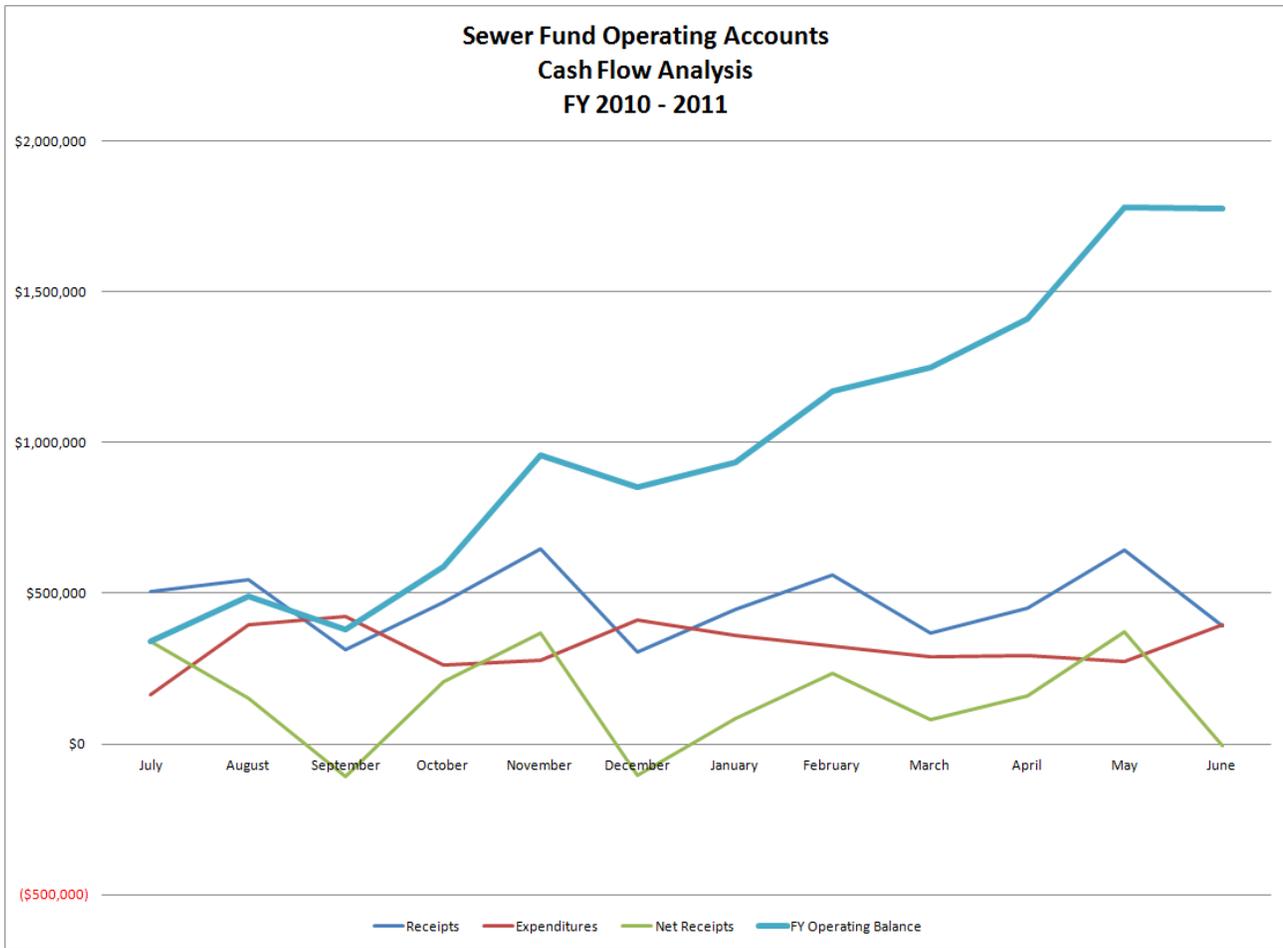
The introduction of the new structure is on a phased-in basis for 3 years, meaning that achieving a breakeven result between requirements and revenues would require 3 years, if the funds (water and sewer) behave as projected in the study. This would be further influenced by any changes to the model data based on actual experience, and changes in the profiles of the various factors included in the model, such as capital project costs, debt service changes, and increases or decreases in expenditures and consumption. The initial results data in FY 2009 – 2010 includes approximately seven months of the full rate change receipts, three months of mixed rate receipts, and one month of prior rate receipts.

Sewer Fund Operating Accounts Cash Flow Analysis FY 2009 - 2010 (Through May)



There are two aspects of note in the above chart:

1. The operating balance for the fiscal year has increased as the full effect of the rate structure change increased after September, which provided the first full three months of new rates;
2. Expenditures have maintained a level below receipts for the year benefiting the impact of the new structure.



The expected revenue for Sewer sales for fiscal year 2010 was \$4.817M. 2010 revenues totaled \$4.7M in sales.

Sewer Revenues	FY 2010 Budget	FY 2010 Actual	Balance	FY 2011 Budget	FY 2011 Actual	Balance	Average Actual	FY 2012 Budget
200.511101 Residential - City	\$1,430,338	\$1,853,303	\$422,965	\$1,480,615	\$1,911,521	\$481,183	\$1,882,412	\$1,744,363
200.511102 Residential - County	\$1,285,194	\$1,335,489	\$50,295	\$1,291,620	\$1,293,165	\$7,971	\$1,314,327	\$1,727,005
200.511105 Non-residential - City	\$1,307,208	\$803,773	(\$503,435)	\$1,353,156	\$856,349	(\$450,859)	\$830,061	\$1,196,830
200.511106 Non-residential - County	\$794,289	\$673,639	(\$120,650)	\$798,261	\$716,864	(\$77,425)	\$695,252	\$972,846
	\$4,817,029	\$4,666,204	(\$150,825)	\$4,923,652	\$4,777,899	(\$39,130)	\$4,722,052	\$5,641,044

Metered sales for Tier 2 (non-residential) are under-performing targets, while Tier 1 is generally performing as expected. This pattern will also be evident in metered sales for water. This is considered a result of the slower economy and the cut-backs many businesses are employing, as well as some accounts moving from Tier 2 to Tier 1 based on meter size. There were also metering issues with several large accounts including Carroll Hospital, the Detention Center, and McDaniel College.

The top 50 consumers for the last three years showed an increase in consumption over the year prior. This is in line with model projections. Total consumption (in gallons) for all users for the past four years:

<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
763,600,000	778,420,000	757,470,000	738,888,418

Last Name	Total Consumption 2009	Total Consumption 2010	Total Consumption 2011	3 Year Average Consumption
ADMIRAL-MORNINGSIDE INC	874,000	1,030,000	1,457,953	1,120,651
AHOLD FINANCIAL SERVICES	890,000	738,000	695,688	774,563
BAUGHERS RESTAURANT	1,528,000	1,402,000	1,284,406	1,404,802
BJ'S WHOLESALE CLUBS	968,000	659,000	633,600	753,533
BOB EVANS FARMS	1,318,000	1,469,000	1,380,904	1,389,301
BOSTON INN	2,785,000	2,544,000	2,437,903	2,588,968
CARROLL CO PUB SCHOOLS	9,901,000	11,431,000	13,103,634	11,478,545
CARROLL COUNTY COMM	1,182,000	856,000	1,597,840	1,211,947
CARROLL HOSPITAL CENTER	24,878,000	24,227,000	27,722,807	25,609,269
CARROLL LUTHERAN VILLAGE	12,557,000	8,805,000	14,835,370	12,065,790
CHICK-FIL-A	1,161,000	977,000	726,359	954,786
CONFECTIONERY ENTERPRISES	1,619,000	1,219,000	1,078,691	1,305,564
DARDAMANIS	1,059,000	1,114,000	1,295,627	1,156,209
DAYS INN	2,477,000	2,266,000	2,525,424	2,422,808
DENNYS	3,216,000	3,284,000	2,913,663	3,137,888
ENGLISH AM TAILORING CO	2,482,000	2,263,000	2,473,059	2,406,020
OLIVE GARDEN RESTAURANT	2,158,000	2,940,000	2,939,845	2,679,282
GOLDEN LIVING CENTER	4,503,000	5,100,000	4,043,968	4,548,989
GOLDS GYM	1,085,000	1,076,000	990,421	1,050,474
GOODYEAR TIRE & RUBBER	1,880,000	967,000	552,063	1,133,021
HAHN BROTHERS INC	4,459,000	4,224,000	5,146,597	4,609,866
HWGA REALTY LLC	2,908,000	1,684,000	1,974,857	2,188,952
KEITH'S CAR WASH	1,108,000	977,000	958,255	1,014,418
KENTUCKY FRIED CHICKEN	1,062,000	930,000	332,884	774,961
LASER APPLICATIONS INC	8,617,000	2,468,000	4,134,484	5,073,161
LOWES HOME CENTERS INC.#568	2,369,000	1,100,000	1,146,762	1,538,587
MAIN ST LAUNDRY	2,542,000	2,178,000	2,967,524	2,562,508
MAINTENANCE FACILITY	16,933,000	14,312,000	12,482,745	14,575,915
MARKINS INCORPORATED	1,260,000	705,000	616,394	860,465
MCDANIEL COLLEGE	18,154,000	24,827,000	35,854,895	26,278,632
MCDONALDS CORPORATION	841,000	854,000	907,387	867,462
NORTH CHINA RESTAURANT	1,370,000	1,326,000	1,497,600	1,397,867
RANDOM HOUSE	1,340,000	1,283,000	1,341,259	1,321,420
RICE III	1,096,000	558,000	674,786	776,262
APPLEBEES	1,712,000	1,406,000	1,313,580	1,477,193
SAFEWAY INC #1616	1,329,000	1,057,000	967,980	1,117,993
SAVE-A-LOT/SUPERVALU INC.	744,000	577,000	525,880	615,627
SEVERNVIEW DRIVE PIRSHIP	740,000	525,000	492,966	585,989
Jiffy Mart - Magna Way	2,135,000	993,000	2,037,694	1,721,898
SUMMERVILLE @ WEST INC	2,011,000	1,292,000	1,672,644	1,658,548
SUPER BUFFET	751,000	739,000	371,782	620,594
SUPER FRESH	1,743,000	1,171,000	2,726,650	1,880,217
TARGET STORE T-1000	3,698,000	3,497,000	3,218,869	3,471,290
TEXAS ROADHOUSE	2,724,000	2,141,000	1,713,039	2,192,680
THE GREENE TURF	898,000	964,000	791,438	884,479
WAA WESTMINSTER	802,000	692,000	201,974	565,325
WAKEFIELD VALLEY GLF CLUB	4,031,000	619,000	362,058	1,670,686
WAL-MART STORES #1867	1,231,000	1,769,000	1,812,530	1,604,177
WAWA INC #590	884,000	913,000	817,620	871,540

WEIS MARKE I #111	909,000	831,000	622,380	787,460
WESTMINSTER CROSSING	1,278,000	1,064,000	1,041,288	1,127,763
WESTMINSTER QUALITY INN	4,507,000	4,247,000	4,620,717	4,458,239
WESTMINSTER RIDING CLUB	1,545,000	1,541,000	864,000	1,316,667
WPC LLC	3,266,000	2,837,000	2,948,821	3,017,274

179,518,000	160,668,000	183,849,564	174,678,521
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CASH REQUIREMENT PROJECTIONS

Projections for the fund will assume that the City will issue debt for its portion of the wastewater treatment plant upgrade and expansion, projecting the high end of the possible cost to the City. These will be based on Point Source Pollution Prevention (Public Entities/Local Governments Only):

- Wastewater Treatment Plant Improvements/Expansion including State Grant Match for Biological Nutrient Removal (BNR) Facilities
- Sewerage Collection/Conveyance Systems including New/Replacement Sewers
- Correction of Excess Sewerage Infiltration/Inflow (I/I) and/or Combined Sewer Overflow
- Sludge Handling Facilities at Wastewater Treatment Plants
- Landfill Leachate Pretreatment Facilities
- Back Wash Facilities at Drinking Water Treatment Plants

Program debt is assumed at 2% interest, administrative fees of 5%, for a payment term of 20 years, with a single compounding period per annum. Depending on the loan source, payments may be smoothed across the loan period for a more even distribution.

20 Years	Principal \$10,000,000	Admin 5%	Interest 2%	Loan Payment	Loan Balance	Annual Payment
					\$10,000,000	
Year 1	\$250,000.00	\$12,500.00	\$100,000	\$362,500	\$9,750,000	
	\$250,000.00	\$12,500.00	\$97,500	\$360,000	\$9,500,000	\$722,500
Year 2	\$250,000.00	\$12,500.00	\$95,000	\$357,500	\$9,250,000	
	\$250,000.00	\$12,500.00	\$92,500	\$355,000	\$9,000,000	\$712,500
Year 3	\$250,000.00	\$12,500.00	\$90,000	\$352,500	\$8,750,000	
	\$250,000.00	\$12,500.00	\$87,500	\$350,000	\$8,500,000	\$702,500
Year 4	\$250,000.00	\$12,500.00	\$85,000	\$347,500	\$8,250,000	
	\$250,000.00	\$12,500.00	\$82,500	\$345,000	\$8,000,000	\$692,500
Year 5	\$250,000.00	\$12,500.00	\$80,000	\$342,500	\$7,750,000	
	\$250,000.00	\$12,500.00	\$77,500	\$340,000	\$7,500,000	\$682,500
Year 6	\$250,000.00	\$12,500.00	\$75,000	\$337,500	\$7,250,000	
	\$250,000.00	\$12,500.00	\$72,500	\$335,000	\$7,000,000	\$672,500
Year 7	\$250,000.00	\$12,500.00	\$70,000	\$332,500	\$6,750,000	
	\$250,000.00	\$12,500.00	\$67,500	\$330,000	\$6,500,000	\$662,500
Year 8	\$250,000.00	\$12,500.00	\$65,000	\$327,500	\$6,250,000	
	\$250,000.00	\$12,500.00	\$62,500	\$325,000	\$6,000,000	\$652,500
Year 9	\$250,000.00	\$12,500.00	\$60,000	\$322,500	\$5,750,000	
	\$250,000.00	\$12,500.00	\$57,500	\$320,000	\$5,500,000	\$642,500
Year 10	\$250,000.00	\$12,500.00	\$55,000	\$317,500	\$5,250,000	
	\$250,000.00	\$12,500.00	\$52,500	\$315,000	\$5,000,000	\$632,500
Year 11	\$250,000.00	\$12,500.00	\$50,000	\$312,500	\$4,750,000	
	\$250,000.00	\$12,500.00	\$47,500	\$310,000	\$4,500,000	\$622,500
Year 12	\$250,000.00	\$12,500.00	\$45,000	\$307,500	\$4,250,000	
	\$250,000.00	\$12,500.00	\$42,500	\$305,000	\$4,000,000	\$612,500
Year 13	\$250,000.00	\$12,500.00	\$40,000	\$302,500	\$3,750,000	
	\$250,000.00	\$12,500.00	\$37,500	\$300,000	\$3,500,000	\$602,500
Year 14	\$250,000.00	\$12,500.00	\$35,000	\$297,500	\$3,250,000	
	\$250,000.00	\$12,500.00	\$32,500	\$295,000	\$3,000,000	\$592,500
Year 15	\$250,000.00	\$12,500.00	\$30,000	\$292,500	\$2,750,000	
	\$250,000.00	\$12,500.00	\$27,500	\$290,000	\$2,500,000	\$582,500
Year 16	\$250,000.00	\$12,500.00	\$25,000	\$287,500	\$2,250,000	
	\$250,000.00	\$12,500.00	\$22,500	\$285,000	\$2,000,000	\$572,500
Year 17	\$250,000.00	\$12,500.00	\$20,000	\$282,500	\$1,750,000	
	\$250,000.00	\$12,500.00	\$17,500	\$280,000	\$1,500,000	\$562,500
Year 18	\$250,000.00	\$12,500.00	\$15,000	\$277,500	\$1,250,000	
	\$250,000.00	\$12,500.00	\$12,500	\$275,000	\$1,000,000	\$552,500
Year 19	\$250,000.00	\$12,500.00	\$10,000	\$272,500	\$750,000	
	\$250,000.00	\$12,500.00	\$7,500	\$270,000	\$500,000	\$542,500
Year 20	\$250,000.00	\$12,500.00	\$5,000	\$267,500	\$250,000	
	\$250,000.00	\$12,500.00	\$2,500	\$265,000	\$0	\$532,500
	\$10,000,000	\$500,000	\$2,050,000	\$12,550,000		\$12,550,000

The loan schedule provides the additional operating cash required each year that must be generated through metered sales. This will not in itself result in a rate increase due to the manner in which the ENR project was previously included in the rate model. At \$13M it was assumed as 100% funded by metered sales. The current assumption is that it will be 63% grant funded, and 37% bond funded for the entire \$27M effort, not requiring a rate increase as modeled since only \$10M in metered sales would need to be covered versus \$13M in the previous model.

The other CIP projects for the Sewer Fund total less than \$1M, with the majority of those efforts including carryover funding from FY 2011:

Sewer Operations	Project	Fund	Pri	CO\$	2012	2013	2014	2015	2016	2017	Total
Sewer System Rehabilitation	SEW08-1	SR	1	325.0	125.0	125.0	125.0	125.0	125.0	0.0	950.0
Water Meter Replacement	SEW08-2	FES/WR	M	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WWTP ENR	SEW08-3	MDEG63/SWR37	M	0.0	3,000.0	10,000.0	14,000.0	0.0	0.0	0.0	27,000.0
WWTP Expansion	SWE10-3	SBA	2	0.0	0.0	0.0	0.0	500.0	8,500.0	0.0	9,000.0
Vehicle/Equipment Replacement	SEW08-6	SR	1	0.0	35.0	235.0	35.0	0.0	0.0	0.0	305.0
Replacement VFDs	SEW08-9	SR	2	70.7	25.0	0.0	0.0	0.0	0.0	0.0	95.7
Pump Station #12 Upgrade	SEW08-4	SR50/SBA50	2	0.0	500.0	0.0	0.0	0.0	0.0	0.0	500.0
Aeration Tanks 3 & 4 Air	SEW08-5	SR	2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Pump Station #15 Rehabilitation	SEW08-7	SBA	2	0.0	90.0	90.0	0.0	100.0	1,500.0	0.0	1,780.0
Coat Odor Control System	SEW08-8	SR	2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Bar Screen Rehabilitation	SEW10-1	SR	1	100.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0
New Equipment	SEW10-2	SR	1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Sewer Operations Total				495.7	3,775.0	10,450.0	14,160.0	725.0	10,125.0	0.0	39,730.7

Legend	
Category	Symbol
General Revenue	GR
Carry-over	CO
Special Capital Benefit Assessment	SCBA
Revolving Assistance Loan Fund	RALF
Community Legacy Grant	CL
Program Open Space	POS
Carroll County Funding	CC
Federal Economic Stimulus	FES
HUD	HV
Sewer Revenue	SR
Sewer Benefit Assessment	SBA
Maryland Department of the Environment Grant	MDEG
Maryland Department of the Environment Loan	MDEL
Water Revenue	WR
Water Benefit Assessment	WBA
Community Parks & Playgrounds	CPP
Numeric Notation - represents %s allocated	

The execution of the projects will occur as funding is available in the Sewer Fund balance.

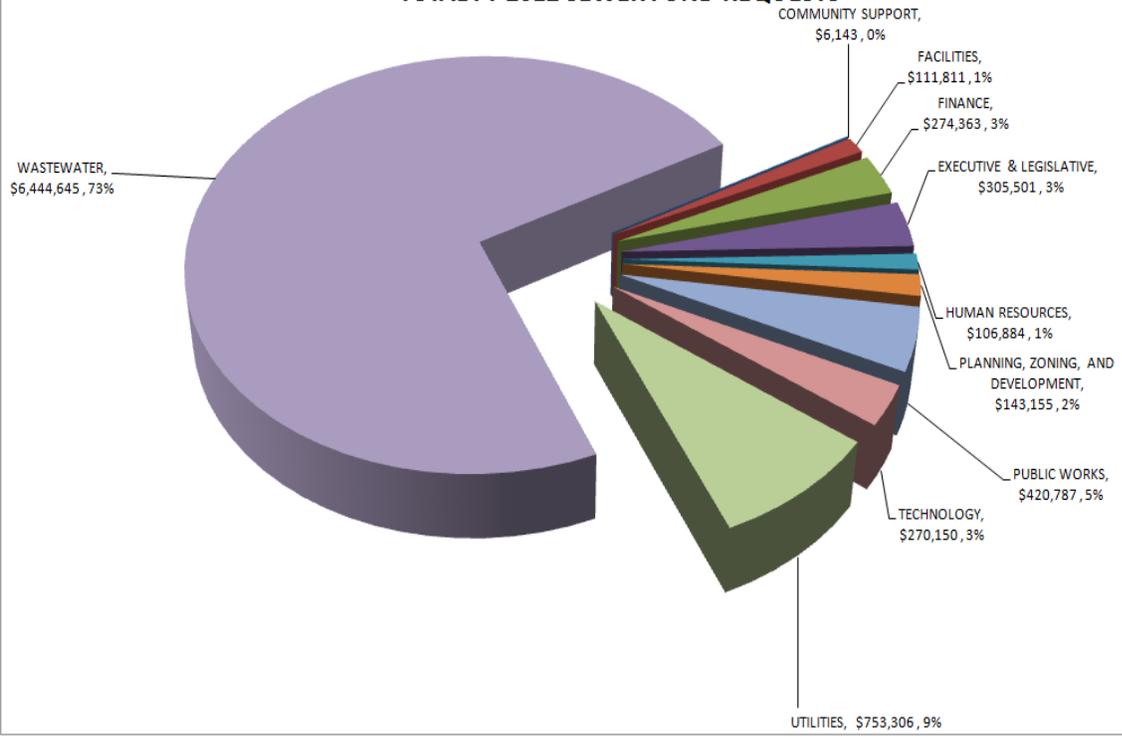
SEWER FUND REVENUE BUDGET

Enterprise Funds	New FY 2011 Budget	Un-Audited Revenues FY 2011	% Booked YTD	FY 2010 FYE Actual	FY 2012 Budget
SEWER FUND					
200.430000 Intergovernmental					
200.433103 County Town Agreement	\$6,143	\$6,143	0.0%	\$4,950	\$4,950
	\$6,143	\$6,143	0.0%	\$4,950	\$4,950
200.460000 Miscellaneous Income					
200.464201 Miscellaneous	\$0	\$2,202	0.0%	\$188	\$0
	\$0	\$2,202	0.0%	\$188	\$0
200.510000 Operating Income					
200.511101 Residential - City	\$1,480,615	\$1,911,521	129.1%	\$1,627,777	\$1,744,363
200.511102 Residential - County	\$1,291,620	\$1,293,165	100.1%	\$1,075,083	\$1,727,005
200.511105 Non-residential - City	\$1,353,156	\$859,349	63.5%	\$661,107	\$1,196,830
200.511106 Non-residential - County	\$798,261	\$716,864	89.8%	\$517,889	\$972,846
200.513101 Penalties	\$25,000	\$41,787	167.1%	\$37,749	\$25,000
200.513102 Service Connection - City	\$0	\$1,600	0.0%	\$3,840	\$0
200.513103 Service Connection - County	\$0	\$0	0.0%	\$300	\$0
200.513106 Miscellaneous	\$25,000	\$0	0.0%	\$21,294	\$25,000
200.513112 Benefit Assessments	\$100,000	\$226,673	226.7%	\$236,917	\$137,400
200.513113 Carroll County Septage Facility	\$250,000	\$319,365	127.7%	\$279,021	\$280,000
200.513117 Benefit Assessment Interest	\$1,000	\$0	0.0%	\$916	\$1,000
200.513118 Transfer from Benefit Assessment Account	\$822,464	\$0	0.0%	\$0	\$273,151
200.513122 BRF Administrative Fees	\$0	\$6,928	0.0%	\$5,183	\$5,000
200.513123 New Service Application Fees	\$0	\$1,850	0.0%	\$1,850	\$1,000
200.513126 Construction Inspection Fees	\$0	\$599	0.0%	\$29,404	\$25,000
200.513127 Miss Utility Billings	\$10,000	\$28,713	287.1%	\$15,868	\$15,000
200.513132 Other	\$66,833	\$0	0.0%	\$0	\$0
200.513402 Interest - MD Local Gov't Inv Pool	\$0	\$5,863	0.0%	\$6,846	\$6,000
200.513403 Interest - Savings Account	\$0	\$3,294	0.0%	\$766	\$1,500
200.513501 Customer Billing	\$10,000	\$22,900	229.0%	\$14,937	\$10,000
Operating Revenues	\$6,233,949	\$5,440,471	87.3%	\$4,536,747	\$6,446,095
Capital Projects					
200.513120 Plant Upgrad/Expansion Loan	\$6,000,000	\$0	0.0%	\$0	\$1,890,000
200.513503 Federal Economic Stimulus Funds	\$411,000	\$0	0.0%	\$200,000	\$0
200.513130 Bar Screen Rehabilitation	\$18,000	\$0	0.0%	\$0	\$100,000
200.513131 Vehicle/Equipment Replacement	\$18,000	\$0	0.0%	\$0	\$0
200.513510 Sewer System Rehab. WIP	\$200,000	\$0	0.0%	\$0	\$325,000
200.513511 Replacement VFD's	\$45,700	\$0	0.0%	\$0	\$70,700
Capital Revenues	\$6,692,700	\$0	0.0%	\$200,000	\$2,385,700
Total Sewer Fund Revenues	\$12,932,792	\$5,448,816	42.1%	\$4,741,885	\$8,836,745

SEWER FUND EXPENDITURE BUDGET

Operating Budget by Department	FY 2009 - 2010 Appropriations	FY 2010 - 2011 Appropriations	Requested FY 2011 - 2012 Appropriations	Projected FY 2012 - 2013 Appropriations	Projected FY 2013 - 2014 Appropriations
General Government					
General Administrative Expenditures	\$ 312,063	\$ 286,129	\$ 305,501	\$ 307,685	\$ 311,461
Finance Operations Expenditures	\$ 219,438	\$ 262,024	\$ 274,363	\$ 285,916	\$ 368,347
Technology Expenditures	\$ 227,399	\$ 166,573	\$ 270,150	\$ 215,719	\$ 245,489
Human Resources Expenditures	\$ 107,820	\$ 98,855	\$ 106,884	\$ 145,885	\$ 177,221
Planning, Zoning & Development Expenditures	\$ 242,793	\$ 155,487	\$ 143,155	\$ 231,274	\$ 282,062
General Government Totals	\$ 1,109,513	\$ 969,068	\$ 1,100,053	\$ 1,186,479	\$ 1,384,580
Public Works					
Public Works Administration	\$ 239,955	\$ 196,597	\$ 420,787	\$ 430,549	\$ 440,555
Sewer Operations	\$ 4,902,662	\$ 19,808,018	\$ 6,444,645	\$ 6,186,159	\$ 6,248,020
Utility Operations	\$ 748,901	\$ 767,578	\$ 753,306	\$ 783,006	\$ 790,836
Facilities	\$ 56,044	\$ 57,412	\$ 111,811	\$ 458,566	\$ 259,152
Public Works Totals	\$ 5,947,562	\$ 20,829,605	\$ 7,730,549	\$ 7,858,280	\$ 7,738,563
Community Support Expenditures	\$ 5,460	\$ 6,143	\$ 6,143	\$ 6,266	\$ 6,329
Total Sewer Fund Operating Budget	\$ 7,062,535	\$ 21,804,816	\$ 8,836,745	\$ 9,051,025	\$ 9,129,472
Sewer Capital Projects(only):	\$ 1,323,700	\$ 15,857,700	\$ 3,680,700	\$ 3,500,000	\$ 3,500,000
Sewer Fund Depreciation:	\$ 958,560	\$ 1,006,000	\$ 900,000	\$ 1,500,000	\$ 1,500,000
Total Sewer Fund Operating Budget less depreciation and capital	\$ 4,780,275	\$ 4,941,116	\$ 4,256,045	\$ 4,051,025	\$ 4,129,472

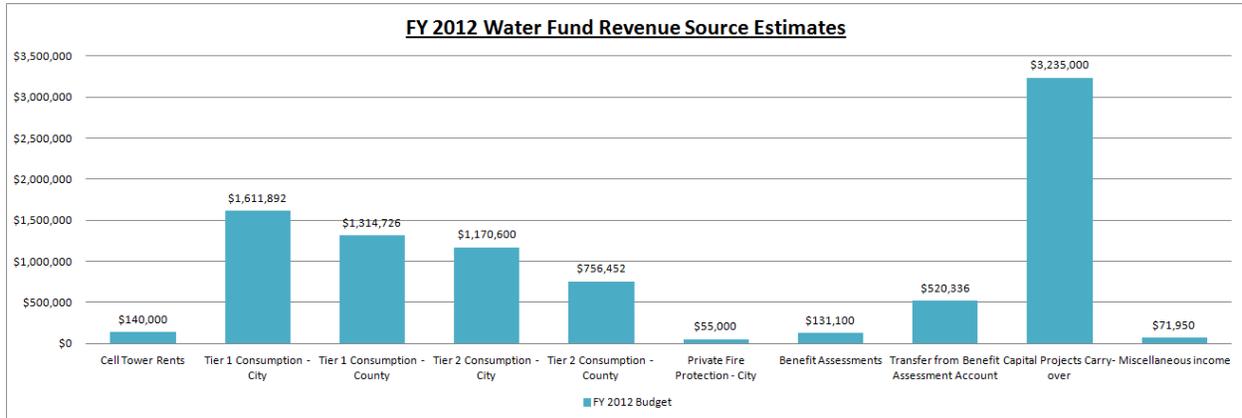
TOTAL FY 2012 SEWER FUND REQUESTS



WATER FUND

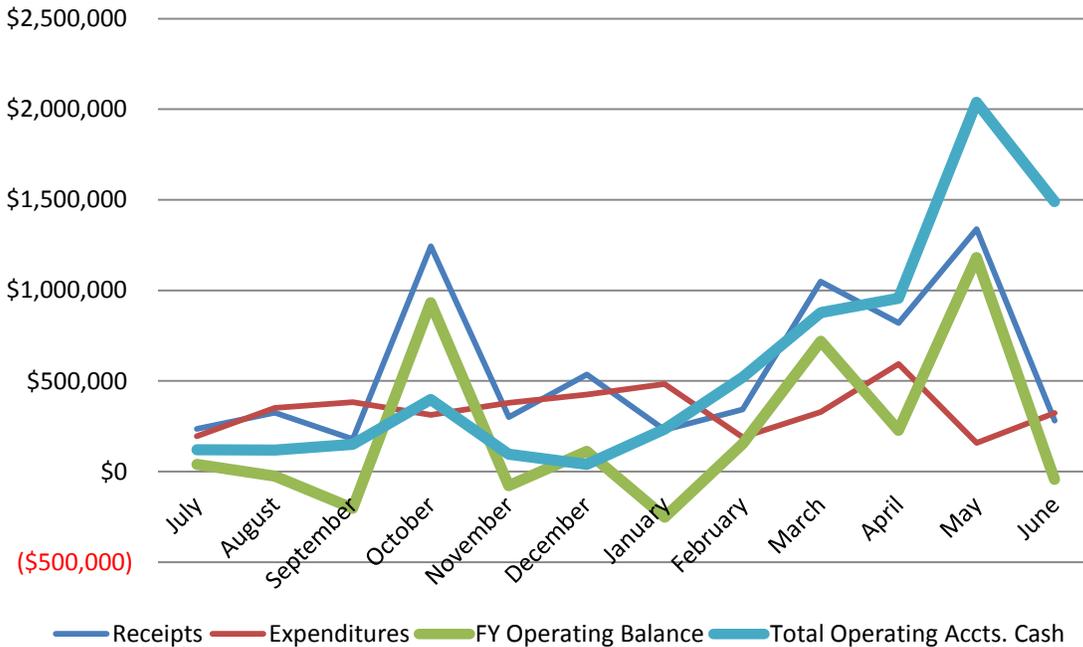
WATER FUND ANALYSIS

The Sewer Fund is inextricably tied to the Water Fund in terms of metered sales, therefore the Water Fund revenue projections are based on the same consumption levels. What differs is operating expenses and capital projects. As with the above funds, analysis of cash flows focuses on the same factors.

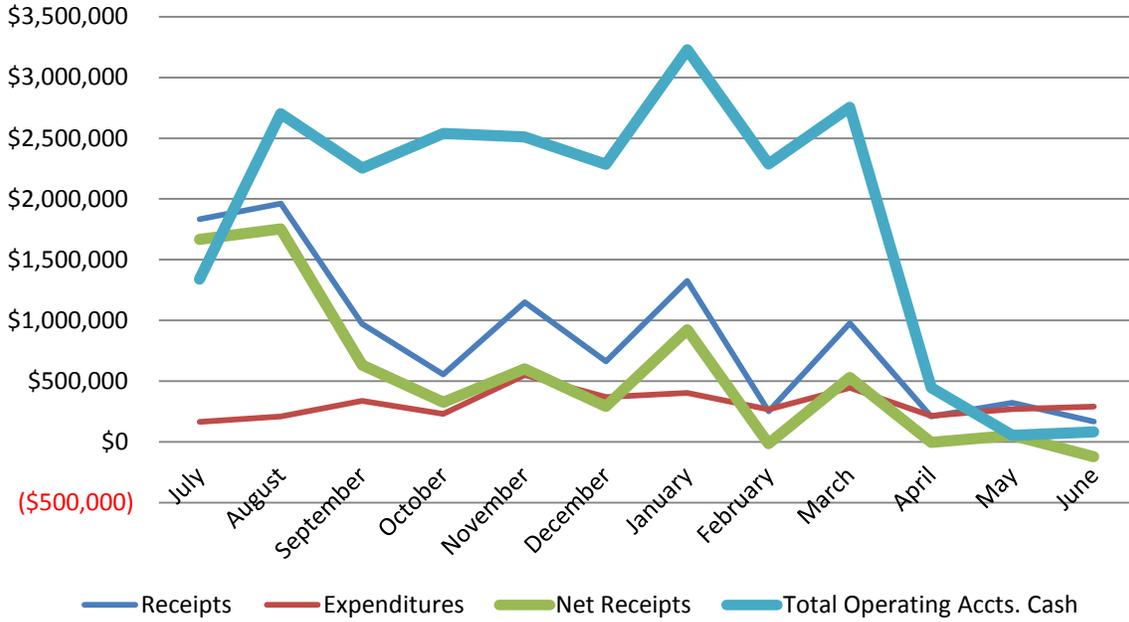


The following charts present the changes in fund balance, expenditures, receipts, and the monthly and fiscal year net positions:

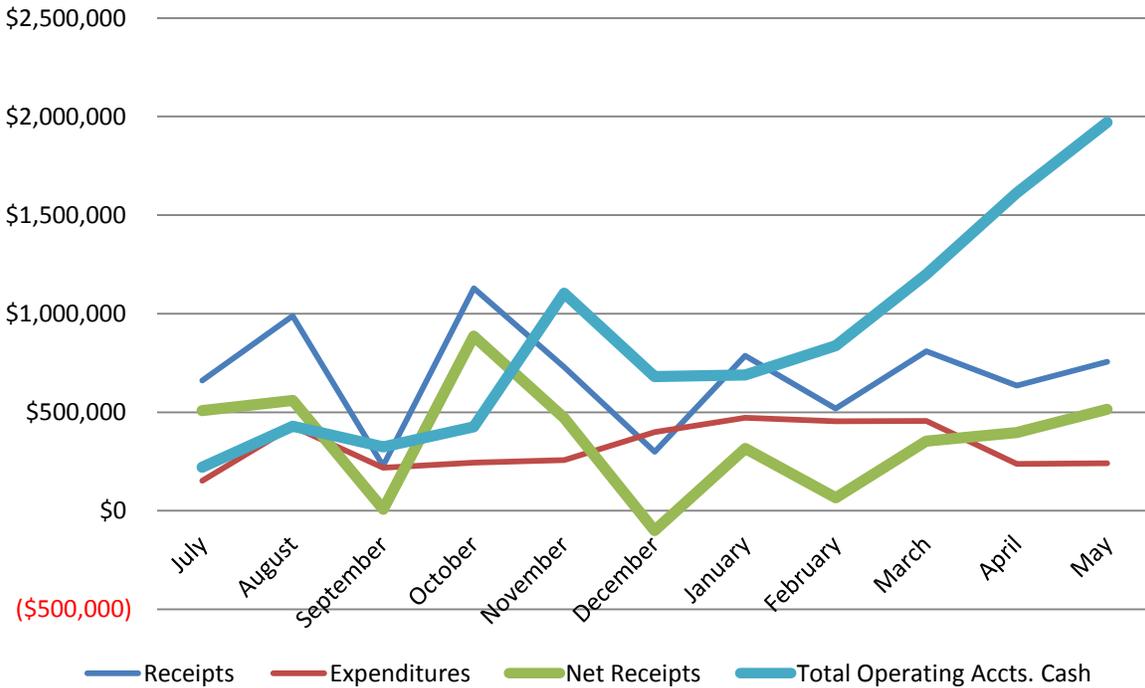
Water Fund Operating Accounts Cash Flow Analysis FY 2007 - 2008



**Water Fund Operating Accounts
Cash Flow Analysis
FY 2008 - 2009**

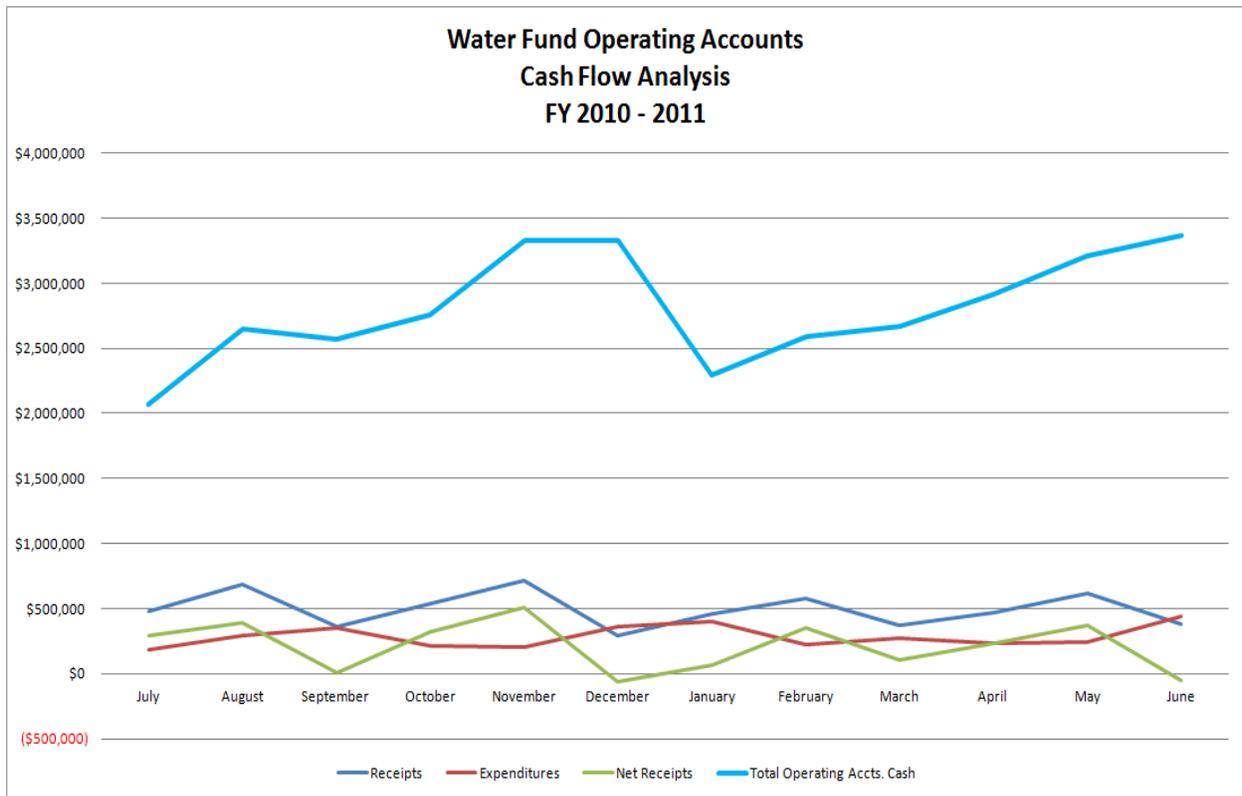


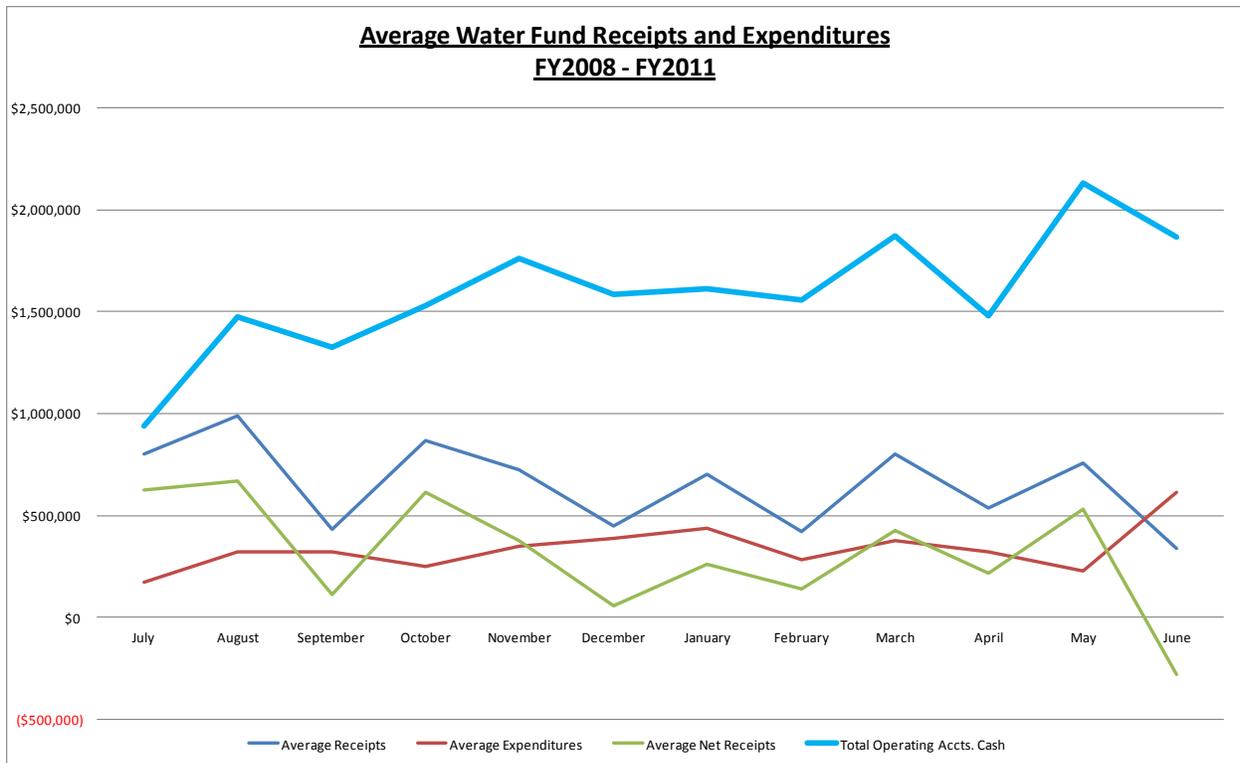
**Water Fund Operating Accounts
Cash Flow Analysis
FY 2009 - 2010 (through May)**



One consideration of the analysis of the Water Fund deals with the development of the new water treatment plant. Starting in March of 2008, and running through January of 2010, reimbursements of expenditures are evident for the \$12M project. There are no matching expenditures associated with these. The cash outlays are booked against the balance sheet account for the project, rather than expenditure accounts. This, in essence, renders the FY Operating Balance trend useless in analysis, as well as the net receipts by month. The Total Operating Accounts Cash (Fund Balance) as well as the expenditures accurately reflects the fund behavior, as does smoothing the receipts trend. In the following chart receipts, expenditures, and fund balance are moderated with trend lines to reflect fund behavior.

Expenditures are consistently flat across the three year span, receipts are moderating downward with the completion of the WTP project, and the fund balance shows a slight increase with the revenues generated by the new rate structure, as discussed above.





The FY 2011 water revenues are tracking in the same manner as the sewer revenues since they are both based on water consumption, as shown below:

Water Revenues	FY 2010 Budget	FY 2010 Actual	Balance	FY 2011 Budget	FY 2011 Actual	Balance	Average Actual	FY 2012 Budget
300.511101 Residential - City	1,422,154.00	1,917,022.00	\$494,868	\$1,472,142	\$1,983,430	\$561,276	\$1,950,226	\$1,611,892
300.511102 Residential - County	1,133,152.00	1,269,816.00	\$136,664	\$1,207,147	\$1,309,290	\$176,138	\$1,289,553	\$1,314,726
300.511105 Non-residential - City	1,529,422.00	983,000.00	(\$546,422)	\$1,583,181	\$1,094,241	(\$435,181)	\$1,038,621	\$1,170,600
300.511106 Non-residential - County	832,258.00	722,290.00	(\$109,968)	\$886,604	\$788,124	(\$44,134)	\$755,207	\$756,452
	\$4,916,986	\$4,892,128	(\$24,858)	\$5,149,074	\$5,175,085	\$258,099	\$5,033,607	\$4,853,670

The Sewer fund fell short of model projections by \$200K. The water fund met appropriated levels. The impact of these results for the Sewer fund is that less cash is available to be set aside for operating reserve, 3R reserve, and general fund dividend. The reserve funds are intended for future CIP efforts identified as cash funded.

CAPITAL PROJECTS

The following chart presents the capital projects for FY 2012 – FY 2017. Based on the performance of the Fund, efforts may be re-prioritized, or alternate funding methods employed.

As with the Sewer Fund, many efforts for FY 2012 are funded with carry over capital from FY 2011.

Water Operations	Project	Fund	Pri	CO\$	2012	2013	2014	2015	2016	2017	Total
Gesell Property Well	WAT08-9	WBA/PD	M	1,025.0	100.0	0.0	0.0	0.0	0.0	0.0	1,125.0
Big Pipe Creek Pipeline/Well	WAT09-1	WBA	1	500.0	0.0	6,000.0	0.0	0.0	0.0	0.0	6,500.0
New Water Supply	WAT08-11	WBA	1	198.0	200.0	200.0	200.0	500.0	500.0	0.0	1,798.0
Hyde's Quarry	WAT08-27	WBA	1	0.0	100.0	0.0	0.0	0.0	0.0	0.0	100.0
Little Pipe Creek Intake	WAT08-10	WBA	1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Water Meter Replacement	WAT08-3	WR	M	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Radon Removal	WAT08-7	WBA	1	400.0	0.0	0.0	0.0	0.0	0.0	0.0	400.0
Route 27 Main Replacement	WAT08-4	WR	2	415.0	0.0	0.0	0.0	0.0	0.0	0.0	415.0
Vehicle/Equipment Replacement	WAT08-5	WR	2	34.0	35.0	36.0	0.0	0.0	0.0	0.0	105.0
Hook Rd. Pump Control System	WAT08-29	WR	2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Interzone Water Main	WAT08-12	WBA	2	0.0	0.0	50.0	750.0	0.0	0.0	0.0	800.0
Watershed Easement Purchase	WAT08-13	WBA	2	150.0	100.0	100.0	100.0	100.0	100.0	0.0	650.0
Wakefield Valley Tank Painting	WAT08-14	WR	1	400.0	0.0	0.0	0.0	0.0	0.0	0.0	400.0
Main St. Water Main Upgrade	WAT08-26	WR50/WBA50	2	0.0	320.0	0.0	0.0	0.0	0.0	0.0	320.0
Rehabilitation of Wells	WAT08-18	WR	2	113.0	40.0	40.0	0.0	0.0	0.0	0.0	193.0
James Street Water Main	WAT08-19	WBA	2	0.0	5.0	30.0	0.0	0.0	0.0	0.0	35.0
Ralph & Church St. Water Main	WAT08-21	WBA	2	0.0	10.0	45.0	0.0	0.0	0.0	0.0	55.0
Ridge Road Water Main	WAT08-15	WR50/WBA50	3	0.0	0.0	25.0	60.0	60.0	60.0	0.0	205.0
Park Avenue Water Main	WAT08-16	WR66/WBA34	3	0.0	0.0	20.0	40.0	40.0	0.0	0.0	100.0
New Water Storage Facility	WAT08-17	WBA	3	0.0	0.0	40.0	300.0	300.0	0.0	0.0	640.0
Gas Chlorination Equipment	WAT08-6	WR	3	0.0	0.0	20.0	0.0	0.0	0.0	0.0	20.0
John Street Water Main	WAT08-20	WR66/WBA34	3	0.0	0.0	0.0	0.0	10.0	40.0	0.0	50.0
MD 140 Parallel Water Main	WAT08-8	WBA	3	0.0	0.0	0.0	0.0	50.0	750.0	0.0	800.0
West George St. Water Main	WAT08-22	WBA	3	0.0	0.0	0.0	10.0	40.0	40.0	0.0	90.0
Sophia Avenue Water Main	WAT08-23	WR	3	0.0	0.0	0.0	0.0	25.0	150.0	0.0	175.0
Hollow Rock-C/V Water Main	WAT08-24	WR50/WBA50	3	0.0	0.0	0.0	20.0	80.0	80.0	0.0	180.0
Winter Street Water Main	WAT08-25	WR66/WBA34	3	0.0	0.0	0.0	0.0	50.0	145.0	0.0	195.0
Water Operations Total				3,235.0	910.0	6,606.0	1,480.0	1,255.0	1,865.0	0.0	15,351.0

Legend

Category	Symbol
General Revenue	GR
Carry-over	CO
Special Capital Benefit Assessment	SCBA
Revolving Assistance Loan Fund	RALF
Community Legacy Grant	CL
Program Open Space	POS
Carroll County Funding	CC
Federal Economic Stimulus	FES
HUD	HV
Sewer Revenue	SR
Sewer Benefit Assessment	SBA
Maryland Department of the Environment Grant	MDEG
Maryland Department of the Environment Loan	MDEL
Water Revenue	WR
Water Benefit Assessment	WBA
Community Parks & Playgrounds	CPP
Numeric Notation - represents %s allocated	

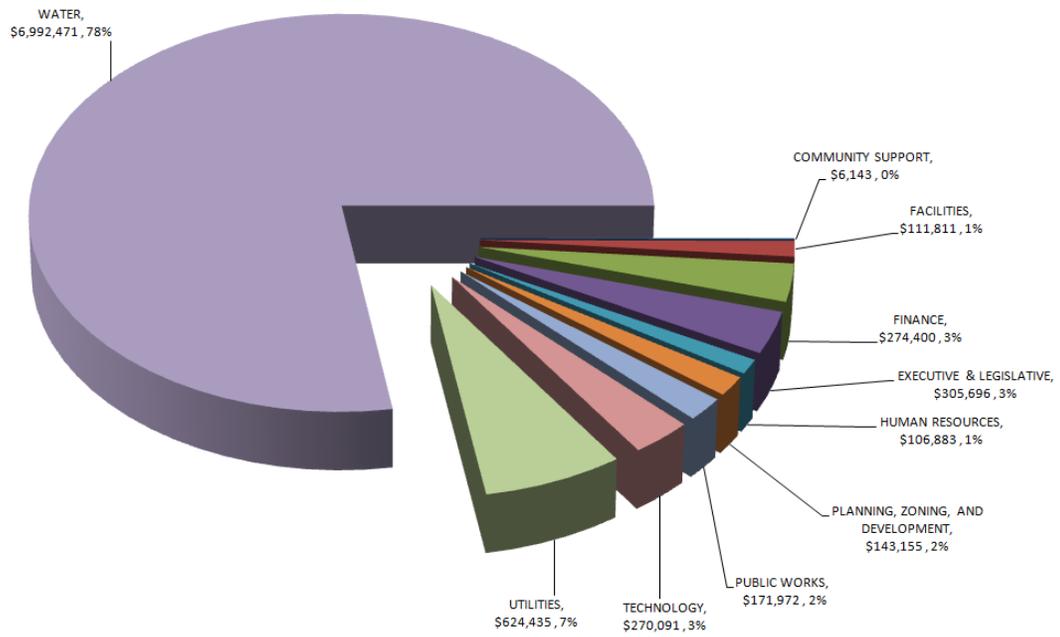
WATER FUND REVENUE BUDGET

WATER FUND	New FY 2011 Budget	Un-Audited Revenues FY 2011	% Booked YTD	FY 2010 FYE Actual	FY 2012 Budget
300.430000 Intergovernmental					
300.433103 County Town Agreement	\$6,143	\$6,143	0.0%	\$4,950	\$4,950
	\$6,143	\$6,143	0.0%	\$4,950	\$4,950
300.460000 Miscellaneous Income					
300.462101 Rents	\$100,000	\$174,243	174.2%	\$142,902	\$140,000
	\$100,000	\$174,243	174.2%	\$142,902	\$140,000
300.510000 Operating Income					
300.511101 Residential - City	\$1,472,142	\$1,983,430	134.7%	\$1,598,082	\$1,611,892
300.511102 Residential - County	\$1,207,147	\$1,309,290	108.5%	\$1,025,377	\$1,314,726
300.511105 Non-residential - City	\$1,583,181	\$1,094,241	69.1%	\$803,227	\$1,170,600
300.511106 Non-residential - County	\$886,604	\$788,124	88.9%	\$554,399	\$756,452
300.512100 Other Service Charges	\$0	\$14,750	0.0%	\$6,343	\$0
300.512111 Private Fire Protection - City	\$48,000	\$166,834	347.6%	\$120,891	\$55,000
300.512112 Private Fire Protection - County	\$30,000	\$1,000	3.3%	\$2,400	\$0
300.513101 Penalties	\$25,000	\$41,051	164.2%	\$36,747	\$30,000
300.513102 Service Connection - City		\$3,000	0.0%	\$0	\$0
300.513103 Service Connection - County	\$0	\$0	0.0%	\$1,000	\$1,000
300.513104 Meter Installation - All	\$10,000	\$10,990	109.9%	\$12,171	\$10,000
300.513105 Meter Installation - County	\$0	\$3,075	0.0%	\$3,200	\$3,000
300.513106 Miscellaneous	\$2,500	\$1,791	71.6%	\$239	\$0
300.513112 Benefit Assessments	\$475,000	\$213,037	44.8%	\$273,912	\$131,100
300.513118 Transfer from Benefit Assessment Account	\$1,176,942	\$0	0.0%	\$0	\$520,336
300.513123 New Service Application Fees	\$0	\$1,900	0.0%	\$2,200	\$0
300.513126 Construction Inspection Fees	\$0	\$302	0.0%	\$18,937	\$0
300.513127 Miss Utility Billings	\$10,000	\$28,713	287.1%	\$15,793	\$15,000
300.513128 Good Cause Waiver Fee	\$0	\$1,000	0.0%	\$2,650	\$0
300.513402 Interest - MD Local Gov't Inv Pool	\$7,500	\$5,975	79.7%	\$7,744	\$5,000
300.513403 Interest - Savings Account	\$800	\$4,969	621.1%	\$1,050	\$3,000
300.513501 Customer Billing	\$500	\$0	0.0%		\$0
Operating Revenues	\$6,935,316	\$5,673,472	81.8%	\$4,486,363	\$5,627,106
Capital Projects					
300.513124 Transfer from reserve - Wakefield Tank	\$400,000	\$0	0.0%		\$400,000
300.513133 Big Pipe Creek	\$200,000	\$0	0.0%		\$500,000
300.513131 Vehicles	\$0	\$0	0.0%		\$34,000
300.513134 Watershed Easement Purchase	\$100,000	\$0	0.0%		\$150,000
300.513135 Little Pipe Creek	\$25,000	\$0	0.0%		\$0
300.513136 RADON Removal	\$350,000	\$0	0.0%		\$400,000
300.513504 Gesell Well	\$600,000	\$0	0.0%	\$450,000	\$1,025,000
300.513505 Rehabilitation of Wells	\$73,000	\$0	0.0%		\$113,000
300.513506 New Water Supply	\$73,000	\$0	0.0%		\$198,000
300.513507 Hook Road Pump Control System	\$40,000	\$0	0.0%		\$0
300.513509 Route 27 Main Replacement	\$215,000	\$0	0.0%		\$415,000
Capital Revenues	\$1,676,000	\$106,803	6.4%	\$450,000	\$3,235,000
Total Water Fund Revenues	\$8,717,459	\$5,960,661	68.4%	\$5,084,215	\$9,007,056

WATER FUND EXPENDITURE BUDGET SUMMARY

<u>Operating Budget by Department</u>	FY 2009 - 2010 Appropriations	FY 2010 - 2011 Appropriations	Requested FY 2011 - 2012 Appropriations	Projected FY 2012 - 2013 Appropriations	Projected FY 2013 - 2014 Appropriations
General Government					
General Administrative Expenditures	\$ 312,221	\$ 286,129	\$ 305,696	\$ 307,685	\$ 311,461
Finance Operations Expenditures	\$ 238,480	\$ 292,630	\$ 274,400	\$ 285,992	\$ 343,052
Technology Expenditures	\$ 227,779	\$ 166,573	\$ 270,091	\$ 215,719	\$ 245,489
Human Resources Expenditures	\$ 107,986	\$ 98,855	\$ 106,883	\$ 145,885	\$ 177,221
Planning, Zoning & Development Expenditures	\$ 242,793	\$ 155,487	\$ 143,155	\$ 151,274	\$ 182,062
General Government Totals	\$ 1,129,259	\$ 999,674	\$ 1,100,225	\$ 1,106,555	\$ 1,259,285
Public Works					
Public Works Administration	\$ 242,605	\$ 196,597	\$ 171,972	\$ 200,549	\$ 202,555
Water Operations	\$ 6,380,552	\$ 7,456,105	\$ 6,992,471	\$ 10,075,973	\$ 6,176,732
Utility Operations	\$ 632,015	\$ 646,078	\$ 624,435	\$ 659,064	\$ 665,655
Facilities	\$ 56,514	\$ 57,412	\$ 111,811	\$ 458,566	\$ 259,152
Public Works Totals	\$ 7,311,686	\$ 8,356,193	\$ 7,900,689	\$ 11,394,152	\$ 7,304,094
Community Support Expenditures	\$ 5,460	\$ 6,143	\$ 6,143	\$ 6,266	\$ 6,329
Total Water Fund Operating Budget	\$ 8,446,405	\$ 9,362,009	\$ 9,007,179	\$ 12,506,973	\$ 8,569,708
Water Capital Projects(only):	\$ 2,578,000	\$ 3,951,000	\$ 4,145,000	\$ 6,621,000	\$ 1,499,000
Water Fund Depreciation:	\$ 473,719	\$ 737,000	\$ 1,500,000	\$ 1,300,000	\$ 1,000,000
Total Water Fund Operating Budget less depreciation and capital	\$ 5,394,686	\$ 4,674,009	\$ 3,362,179	\$ 4,585,973	\$ 6,070,708

TOTAL FY 2012 WATER FUND REQUESTS



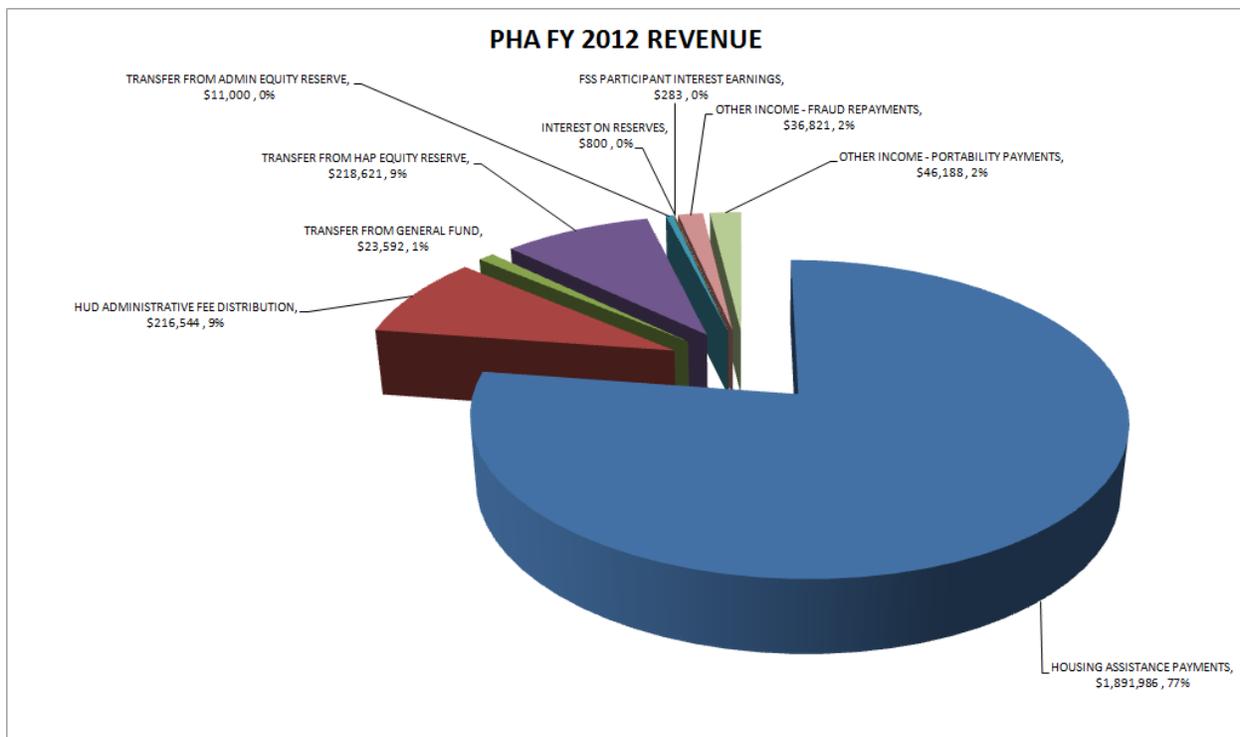
HOUSING FUND BUDGET

The Housing Fund budget remains approximately the same as prior years with no additional requirements from City sources. Additional equity funding is anticipated as the costs per voucher continue to rise.

City of Westminster Budget - July 1, 2011 - June 30, 2012

Public Housing Agency Fund

Operating Expense Budget		FY 2009 - 2010 Appropriations	FY 2010 - 2011 Appropriations	Requested FY 2011 - 2012 Appropriations	Projected FY 2012 - 2013 Appropriations	Projected FY 2013 - 2014 Appropriations
65	Housing					
65.100	Housing Programs					
	<i>Salaries & Benefits</i>	\$ 186,839	\$ 201,973	\$ 205,384	\$ 206,033	\$ 208,093
	<i>Program Administrative Expenses</i>	\$ 43,180	\$ 45,346	\$ 69,910	\$ 46,258	\$ 46,720
	<i>Direct Program Costs</i>	\$ 1,885,420	\$ 1,927,785	\$ 2,191,816	\$ 1,966,534	\$ 1,986,199
65.200	Family Self Sufficiency					
	<i>Family Self-Sufficiency Program</i>	\$ 50,021	\$ 44,119	\$ -	\$ 45,005	\$ 45,455
Total PHA Expenditures		\$ 2,165,460	\$ 2,219,223	\$ 2,467,110	\$ 2,263,830	\$ 2,286,468
HUD Funding						
65.100	Housing Programs					
	<i>Program Administrative Fees</i>	\$ 204,513	\$ 229,547	\$ 275,294	\$ 234,161	\$ 236,503
	<i>Direct Program Revenues</i>	\$ 1,871,752	\$ 1,880,736	\$ 2,129,652	\$ 1,918,539	\$ 1,937,724
65.200	Family Self Sufficiency					
	<i>Family Self-Sufficiency Program</i>	\$ 44,141	\$ 44,142	\$ -	\$ 44,142	\$ 44,142
Total HUD Funding		\$ 2,120,406	\$ 2,154,425	\$ 2,404,946	\$ 2,196,842	\$ 2,218,369
	<i>Portables Funding</i>	\$ 45,054	\$ 64,798	\$ 62,164	\$ 66,988	\$ 68,099
Total PHA Funding		\$ 2,165,460	\$ 2,219,223	\$ 2,467,110	\$ 2,263,830	\$ 2,286,468



Departments

MAYOR & COMMON COUNCIL



Seated (l-r): Council President Halstad, Mayor Utz, and Councilwoman Albert. Standing (l-r): Councilman Chiavacci, Councilman Wack, and Councilman Pecoraro

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

COUNCIL MANAGEMENT OBJECTIVES AND ACCOMPLISHMENTS

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

COUNCIL BUDGET COMMENTS

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

PERSONAL BACKGROUND INFORMATION

Mayor Kevin R. Utz is a lifelong resident of Westminster, having grown up on Bond Street just outside of the City limits, where his parents have lived for 55 years. Mayor Utz resides in the Avondale Run community, where he raised his three children, Brad, Jenni and Julie. He is very active in business in Westminster and is a Captain and former Chief of the Westminster Fire Engine Company as well as an EMS responder. He served on the City Council from 2005-2009, having retired from the Maryland State Police after 28 years of service. Mayor Utz is an accomplished community leader with excellent consensus building skills, leading disparate groups in accomplishing common goals. The Mayor has dedicated his term to working tirelessly to improve the infrastructure, water resources, and public safety. The Mayor has an open-door policy with his constituents. His term expires in May 2013.

Council President Damian L. Halstad served on the Common Council from 1993 to 2005 and returned to a fourth term in 2009. He lives with his wife, Leigh, and their three sons on Willis Street. Mr. Halstad is a partner in the Westminster law firm of Hoffman, Comfort, Offutt & Scott, LP, where he has practiced for nineteen years. He holds degrees from Loyola College (B.A.), Johns Hopkins University (M.A.), and the University of Maryland School of Law (J.D.). He has served on a number of Boards and Commissions, and was a founding member of the Greater Westminster Development Corporation. His term expires in May 2013.

Suzanne P. Albert joined the Common Council in 1995 and holds the position of President Pro Tempore of the Council. Mrs. Albert is a healthcare professional with an extensive background in nursing and related fields, having graduated from Women's Hospital Nursing School (now GBMC), University of Baltimore and holds a masters degree from Western Maryland College. Mrs. Albert is active in the community as Past Board President of Carroll County Rape Crisis Intervention Services, St. John's Roman Catholic Church Parish Council, Greater Westminster Kiwanis Club and Vice Chair of Westminster Women's Club. Retired after 32 years of State employment, Mrs. Albert remains active in several service organizations in addition to fulfilling her duties as Council Member. Her term expires in May 2011.

Dr. Robert Wack was appointed to a vacant seat on the Council in January 2003, and was elected to a four-year term in May 2003. He was reelected to a second term in May 2007. He currently serves as the Chair of the Finance Committee, represents Westminster on the Cable Regulatory Commission, and co-chairs the Growth and Annexation Committee. He also chaired the Mayor's Technology Task force in 2006. Dr. Wack is the Director of Pediatric Services at Frederick Memorial Hospital and, like his colleagues on the Council, extremely active in the community. He lives with his wife and 3 children on West Green Street. His term expires in May 2011.

Tony Chiavacci lives on Willis Street in Westminster with his wife Kelly and their five children. He owns a local business, Kojak Graphic Communications, in downtown Westminster. He is a graduate of Westminster High School and of Frostburg State College with a BA in Business Administration. Upon graduation from college, he was commissioned into the US Army Military Police Corp. and was honorably discharged after the first Gulf War. He is currently the Chairman of the City's Public Safety Commission, Vice Chair of the City's Public works committee, and serves on the City's Recreation and Parks Board. He is additionally on the board of the Carroll County Public Schools Education Foundation, President of the Westminster Area Recreation Council, and coaches a number of athletic teams including lacrosse, football, and basketball. His term expires in May 2013.

L. Gregory Pecoraro served on the Common Council from 1994 to 2003 and was reelected to the Council in 2007, after his appointment in 2005 to fill a vacancy created by the election of Thomas Ferguson as Mayor. He has specialized in the field of transportation, working both in the public and private sectors. As a member of the Council, he brings with him an extensive background in public service, having served as an Assistant Secretary in the Maryland Department of Transportation; Chief of Staff to the Baltimore County Executive, and as an assistant to U.S. Senator Paul Sarbanes and the Maryland State Treasurer Lucille Maurer. Currently employed as an executive with a national non-profit association, Mr. Pecoraro lives in the Cliveden Reach neighborhood with his wife and daughter. His term expires in May 2011.

MAYOR & COUNCIL BUDGET

LEGISLATIVE - MAYOR & COMMON COUNCIL	2008 - 2009 BUDGET	2009 - 2010 BUDGET	2010 - 2011 Budget	2010 - 2011 UN- AUDITED RESULTS	2011 - 2012 Appropriation Request
PERSONNEL EXPENSES					
Salaries	\$ 49,449	\$ 57,150	\$ 22,600	\$ 22,688	\$ 22,599
Benefits	\$ -	\$ -	\$ 7,004	\$ 3,477	\$ 4,149
TOTAL PERSONNEL EXPENSES	\$ 49,449	\$ 57,150	\$ 29,604	\$ 26,165	\$ 26,748
OTHER OPERATING EXPENSES					
Administration	\$ 12,500	\$ 5,000	\$ 56,098	\$ 33,657	\$ 55,841
TOTAL OTHER OPERATING EXPENSES	\$ 12,500	\$ 5,000	\$ 56,098	\$ 33,657	\$ 55,841
LEGISLATIVE COSTS					
Election & Code	\$ -	\$ -	\$ -	\$ 5,539	\$ -
TOTAL LEGISLATIVE COSTS	\$ -	\$ -	\$ -	\$ 5,539	\$ -
TOTAL LEGISLATIVE - MAYOR & COMMON COUNCIL	\$ 61,949	\$ 62,150	\$ 85,702	\$ 65,361	\$ 82,589

MUNICIPAL ELECTIONS

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

LEGAL COUNSEL

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

Elissa Levan of Funk & Bolton serves as the City attorney, supported by Karen Ruff.

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

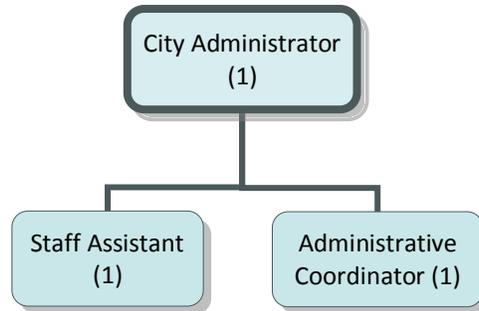
LEGAL COUNSEL BUDGET

LEGAL COUNSEL	2008 - 2009 BUDGET	2009 - 2010 BUDGET	2010 - 2011 Appropriation Request	2010 - 2011 UN- AUDITED RESULTS	2011 - 2012 Appropriation Request
CONTRACT EXPENSES					
External Contract	\$ -	\$ -	\$ 20,000	\$ -	\$ 15,000
Compensation	\$ 99,600	\$ 90,000	\$ 89,000	\$ 67,151	\$ 105,000
TOTAL CONTRACT EXPENSES	\$ 99,600	\$ 90,000	\$ 109,000	\$ 67,151	\$ 120,000
Administration	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL OTHER OPERATING EXPENSES	\$ -	\$ -	\$ -	\$ -	\$ -
CAPITAL REQUIREMENTS					
Capital Project #1	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL CAPITAL REQUIREMENTS	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL LEGAL COUNSEL	\$ 99,600	\$ 90,000	\$ 109,000	\$ 67,151	\$ 120,000

OFFICE OF THE CITY ADMINISTRATOR

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

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



	Grade	Authorized FY '10	Authorized FY '11	Authorized FY '12
City Administrator	Q	1	1	1
City Clerk	I	.5	0	0
Staff Assistant	F	1	1	1
Administrative Coordinator	D	1	1	1

CITY ADMINISTRATOR ACCOMPLISHMENTS FOR FY2011

Comprehensive Plan Goals

- Secure and maintain adequate water supplies to serve current and projected growth
 - Complete construction contract for Gesell Well and Little Pipe Creek intake
 - Move into the exploration phase of the Union Mills well field
- Ensure adequacy of wastewater treatment operation in terms of quality and quantity
 - Begin construction of the ENR upgrade for waste water treatment plant
 - Complete I and I rehabilitation of major storm drains
- Provide open and effective communication with the public
 - Maintain a dynamic, up to date web page
 - Continue to enhance the services available over the web site
 - Produce monthly newsletters
 - Inaugurated a Facebook page for City activities.
- Promote the creation of workforce housing choices
 - Completed construction of four Union Crossing townhouses
 - Postponed any additional construction until economic situation improves

- Enhance inter-jurisdictional coordination with Carroll County
 - Participated in the Water Resources Coordinating Council
 - Updated the Town/County Agreement
- Enhance coordination with other public and private entities
 - Achieved Banner City status with the Maryland Municipal League
 - Nominated Bob Miller for the MML Employee of the Year Award
 - Maintained membership in the MCCMA
 - Two employees participated in the Excellence for Local Government program.
 - Nominated Fallfest for the MML Award of Excellence
- Other Goals
 - Trained all employees in customer service
 - Implemented a system for receiving payments over the Internet
 - Selected a contractor for a VOIP phone system

CITY ADMINISTRATOR GOALS FOR FY2012

COMPREHENSIVE PLAN GOALS

- Secure and maintain adequate water supplies to serve current and projected growth
 - Complete construction contract for Gesell Well and Little Pipe Creek intake
 - Move into the exploration phase of the Union Mills well field
- Ensure adequacy of wastewater treatment operation in terms of quality and quantity
 - Begin construction of the ENR upgrade for waste water treatment plant
 - Complete I and I rehabilitation of major storm drains
- Provide open and effective communication with the public
 - Maintain a dynamic, up to date web page
 - Continue to enhance the services available over the web site
 - Produce monthly newsletters
 - Maintain a Facebook page for City activities.
 - Add QR Codes to all printed materials
- Promote the creation of workforce housing choices
 - Completed sale of four Union Crossing townhouses
- Enhance inter-jurisdictional coordination with Carroll County
 - Participate in the Water Resources Coordinating Council
 - Update the Town/County Agreement
- Enhance coordination with other public and private entities
 - Achieve Banner City status with the Maryland Municipal League
 - Nominate a City employee for the MML Employee of the Year Award
 - Maintain membership in the MCCMA
 - Participate in the Excellence for Local Government program.
 - Nominate a City program for the MML Award of Excellence
 - Participate in Leadership Carroll Program

OTHER GOALS

- Develop and implement an economic development strategy for downtown

INTERGOVERNMENTAL AND ORGANIZATIONAL ACTIVITIES

The City of Westminster continues developing and maintaining good working relationships with other government entities and organizations and participates as a contributing member of a variety of profession organizations, including the Maryland City/County Managers Association.

OTHER PROFESSIONAL ACTIVITIES INCLUDED:

- Served on the Carroll County Water Resources Coordinating Council
- Contracted with the Community Media Center for the development and hosting of the updated web site

CITY ADMINISTRATOR BUDGET

EXECUTIVE & GOVERNMENT NON-DEPARTMENTAL	2008 - 2009 BUDGET	2009 - 2010 BUDGET	2010 - 2011 Appropriation Request	2010 - 2011 UN- AUDITED RESULTS	2011 - 2012 Appropriation Request
PERSONNEL EXPENSES					
Salaries	\$ 193,758	\$ 177,732	\$ 163,308	\$ 152,963	\$ 181,415
Benefits	\$ -	\$ 42,629	\$ 37,431	\$ 38,878	\$ 47,807
TOTAL PERSONNEL EXPENSES	\$ 193,758	\$ 220,361	\$ 200,739	\$ 191,841	\$ 229,222
OTHER OPERATING EXPENSES					
Administration	\$ 35,840	\$ -	\$ 203,300	\$ 108,841	\$ 332,398
TOTAL OTHER OPERATING EXPENSES	\$ 35,840	\$ -	\$ 203,300	\$ 108,841	\$ 332,398
CAPITAL REQUIREMENTS					
Capital Project Contingency	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL CAPITAL REQUIREMENTS	\$ -	\$ -	\$ -		
NON-DEPARTMENTAL EXPENSES					
Professional Services	\$ 60,000	\$ 160,000	\$ 54,721	\$ -	\$ -
Retiree Health Reserve	\$ 298,000	\$ 298,000	\$ 300,000	\$ 300,000	\$ 370,000
Capital Contingency	\$ -	\$ -	\$ 88,389	\$ -	\$ -
Debt Service Principal	\$ 365,789	\$ 1,496,689	\$ 301,430	\$ 301,430	\$ 371,473
Debt Service Interest	\$ 419,453	\$ 394,516	\$ 265,095	\$ 265,095	\$ 184,887
Debt Service Administrative	\$ -	\$ -	\$ 2,932	\$ 2,932	\$ 1,466
TOTAL NON-DEPARTMENTAL EXPENSES	\$ 1,234,335	\$ 2,393,220	\$ 1,012,567	\$ 869,457	\$ 927,826
TOTAL EXECUTIVE & NON-DEPARTMENTAL	\$ 1,463,933	\$ 2,613,581	\$ 1,287,753	\$ 1,170,139	\$ 1,489,446

COMMUNITY SUPPORT AND CONTRIBUTIONS

The City of Westminster provides contributions and support to a number of organizations providing musical, cultural, and civic services to the residents—The Carroll Arts Theatre, Municipal Band, Historic District Commission, Tree Commission, and Greater Westminster Development Corporation, and Human Services Programs of Carroll County service linked housing. The Westminster Volunteer Fire Department was included in this section in previous budgets, but has been moved to Public Safety with the FY2011 budget.

COMMUNITY SUPPORT BUDGET

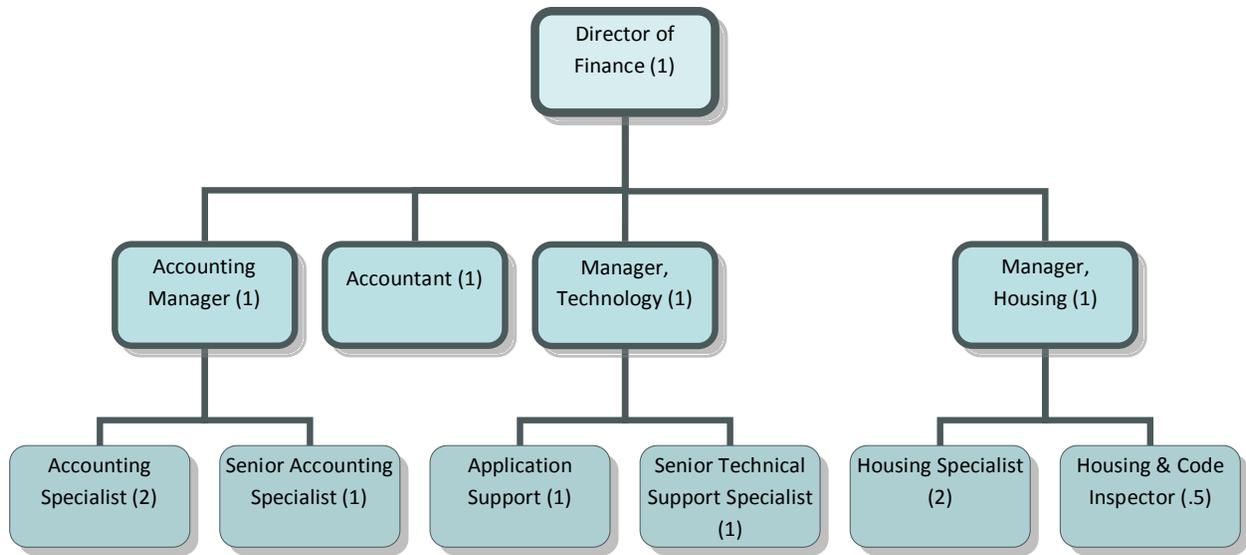
COMMUNITY SUPPORT	2008 - 2009 BUDGET	2009 - 2010 BUDGET	2010 - 2011 Appropriation Request	2010 - 2011 UN- AUDITED RESULTS	2011 - 2012 Appropriation Request	
Westminster Volunteer Fire Department (Public Safety Budget)	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	<i>In Public Safety</i>
Municipal Band and Concerts	\$ 4,500	\$ 10,000	\$ 10,000	\$ 4,500	\$ 10,000	
Greater Westminster Development Corporation	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	
Historic District Commission	\$ 10,000	\$ 4,000	\$ 4,000	\$ 3,543	\$ 4,000	
HSP Service Linked Housing	\$ 50,000	\$ 50,000	\$ 17,500	\$ 16,224	\$ -	
City/County National Pollution Payment	\$ 15,000	\$ 15,000	\$ 18,429	\$ 18,429	\$ 18,429	
Tree Commission Workshop	\$ 13,000	\$ 17,000	\$ 17,000	\$ 7,208	\$ 15,000	
Municipal Tree Planting	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	\$ 1,500	
Domestic Violence Grant	\$ 59,700	\$ 63,100	\$ 63,100	\$ 57,924	\$ 61,300	
Carroll Arts Threatre (Facilities Budget)	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	\$ 60,500	<i>In Facilities</i>
TOTAL COMMUNITY SUPPORT	\$ 423,700	\$ 430,600	\$ 401,529	\$ 112,828	\$ 115,229	

FINANCE & ADMINISTRATIVE SERVICES

The Department of Finance and Administrative Services is responsible for all financial and accounting activities, Technology, and the Public Housing Agency of the City of Westminster. Gary Ehlers serves as City Treasurer, in the capacity of Director, Executive Director of the Public Housing Agency, and Deputy Code Official. Many of these activities are prescribed by the City Code to specify the administration of the Department, collection of revenues, and the proper disbursement of funds to meet approved expenditures. In addition, these activities are further guided by sound financial and accounting business practices to meet the needs of the community. Adherence to Maryland Laws, the City Code and Ordinances, and HUD regulations is inviolate.

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

- Development, preparation, and administration of the City's budget.
- Collection of taxes, general revenue and other City income.
- Utility billing.
- Billing for general city services such as parking, benefit assessment, etc.
- External audit of the City's finances.
- Preparation of reports and the maintenance of necessary and proper records in connection with such duties as the Common Council shall prescribe.
- All computing and network facilities of the City.
- All application implementations and support including FAS, GIS, Asset Management, CSS
- Administration of the City's Public Housing Agency HUD Housing Choice Voucher Program



	Grade	Authorized FY '10	Authorized FY '11	Authorized FY '12
Director of Finance	M	1	1	1
Accounting Manager	J	1	1	1
Manager, Technology	J	1	1	1
Accountant	H	1	1	1
Manager, Housing	J	1	1	1
Senior Accounting Specialist	F	1	1	1
Senior Technical Support Specialist	F	0	1	1
Housing & Code Inspector	F	.5	.5	.5
Accounting Specialist	E	1	1	2
Utilities Specialist	E	1	1	0
FSS Coordinator	E	1	1	0
Accounting Clerk	D	1	1	0
Housing Specialist	C	1	2	2

FINANCIAL OPERATIONS

The Financial Operations group provides accounting, compliance, and reporting support for the City. In addition to these functions, the budget is developed and administered in Finance. Shirley Hampt is the Manager of Accounting and Assistant City Treasurer, providing support for most treasury functions. She is supported by Kelly Constantine, Senior Accounting Specialist, Connie Bell, Accounting Specialist, Susan Edwards, Utilities Specialist, and Diane Hollasch, Accounting Clerk.

The City has authorized a City Accountant position that is currently vacant. Accountant support services are being provided by Rager, Lehman & Houck, for audit preparatory work for the current fiscal year audit.

FINANCE ACCOMPLISHMENTS FOR FY2011

Financial Accounting System

The financial accounting system began phased implementation in 2006, and has continued development through the current fiscal period. This year's development included the re-implementation of the Fixed Assets module to include general ledger integration, as well as implementation of the GASB 34 Module for reporting, and the Web Extensions module for online payments.

Audit

The City hired a new Accountant in February to focus on compliance and reporting, and development of the draft Financial Statements for the annual financial audit. The new Accountant maintains a Certified Public Accountant certification, and is an MBA. This position should provide much needed internal audit functionality in support of audit compliance activities.

McGladrey & Pullen completed their 1st audit for the City for FY 2010. Although there were some changes required in the audit processes, the City improved substantially over the prior year's performance, reducing the number of findings from 21 in FY 2009, to 5 in FY 2010. Several of those findings were resource based, and have been mitigated with the hiring of the Accountant.

Fund Balance & Reporting

Financial Performance Reports were developed for the Finance Committee on a quarterly basis. These provide fund balances, trend data, and projections indicative of the City's financial performance and position.

Accounting

Several procedural changes were made in accounting for activities in the Financial Accounting System to more accurately reflect GAAP and GASB standards. These changes have been documented as procedures for the accounting staff to follow in their work processes. Additional changes were made to provide cross-training and backup for all accounting functions.

Budget

The City received the Government Finance Officers Association Distinguished Budget Presentation Award for the FY 2011 Budget Document. This was the City's 1st year to gain the honor.

FINANCE PERFORMANCE MEASURES

	FY2009	FY2010	FY2011
Collection Rate for UB +90 days	-	-	88%
NSF Collection Rate	-	-	75%
On-time delivery of paychecks	-	-	100%
On-time filing of Annual Audit	-	-	100%
On-time billing of Taxes (all)	-	-	100%

FINANCE GOALS FOR FY2012

- Continue implementation of the financial accounting system with the Inventory, purchase order, bid & quote, and contract management modules.
- Manage the audit process to ensure the following standards are met:
 - Timely submission of UFR to the State of Maryland.
 - Financial accounting compliance with HUD guidelines to ensure a satisfactory Federal single audit.
 - Correction of items identified in the Weaknesses and Deficiencies letter.
- Receive a GFOA Distinguished Budget Presentation Award for the FY2012 budget submission.

FINANCIAL OPERATIONS BUDGET

FINANCE	2008 - 2009 BUDGET	2009 - 2010 BUDGET	2010 - 2011 Appropriation Request	2010 - 2011 Projection	2011 - 2012 Appropriation Request
PERSONNEL EXPENSES					
Salaries	\$ 434,289	\$ 387,763	\$ 426,990	\$ 177,152	\$ 380,140
Benefits	\$ -	\$ -	\$ 159,141	\$ 159,142	\$ 143,498
TOTAL PERSONNEL EXPENSES	\$ 434,289	\$ 387,763	\$ 586,131	\$ 336,294	\$ 523,638
OTHER OPERATING EXPENSES					
Administration	\$ 31,800	\$ 30,875	\$ 39,840	\$ 34,247	\$ 120,602
Bank Fees & Charges	\$ 22,800	\$ 16,000	\$ 26,168	\$ 27,247	\$ 30,000
Professional Services	\$ 10,000	\$ 10,000	\$ 60,000	\$ 51,000	\$ 45,000
Taxes	\$ 10,000	\$ 10,000	\$ 8,262	\$ 10,604	\$ 10,000
Accounting & Audit Fees	\$ 44,840	\$ 55,538	\$ 75,000	\$ 71,378	\$ 75,000
TOTAL OTHER OPERATING EXPENSES	\$ 119,440	\$ 122,413	\$ 209,270	\$ 194,476	\$ 280,602
CAPITAL REQUIREMENTS					
Capital Projects	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL CAPITAL REQUIREMENTS	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL FINANCE	\$ 553,729	\$ 510,176	\$ 795,401	\$ 530,770	\$ 804,240

OFFICE OF TECHNOLOGY SERVICES

This division provides a single focus for all computing and network communications technology infrastructure in the City of Westminster's organizations, and provides additional resource for the accomplishment of strategic projects. Support is also provided for all desktop computing, as well as the enterprise computing environment that enables the City's financial system, email, and Internet access. The day to day operation of Technology Services is managed by Bob Miller. Dave Davidson is a technical support specialist focusing on the Help Desk, and Sonia Davis provides Geographical Information Systems application support for the user community.

TECHNOLOGY ACCOMPLISHMENTS FOR FY2011

Completion of the Disaster Recovery and archival software implementation was the main focus of the staff this year. Completion of this facility, in conjunction with integration with a new Emergency Operations Center will afford the City an operational business continuity facility in the event of a disaster. In conjunction with the Finance staff three EDEN modules were enabled this past year. The Voice over Internet Protocol RFP was issued this year, with proposals due in early spring. It is hoped that a replacement system for the aging voicemail and telephone systems will be in place mid-FY 2012.

TECHNOLOGY PERFORMANCE MEASURES

	FY2010	FY2011
Server System Availability	99.99%	99.99%
Incidents Received	900	1000
Incidents Resolved	900	1000
Average Incident Resolution Time	2 hours	1 hours
Mean Time To Failure – Servers	7 months	11 months
Mean Time To Repair – Servers	20 minutes	20 minutes
Network Availability	99.97%	99.98%

Technology Services performance measures are based on the level of Server Availability, and the response to incidents reported by Users. Analyzing mean time to failure (MTTF) and mean time to recovery (MTTR) ratios can help server administrators determine the causes of downtime and the obstacles to efficient recovery. Administrators can then implement preventive measures, such as failover plans or proactive system monitoring, to minimize future downtime.

Downtime costs can be divided into three categories: hard costs, semi-hard costs, and soft costs. Hard costs are attributed to the hardware, software, and IT staff time and resources required to remedy an outage situation; semi-hard costs include lost business or transaction time during an outage; and soft costs include items such as lost end-user productivity, public relations damage control, public confidence, and lost business opportunities. Quantifying semi-hard costs and soft costs is difficult, but not doing so significantly understates the actual cost of downtime.

Server administrators can minimize downtime by increasing system availability (see chart below). Systems achieve high availability when the number of failures and the time required recovering from failure decrease. To determine the best method for decreasing these factors, administrators should collect and analyze the availability data for their particular systems to determine what areas are most vulnerable to failure.

Level of Availability	Availability	Downtime per year
Commercial or Standard	99.5%	43.8 hours
Highly Available	99.9%	8.75 hours
Fault Resilient	99.99%	53 minutes
Fault Tolerant	99.999%	5 minutes
Continuous	100%	0 minutes

TECHNOLOGY GOALS FOR FY2012

- Enable migration from Microsoft VISTA to WINDOWS 7 personal computer operating system.

- Expand the enterprise computing environment, implementing a new configuration scheme that provides additional data storage and eDiscovery functionality for archive files.
- Improve telecommunications functionality through Voice over Internet Protocol.
- Continue support for the implementation of additions to the Financial Accounting System.
- Provide support for the migration of the GIS environment to the server environment.
- Continue documentation for processes and procedures according to adopted ITIL standards.
- Development and implementation of standard release management and testing procedures for major systems, including FAS, email, the City website, and the operating system.

TECHNOLOGY BUDGET

The budget for Technology is comprised of a consolidated view of departmental, routine expenditures for the ongoing support of the desktop and enterprise computing environments, and capital for the continued implementation of the Technology Strategic Plan. All network connectivity expense for the enterprise has been consolidated in addition to contract service requirements.

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

Additional funds have been appropriated for the implementation of the Purchasing and Inventory modules for the Financial Accounting System, as well as increased software maintenance costs for the FAS modules added in FY2011. Funds have also been appropriated for converting contract labor for the Technology Helpdesk to FTE, and to maintain existing contract labor for application support for both FAS and the commercial Housing software application.

TECHNOLOGY SERVICES	2008 - 2009 BUDGET	2009 - 2010 BUDGET	2010 - 2011 Appropriation Request	2010 - 2011 Projection	2011 - 2012 Appropriation Request
PERSONNEL EXPENSES					
Salaries	\$ 121,124	\$ 112,918	\$ 117,695	\$ 110,495	\$ 110,496
Benefits	\$ -	\$ -	\$ 58,951	\$ 58,838	\$ 56,438
TOTAL PERSONNEL EXPENSES	\$ 121,124	\$ 112,918	\$ 176,646	\$ 169,334	\$ 166,934
OTHER OPERATING EXPENSES					
Administration	\$ 702	\$ 8,839	\$ 67,740	\$ 15,963	\$ 36,500
Software Licensing	\$ 97,000	\$ 65,000	\$ 65,000	\$ 65,000	\$ 45,000
Network Services	\$ 12,579	\$ 19,600	\$ 15,600	\$ 5,234	\$ 15,659
Computer Services	\$ 28,329	\$ 150,000	\$ 62,500	\$ 49,437	\$ 165,000
Computer Hardware & Maintenance	\$ 48,080	\$ 30,000	\$ 15,000	\$ 254,648	\$ 60,000
Computer Software Maintenance	\$ 116,824	\$ 44,000	\$ 44,000	\$ 24,000	\$ 90,000
TOTAL OTHER OPERATING EXPENSES	\$ 303,514	\$ 317,439	\$ 269,840	\$ 414,282	\$ 412,159
CAPITAL REQUIREMENTS					
Capital Projects	\$ 44,900	\$ 238,000	\$ -	\$ -	\$ -
Voice Over Internet Protocol	\$ -	\$ -	\$ 85,000	\$ -	\$ 70,000
Server Virtualization	\$ -	\$ -	\$ 55,000	\$ 30,000	\$ 50,000
Enterprise Vault Archive	\$ -	\$ -	\$ 37,500	\$ 15,500	\$ 45,000
Financial Management System Module(s)	\$ -	\$ -	\$ 80,000	\$ 25,000	\$ 60,000
GIS Server	\$ -	\$ -	\$ -	\$ -	\$ 69,500
TOTAL CAPITAL REQUIREMENTS	\$ 44,900	\$ 238,000	\$ 257,500	\$ 70,500	\$ 294,500
TOTAL TECHNOLOGY SERVICES	\$ 469,538	\$ 668,357	\$ 703,986	\$ 654,115	\$ 873,593

PUBLIC HOUSING AGENCY

The Office of Housing Services is the Public Housing Agency (PHA) for the HUD Section 8 Housing Choice Voucher program. The day to day operation of the program is managed by Cindy Valenzisi, Manager. The PHA is allocated 289 vouchers for rent subsidies, and a grant of \$1,866,761 for subsidy payments for the calendar year. The PHA also receives an Administrative Grant of approximately \$165,000, based on the average, unit months leased. Use of these funds provides housing assistance for 600+ citizens of Westminster, in addition to providing home ownership opportunities for several qualified recipients.

The Director of Finance & Administrative Services serves as the Executive Director of the PHA. The Program is also staffed with two Housing Specialists, Rebecca Hurd, and Shannon Visocsky, and the Code & Housing Inspector, Trevor Hess. The Manager and Housing Specialists are certified in one or more disciplines of HUD housing program management and operations. The Inspector is a certified housing and property maintenance inspector.

PHA ACCOMPLISHMENTS FOR FY2011

For the 2010 calendar year, the PHA utilized 98% of the subsidy funding. Each PHA is required to meet 97% or more of the funding allocation, without exceeding the total funding available. Meeting these major goals helps ensure that sufficient funding is available each year to meet the requirements of units under contract.

In the same accounting period, the PHA identified over \$111,000 in payments made based on fraudulent activities by voucher holders, and collected \$10,000 in repayments. Half of the fraud payment collections are returned to the HUD subsidy payment fund, and the remainder is directed to the PHA to help cover the costs of operating the program. In addition to collecting repayments, the PHA, in conjunction with the HUD Office of the Inspector General, prosecuted several of the more significant fraud cases in court.

During FY 2011 the PHA added the City of Westminster Property Maintenance Code to the HUD Housing Quality Standards. This standard is more rigorous than HQS in some instances, and will simplify the inspections process for both HUD housing and Property Maintenance for Code enforcement.

PHA PERFORMANCE MEASURES

	CY 2009	CY 2010
New Families Added to the Program	20	25
Families Terminated from the Program	52	52
Total People Assisted	311	325
Average Number of Families Served Monthly	251	270
Average Payment Made Monthly Per Family	\$586	\$560
Total Payments Made	\$1,742,742	\$1.9M
Fraudulent Payments Identified	\$60,540	\$25,000
Fraudulent Payments Recovered to date	\$33,923	\$50,000

PHA GOALS FOR FY 2012

- Maintain rating as High Performing agency via Section 8 Management Assessment Program (SEMAP) ratings.
- Utilize 97% of the HUD HAP allocation.
- Increase the number of unit months leased by 10% in order to increase Administrative funding.

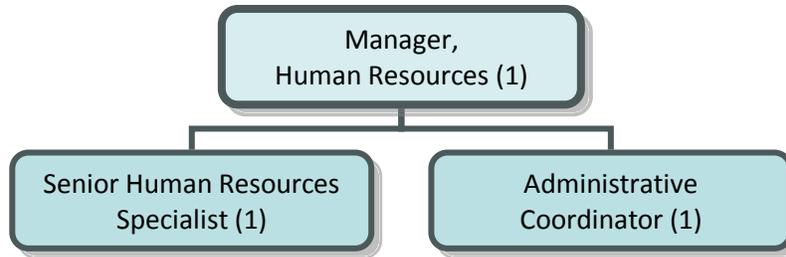
PHA BUDGET

PUBLIC HOUSING AGENCY	2008 - 2009 BUDGET	2009 - 2010 BUDGET	2010 - 2011 Appropriation Request	2010 - 2011 Projection	2011 - 2012 Appropriation Request
PERSONNEL EXPENSES					
Salaries	\$ 158,664	\$ 160,446	\$ 153,119	\$ 111,693	\$ 147,254
Benefits	\$ 76,993	\$ 88,981	\$ 75,191	\$ 57,424	\$ 58,255
TOTAL PERSONNEL EXPENSES	\$ 235,657	\$ 249,427	\$ 228,310	\$ 169,117	\$ 205,509
OTHER OPERATING EXPENSES					
Administration	\$ 33,760	\$ 33,180	\$ 45,346	\$ 28,549	\$ 60,460
Vehicle Maintenance & Operation	\$ 2,640	\$ 740	\$ -	\$ 1,540	\$ 1,030
Housing Assistance Payments	\$ 1,866,761	\$ 1,885,429	\$ 1,924,185	\$ 1,982,192	\$ 2,173,086
General Fund Subsidy	\$ 37,710	\$ 47,430	\$ 43,575	\$ -	\$ 50,000
FSS Escrow Interest	\$ 18,000	\$ -	\$ -	\$ 2,040	\$ 2,500
TOTAL OTHER OPERATING EXPENSES	\$ 1,958,871	\$ 1,966,779	\$ 2,013,106	\$ 2,014,322	\$ 2,287,075
CAPITAL REQUIREMENTS					
Capital Projects	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL CAPITAL REQUIREMENTS	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL PUBLIC HOUSING AGENCY	\$ 2,194,528	\$ 2,216,206	\$ 2,241,416	\$ 2,183,438	\$ 2,492,584

HUMAN RESOURCES

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

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



	Grade	Authorized FY '10	Authorized FY '11	Authorized FY '12
Manager, HR	J	1	1	1
Risk Coordinator	F	1	0	0
Senior HR Specialist	F	1	1	1
Administrative Coordinator	D	1	1	1

EMPLOYEE BENEFITS

INSURANCE

The City strives to provide a comprehensive benefits package to employees, including medical, dental, vision, life, short-term and long-term disability insurance, and an employee assistance program. A Health Care Committee, that includes employee and management members, reviews benefits and promotes communication to employees. This committee met two (2) times in FY2011, and gave the employee members an opportunity to continue to learn about insurance plans and trends, and discuss ideas on ways to offer a comprehensive benefits program to employees, while trying to limit increasing costs. The committee reviewed available plan options and rates, and discussed the advantages of joining the Maryland Local Government Insurance Cooperative (MLGHC) sponsored by the Local Government Insurance Trust (LGIT) for the FY12 plan year. The MLGHC offers participants the opportunity to receive refunds for claims surpluses.

For plan year beginning July 1, 2011, the City is joining the MLGHC for the medical plan. By participating in the cooperative, the City was able to reduce upfront premium costs, and has the potential of receiving a surplus at the end of the plan year while maintaining the same basic benefit format for employees. The MLGHC has contacted with CIGNA as the medical plan provider. The plan includes in-network services, co-payments for office visits, urgent care, emergency room, and prescriptions. Preventive services are 100% paid by the insurance company. All other medical services require an upfront deductible before claims are paid at 90% by the insurance company. The City also offers dental, vision, life and accidental death and dismemberment, short-term and long-term disability benefits. Employees contribute 14% toward the premiums for medical, dental, and vision insurance.

WELLNESS PROGRAM

The rising cost of health insurance is an issue that the City continues to face every year. The Human Resources and Recreation Departments are working together to slow these rising costs by promoting a healthier lifestyle to employees. A Wellness Committee, made up of employee members with an interest in health, exercise, and overall wellness, assists in promoting this philosophy. This committee

continues to come up with ideas to engage employees in wellness and advance employee participation through employee-to-employee communication. The committee met three (3) times in FY2011.

The Employee Wellness Program offers many opportunities to participate in wellness activities, and includes free memberships to the City's own Family Center gym. In FY11, 12 lunch and learn wellness workshops on a variety of topics were sponsored by the program. In addition, an 8-week Lose & Win weight loss program sponsored by United Healthcare was also offered to employees. Employees are encouraged to join these programs as employee involvement is the key factor to make a wellness program successful.



In November, 91 employees and retirees were able to enjoy some time at the annual Employee EXPO which featured a football theme. The EXPO was held in the City's own Family Center Gym. The goal of the EXPO is to promote benefits, health and wellness, and to give employees the opportunity to learn about various wellness topics with 16 vendors in attendance. Employees and retirees had the opportunity to visit various benefit vendors to gather information on smoking cessation, cancer, sun safety, and talk to a nutritionist. They could also get blood pressure and cholesterol checks, a derma scan, body fat composition, height and weight, and even a seated

massage. Participants were eligible for many donated door prizes, and were encouraged to visit vendor tables to be eligible for the grand prize.

RETIREMENT AND PENSION

The City has long been a member of the Maryland State Retirement and Pension System. The State system requires that all eligible employees participate in the pension system that is available to them.

All regular full-time and part-time employees, except sworn police officers, are enrolled in the Alternate Contributory Pension Selection System (ACPS). Sworn Police Officers are enrolled in the Law Enforcement Officers Pension System (LEOPS). The City has one employee currently enrolled in the "old retirement system." This plan is closed to new enrollments. Payment is due by December 31st of each year. Once contribution calculations are made, the City receives a \$167,052.00 annual Special Accrued Liability Credit off the LEOPS contribution. This credit is being applied in level installments over a 10-year term. These annual credits began on December 31, 2003 and will end in 2012.

In FY12, various changes have been made to the State pension plans under pension reform to improve the future financial outlook of the system. Employees in the ACPS will be required to contribute 7% beginning July 1, 2011 with a 1.8% benefit formula multiplier. New employees will contribute 7% with a 1.5% benefit formula multiplier. In addition, new hires will have the "rule of 90" which means that a worker's age plus years of service must add up to at least 90 to receive full pension benefits, with the exception that members could still retire at age 65 with 10 years of service. This is a change from the previous retirement eligibility at 30 years of service. Under the pension reform, LEOPS members will be required to contribute 6% beginning July 1, 2011. The contribution will increase to 7% beginning July 1, 2012.

Pension Plan	Service Retirement Years	Service Retirement Age	Projected # Enrolled FY2012	Employee Contribution Rate			City Contribution Rate		
				FY 2010	FY 2011	FY 2012	FY 2010	FY 2011	FY 2012
ACPS (Employees to enroll after 7/1/11)	Rule of 90 (age plus years of service)	65 (with 10 years of service)	6	N/A	N/A	7%	N/A	N/A	10.94%
ACPS (Employees enrolled prior to 7/1/11)	30	62	109	5%	5%	7%	7.58%	10.83%	10.94%
LEOPS	25	50	40	4%	4%	6%	30.03%	32.74%	33.09%
Old Retirement Plan (Closed)	30	60	1	7%	7%	7%	11.47%	14.72%	14.83%

In addition, the City offers all regular full-time and regular part-time employees not enrolled in the LEOPS plan a matching contribution to the 457 Deferred Compensation Plan through a 401(a) Matching Program. The matching contribution for FY2012 is 2%.



EMPLOYEE SERVICE AWARD PROGRAM

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

COST SAVINGS AWARDS

The cost savings award program provides employees with the opportunity to provide their cost savings ideas to City Management. An idea can be submitted by an individual employee or by a group of employees. Up to three Cost Savings Awards may be given each year.

EMPLOYEE OF THE MONTH AND EMPLOYEE OF THE YEAR

In July 2011, a new Employee of the Month and Employee of the Year Award program was implemented. These awards recognize outstanding achievements, accomplishments, performance and contributions to the City. An employee or a group of employees are eligible to be nominated for these awards. Winners are recognized by the City Administrator at the annual holiday luncheon.



POSITIONS AND COMPENSATION

The City desires to be competitive in its identified market in providing compensation to top quality, qualified employees. The City adopted a Salary Administration Policy to insure fair and equitable

compensation practices. Annual 3% step increases are subject to approval during the budget process, and eligibility is determined by the employee's job performance. Supervisors evaluate employee performance on an annual basis. The supervisor meets with each employee in person to review the evaluation, provide feedback, and make appropriate recommendations for optimal job performance, goals, and career development.

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

RECRUITMENT

The Human Resources Department utilizes various media to externally advertise open positions, including newspapers, websites, professional journals and newsletters, City bulletin boards, the Carroll County Business and Employment Resource Center, the Maryland Job Service, the City's webpage, and the City's own job hotline to attract a diverse group of applicants. The Human Resource Department created an Employment Opportunities Information brochure, which is provided to each applicant. Applications can be downloaded from the City webpage, requested in person or by phone, and can be mailed, emailed, or faxed to applicants.

The City encourages current employees to apply for promotional vacant positions. These positions are posted internally so that employees have the opportunity to apply. The City promotes a drug free workplace, and each new employee is required to pass a pre-employment drug test. Upon hire, new employees attend an orientation that covers benefits, policies, and safety. Each employee receives an Employee Handbook for reference on City benefits and employment policies.

The Human Resources staff is trained and certified to take fingerprints for criminal background investigations through the Criminal Justice Information System (CJIS). In accordance with Maryland State Law, fingerprints must be taken and sent to CJIS and the FBI for any employee that has contact with children in the workplace.

RISK MANAGEMENT

Risk Management falls under the Human Resources Office. Responsibilities include the review, maintenance and claims filing for the City's liability, property, automobile, and workers' compensation insurance plans. For FY2012, the rates for these insurance products are level with the prior year. There is a 19% increase in the gross percentage rate for workers' compensation insurance for the sworn police classification, and only a minimal increase for all other City employee classifications. The City continues to receive an experience modification credit which reduces the total cost of workers' compensation insurance due to positive claims experience and the City's cooperation with the insurance provider on loss control.

There are annual onsite inspections and safety and health surveys at the various departments as required by State law and the insurance companies. These identify risks, exposures, and possible equipment failures. Insurance claims for accidents and damage and near-miss situations are investigated and reviewed for possible ways to avoid the same type of incidents in the future. This proactive approach is an important factor in minimizing employee injuries and decreasing future claims.

The City has a Safety Committee in place with its members spanning the various departments. The committee meets quarterly to discuss safety issues, and reviews safety policies and procedures. In FY11, the committee worked to provide uniform first aid kits and first aid reference materials for various City locations, standardize the hazard communication labeling, implement a City-wide safety training and recordkeeping program and develop site plans with chemical storage inventories and storage locations. In addition, the committee drafted a policy for drivers of City vehicles.

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

TRAINING

Although the various departments provide specific positional training, the Human Resources department coordinates training in the following areas:

- Cardiopulmonary Resuscitation (CPR)/First Aid/Automated External Defibrillator (AED)
- Carroll Community College Momentum Program
- Customer Service
- Defensive Driving
- Employee Assistance Program (EAP)
- Respiratory Protection Training
- Sexual Harassment and Illegal Discrimination
- Supervisor Reasonable Suspicion for Drugs and Alcohol (D.O.T.)
- Supervisor Skills Trainings

In FY12, two special trainings were provided to various City supervisors. The first training was held on the topic of performance counseling, disciplinary actions and proper documentation from the legal perspective. This training followed up the implementation of new Performance Counseling and Improvement Plan Guidelines. The second training was a webinar workshop on “Winning Strategies for Contractual Risk Transfer” designed to provide attendees with the knowledge to include the proper insurance language in agreements and contracts, and to learn how to review certificates of insurance for compliance. The LGIT Senior Loss Control Manager was there to provide feedback and answer attendee questions.

HUMAN RESOURCES PERFORMANCE MEASURES

<i>Recruitment</i>	FY2010	FY2011	FY2012 (Projected)
Full-time external employment advertisements	6	6	6
Part-time external employment advertisements	0	2	2

Temporary/Summer external advertisements	10	17	15
Employment applications	653	722	680
Full-time new hires	5	7	6
Part-time new hires	0	2	2
Temporary/summer new hires	39	37	38
Full-time resignations and retirements	10	17	12
Temporary and summer terminations	37	33	35
Fingerprint background checks	37	37	38

<i>Risk Management</i>	FY2010	FY2011	FY2012 (Projected)
Liability, Property & Automobile claims filed	35	24	25
Worker's Compensation claims filed	24	17	20
Employees w/Commercial Driver's Licenses	46	48	48
D.O.T. physicals	32	29	30
Random drug/alcohol tests	27	27	27
Respirator fit tests	108	95	100

<i>Training</i>	FY2010		FY2011		FY2012 (Projected)	
	Sessions	Attendees	Sessions	Attendees	Sessions	Attendees
CPR/First-Aid/AED	3	11	3	54	3	12
Customer Service	-	-	7	141	-	-
Defensive Driving	1	11	1	4	1	2
D.O.T. Drugs and Alcohol	2	18	0	0	2	18
EAP Guidelines for Supervisors	4	43	-	-	-	-
Respiratory Protection	2	41	3	48	3	48
Supervisor Skills Training	3	52	3	51	3	52

HUMAN RESOURCES GOALS FOR FY2012

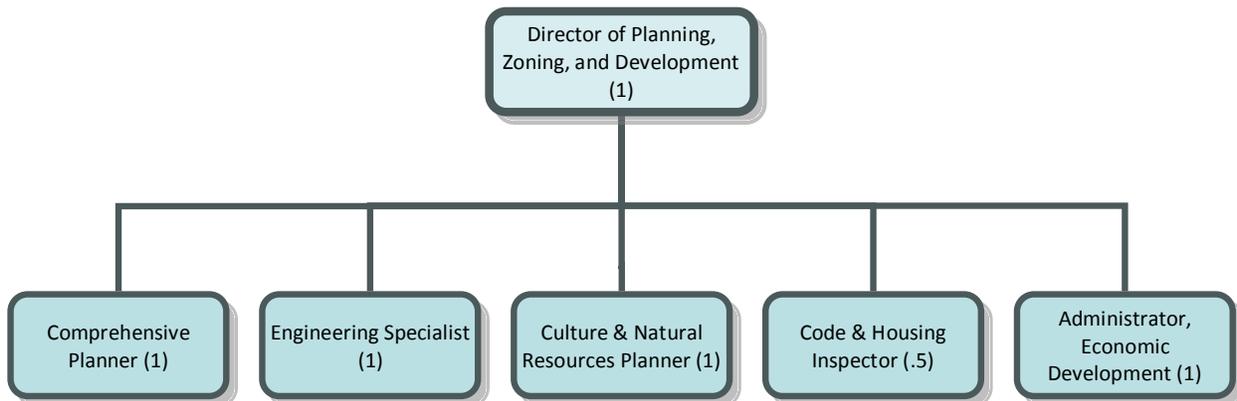
- Maintain and monitor stability of work force.
 - Develop a succession plan for replacing vacancies created by retirements.
 - Assess the benefits of the Employee Wellness program including achievements of employees and benefits to the City.
 - Develop a new Employee Handbook with updated policies and current legal requirements.

HUMAN RESOURCES BUDGET

HUMAN RESOURCES	2008 - 2009 BUDGET	2009 - 2010 BUDGET	2010 - 2011 Appropriation Request	2010 - 2011 UN- AUDITED RESULTS	2011 - 2012 Appropriation Request
PERSONNEL EXPENSES					
Salaries	\$ 153,345	\$ 175,086	\$ 139,679	\$ 127,803	\$ 138,679
Benefits	\$ -	\$ -	\$ 52,499	\$ 65,885	\$ 71,088
TOTAL PERSONNEL EXPENSES	\$ 153,345	\$ 175,086	\$ 192,178	\$ 193,688	\$ 209,767
OTHER OPERATING EXPENSES					
Administration	\$ 16,350	\$ 26,200	\$ 31,910	\$ 22,894	\$ 34,554
Employee Wellness Program		\$ 6,000	\$ 6,500	\$ 1,959	\$ 6,500
Employment Testing	\$ 54,900	\$ 21,600	\$ 24,000	\$ 27,328	\$ 33,500
Employee Activities	\$ 18,200	\$ 14,051	\$ 20,650	\$ 10,214	\$ 19,551
Employment Advertising	\$ 25,000	\$ 17,000	\$ 13,240	\$ 7,449	\$ 10,000
Professional Services		\$ -	\$ 10,000	\$ -	\$ 10,000
TOTAL OTHER OPERATING EXPENSES	\$ 114,450	\$ 84,851	\$ 106,300	\$ 69,844	\$ 114,105
CAPITAL REQUIREMENTS					
Capital Projects	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL CAPITAL REQUIREMENTS	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL HUMAN RESOURCES	\$ 267,795	\$ 259,937	\$ 298,478	\$ 263,532	\$ 323,872

PLANNING, ZONING, AND DEVELOPMENT

The Department of Planning, Zoning and Development is responsible for overseeing all physical development in Westminster. The department is divided into five functional areas: planning, zoning, economic development, community development and code enforcement. Work is coordinated between these various functions so local citizens, other government agencies, contractors and others receive professional service delivered in a fair, consistent and efficient manner.



Administration	Grade	Authorized FY '10	Authorized FY '11	Authorized FY '12
Director, Planning, Zoning & Development	P	1	1	1
Planning				
Comprehensive Planner	H	1	1	1
Natural & Cultural Resources Planner	G	1	1	1

Engineering Specialist	G	1	1	1
Development				
Administrator, Economic Development	I	1	1	1
Community Development Specialist	E	1	0	0
Inspection Services				
Code Enforcement & Housing Inspector	E	.5	.5	.5

PLANNING, ZONING, & DEVELOPMENT PERFORMANCE MEASURES

	FY2010	FY2011	FY2012 (Projected)
Administrative Adjustment Hearings	8	1	2
Bond Reductions Processed	26	30	30
Building Permits Issued	183	173	175
BZA Meetings	10	6	5
Code Enforcement Violations	526	612	625
Code Enforcement Compliances	468	456	500
Council Meetings Attended	22	22	22
Department Head Meetings	24	24	24
Façade Improvements Completed	5	3	7
Final Plats Reviewed & Approved	2	5	7
Good Cause Waivers Processed	1	0	3
Grants Awarded	2	1	2
HDC Meetings	15	8	10
P&Z Commission Meetings	11	7	10
Pre-Submittal Conferences Held	11	12	15
Public Works Agreements Prepared	9	10	12
Rezoning Requests Reviewed	0	3	3
Sign Permits Issued	52	42	44
Special Exceptions	7	4	5
Special Loans/Lead Projects Completed	30	0	0
Staff Meetings	24	24	24
Tree Commission Meetings	7	6	8
Water Allocations Approved	9	8	8

Zoning Letters Issued	52	79	60
Zoning Text Amendment Reviewed	0	3	2

BOARDS & COMMISSIONS

Westminster Planning and Zoning Commission

Member	Term Expires
Margaret R. (Peggy) Bair, Chair	May 2015
Nancy B. Palmer, Vice Chair	May 2013
Suzanne P. Albert, Ex-Officio	May 2011
Kevin W. Beaver	August 2012
Lori J. Welsh-Graham	May 2014

Westminster Board of Zoning Appeals

Member	Term Expires
Edward Cramer, Jr., Chair	May 2013
Daniel Hoff	July 2013
Thomas Bethune	July 2013
Laura Matyas, Alternate	July 2013

Westminster Historic District Commission

Member	Term Expires
Kristen L. McMasters, Chair	October 2012
Dean R. Camlin	August 2011
Gregory R. Goodell	August 2012
L. Kevin Wagman	October 2012
D. Arlette Mitchell	March 2013
Grace Kelly-Lawler	October 2013

Westminster Tree Commission

Member	Term Expires
Steve Allgeier, Vice-Chair	December 2013
Jay Bogash	May 2013
Richard Wilbur	October 2011
Roland Backhaus	April 2013
Neil Ridgely	February 2012

PLANNING

The Office of Planning is responsible for four main areas: long-range planning, development review, geographic information systems, and record and plan archiving. Staff of this office coordinates the planning activities of City government related to land use, transportation, water/sewer, and environmental and historic concerns. Staff of this office supports numerous boards and commissions of the City, assist in the preparation of the Capital Improvements Program (CIP), and prepares the Comprehensive Plan.

COMPREHENSIVE PLANNING ACCOMPLISHMENTS FY2011

- Coordinated the “Grow It, Eat It” Partnership with the Maryland Master Gardeners Program and the University of Maryland Extension Program; organized the opening of the Westminster Community Gardens with 25 new gardeners in April 2010.
- Coordinated the \$25,000 Electronics Recycling Grant Reimbursement from the Maryland Department of the Environment (MDE).
- Presented the 2009 Westminster Comprehensive Plan to a Land Use Planning Class at Shepherd University on April 5, 2010.
- Received the Smart Sites Designation for the “Union Crossing Housing Project” because it promoted sustainable growth and smart community revitalization.
- Prepared the “2010 Westminster Comprehensive Re-Zoning” Application and Report to re-zone segments of the City as recommended in the 2009 Comprehensive Plan.
- Followed FEMA requirements to notify property owners effected by the Flood Insurance Rate Map changes and updates; reviewed Flood Insurance Rate Map for errors and sent corrections to AMEC Earth & Environmental
- Wrote a Community Video Script about the accomplishments of the Tri-Street Advisory Committee from 2009 to 2010; worked with Nancy Hernandez from CMC to produce the Video featuring the Tri-Street Status Report.
- Wrote the Draft “Arts & Culture Task Force Final Report,” including the Draft Zoning Ordinance for an “Arts and Culture Overlay Zone” and the Recommended Action Plan; the report was approved by the Arts & Culture Task Force on May 18, 2010.
- Served on the National Center for Smart Growth Build-Out Advisory Panel for the State of Maryland; attended meetings at the Maryland Department of Transportation to review the Housing Unit and Job Capacity for Carroll County.
- Managed the Westminster Tree Commission the 2010 Community Forestry Workshop held on October 7, 2010; increased attendance by 42% from 2009.
- Developed the “Find the Little Green Terror” Contest to encourage McDaniel College Students to visit Main Street Businesses as part of the “2010 McDaniel Meets Main Street” Program and Tour.
- Completed the final arrangements for the 2010 Holiday House Tour; supervised the Tour on December 11, 2010; final numbers show 2010 ticket sales increased by 23% from 2008 with 900 tickets sold and over 100 participating volunteers and performers.
- Provided technical assistance relating to zoning and land use for 397 inquires from the public; including residents, real estate appraisers and developers.
- Approved the following Administrative Adjustments:

Case No.	Location	Nature of Request
AA-10-01	Roop’s Mill Subdivision	Adjustment of minimum lot size

NATURAL & CULTURAL RESOURCES PLANNING ACCOMPLISHMENTS FOR FY2011

- Coordinated with Maryland State Highway Administration on tree placement and selection for tree planting project at Wakefield Valley Community Trail

- Continued research on pay as you throw garbage collection, standard specifications for tree pits on public streets, and standards for submission of CAD files during development review.
- Completed the Jane E. Lawton Loan Program application for energy conservation project funding
- Submitted documentation to MEA for Jane Lawton Loan and EECBG for City energy conservation projects
- Continued research on “Pay as You Throw” garbage collection, standard specifications for tree pits on public streets, and standards for submission of CAD files during development review.
- Organized and coordinated Arbor Day event at Cranberry Station Elementary in conjunction with the Tree Commission on April 7, 2010
- Provided topography and adjacent property owner information in support of Sewer Interceptor I&I study and Turnaround facility at Vo-Tech well.
- Reviewed and made recommendations on one preliminary application and two final tax credit applications, totaling \$3,444.87 in credits.

Preliminary Application
182 East Main Street

Final Application	Credit Value
38 East George Street	\$2,933.97
50 Liberty Street	\$510.90
TOTAL	\$30,598

GIS SERVICES ACCOMPLISHMENTS FOR FY2011

- Completed Westminster Volunteer “Treasure” Map for the Department of Recreation and Parks presented at the City of Westminster Booth, as part of the 2010 MML Conference.
- Worked with the Director of Planning to create the “Westminster FEMA Flood Zone” Map and extracted addresses of properties being affected by Flood Zone Area updates.
- Developed “Downtown Restaurant Guide Map” passed out at the Carroll County Tourism Booth during the Ravens Training Camp.
- Completed the McDaniel College “Freshmen Guide to Westminster,” a specialized map that provides new students, and their parents, orientation to key areas of Westminster.
- Prepared Comparison Maps of the proposed Comprehensive Re-Zoning Areas; used at the Public Hearing held on August 12, 2010.
- Completed the official Westminster “Downtown Business Directory Map,” a user-friendly map that provides visitors location information for retail, dining and service businesses; the map was posted in Downtown kiosks and online.
- Partnered with the Director of Planning to update the Water Service Map and the Sewer Service Map for the Master Water & Sewer Plan for Carroll County.
- Developed the 2010 Community Forestry Workshop Registration Database; coordinated the registration, payment and parking passes for 116 participants from across the State as well as 30 guests, staff members and speakers for a total of 146 attendees.
- Created the “Neighborhood Preservation Overlay Map” used at the Planning and Zoning Commission Public Hearing held October 14, 2010.
- Developed the “McDaniel Gets Acquainted Tour Map” in partnership with Lee Primm, the Director of Special Projects for McDaniel College.
- Completed the Westminster “Miracle on Main Street Map” to be used in advertisements for the parade by the Main Street Manager; created the 2010 official “Miracle on Main Street” Parade

Route to be used by the Public Works Department to ensure a safe and organized flow of dozens of parade floats and several complicated road closures.

- Worked with the Finance Department to geo-code addresses for Westminster Water Service accounts from Finance billing data and created a map reflecting current accounts.
- Created the “Find the Little Green Terror Map” used by McDaniel College Students to explore Main Street in order to find their lost mascot on November 5, 2010.

DEVELOPMENT REVIEW

Office of Development Review administers and coordinates the review of planning and public works plans to insure compliance with appropriate governmental and regulatory requirements. Staff of this office also provides technical assistance to citizens, developers and others regarding the City’s review and approval process, design and construction criteria and other related information.

DEVELOPMENT REVIEW ACCOMPLISHMENTS FOR FY2011

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

Project Name	Type of Project
West Branch Trade Center, Lots 4 & 5	Amended Final Plat
Roop’s Mill Subdivision	Revised Preliminary Plan
Chipotle/Vitamin Shoppe	Site Plan
West Branch Trade Center, Lot 5	Site Plan
New York/J & P Pizza	Site Plan
Walgreen’s Pharmacy	Site Plan
IHOP	Site Plan
West Branch Trade Center, Lot 21A	Site Plan
Taco Bell	Concept Plan

- Performed technical review of preliminary plans, development plans, final plats, site plans and related drawings
- Completed 4 pre-submittal conferences that included coordinating with Carroll County officials and explaining the submittal and review process with the owner/developer of properties
- Processed the recording of 3 final plats.
- Prepared and processed 2 public works agreements (PWA), including obtaining all surety letters and finalizing all construction drawings, including all required signatures
- Processed 17 surety reductions, which included coordinating with City inspection staff and financial institutions, verifying the completion of work, and preparing release letters for signature
- Provided 5 complete construction plan drawing sets for the City’s construction inspection staff

- Provided 6 as-built Mylar sets and digital files for inclusion in the *File Manager System*
- Recorded 2 Deeds including working with State Tax Assessments Office to verify the taxes were paid and completing an Intake sheet when required. Record Deed with the Lands Records Office.
- Recorded 16 Property Liens and 6 Releases.

ZONING

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

ZONING ACCOMPLISHMENTS FY2011

- Prepared and processed 173 building permit applications for residential, commercial and industrial projects.
- Prepared and issued 79 letters in reference to compliance with the City’s Zoning Ordinance.
- Reviewed and made recommendations to the Mayor and Common Council of Westminster on the following **Zoning Text Amendments**:

Case No.	Code Section	Nature of Request
ZTA-10-01	Amend Section 164-51.3.A	Expand Members of HDC to Seven
ZTA-10-02	Add Article IXC	Create Arts and Culture Overlay Zone
ZTA-10-03	Add Article VIVD	Create Neighborhood Preservation Overlay Zone

- Reviewed and made recommendation to the Mayor and Common Council of Westminster on the following **Zoning Map Amendments**:

Case No.	Location	Nature of Request
CMA-10-01	City-Wide	Comprehensive Zoning Map Amendment of 2010
SMA-10-01	Willis Street and Belle Grove Square	Zone to Neighborhood Preservation Overlay Zone
SMA-10-02	Tri-Street Area	Zone to Arts and Culture Overlay Zone

- Received and processed the following **Special Exception** applications:

Case No.	Location	Nature of Request
A-10-01	405 North Center Street	Fueling Station
A-10-02	500 Meadow Creek Drive	Pharmacy

ECONOMIC DEVELOPMENT

The Office of Economic Development is responsible for the coordination of economic development efforts as they relate to the revitalization of Downtown Westminster. Staff of this office acts as a liaison to the Greater Westminster Development Corporation, serves as Executive Director of the Westminster Town Center Corporation and works with City staff to realize commercial revitalization efforts in downtown Westminster.

ECONOMIC DEVELOPMENT ACCOMPLISHMENTS FY2011

- Facilitated \$730,464 in completed Downtown private sector investment; the establishment of 5 net new businesses; and the net creation of 2 new full-time and 11 new part-time jobs in 2010.
- Using the Downtown Westminster Façade Improvement Program, assisted in the completion of 1 commercial façade improvement project, with 3 other projects in various stages of completion.
- Received the 2010 Main Street Maryland Design Excellence award for the on-going success of the Downtown Westminster Façade Improvement Program and Paint Up, Fix Up Program in the Main Street/Maple Street Program Areas.
- Encouraged 59 downtown businesses to participate and offer discounts in the annual Downtown Westminster Merchant Discount Guide for the McDaniel College Community for the 2010/2011 school year, an increase of 3 businesses.
- Created the Main Street Weekend Happenings weekly e-mail and Facebook Link as a supplement to the bi-monthly Downtown Westminster Main Street News. The Weekend Happenings are also linked at the top of the Main Street Events webpage.
- Expanded the Downtown Westminster Farmers Market to 13 full-season vendors and 3 part-season vendors in 2010.
- Provided financial, logistical and advertising/marketing support for the highly successful Midnight Madness in Downtown Westminster on September 24th. Expanded entertainment for the event to an additional location on West Main Street this year, along with increasing the quantity of custom cars on display along East Main Street.
- Provided the advertising/marketing support for the organizing committee of the very successful Miracle on Main Street Holiday Event that was held on November 27th. Designed “Save the Date” postcards, along with press releases and advertisements and event placement on electronic calendars throughout Central Maryland and south Central Pennsylvania that helped result in more than 22,000 spectators attending the event.
- Sustained excellent coordination efforts with the Carroll County Office of Tourism and its Visitor Center on cooperative advertising efforts; provision of Downtown Westminster map pads for directional usage by Visitor Center staff and inclusion of City activities and events in their Calendar of Events.
- Invited to participate and attended Carroll Community College’s Carroll’s Small Giants Small Business Summit as a Small Business Resource.
- Continued the implementation of the Business Visitation Program by visiting 25 other business districts and encouraging quality businesses in those districts to consider Westminster if and when they plan to expand.
- Met one-on-one with 1 existing business owner and 7 entrepreneurs about locating new businesses in Downtown Westminster. Two of them have plans on having businesses open in downtown in the first quarter of 2011.

- Retained an existing business that was planning to leave downtown by finding a suitable location in downtown to which it relocated in September.
- Implemented the first “Paint the Town Purple” Storefront Decorating Contest in Downtown Westminster. Held in conjunction with the start of the Baltimore Ravens Training Camp at McDaniel College, 14 businesses officially entered the contest with another 6 businesses decorating in support of the idea.
- Facilitated the Historic Holiday House Tour on December 11th by recruiting 12 downtown eateries to offer dining discounts to those attending the event.

COMMUNITY DEVELOPMENT

The Office of Community Development is responsible for securing funds for reinvestment in the City’s older residential neighborhoods. Staff of this office prepares grant applications to obtain Federal and State funds to complete projects. Fund sources include Community Development Block Grants, Community Legacy, and Special Loans for single-family homes and related funds. Staff also serves as a liaison to various community organizations.

COMMUNITY DEVELOPMENT ACCOMPLISHMENTS FY2011

- Finalized Senior Accessible grant project at 37 Union Street
- Completed preparations for required Community Development Block Grant Citizen Participation Plan and Residential Anti-Displacement and Relocation Assistance Plan at the Monday, April 12, 2010 Council meeting; these plans are required for the City to obtain and utilize Community Development Block Grant funds
- Helped to coordinate and oversee 2010 Spring Clean-Up Day in conjunction with McDaniel College and Carroll Community College that brought together over 70 volunteers.
- Submitted a Community Legacy Grant application to DHCD in the amount of \$491,000; the grant would pay for street lighting along Pennsylvania Avenue from Union Street to Sullivan Avenue; received \$150,000 Community Legacy grant for street lighting on Pennsylvania Avenue, between Union Street and Sullivan Avenue.
- Completed two Community Legacy residential façade improvement projects. The first project completed was Lori Walters at 9 Park Avenue. The total value of the project was \$9,500, with \$4,250 of the total from Community Legacy. The second project completed was Bruce DeVault at 1 Park Avenue. The total value of the project was \$17,095, with \$5,000 of the total from Community Legacy
- Organized the Maryland Sustainable Growth Commission Tour of Westminster that was held on November 4, 2010.
- Oversaw delivery of four pre-fabricated houses to Union Crossing in August 2010; conducted six Davis-Bacon wage interviews for the Union Crossing project to satisfy CDBG obligations
- Submitted recommendation for the Mayor and Common Council to approve the request of Episcopal Housing Corporation to extend the loan repayment schedule on the City’s loan for Union Crossing from December 31, 2010 to June 30, 2011.

CODE ENFORCEMENT

The Office of Inspection Services was created in January 2008 to leverage the resources of the HUD Housing Quality Standards (HQS) inspection program and the City of Westminster Code Enforcement program. The overall objective of the merger was to develop an inspection program that is centered on a single code standard that is applicable to both HUD rental Housing and all other properties in the corporate limits of the City of Westminster. A single standard will allow the City to leverage resources in both inspection segments, providing additional coverage at a lower level of expenditure, and incorporating zoning cases into the processes. In January 2009 this Office was transferred to the Department of Planning, Zoning, and Development, under the management and guidance of the City Code Official. The conversion to the single code standard occurred in 2010.

CODE ENFORCEMENT ACCOMPLISHMENTS FOR FY2011

- Completed a complete revision of Chapter 119 of the City Code to adopt the 2009 Version of the International Property Maintenance Code as the basis for all inspections in the City. The revised Chapter 119 became effective January 1, 2011.
- Adopted a new policy for handling evictions that places full responsibility on landlords for the removal of personal items. In the event landlords fail to comply, City staff are authorized to remove the items and charge the landlord for the cost of the work.
- Fines were assessed in 19 of the 27 code enforcement cases (70%) that went to District Court for adjudication.
- Retained the services of a local mowing contractor to handle code enforcement mowing that reduced this expense by an estimated 60% compared to the previous year.
- Completed the following code enforcement inspections:

Violation Type	Number of Violations	Compliances	Court Cases	% of Total Violations
Grass/Weeds	208	168	7	33.90%
Untagged Vehicles	118	92	10	19.20%
Trash/Rubbish	59	50	3	9.60%
Snow Removal	51	48	0	8.30%
Property Maintenance	48	27	2	5.60%
Private Inspection	28	17	3	4.50%
Rental Registration	25	19	0	4.00%
Water Violations	23	14	0	3.70%
Condemnations	15	7	1	2.40%
Sidewalks	14	8	0	2.20%
Trees/Hedges	8	4	0	1.30%
Other	2	2	0	0.30%
Hazards	0	0	0	0.00%
Totals for FY 2011	612	456	27	100.00%

PZD GOALS FOR FY2011

- Track and monitor the City’s sustainability initiatives
 - Adopt the process and standards for allocation of “new water”
- Coordinate the implementation of the Arts and Culture Task Force recommendations
 - Work with the City’s Art Intern and task force members to develop and execute a work plan
- Continue to support non-profits and other developers with the creation of affordable and work force housing
 - Work with Episcopal Housing Corporation to see the remaining houses in Union Crossing
 - Work to sell the one remaining City-owned unit
- Coordinate the update of sign and related design standards in the City in cooperation with the County
 - Work with County officials to develop common standards for signs along MD 140

PZD FY2011-2012 WORK PLAN

2010 Comprehensive Plan Goal	FY 2011-2012 Action
Goal C5: Promote the arts and culture community as an asset to the Westminster tourism industry and to the quality of life for residents	Implement the recommendations of the Arts and Culture Task Force
Goal R5: Create a healthy, reliable, and sustainable future by continually increasing the effectiveness of how the City of Westminster utilizes and manages energy and water resources	Develop “green” standards to guide the allocation of “new” water
Goal W5: Restore and protect water quality, and contribute towards meeting the regulatory requirements for water bodies impacted by activities within the City and its environs	Develop policies to require developments to have limited impact on water bodies
Goal H5: Coordinate community resources and local partnerships to provide adequate housing for the low-income and the special needs populations of the Westminster area	Work with Episcopal Housing Corporation to finish their project to sell 9 affordable housing units called Union Crossing

PZD BUDGET

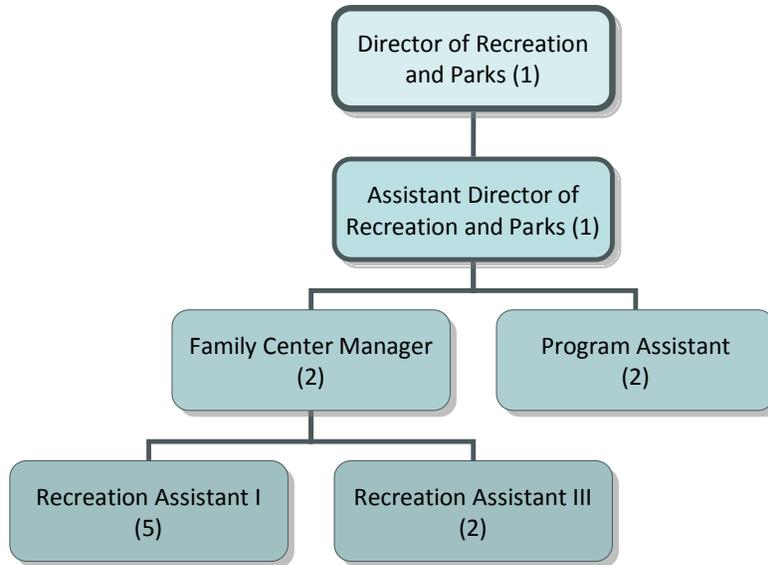
PLANNING, ZONING & DEVELOPMENT	2008 - 2009 BUDGET	2009 - 2010 BUDGET	2010 - 2011 Appropriation Request	2010 - 2011 UN- AUDITED RESULTS	2011 - 2012 Appropriation Request
PERSONNEL EXPENSES					
Salaries	\$ 407,159	\$ 323,640	\$ 365,985	\$ 302,691	\$ 357,925
Benefits	\$ -	\$ 157,202	\$ 146,519	\$ 146,210	\$ 112,695
TOTAL PERSONNEL EXPENSES	\$ 407,159	\$ 480,842	\$ 512,504	\$ 448,901	\$ 470,620
OTHER OPERATING EXPENSES					
Administration	\$ 58,360	\$ 92,678	\$ 76,008	\$ 38,357	\$ 83,742
Professional Services	\$ 10,000	\$ 85,000	\$ 38,200	\$ 4,380	\$ 15,000
Geographical Information Systems	\$ 10,000	\$ 10,500	\$ -	\$ -	\$ -
Historic District Commission	\$ 10,000	\$ 10,000	\$ 4,000	\$ 3,543	\$ 4,000 <i>In Communit</i>
Economic Development Initiatives	\$ 17,000	\$ 19,000	\$ 16,000	\$ 8,483	\$ 18,000
Community Development initiatives	\$ 3,000	\$ 1,500	\$ 18,500	\$ 49,754	\$ 15,000
Annexations	\$ 3,000	\$ 750	\$ 750	\$ -	\$ 375
TOTAL OTHER OPERATING EXPENSES	\$ 111,360	\$ 219,428	\$ 153,458	\$ 104,517	\$ 136,117
CAPITAL REQUIREMENTS					
Capital Projects	\$ -	\$ 8,000	\$ 8,000	\$ -	\$ 8,000
TOTAL CAPITAL REQUIREMENTS	\$ -	\$ 8,000	\$ 8,000	\$ -	\$ 8,000
TOTAL PLANNING, ZONING, & DEVELOPMENT	\$ 518,519	\$ 708,270	\$ 673,962	\$ 553,418	\$ 614,737

RECREATION AND PARKS

City of Westminster Recreation and Parks Department is dedicated to providing citizens with safe and enjoyable activities events and park services. The department is committed to organizing and promoting a variety of recreational activities and events for family interaction and personal enjoyment. We also partner with a number of community organizations in an effort to promote the health and well being of our local citizens.

The Recreation and Parks Department consists of 14 parks totaling 50 miles. 9 parks have play equipment for Pre- K and school age children. Other resources in the parks include 4 multi-purpose fields, 4 basketball courts, 7 tennis courts, climbing boulders, 6 pavilions, 2 plazas, a skate park and a walking/biking trail that runs from Uniontown Road to Long Valley Road. The trail is approximately 2 miles long. Additionally, the Department offers facilities such as the Westminster Family Fitness Center, Westminster Municipal Pool, the Community Building at the pool, as well as pavilions available to rent.

The Family Fitness Center is committed to providing an affordable option for the citizens of Westminster to choose health and good family living in order to make our community stronger. We offer a full service weight room featuring selectorized and free weight equipment and a large assortment of cardiovascular equipment and trainers that instruct members to use the equipment properly. The group fitness program boasts 40 fun filled classes each week, including cardio, yoga and Zumba classes.



	Grade	Authorized FY '10	Authorized FY '11	Authorized FY '12
Director, Recreation & Parks	M	1	1	1
Assistant Director, Recreation & Parks	J	0	0	1
Senior Program Director	G	1	1	0
Administrative Coordinator	D	1	Vacant	Vacant
Family Center Manager	E	2	2	2
Program Assistant	C	1	1	2
Program Assistant (Part-Time)	C	1	1	0
Recreation Assistant III	C	2	2	2
Recreation Assistant I	A	1	1	1
Recreation Assistant I (Part-Time)	A	4	4	4

RECREATION & PARKS ACCOMPLISHMENTS FOR FY2011

ADMINISTRATION ACCOMPLISHMENTS

- Attended over 150 hours of college classes, continuing education seminars/workshops and classes to maintain professional certification and to keep up to date on issues and trends in Recreation and Parks.
- Served as co-chairs of the Westminster Fallfest, the Secretary of the Recreation and Leisure Services Branch of the Maryland Recreation and Parks Association and the Secretary of the Recreation and Leisure Services Branch of the Maryland Recreation and Parks Association.
- Members of the Department also served on the Wellness, Safety, and Healthcare committees.
- Served as a member of the Carroll County School Health Council to assist with issues concerning obesity in children.

- Opened Friends of Westminster City Recreation and Parks – Nonprofit account that will assist with Recreation and Park improvements
- Created and maintained the Westminster Recreation and Parks Facebook page.
- Created and maintained the City of Westminster’s Facebook page.
- Signed on with Michele Obama’s “Let’s Move Towns and Cities”

DEPARTMENTAL ACCOMPLISHMENTS

- Jennifer Mellor received the Maryland Municipal League’s Employee of the Year Award.
- Assembled and manned the booth at the Maryland Municipal League Convention to showcase volunteerism in the City of Westminster.
- Continued a successful Partnership with the Westminster Lions Club to accomplish Santa’s Treat.
- Continued a partnership with the ARC to keep Parks clean and accessible as well as filling eggs for the Easter Egg Hunts.
- Partnered with the Westminster Kiwanis Morning Club to sponsor the annual Egg Hunt.
- Participated in City sponsored events such as Shop with a Cop and Corbit’s Charge.
- Successfully secured over \$100,000 in sponsorship for programs and events to include Westminster Fallfest, Santa’s Treat, Westminster Flower and Jazz Festival, A Month of Sundays Concert Series, and Summer Camps.
- Completed over 4,000 volunteer hours by assisting with programs/events such as Westminster Fallfest, Westminster Flower and Jazz, Santa’s Treat, Summer Day Camp and two Community Clean Up days.
- Participated in the Earth Day event at TownMall.
- Host LAX MAX Tournament – One of the largest lacrosse tournaments in the state
- Partnered with the West Middle School Garden Club to manage Butterfly Garden care and maintenance.
- Replaced Bishop’s Garth Park play equipment.

MUNICIPAL POOL ACCOMPLISHMENTS

- Received an American Red Cross “Professional Rescuers” award for lifesaving measures taken to save a patron’s life.
- Installed a new ADA compliant play structure, basketball court and tetherball posts in the park area. Installed a new play structure and shade structure in the kiddy pool area.
- Added a NEOS 360 to the pool complex.
- Replaced pavilion over the snack area.
- Achieved 100% satisfactory rating on all pool inspections conducted by Maryland State Health Department.
- Created the first pool manual for the city’s Municipal Pool

SUMMER CAMP ACCOMPLISHMENTS

- Successfully met Maryland Department of Health and Mental Hygiene standards.
- Provided employment for 18 High School and College Students.
- Participated in the Counselor in Training Program.
- Participated in the Carroll County Public Library’s Summer Reading Program.

FAMILY FITNESS CENTER ACCOMPLISHMENTS



- Received a \$10,000 insurance check for flood damage after ServPro estimated the cost of repairs.
- Hosted 2 AFAA Personal Training Certification classes in exchange for free classes for our staff.
- Received a \$500 donation from aerobics instructor Missie Wilcox towards new flooring for our cycle studio.
- Our Group Fitness program has enjoyed record attendance since the introduction of Zumba.
- Organized the 11th annual 5K benefit walk/run for the City's

Flower and Jazz Festival. Partnered with Carroll Youth Services Bureau to run the event and split the \$1600 proceeds.

- Partnered with the Aktion Club (Kiwanis) to provide prizes for the 5K. Sarah Carias promoted fitness for Aktion Club members.
- Ran a Weight Loss Challenge with about 20 participants, which included weekly advice and special classes.
- Held the first Toys for Tots Zumba Fundraiser.
- Secured 8 skilled volunteers and sponsorship from local businesses in order to successfully conduct the 6th Annual Halloween Bench Press Contest, which raised over \$1000 for Access Carroll and the Family Center.
- Hosted a food drive and collected over 160 lbs of food for needy residents.
- Donated household items and gift certificates to the West End Nursing Home for their Christmas Drive.
- Hosted numerous blood drives for the Red Cross and hosted a free blood pressure screening with Carroll County Health Department each month.
- Attended training & taught the first Lose and Win Program for city employees.
- Began our 15 year celebration of thanking the members for choosing to workout at the Family Center, with many contests & prizes.
- Organized, assembled and manned a Fallfest booth to promote all facets of Westminster City Recreation at Fallfest.
- Promoted Westminster City Recreation at Boscov's Health Fair.



RECREATION & PARKS SPECIAL EVENTS

MONTH OF SUNDAYS CONCERT SERIES

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



SPORTS LEAGUES

Utilized Jaycee Park, City Park, Dutterer Park and Uniontown Road Athletic fields for Carroll County Recreation Councils, Westminster Optimist Football and Baseball, Westminster Jaycees, Westminster Marauders Rugby, and the Westminster “Diehards” Men’s Lacrosse Team.

FLOWER AND JAZZ FESTIVAL



The Westminster Flower and Jazz Festival is held in Downtown Westminster the Saturday before Mother’s Day. Several nurseries offer a variety of plants, flowers, and shrubs for purchase. Delicious food and great entertainment are offered throughout the day. Students from local middle and high schools get the chance to showcase their talents. There are over 100 craft vendors displaying a wide variety of unique items. Many downtown businesses are offered FREE spaces in front of their stores to promote their business. The Carroll County Health

Departments Safe Kids program encourages “Sports Safety” on the Gehr Lot. This event is open to the public and Moms receive a free gift.

WESTMINSTER FALLFEST

Fallfest is a week-long effort to raise money for charity. The charities that benefit are Access Carroll, Carroll County Youth Services Bureau, Carroll Hospice, and the Boys and Girls Club of Westminster. On Thursday, the Westminster Fallfest parade strolls through Downtown, and then the festival begins. The festival is comprised of rides, games, food, entertainment, craft, commercial, and non-profit vendors.



“Fantastic Friday”, Midnight Madness and WTRR’s Karaoke contest add to the excitement. Hundreds of volunteers from the charities who benefit from the proceeds, local organizations, and area schools help run the event.

EASTER EGG HUNTS



Egg Hunts are held annually on the grounds of Westminster City Hall. The hunts are for children ages 1-8 years with 4,000 filled eggs, filled by the ARC of Carroll County, and 100 special prize eggs. The Westminster 4-H Rabbit Club participates by bringing rabbits for the children to pet. The Westminster City Police brings the D.A.R.E. van, and the Carroll County Safe Kids program brings information and goodies to share. The City’s Street Department will bring a piece of construction equipment for the children to enjoy. There are also concessions for purchase and a basket raffle. Concessions and face painting are provided by the Westminster Family Fitness Center. This year’s hunt was co-sponsored by the Westminster Kiwanis Morning Club.

ELECTRIC HOLIDAY PARADE

The Electric Holiday Parade is held on the Saturday after Thanksgiving. It starts on Monroe Street, and continues down Pennsylvania Avenue to



Main Street, ending at Longwell Ave. 75+ local businesses participated in the parade with a variety of groups, bands, floats and vehicles. The Recreation and Parks department assists the Greater Westminster Development Corporation in parade line-up on the day of the event.

TREE LIGHTING

This community event rings in the holiday season in historic Downtown Westminster with seasonal sounds of the Westminster Municipal Band, carols, the awarding of the Mayor’s Cup, and awaiting the arrival of Santa by antique fire engine. Holiday bake sale table and FREE hot chocolate were available, compliments of the City of Westminster and the Gospel Spreading Church of God. After the lighting of the tree, Santa’s house was opened for visitors on Locust Lane. Westminster Fallfest Inc. sponsored kiddie rides in the Sherwood lot.



SANTA’S TREAT

Santa’s Treat is a FREE children’s event held in the Gymnasium at the Longwell Municipal Center following the Electric Holiday Parade and the Tree Lighting Ceremony. Sponsored by the Westminster Lions Club as well as local businesses, over 300 children enjoyed crafts, games, entertainment and refreshments. Santa’s Treat relies heavily on Student Volunteers using 19 students totaling over 90 hours of service.

PROJECT ACES

A record 9,630 students in 26 elementary schools completed “Project ACES- Active Children Excel in School,” a physical activity challenge to improve health, fitness, and performance in school by increasing daily physical activity. The two-week challenge ran in October for two weeks for students in grades 1-5. All 23 public elementary schools in Carroll County took part, as well as Carroll Lutheran School, North Carroll Community Schools, and the Gerstell Academy. Students kept an activity log which tracked at least 60 minutes each day of all types of physical activity, including sports, dancing, walking, and bicycle riding, as well as helping with yard and housework. Seventy-four percent of the elementary students in the county completed the challenge, and 79% of those met the 14-day requirements for the new level of 60 minutes/day.



Members of the Heart Health Action Team are the Carroll County Health Department, Carroll County Public Schools, Carroll Community College, Carroll Hospital Center, Carroll County SAFE KIDS, the C.R.A.S.H Coalition, Carroll County Department of Recreation and Parks, the Partnership for a Healthier Carroll County, Inc., the Cigarette Restitution Fund Program, and the Westminster City Department of Parks and Recreation.

MAYOR’S CUP STORE FRONT DECORATING CONTEST



Downtown Main Street businesses were invited to dress up their storefront or window to reflect the holiday season. Once again this year, the Good Thyme Gals Garden Club judged the store front/windows on the criteria of eye appeal, originality, and creativity. This year, 13 businesses

participated in the storefront-decorating contest. The winner, Edward Jones Investments, was presented the Mayor's Cup at the Tree Lighting Ceremony followed by the lighting of the Christmas tree.

CORBIT'S CHARGE COMMEMORATION

This is Free Civil War Event, sponsored by the Pipe Creek Civil War Round Table and the City of Westminster. The event is held each June, commemorating and honoring those who fell during the tragedy of War in the streets of Westminster. The event includes a Civil war Living History encampment, infantry, Calvary demos, medical demos, canon demos, walking tours, civil war era music, settlers, museum exhibits, relic and uniform displays, living history notables, and authors.

CORBIT'S CHARGE CIVIL WAR BALL



Corbit's Charge Civil War Ball includes period dancing, dance instruction, and light refreshments. Live music and Dance Masters guiding and teaching the dances are great hits. Participants are encouraged to attend in 1860's Civil War era attire, but any formal attire is welcome. Dances included the Virginia Reel and the Grand March Waltz. Participants arrive from Maryland, Virginia, West Virginia, Pennsylvania, New Jersey and Delaware.

TODDLER PARTIES

Children ages 3-5 are invited to enjoy stories games crafts and a snack. Two themed parties are scheduled at the beginning of the year and are designed to improve socialization, development and exercise.



FATHER SON MINIATURE GOLF

Father/Son teams get together to compete for trophies at this annual tournament held at Westminster's Island Green. Fathers and sons receive a t-shirt, light fare and a chance to win great door prizes. This event is co-sponsored by the Westminster Barber Shop.



MOTHER/SON & DADDY DAUGHTER DATE NIGHTS

This event is geared toward Boys and Girls in kindergarten through 8th grade. The evening includes dinner, dancing, games, door prizes, a 5X7 photo of couple, parting gifts and much more. These events are held twice per year in May and in October.

HOLIDAY CAMP

The Recreation Department offers a 3 day Holiday Camp during the week of Thanksgiving which provides much needed, inexpensive child care for those who need it while public schools are closed. Games, crafts and sports are enjoyed by children ages 6-10 years.

RECREATION & PARKS PERFORMANCE MEASURES

	FY2010	FY2011	FY2012 (Projected)
Facilities/Fields			
Facility & field rental reservations processed	192	198	205
Field users	5,000	5,000	5,000
Swimming Pool			
Pool Members - City	110	130	150
Pool Member – County	50	60	70
Swim Team Members	113	115	120
Swim lessons participants	327	335	340
Camps			
Summer Camp Enrollments	96	90	105
Tot Camp Enrollments	40	40	40
Fall Holiday Camp	16	42	45
Fitness Center			
New members	912	1,308	1,400
Total members	1,500+	1,728	1,700
Number of check-ins	73,961	71,172	74,000
Group Fitness Class attendance	11,000+	14,400	14,500
Guest fees collected	1,892	2,856	2,500
Gym rental hours	1,016	834	900
Number of rental patrons	1,000+	834	800
Programs/Events			
3 on 3 Basketball Participants	48	-	-
Father/Son Golf	72	72	72
May Mother/Son Date	244	290	300
May Daddy/Daughter Date	290	290	300
October Mother/Son Date	252	290	300
October Daddy/Daughter Date	184	290	300
Preschool Parties/Boys	6	7	12
Preschool Parties/Girls	15	18	20

RECREATION & PARKS GOALS FOR FY2012

- Use the newly created Friends of Westminster City Recreation and Parks nonprofit account to raise funds to help offset Recreation and Park expenses.
 - Develop a memorial brochure to for the park system for assist with the cost of adding or replacing park benches and trees
 - Partner with the Westminster Lions Club, Westminster Optimist and Westminster Fallfest to run dances, food concession and raffles to assist with cost of Programs and Events
 - Use the city’s Swim Team to create family pool parties and to host their annual Divisional to assist with the cost with the city’s swimming complex
- Improve information and resources in all parks.
 - Add rules and regulations to the city trail system
 - Replace all park signs with updated rules and regulations
 - Improve resources for dog owners
 - Add mile markers along the city’s trail system
- Promote health and wellness for city residents and employees
 - Sign on with Michele Obama’s “Let’s Move Towns and Cities” to utilize their resources to assist with childhood obesity
 - Provide activities along the city’s trail system to promote the whole family to use the trail

RECREATION & PARKS BUDGET

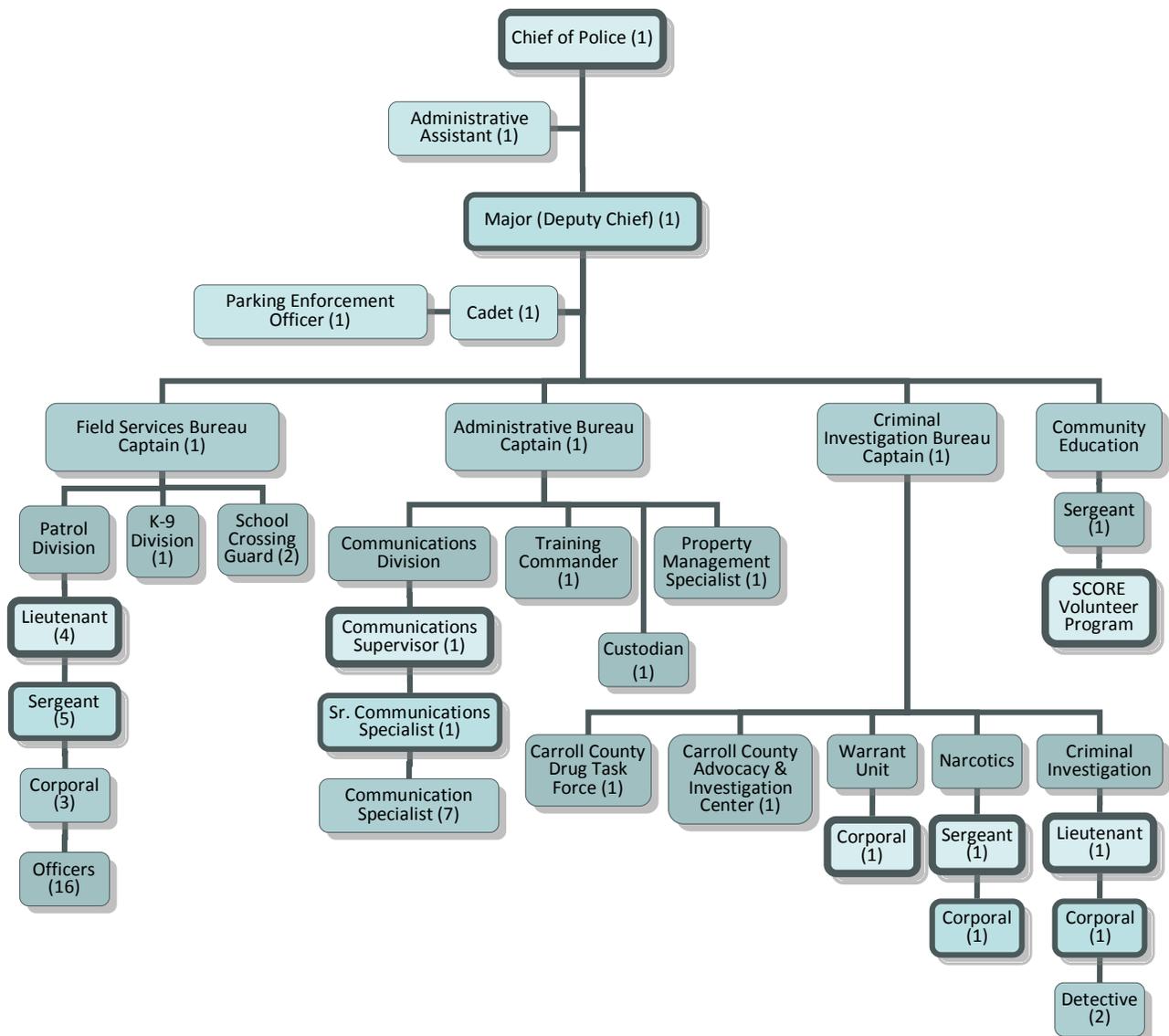
RECREATION & PARKS	2008 - 2009 BUDGET	2009 - 2010 BUDGET	2010 - 2011 Appropriation Request	2010 - 2011 UN- AUDITED RESULTS	2011 - 2012 Appropriation Request
PERSONNEL EXPENSES					
Salaries	\$ 666,397	\$ 607,498	\$ 581,180	\$ 557,562	\$ 607,301
Benefits	\$ -	\$ 262,406	\$ 230,172	\$ 240,822	\$ 272,901
TOTAL PERSONNEL EXPENSES	\$ 666,397	\$ 869,904	\$ 811,352	\$ 798,384	\$ 880,202
OTHER OPERATING EXPENSES					
Administration	\$ 17,350	\$ 25,700	\$ 21,400	\$ 23,166	\$ 28,700
Maintenance & Repair	\$ 47,000	\$ 90,200	\$ 15,800	\$ 38,288	\$ 40,800
Utilities	\$ 16,500	\$ 49,000	\$ 43,500	\$ 28,147	\$ 41,500
Program Operations	\$ 65,300	\$ 64,050	\$ 33,500	\$ 64,666	\$ 87,717
Advertising	\$ 4,700	\$ 4,700	\$ 4,700	\$ 4,700	\$ 4,700
TOTAL OTHER OPERATING EXPENSES	\$ 150,850	\$ 233,650	\$ 118,900	\$ 158,967	\$ 203,417
CAPITAL REQUIREMENTS					
Capital Projects	\$ 510,700	\$ 336,000	\$ 284,400	\$ 191,002	\$ 90,000
TOTAL CAPITAL REQUIREMENTS	\$ 510,700	\$ 336,000	\$ 284,400	\$ 191,002	\$ 90,000
TOTAL RECREATION & PARKS	\$ 1,327,947	\$ 1,439,554	\$ 1,214,652	\$ 1,148,353	\$ 1,173,619

WESTMINSTER POLICE DEPARTMENT

The Westminster Police Department is a full-service municipal police agency that provides community-oriented law enforcement services to the City of Westminster. The Department, which was established in 1839 when the first “City Bailiff” was hired by the “City Burgess and Commissioners” to keep order in the business district, has grown into what is now a progressive police department employing 45 sworn police officers and 14 civilian employees.

The Police Department is commanded by Chief Jeffrey Spaulding, a 37-year law enforcement veteran. Major Ronald Stevens serves as the Deputy Chief and second in command. The Department is comprised of three functional Bureaus, each commanded by a Police Captain. The **Field Services Bureau** provides

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



Civilian	Grade	Authorized FY '10	Authorized FY '11	Authorized FY '12
Communications Supervisor	G	1	1	1
Administrative Assistant, Certified	E	1	1	1
Property Management Specialist	E	1	1	1
Senior Communications Specialist	E	1	1	1
Communications Specialist	D	7	7	7
Parking Enforcement Officer	C	1	1	1
Cadet	B	1	1	1
Custodian	A	1	1	1
Sworn	Grade	Authorized FY '10	Authorized FY '11	Authorized FY '12
Chief of Police	P	1	1	1
Deputy Chief (Major)	M	1	1	1
Captain	J	3	3	3
Lieutenant	I	6	6	6
Sergeant	H	7	7	7
Corporal	G	7	7	7
Probationary Police Officer/Private First Class	F	20	20	20

WPD PERFORMANCE MEASURES

REVIEW OF UNIFORM CRIME REPORT STATISTICS – 2006 THROUGH 2010

	2006	2007	2008	2009	2010	5-Year Average
Homicide	1	0	0	0	1	0.4
Robbery	24	12	8	12	15	14.2
Aggravated Assault	110	105	100	111	84	102
Burglary	100	129	96	93	77	99
Theft	604	521	558	633	587	580.6
Auto Theft	28	38	18	17	11	22.4
Total Part 1 Crime	866	856	781	866	775	828.8

REVIEW OF PRODUCTIVITY INDICATORS – 2005 THROUGH 2009

	2006	2007	2008	2009	2010	5-Year Average
Adult Arrests	742	784	866	714	737	768.6
Juvenile Arrests	318	286	268	199	205	255.2
State Citations	4,734	3,282	4,077	4,076	3,389	3,911.6
Traffic Collisions	821	839	771	814	930	835
Missing Persons	52	47	34	28	33	38.8
Calls for Service	16,756	15,987	14,877	11,785*	12,073*	15,873.33
Foot Patrol Hours	2,222	1,975	1,868	1,819	2,624	2,101.6
Bike Patrol Hours	617	961	507	386	224	539
DUI Arrests	125	107	148	93	115	117.6
Total Sworn Staffing	45	45	45	45	45	45

* A new Computer-Aided Dispatch (CAD) system was brought on-line on January 1, 2009. This new system counts calls for service in a different manner than was used by the legacy system. Certain activities, such as traffic enforcement details and foot patrols, received case numbers in the legacy system but not in the new CAD system. As a result, the call volume appears lower in calendar years 2009 and 2010. Call volume increased 2.4% from 2009 to 2010.

TOTAL ARRESTS FROM 2006 THROUGH 2010

	2006	2007	2008	2009	2010	5-Year Average
Adult Arrests	742	784	866	714	737	768.6
Juvenile Arrests	318	286	268	199	205	255.2
Total Arrests	1,060	1,070	1,134	913	942	1,023.8

The Police Department made a total of 942 arrests in 2010. Of these, 737 were adult arrests and 205 were juvenile arrests. This total is a 3.2% increase in total arrests from the 2009 total of 913 arrests. Over the past 6 years the Department has averaged 1,006.5 total arrests per year. *In a survey of the larger police agencies around the county it was determined that all agencies surveyed experienced minor increases in arrests during 2009.*

Total traffic collisions occurring in the City increased 8.1% during 2010, up from 860 collisions in 2009 to 930 collisions in 2010. Of these 930 collisions, 641 were minor accidents not requiring a formal collision report (per Maryland motor vehicle law). Only 289 collisions (31.1% of the total) required a formal report in 2010, up just 4 collisions from 285 such collisions in 2009. A total of 3,389 traffic citations were issued in 2010, down 687 citations from the 2009 enforcement level. *This significant decrease is attributed to the assignment of an officer to patrol the Main Street business district for 5-hours each evening, thereby eliminating the opportunity for traffic enforcement by that officer during the evening rush hour period.* The Department affected a total 115 arrests for driving under the influence of alcohol and/or drugs during 2010, this representing a 23.7% increase in DUI arrests from the prior year.

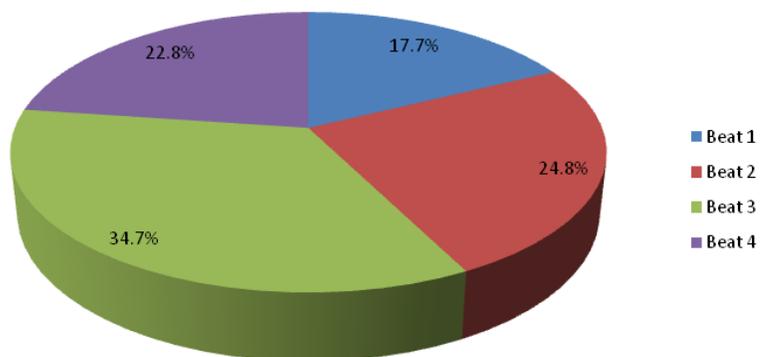
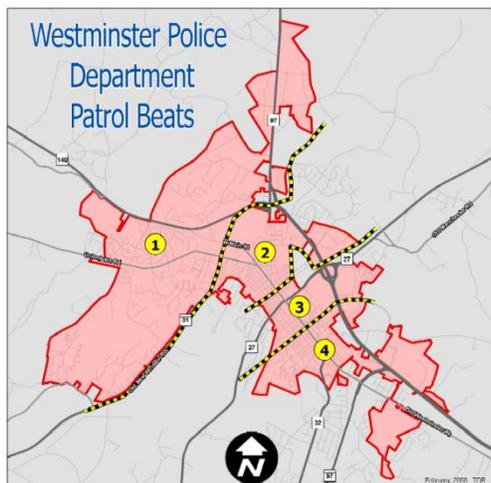
Bike and foot patrols throughout the City increased during 2010, from 2,205 hours in 2009 to 2,845 hours in 2010 (a 29% increase). This increase is attributed to the increased patrols in the Main Street business district.

WPD 2010 IN REVIEW

Part 1 crimes are serious crimes to include murder, rape, robbery, aggravated assault, burglary, theft and auto theft (*Source – Uniform Crime Reporting Program, Maryland State Police*). Part 1 crime in Westminster decreased by 10.5% in 2010, down from 866 crimes in 2009 to 775 crimes in 2010. The volume of Part 1 crime fell well below the 6-year average of 830 crimes per year. During 2010 robberies increased by 25% (an increase of only 2 cases but still slightly above the 6-year average of 14.8 robberies), burglaries decreased by 17.2% (16 fewer cases) and auto thefts decreased by 35.3% (six fewer cases). Total crimes (a total of Part 1 and Part 2 crime) decreased by 8.7% in 2010, with the largest number of reported crimes being thefts and minor assaults. *NOTE – All rapes in Carroll County are handled by the Carroll County Advocacy and Investigation Center. Those statistics are not reflected in this report.*

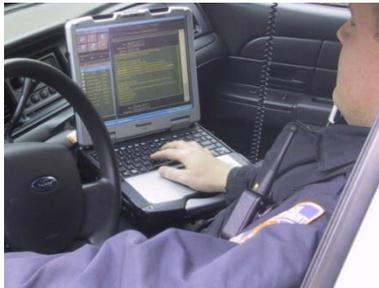
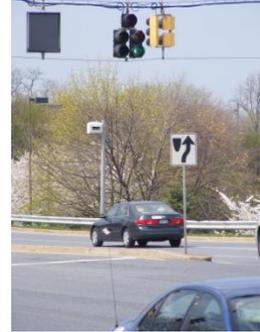
Calls for police service in Westminster increased by 288 calls (2.4%) in 2010. *The significant decrease in call volume between 2008 (and prior) and 2009 relates to the initiation of a new Computer-Aided Dispatch (CAD) system which was brought on-line on January 1, 2009. The new CAD systems counts calls for service in a different manner than was utilized by the legacy CAD system. Certain activities, such as traffic enforcement details and foot patrols, received case numbers in the legacy system – but not in the new CAD system.* The highest number of police calls for service in 2011 occurred in Beat 2 (24.8%) and Beat 3 (34.7%) – the center city area.

2010 CALL VOLUME BY BEAT



WPD ADMINISTRATIVE INITIATIVES

After more than a year of preparation, the Police Department initiated their **Automated Enforcement Program** (red light cameras) on March 15, 2010. Stationary traffic-monitoring and camera equipment was placed at two intersections in the City with a demonstrated incidence of red light running and right-angle collisions. The goal of the program is to reduce collisions and injuries at these locations using violator-funded technology which is cost-neutral to the citizens of Westminster. As of the end of the first full year of the program a total of 2,958 red light citations were issued at the two intersections. Accident data



indicates that the total number of crashes and the number of personal injury crashes at these two intersections declined during the initial year of the program (as compared with the prior 12-month period).

During 2010 the Westminster Police Department partnered with the Carroll County Sheriff's Office on a collaborative effort known as the **Law Enforcement Interoperability Project**. Utilizing a combination of budget and grant funding, this project will enhance law enforcement interoperability in Carroll County by providing funding to purchase (1) mobile data computers (MDC) for each patrol vehicle in the county that is currently not equipped, (2) a common MDC operating system which permits messaging between field units and immediate access to numerous law enforcement databases in the field, and (3) a common police Records Management System (RMS) with mobile functionality. Utilizing the system described above, all police reports (excluding those of the Maryland State Police) generated in the County will be entered into one common law enforcement records system – regardless of the jurisdiction - thus permitting seamless data` sharing and crime analysis. Additionally, this system will permit every patrol officer to complete their police reports in the field, rather than inside the police station as is now required. All of the devices envisioned in the grant have been purchased and installed, and the Records Management System is currently being tested by the Sheriff's Office for eventual roll-out to the other agencies in the County. It is anticipated that this project will be fully implemented in FY'12.

In March of 2010 the Police Department initiated its **Police Chaplaincy Program**. The Department had previously been approached by a Carroll County resident, Mr. Wayne Gadow, who offered his services as a Police Chaplain. Chaplain Gadow is certified through the International Fellowship of Chaplains and he is trained in a number of disciplines to include critical incident stress debriefing, death notifications, dealing with post traumatic stress disorder and grief/loss counseling.



Chaplain Gadow has provided valuable assistance to members of the Department and their families, as well as assistance in the field with death notifications and assisting families and individuals in crisis.



In May of 2010 the Department initiated the **Tip411 Program**. Tip411 is an internet-based service that enables the public to text crime tips to the Police Department completely anonymously. Utilizing this new system, citizens with a cell phone can send an anonymous tip to the Police Department by texting the word TIPWPD and the tip information to 847411 (tip411). The

system also permits the Police to respond back to the sender - creating a two-way anonymous "chat". The service has been used for nearly a year with very promising results.

In January of 2011 seven members of the Police Department's management staff attended "**Response to Campus Emergencies**" training at McDaniel College. The class, which was hosted by McDaniel College Campus Safety and presented by staff affiliated with the Louisiana State University, was designed to prepare emergency responders for the unique circumstances confronted when managing major events on a college campus (such as the shooting at Virginia Tech). Those in attendance found the training both insightful and interesting.

WPD PERSONNEL INITIATIVES



Lieutenant Douglas Johnston attended the **Northwestern University School of Police Staff and Command** from February 1, 2010 through April 16, 2010. The School of Police Staff and Command is an intensive 10-week senior management program – similar to that provided at the FBI National Academy. Lieutenant Johnston is only the second tenured member of the Department to receive this excellent senior management training. Full funding for this training was provided through a grant from the Maryland Chiefs of Police Association.

Lieutenant Christopher Ilyes attended the **FBI National Academy** from September 26th to December 10th, 2010. The National Academy is an intensive 10-week residential management and leadership training program hosted by the FBI at their training facility in Quantico, Virginia. The 243rd session of the N.A. included more than 250 senior law enforcement officials from all 50 states in the U.S. and more than 20 countries around the world. The goal of the program is to prepare middle-managers to assume future leadership positions within their agencies. Lt. Ilyes received his diploma from FBI Director Robert Mueller during the ceremony in Quantico. Lt. Ilyes is only the second "home grown" member of the Police Department to attend this prestigious training opportunity. Chief Spaulding, Major Stevens and Captain Yeager are also National Academy graduates.



On August 27th the Department hosted a **promotional ceremony** during which the following members were promoted to positions of greater responsibility:



PFC Steven Arnold promoted to the rank of Corporal. Corporal Arnold was recognized for his professionalism and ongoing dedication to duty. He has the distinction of being the only WPD employee to have received "Volunteer of the Year", "Civilian of the Year" and "Police Officer of the Year" recognition during his tenure with the Department.



Corporal James Pullen promoted to the rank of Sergeant. Sergeant Pullen has served as both a Constable in England and a Police Officer here in Westminster. He is a prior recipient of the Medal of Valor and was recognized as our “Police Officer of the Year” in both 2002 and 2004. Pullen is also well known as a statewide expert in the enforcement of drunk and drugged driving laws.

The annual **Police Department Awards Ceremony** was held at Carroll Arts Center on March 23rd, 2011. A number of employees and volunteers were recognized for their contributions during the 2010 to include:



**Police Officer of the Year
Detective Steve Rogers**



**Civilian of the Year
Michaëlle Leone**



**Volunteer of the Year
Casey Combs**

WPD OPERATIONAL INITIATIVES

Members of the Patrol Division continued to focus their efforts on the **Downtown Business Corridor Initiative** throughout the year in response to community concerns about disruptive behavior in the area. A variety of strategies have been employed to address “quality of life” problems in the area to include the assignment of foot and bike patrol officers during certain hours each day and the trial use of a portable camera system to remotely monitor activities in the downtown area. Additionally, the Department hosted a personal safety/crime prevention presentation for local business owners and employees in February of 2010. Outreach efforts in this area are ongoing.



In May of 2010 the Department took delivery of their **“T-3” electric transport device**. The T-3 is a three-wheeled device which is utilized by one officer to patrol sidewalks, parks and alleys. The device is battery-powered and can be operated for 8 hours on only 10-cents worth of electricity. Some of the funds used to purchase the T-3 were generously donated to the Police Department by the Kiwanis Club of Greater Westminster. Asset forfeiture funds were utilized to fund the remainder of the purchase. The vehicle has been utilized for patrols of the downtown business district and during a number of special events occurring in the downtown area, to include Fall Fest. The T-3 enhances officer mobility, visibility and our ability to interact effectively with our community.

In July the Department received a \$3,100 grant from the Target Foundation. These funds were utilized to purchase **digitals cameras** and related supplies that were provided to each Patrol Officer for their use in the field. These additional cameras permitted the Department to complete their transition away from traditional “wet film” cameras and eliminate the need for both film and film processing. In 2008 the Department purchased the necessary computer hardware and software to begin the transition to digital photograph, those funds provided by a grant from the Governor’s Office of Crime Control and Prevention. With the additional cameras provided by the Target Foundation grant, this transition is now complete and it was accomplished at no cost to the City.

In October the Police Department was presented the **2010 Lethality Assessment Award** by the Maryland Network Against Domestic Violence. Lethality assessment refers to a series of validated questions which are presented to all domestic violence victims encountered by our officers while handling their calls for service in the field. Through the victim’s answers to these questions, officers are able to identify those victims who are at high risk of serious violence or death in their relationship. Those victims screened as being at “high risk” are immediately placed in cell phone contact with a domestic violence counselor who speaks with them about their circumstances and discusses safety planning and the resources available to them. **It is noted that 2010 was the second year in a row that the Westminster Police Department was the recipient of this distinguished statewide recognition.**

During December the Westminster Police Department and the Carroll County Sheriff’s Office once again teamed up to conduct the **Holiday Patrol Initiative** in the commercial corridor along Route 140 and Main Street. These patrols provided 3 officers and 2 deputies to patrol the Route 140 business corridor and the Main Street commercial district during peak shopping periods. The goal of the patrols is to prevent robberies and thefts which typically increase during the holiday shopping season. After business hours the officers then shifted their focus to the enforcement of drunk driving laws. Once again in 2010, no robberies or major crimes were reported in our commercial areas during the holiday period.

The Department is currently in the process of implementing an **Emergency Operations Center (EOC)** for the City of Westminster. Working in partnership with the Westminster Fire Department, the EOC will provide the City with the appropriate location to manage major events and emergencies utilizing a formal incident/unified command structure. The facility will be outfitted with computer, telephone and radio equipment to facilitate the efficient management of major events impacting the greater Westminster area.

WPD COMMUNITY INITIATIVES



During 2010 school year Sergeant Keith Benfer of our Community Education Section taught the **D.A.R.E. Program** curriculum to all 6th grade students at four middle schools in the greater-Westminster area. The program is 10-lessons in length during which the students are taught how to make good choices and stay away from dangerous drugs.

School safety programs relating to drug safety, personal safety and seatbelt safety were presented to the 2nd and 4th graders at six elementary schools in the greater-Westminster area. Additionally, the 8th graders at East Middle, West Middle and St John School were taught about the perils of prescription drugs, alcohol and tobacco, and illegal drugs. During the 2010-2011 school year, these programs will be presented to a total of more than 1,200 students in the greater-Westminster area.

In July of 2010 the Department hosted the **3rd annual "Shop With A Cop - Back To School" event** at the Forbush School. Eighteen students participated in the event, shopping for all of their school supplies for the upcoming school year with a police officer. Lunch was provided for the students and officers, and then the students enjoyed a game of volleyball with the officers. Additionally, audio and video equipment was purchased for the school. In addition to the school supplies provided for the Forbush School students, a full-array of school supplies were purchased for 60 additional elementary school students living in and around Westminster. These supplies were provided to 5 local elementary schools for distribution to needy students as they deemed appropriate.

In August of 2010 Youth Intervention Officers from the Westminster Police Department, the Maryland State Police and the Carroll County Sheriff's Office hosted the **12th annual "Camp C.O.P.S."** for more than 125 local students. Camp C.O.P.S. helps local youth from ages 10 to 14 to better understand law enforcement in a "police academy" environment. Participants learn self-discipline and team work by participating in challenging activities such as basic first aid, close order drill, crime scene processing and a variety of team competitions.

In August of 2010 the Department once again facilitated the annual **"National Night Out"** observances in Westminster. A total of five (5) communities partnered with the Police Department this year on this national event to highlight community involvement in crime prevention activities. Local events included great food, face painting, games for the children and crime prevention presentations by members of the Police Department.

On September 25th and 26th Carroll County law enforcement teamed up with their law enforcement partners from around the state as we hosted the inaugural **"Cops on Rooftops"** event here in Westminster. Lieutenant Andy Winner, Commander of the Westminster State Police Barrack, and Chief Spaulding climbed onto the roof of the Westminster Dunkin Donuts at 6:00 a.m. on Saturday morning, September 25th. They came off the roof on September 26th after raising more than \$8,300 for Special Olympics of Maryland.



On October 15, 2010 Chief Spaulding participated in a brief ceremony at Carroll Lutheran Village during which the Police Department was presented with a **"President's Award"** by their leadership team. The Award was presented to the Chief on behalf of the dedicated men and women of the Police Department for their outstanding service to the residents and staff at Carroll Lutheran Village over their many years here in the City of Westminster. The award has been placed on display within Police Headquarters.

In December the Westminster Police Department hosted the **7th annual "Shop With A Cop" event** with our local Wal-Mart Store. Twenty-two local children from 10 families had the opportunity to shop with the officers and dispatchers for Christmas presents for their family members – all of the gifts and gift cards were provided through local donations. After shopping, the families were invited for a lunch with Santa and a holiday party with



members of the Police Department. A wonderful time was had by all. Throughout the 7-year history of the “Shop With A Cop” Program here in Westminster, holiday gifts have been provided to more than 175 children in 67 local families. Additionally, donations of televisions and gaming systems have been made to our local Boys and Girls Club, Family and Children Services of Central Maryland, the Domestic Violence Shelter and the Women and Children’s Shelter here in Westminster.



In February 2011 the Westminster Boys and Girls Club honored the men and women of the Westminster Police Department during their first annual “**Hometown Heroes**” celebration at the Westminster Applebee’s restaurant. All of the members of the Department were invited to a breakfast in their honor at the restaurant. During the breakfast several young Boys and Girls Club members read a poem to those in attendance thanking our employees for their dedication to duty and ongoing efforts on behalf of the community and the Boys and Girls Club. A few days later the group delivered a basket of snacks (potato chips) to the Police Department with a large banner thanking our members for their service.

WPD GOALS FOR FY2012

Comprehensive Plan Goal	FY’11-12 Action	Completion Date
Objective 1. Provide residents with an adequate level of public safety and police protection services that can accommodate and sustain future population growth.	Develop and implement a local warrants initiative to reduce the backlog of open arrest warrants in our warrant files. This initiative will include the use of the MVA Warrant Flagging System.	December 2011
Objective 2. Support the Police Department’s community initiatives to develop partnerships with the community and to educate residents on public safety issues.	Expand and enhance the Neighborhood Liaison Officer Program in an appropriate residential community within the City. Also, enhance our relationship with the Main Street business community by establishing a formal Departmental liaison to this community.	December 2011
Objective 3. Increase operational efficiency and community safety through the implementation of data-driven policing.	Coordinate with the Sheriff’s Office and the other municipal police agencies in Carroll County to facilitate the full implementation of both mobile and station-based consolidated police records management systems.	December 2011
Objective 4. Enhance traffic safety in the City through the use of new and innovated traffic enforcement strategies.	Conduct or collaborate with other agencies to conduct a minimum of two (2) sobriety checkpoints in/around Westminster during FY’2012 to enhance traffic safety and reduce the incidence of DUI.	June 2012

Objective 5. Enhance traffic safety in the City through the use of new and innovated traffic enforcement strategies.	Develop and implement a process to capture and analyze traffic crash data in order to effectively target traffic enforcement activity on high-collision roadways/ locations within the City.	June 2012
Objective 6. Maintain police protection in accordance with national standards of service to ensure the Westminster area is well-equipped to meet public safety needs.	Continue the process of reviewing and updating our General Order Manual to reflect best practices and current legal/professional standards.	June 2012

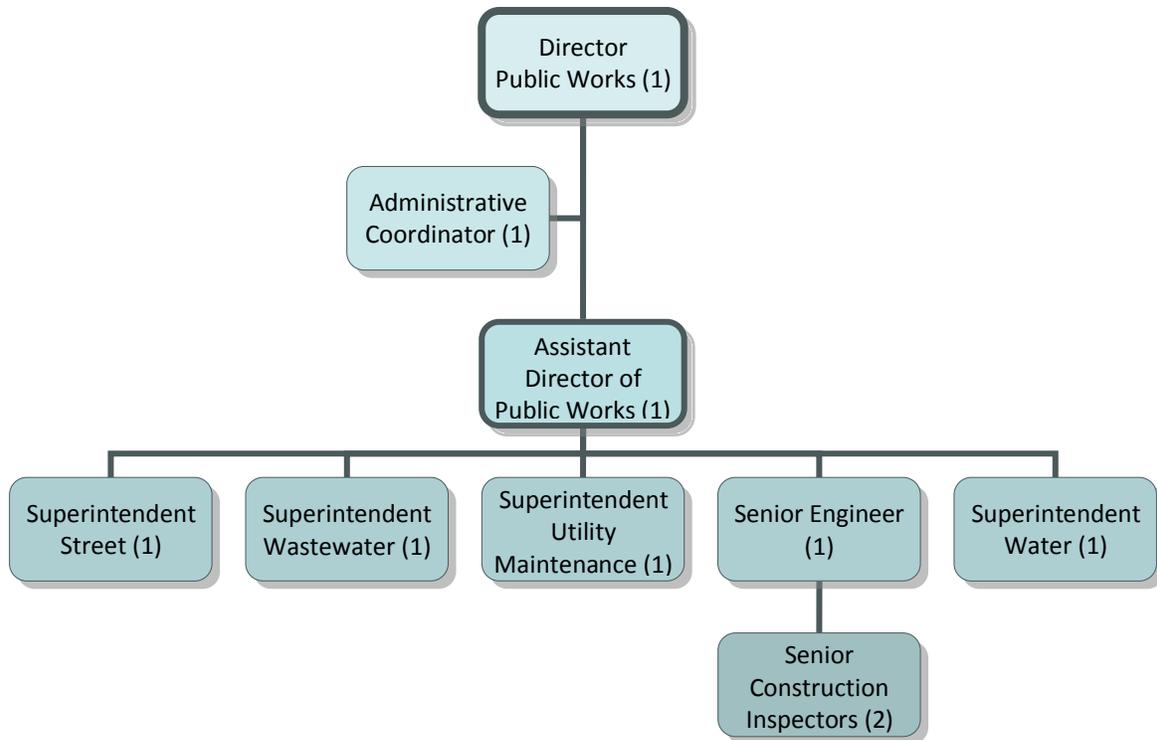
WPD BUDGET

PUBLIC SAFETY	2008 - 2009 BUDGET	2009 - 2010 BUDGET	2010 - 2011 Appropriation Request	2010 - 2011 UN- AUDITED RESULTS	2011 - 2012 Appropriation Request
PERSONNEL EXPENSES					
Salaries	\$ 3,309,609	\$ 3,138,581	\$ 3,224,237	\$ 3,078,850	\$ 3,194,102
Benefits	\$ 1,388,386	\$ 1,728,839	\$ 1,638,659	\$ 1,638,659	\$ 1,602,262
TOTAL PERSONNEL EXPENSES	\$ 4,697,995	\$ 4,867,420	\$ 4,862,896	\$ 4,717,509	\$ 4,796,364
OTHER OPERATING EXPENSES					
Administration	\$ 145,250	\$ 273,549	\$ 110,700	\$ 89,910	\$ 153,625
Equipment & Supplies	\$ 90,600	\$ 74,850	\$ 73,500	\$ 43,923	\$ 48,150
Service Operations	\$ 236,750	\$ 144,550	\$ 298,860	\$ 446,484	\$ 545,284
Facilities	\$ 65,800	\$ 71,000	\$ 57,650	\$ 45,174	\$ 65,409
Westminster Volunteer Fire Department	\$ 251,000	\$ 251,000	\$ 251,000	\$ 250,000	\$ 250,000
Professional Services	\$ 11,500	\$ 5,500	\$ 6,000	\$ 1,200	\$ 1,500
TOTAL OTHER OPERATING EXPENSES	\$ 800,900	\$ 820,449	\$ 797,710	\$ 876,691	\$ 1,063,968
CAPITAL REQUIREMENTS					
Capital Projects	\$ 50,200	\$ 186,621	\$ 97,000	\$ 46,354	\$ 186,000
TOTAL CAPITAL REQUIREMENTS	\$ 50,200	\$ 186,621	\$ 97,000	\$ 46,354	\$ 186,000
TOTAL PUBLIC SAFETY	\$ 5,549,095	\$ 5,874,490	\$ 5,757,606	\$ 5,640,554	\$ 6,046,332

PUBLIC WORKS

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

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



<i>Public Works Administration</i>	Grade	Authorized FY '10	Authorized FY '11	Authorized FY '12
Director of Public Works	P	1	1	1
Assistant Director of Public Works	M	0	0	1
Administrative Assistant, Certified	E	1	1	0
Administrative Coordinator	D	0	1	1
<i>Engineering</i>				
Senior Engineer	J	1	1	1
Senior Construction Inspector	G	2	2	2

ENGINEERING

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

ENGINEERING ACCOMPLISHMENTS FOR FY2011

Big Pipe Creek Pipeline

This project is a joint venture between the City and Carroll County, consisting of the construction of a raw water pipeline from the Union Mills area to Cranberry Reservoir, utilizing a phased approach. The first phase will be to install the pipeline and utilize ground water as the source. A second phase incorporates the pipeline, but also includes a sideline intake from Big Pipe Creek with additional offsite storage. The last and final stage incorporates the pipeline and offsite storage, potentially abandons the use of ground water and sideline intake, and installs the planned in-line reservoir identified in the County water and Sewer Master Plan. This final phase offers the best scenario providing the most amount of water storage and best water quality for future uses. Currently, this project is awaiting concurrence with county budgeting for the ground water development portion of the project.

Gesell Property Well

This project, coordinated with Carroll County, has resulted in a single well that produces approximately 250 gallons per minute. The water allocation permit is expected in the spring of 2010. Immediately following a signed agreement with Carroll County, engineering design will commence, followed by construction of the necessary treatment building and associated processes. This project was put out to bid and an engineer has been selected. During the ongoing engineering work, the water allocation permit was finalized to 330,000 GPD. This quantity was derived from a combination of the well its self and a raw water intake form Little Pipe Creek. Both water sources were combined following a suggestion from MDE to maximize the yield from the common watershed. Accordingly, a design change order was left to include the necessary intake and pumping station. Construction is expected to begin in FY 2012 and take approximately one year to complete.

Radon Removal and Salt Storage Facility

This project will design and construct facilities necessary to degasify well water associated with the Vo-Tech well and also construct a bulk Salt storage facility to reduce material costs necessitated by Nitrate removal. Design work for this project is complete, including a re-configured access road to accommodate large delivery trucks. This project is scheduled to bid in FY2012 in conjunction with a county storm water project. The county project will produce significant amounts of earth that will be utilized in the construction of the new access road described above. This concept will result in a savings to both the city and county and demonstrates the cooperative nature that is shared by both. A one year construction term is anticipated.

Enhanced Nutrient Removal

This project upgrades the Wastewater Treatment Plant to ENR standards. Design is expected to begin in FY2011 with construction to follow immediately. Significant discussion with MDE involving final cost share and a revisiting of engineering design approaches has delayed this project and execution of engineering contracts until spring 2011. Total cost of the ENR project is estimated at \$26.9 million dollars and represents the largest capital project in Westminster's history. Detailed engineering design will commerce in early FY2012 with a 12 month duration. Construction is expected to take 24 months and will start at the completion of design.

Wakefield Community Trail

This project completes the design and constructs the last leg of the trail system.

Inflow and Infiltration Study

This project studies a section of the largest sewer pipeline, in search of excessive infiltration of groundwater. The goal is to minimize such infiltration and provide re-useable capacity at the Wastewater Treatment Plant. The potential success of this study may reduce the need for expansion of the current Plant capacity for years into the future and provide near term relief to an already taxed sewer budget.

Pennsylvania Avenue Street Lighting

This project included improved crosswalks in conjunction with curb bump outs for traffic calming related to vehicular speeding and increased pedestrian safety in this residential area. This project is the last phase of the Pennsylvania Avenue project and installs pedestrian level lights. Community Legacy Grant funding allows for this project to move forward.

Annual Street Overlay Program

This project is an ongoing systematic approach to street rehabilitation including inspection and associated grading of pavement condition, scheduling of projected streets based on needs and grouping to minimize mobilization demobilization costs to maximize the rehabilitation effort. FY2011 completed \$1.39 million dollars of pavement milling and overlay. This significant measure is afforded by a recent tax increase. Similar funding amounts are scheduled and budgeted for in FY2012.

ENGINEERING PERFORMANCE MEASURES

	CY2009	CY2010	CY2011	CY2012 (Projected)
Daily Inspections	18	24	30	32
Pre-bid Conferences	22	3	6	10
Construction Progress Meetings	15	17	20	16
Construction Change Orders	12	13	10	12

ENGINEERING GOALS FOR FY2012

- Ensure adequacy of wastewater treatment operations in terms of quantity and quality, while maintaining compliance with regulatory requirements.
 - Provide engineering and design services for ENR upgrade to the Waste Water Treatment Plant.
 - Ensure adequacy of potable water systems in terms of quantity and quality.
 - Provide engineering and construction of the radon removal
- Link Westminster area parks and open space with a system of trails, pedestrian pathways, and bicycle routes.
 - Provide engineering and construction management services to City Recreation Parks for the completion of the Wakefield Valley Community Trail.
- Implement priority water supply projects as they become financially feasible.
 - Construct the Gesell Well and Little Pipe Creek intake project.
- Coordinate with State and County agencies to develop long-term water resource strategies.
 - Pursue the big Pipe Creek ground water initiative.

PUBLIC WORKS ADMINISTRATION BUDGET

PUBLIC WORKS ADMINISTRATION & ENGINEERING	2008 - 2009 BUDGET	2009 - 2010 BUDGET	2010 - 2011 Appropriation Request	2010 - 2011 UN- AUDITED RESULTS	2011 - 2012 Appropriation Request
PERSONNEL EXPENSES					
Salaries	\$ 315,448	\$ 300,364	\$ 301,560	\$ 266,681	\$ 470,876
Benefits	\$ 112,537	\$ 115,276	\$ 126,523	\$ 126,189	\$ 168,285
TOTAL PERSONNEL EXPENSES	\$ 427,985	\$ 415,640	\$ 428,083	\$ 392,870	\$ 639,161
OTHER OPERATING EXPENSES					
Administration	\$ 3,802	\$ 12,620	\$ 6,650	\$ 17,432	\$ 15,043
TOTAL OTHER OPERATING EXPENSES	\$ 3,802	\$ 12,620	\$ 6,650	\$ 17,432	\$ 15,043
CAPITAL REQUIREMENTS					
Capital Projects	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL CAPITAL REQUIREMENTS	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL PUBLIC WORKS & ENGINEERING	\$ 431,787	\$ 428,260	\$ 434,733	\$ 410,302	\$ 654,204

FACILITIES

The City of Westminster has established separate budget accounts to capture all costs associated with the various non-utility based facilities the City rents or owns to establish a baseline for future maintenance, rehabilitation, and improvements. This will provide the baseline data required to monitor energy costs. A significant accomplishment in FY2011, related to energy savings included replacement of inefficient lighting in city buildings. The effort was afforded by a grant by the Maryland Energy Administration (MEA) and Efficiency Rebate Programs through BGE. Buildings included in this work were: City Hall, Armory, Police Department, 56 West Main St. and both parking garages. Business cases were developed for each location to determine a payback period which was less than two years in all cases.

The City of Westminster's most beautiful and historic buildings, such as City Hall and the Old Armory, are in need of major investment for rehabilitation. It will be a significant financial undertaking to rehabilitate these buildings; therefore, it is prudent to perform a comprehensive needs-based analysis of all City buildings and facilities. A detailed analysis will include a complete inventory of facilities, assessment of current conditions, and investment requirements to prepare a realistic, long-range facilities plan for Westminster. Sufficient funds (161K) are included for repairs necessary to complete the building envelope for City Hall. Expected repairs include:

- Replacement of flashing, gutter/downspouts and slate replacement as necessary to prevent roof leakage.
- Replace rotted porch floor and support columns.
- Replace windows for energy efficiency.
- Insulate the attic area for additional energy savings.

Looking at City Hall and the Old Armory, one must ask if these buildings are adequate for the City's future needs, and if other alternative uses would be more appropriate to preserve their historic value and attract the investment required to properly maintain the structures. The Police Department is in need of additional space, and adding to this building is not feasible. We have achieved a major City objective by bringing the majority of City offices under "one roof" at 56 West Main Street; however, it costs over \$141,000 annually in City funds to pay for rent and utilities.

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

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

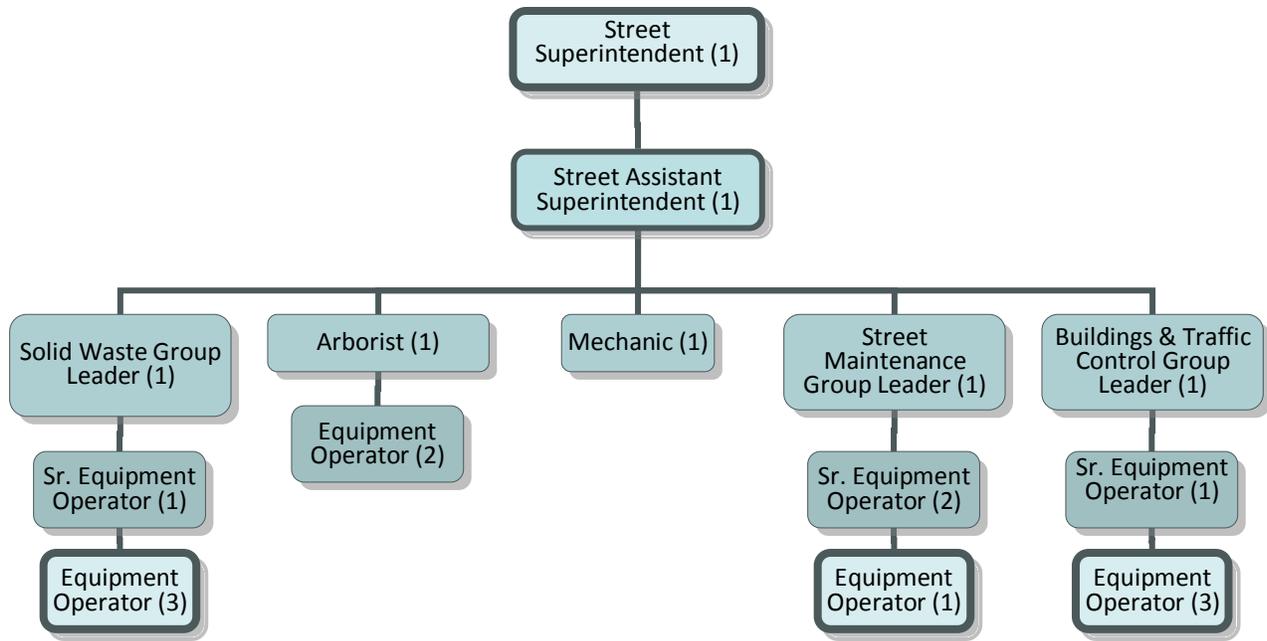
In addition to these six facilities, the City leases the Clock Tower at 66 East Main Street, and is responsible for the maintenance of the clock mechanism. This clock serves as the unofficial symbol of the downtown business section, a citizen committee, chaired by Councilwoman Albert, is raised the funds required for a successful renovation of the clock mechanism.

FACILITIES BUDGET

FACILITIES	2008 - 2009 BUDGET	2009 - 2010 BUDGET	2010 - 2011 Appropriation Request	2010 - 2011 UN-AUDITED RESULTS	2011 - 2012 Appropriation Request	
36 Locust Lane - WPD (Public Safety Budget)	\$ 65,800	\$ 71,000	\$ 57,650	\$ 45,174	\$ 65,409	<i>In Public Safety</i>
11 Longwell Avenue - Recreation & Parks	\$ 132,800	\$ 77,300	\$ 81,800	\$ 82,074	\$ 94,095	
56 West Main Street - Administrative Offices	\$ 121,275	\$ 136,425	\$ 135,996	\$ 130,451	\$ 168,850	
105 Railroad Avenue - Public Works	\$ 285,000	\$ 44,125	\$ 42,800	\$ 32,778	\$ 43,289	
1838 Emerald Hill Lane - City Hall	\$ 36,725	\$ 34,700	\$ 30,500	\$ 26,878	\$ 188,582	
91 West Main Street - Carroll Arts Theatre	\$ 17,400	\$ 38,500	\$ 38,500	\$ 29,088	\$ 60,500	
7 Schoolhouse Road - West End Place	\$ 2,400	\$ 2,400	\$ 2,400	\$ 1,160	\$ 3,560	
631 Old Manchester Road - Utility Operations	\$ 3,500	\$ 3,600	\$ 2,400	\$ -	\$ -	
TOTAL FACILITIES	\$ 664,900	\$ 408,050	\$ 392,046	\$ 347,603	\$ 558,876	

STREETS AND SANITATION

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



	Grade	Authorized FY '10	Authorized FY '11	Authorized FY '12
Superintendent	I	1	1	1
Assistant Superintendent	H	1	1	1
Arborist	F	1	1	1
Group Leader	F	3	3	3
Mechanic	E	1	1	1
Senior Equipment Operator	D	4	4	3
Equipment Operator	C	12	9	10

STREETS & SANITATION ACCOMPLISHMENTS FOR FY2011

Storm Drains

- Maintenance and repair of storm drains and inlets.
- Assisted the County with mapping of the storm drain system.
- Replaced 720 feet of 24 inch storm drain on East Green Street.
- Installed 500 Linear feet of Shotcrete pipe-liner in the 72 inch CMP storm drain system at Clifton Boulevard.
- Installed curbing and storm drain system at Fitzhugh Avenue.

Traffic Controls

- Maintenance, repair and installation of traffic control signs.
- Replaced street signs due to damage from 6 reported accidents and 25 reported acts of vandalism, in addition to regular maintenance.

Streets

- Maintenance of streets, installed over 350 tons of blacktop in alleys.
- Invested \$1.39 million dollars in the City annual Street overlay program.
- Maintenance and repair of two parking garages including collection of fees at all parking meters.
- Repainted parking areas in City of Westminster parking lots.
- Assisted the County in painting center and edge lane markings.
- Assisted tree contractor with trimming of street trees and traffic control.
- Removed numerous trees damaged by storms.
- Applied Thermo-plastic for crosswalks and stop bars.
- Repaired numerous potholes, as necessary.
- Trained and certified 3 City personnel to ATSSA temporary traffic control standards as required by the Maryland State Highway Administration.
- Initiated GPS/GIS mapping of street signs and sidewalks.
- Collected data from GPS and on board salt programs. This allows for tracking the salt usage and location of trucks.

Buildings

- Maintenance on all City-owned and leased buildings.
- Removed graffiti from parking garages, parks, and other City of Westminster buildings.

Vehicles

- Maintenance on the City's fleet of vehicles and equipment.
- Installed new work order system.
- Installed City logos on vehicles.

Curbside Services

- Weekly curbside bulk refuse removal, including yard waste, metal waste, etc.
- Placed dumpsters out for neighborhood cleanup days.
- Placed dumpsters at residences for large quantity of bulk, such as roofing materials, 24 occasions.
- Placed roll off dumpsters with mulch for neighborhood use.

Holiday and Special Events

- Support for special events and holiday activities.
- Installed and removed Christmas decorations and lights, approximately 338 hours.
- Cut, transported and erected 3 Christmas trees for decorating, approximately 100 hours.
- Placed additional US flags out for patriotic holiday and lowered flags several times for patriotic holidays, fallen soldiers and politicians.
- Installed and removed approximately 22 banners across Main Street for Parks and Recreation Permits, and banners and directional signage for Ravens Training Camp.
- Assisted with the Miracle on Main Street Holiday event.
- Directed 3 City clean up days with McDaniel and Carroll Community College.

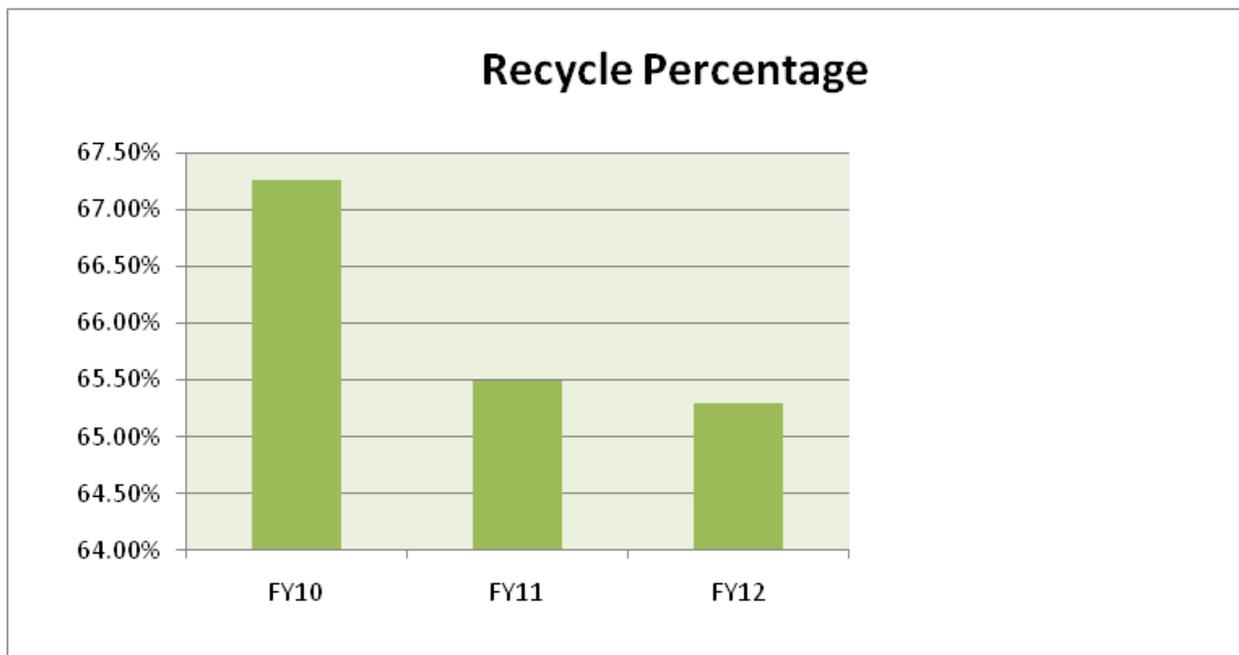
Parks

- Maintenance and grounds keeping of all City parks, open spaces and rights of way, including tree planting.
- Repaired and/or replaced equipment at parks due to vandalism and regular maintenance.
- Held annual tree plantings for Arbor Week in cooperation with the Tree Commission.
- Assisted and attended annual Forestry Workshop.
- Planted and maintained flowerbeds at City Hall, Pennsylvania Avenue, and Main Street.
- Performed landscape inspections and hazard tree assessment as needed.
- Maintained athletic fields, this includes dragging softball fields, aerating, fertilizing, and over seeding for Parks and Recreation.
- Repaired City Park grounds after Fallfest event.
- Replaced fall protection, wood carpet, at parks.
- Removed graffiti from park equipment.
- Planted 21 trees in Furnace Hills subdivision with Tree Commission and residents.
- Designed and installed handicap parking at Bishop Garth Park.
- Designed and installed handicap ramps at City Park and Bishop Garth Park.

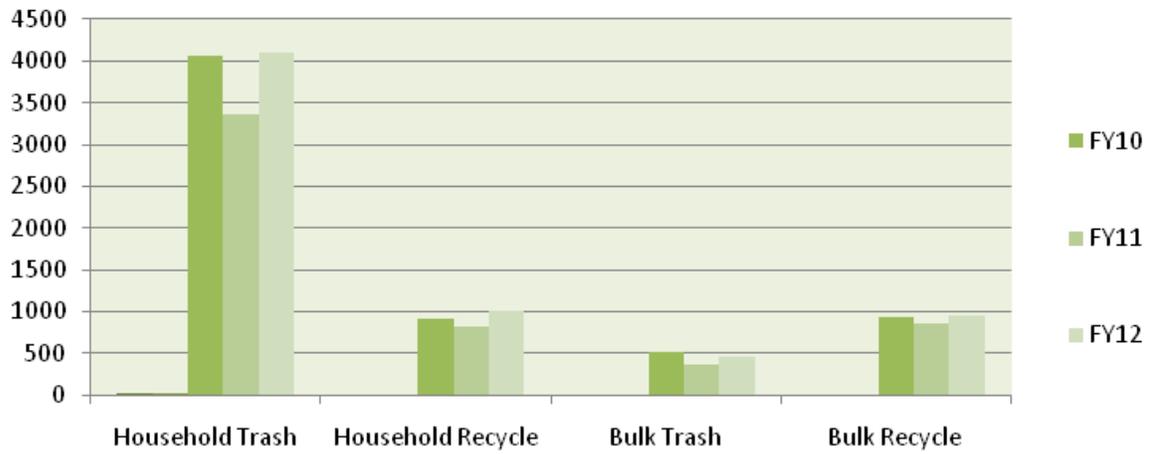
Lighting

- Replaced bulbs and ballasts on City-maintained streetlights.
- Reported in excess of 50 street light outages to BGE.

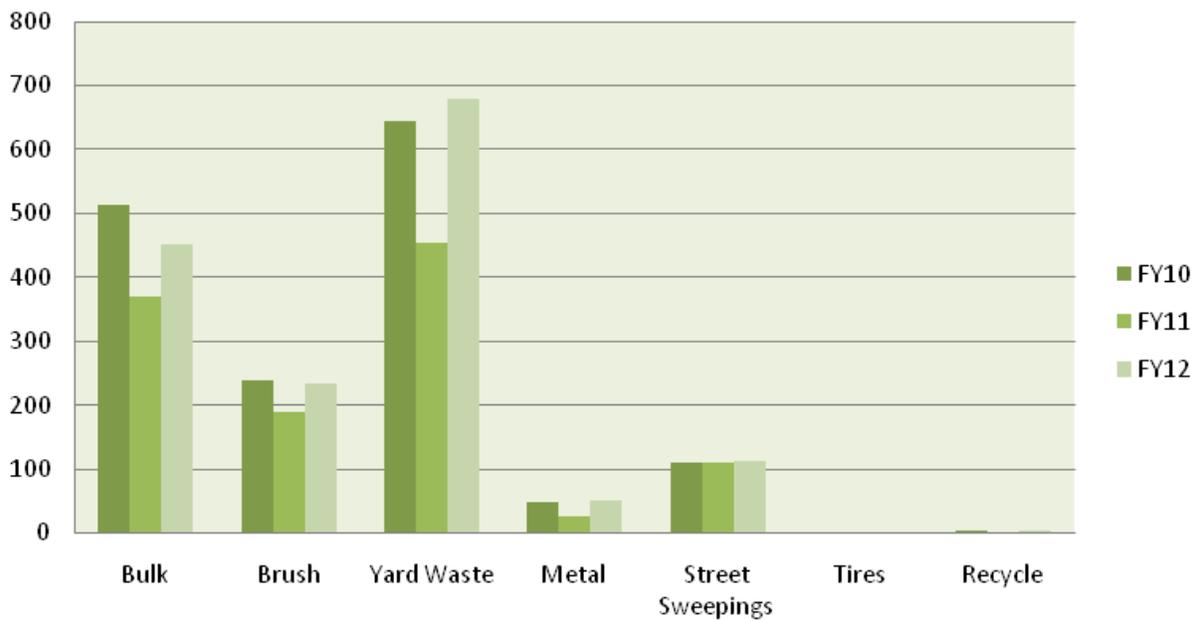
STREETS & SANITATION PERFORMANCE MEASURES



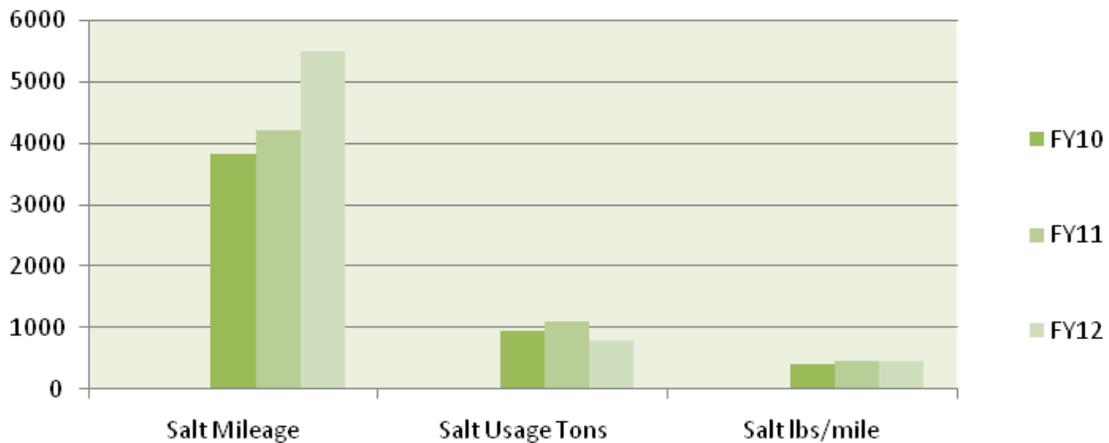
Trash & Recycling



Bulk Service



Snow & Ice Control



	FY2010	FY2011	FY2012 (Projected)
Tons of refuse collected	4,054	3,362	4,100
Tons of recyclable material collected	917	827	1,000
Recyclable rate	23%	25%	24%
Bulk trash collection	514	371	451
Brush collected	238	189	235
Yard waste/leaves collected	644	455	680
Tons of metal collected	47	25	30
Street lights repaired	65	50	75
Hours provided to special events	1,725	1,610	1,700
Linear feet of yellow curb painted	5,200	2,200	2,500
General information calls	2,500	1,500	1,000
Bulk pickup service calls	9,500	100	100
Parking meter housing replacements	5	5	5
Vehicle maintenance work orders completed	440	100	600
Linear feet of cracks sealed	0	0	200
Storm drains repaired	18	10	10

Grates and catch basins cleaned	230	150	150
Storm drain grates opened	10	8	10
Tons of salt spread	950	1,100	800
Pounds of salt per lane mile	420	450	450

STREETS & SANITATION GOALS FOR FY2012

- Inventory all street trees in Westminster and keep the inventory up-to-date through an annual update.
 - Collect GPS data on signs and trees to be plotted on GIS system.
- Develop priorities for improvements to the transportation system based on safety considerations and existing deficiencies.
 - Finish implementing the sidewalk, roadway and utility repair policy for LGIT that was developed FY2009.
- Review and monitor the transportation system to provide adequate service to existing and future land uses.
 - Use Road Surface Management System to track and plan for needed repairs to streets to track work completed.
- Promote energy efficiency in all Westminster government facilities.
 - Work with energy audit information to make City buildings more energy efficient.
- Prepare for the new Storm Water Regulations and associated discharge permit including the WIP (Watershed Implementation Plan) that will be due in FY 2012.

STREETS & SANITATION FY2011 INCOMPLETE PROJECTS (DUE TO INSUFFICIENT FUNDING)

- Replace windows at Family Center and City Hall
- Replace State Seal on Family Center.
- Install sidewalks in areas of the city that are deficient.
- Unable to rehire 5 retired employees/positions.

STREETS & SANITATION BUDGET

STREETS & SANITATION DIVISION	2008 - 2009 BUDGET	2009 - 2010 BUDGET	2010 - 2011 Appropriation Request	2010 - 2011 UN- AUDITED RESULTS	2011 - 2012 Appropriation Request
PERSONNEL EXPENSES					
Salaries	\$ 1,100,828	\$ 1,057,681	\$ 969,398	\$ 821,390	\$ 930,974
Benefits	\$ 236,063	\$ 297,771	\$ 399,944	\$ 392,895	\$ 428,404
TOTAL PERSONNEL EXPENSES	\$ 1,336,891	\$ 1,355,452	\$ 1,369,342	\$ 1,214,285	\$ 1,359,378
OTHER OPERATING EXPENSES					
Administration	\$ 82,890	\$ 91,800	\$ 48,300	\$ 25,437	\$ 50,216
Vehicle Maintenance & Operation	\$ 107,800	\$ 141,000	\$ 159,000	\$ 275,629	\$ 170,000
Parking Facilities	\$ 135,000	\$ 146,000	\$ 143,000	\$ 117,358	\$ 171,875
Street Maintenance & Operations	\$ 526,300	\$ 684,250	\$ 677,008	\$ 840,039	\$ 1,147,798
Street Sanitation	\$ 800,000	\$ 739,000	\$ 739,000	\$ 660,649	\$ 745,000
Equipment Maintenance & repair	\$ 102,650	\$ 46,500	\$ 61,500	\$ 50,759	\$ 87,000
TOTAL OTHER OPERATING EXPENSES	\$ 1,754,640	\$ 1,848,550	\$ 1,827,808	\$ 1,969,871	\$ 2,355,989
CAPITAL REQUIREMENTS					
Capital Projects	\$ 2,364,000	\$ 729,300	\$ 2,920,500	\$ 1,650,657	\$ 2,937,970
TOTAL CAPITAL REQUIREMENTS	\$ 2,364,000	\$ 729,300	\$ 2,920,500	\$ 1,650,657	\$ 2,937,970
TOTAL STREETS & SANITATION DIVISION	\$ 5,455,531	\$ 3,933,302	\$ 6,117,650	\$ 4,834,813	\$ 6,653,337

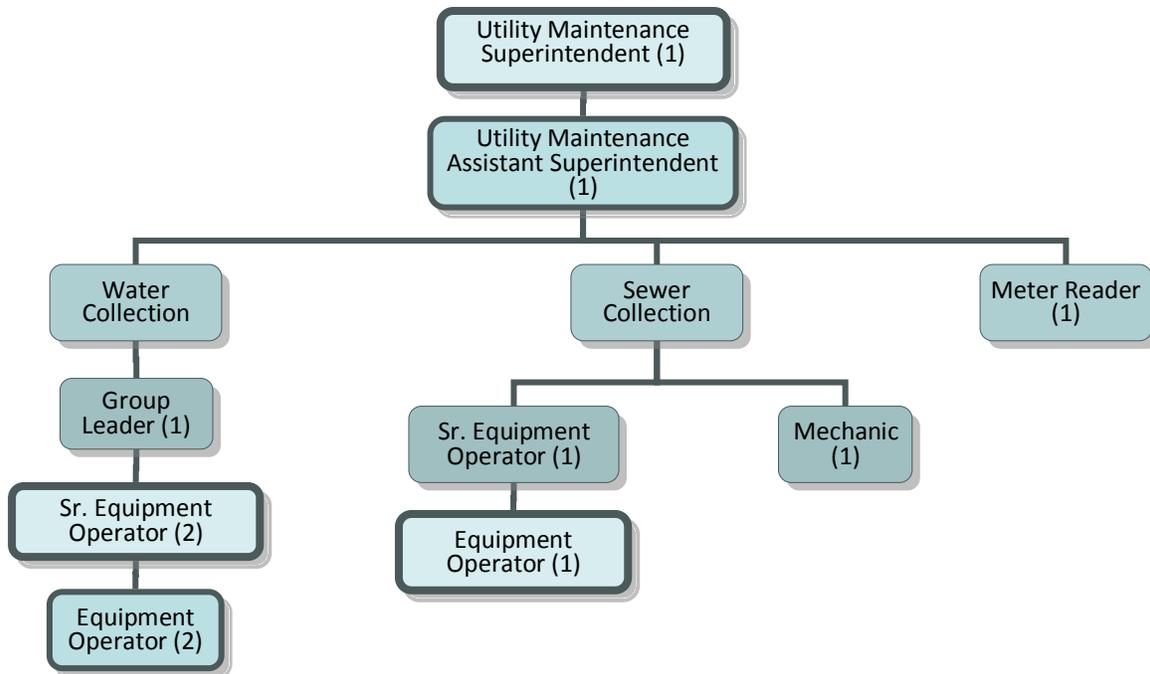
UTILITY MAINTENANCE

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

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



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



	Grade	Authorized FY '10	Authorized FY '11	Authorized FY '12
Superintendent	I	1	1	1
Assistant Superintendent	H	1	1	1
Group Leader	F	2	2	2
Mechanic	E	1	1	0
Meter Reader	D	1	1	1
Senior Equipment Operator	D	7	4	3
Equipment Operator	C	0	3	5

UTILITY MAINTENANCE PERFORMANCE MEASURES

	CY2010	CY2011	CY2012 (Projected)
Feet of sewer main cleaned/flushed	96,518	85,000	100,000
Upgrades to sewage pump stations	4	6	5
Sewer laterals excavated and repaired	5	3	10
New sewer service installations	2	0	5
Lateral Service Call responses	48	58	40
Miscellaneous Service Call responses	53	71	60
Sewer Main Service Call responses	13	13	10
Work Orders completed	3,660	3,660	3,660

UTILITY MAINTENANCE ACCOMPLISHMENTS FOR CY2011

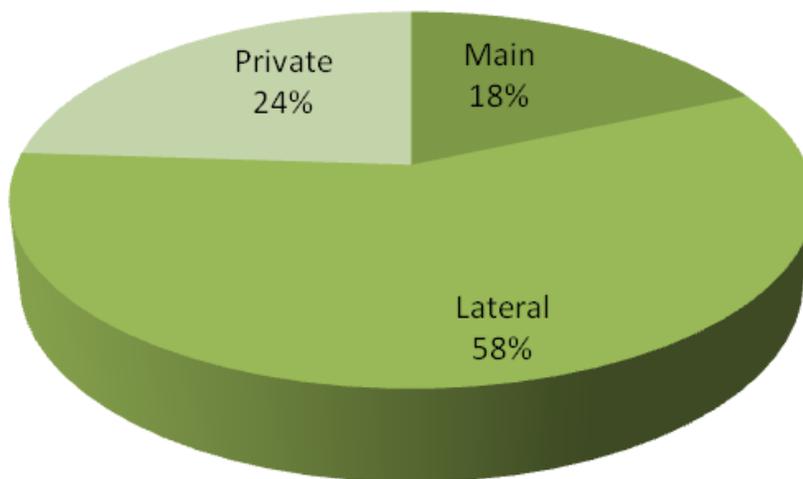
- Started and completed the Meter Installation project (funded by ARRA grant). 2681 transmitting tops were replaced and 56 complete meter changes.
- Utility crew replaced the fencing around the clear reservoir.
- Started the Inflow and Infiltration (I&I) Study of the Sewage Collection System. The 42” to 48” interceptor line that carries the majority of Westminster flow to the Waste Water Treatment Plant was selected. The interceptor was chosen for evaluation by the City due to its age, size, material and location near to streams. To date manhole inspections and flow monitoring have been completed.

SEWAGE PUMP STATION ACCOMPLISHMENTS FOR CY2011

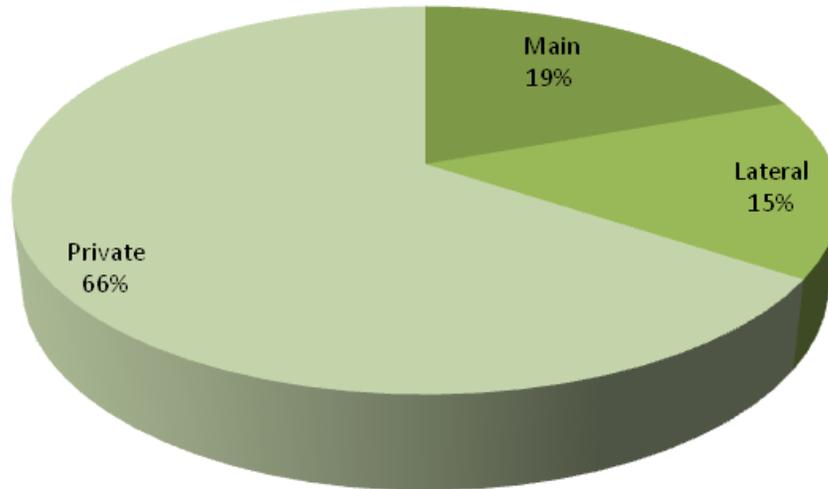


- Completed preventive maintenance work orders.
- Rebuilt rotating assembly for pump #1 at station 1.
- Rebuilt motor base for pump #1 at Station 1
- Replaced impeller in pump #1 at station 6.
- Rebuilt pumps 1 & 2 at station 12

Sewer Blockages Service Calls



Water Leak Service Calls



	CY2010	CY2011	CY2012 (Projected)
Water Meter readings	38,424	38,580	38,780
Miss Utility Tickets completed	3,850	4,835	5,000
New Water Service installations	4	3	4
Water Related Service Call responses	693	693	500
Water Services renewed	1	2	10
Water Meter/meter top replacements	2,013	3,382	100
Hours of leak detection conducted	122	208	200
Number of Fire Hydrants repaired and serviced	56	40	75
Main Service leak responses	12	13	15
House Service leak responses	4	10	20
Private house service leak responses	42	44	55

UTILITY MAINTENANCE GOALS FOR FY2012

- Use available research and techniques to locate new water supplies.
 - Provide support service for exploratory well drilling for Big Pipe Creek project.
- Replacement of water mains.

- Replace and increase size of the 12 “Asbestos-Cement water main on Route 27. The section of main has become unreliable with several major breaks in recent years. Our goal is to replace the main from Hahn road to Tuc Road with 16” Ductile Iron Pipe
- Replace the 6” & 8” mains on Main Street. With most of Main Street having 12” main, the section of water mains between Longwell Avenue to Pennsylvania Avenue is a hydraulic bottle neck.

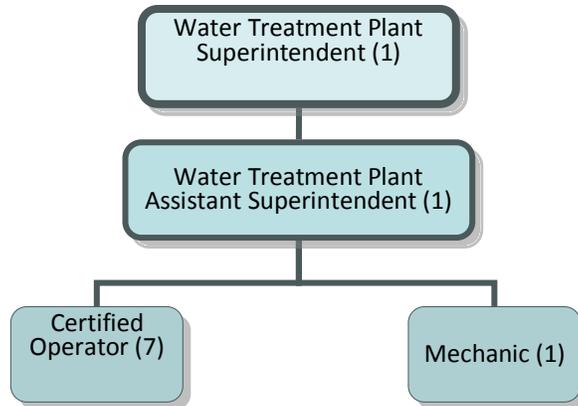
UTILITY MAINTENANCE BUDGET

UTILITY OPERATIONS DIVISION	2008 - 2009 BUDGET	2009 - 2010 BUDGET	2010 - 2011 Appropriation Request	2010 - 2011 UN- AUDITED RESULTS	2011 - 2012 Appropriation Request
PERSONNEL EXPENSES					
Salaries	\$ 645,617	\$ 677,402	\$ 676,542	\$ 531,392	\$ 602,188
Benefits	\$ 167,012	\$ 286,400	\$ 316,282	\$ 316,114	\$ 328,552
TOTAL PERSONNEL EXPENSES	\$ 812,629	\$ 963,802	\$ 992,824	\$ 847,506	\$ 930,740
OTHER OPERATING EXPENSES					
Administration	\$ 9,550	\$ 13,200	\$ 13,000	\$ 5,868	\$ 13,345
Vehicle Maintenance & Operation	\$ 56,500	\$ 65,000	\$ 65,000	\$ 73,866	\$ 66,000
Utilities	\$ 95,770	\$ 178,500	\$ 178,500	\$ 143,050	\$ 168,230
Equipment Maintenance & Operations	\$ 36,000	\$ 33,500	\$ 46,500	\$ 33,819	\$ 49,532
Transmission & Distribution Operations	\$ 16,500	\$ 92,000	\$ 86,400	\$ 87,479	\$ 106,691
Tools & Supplies	\$ 36,000	\$ 14,100	\$ 14,000	\$ 16,754	\$ 50,625
Building Maintenance & repair	\$ 32,000	\$ 16,700	\$ 17,600	\$ 13,876	\$ 13,600
TOTAL OTHER OPERATING EXPENSES	\$ 282,320	\$ 413,000	\$ 421,000	\$ 374,712	\$ 468,023
CAPITAL REQUIREMENTS					
Capital Projects	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL CAPITAL REQUIREMENTS	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL UTILITY OPERATIONS DIVISION	\$ 1,094,949	\$ 1,376,802	\$ 1,413,824	\$ 1,222,218	\$ 1,398,763

WATER TREATMENT PLANT



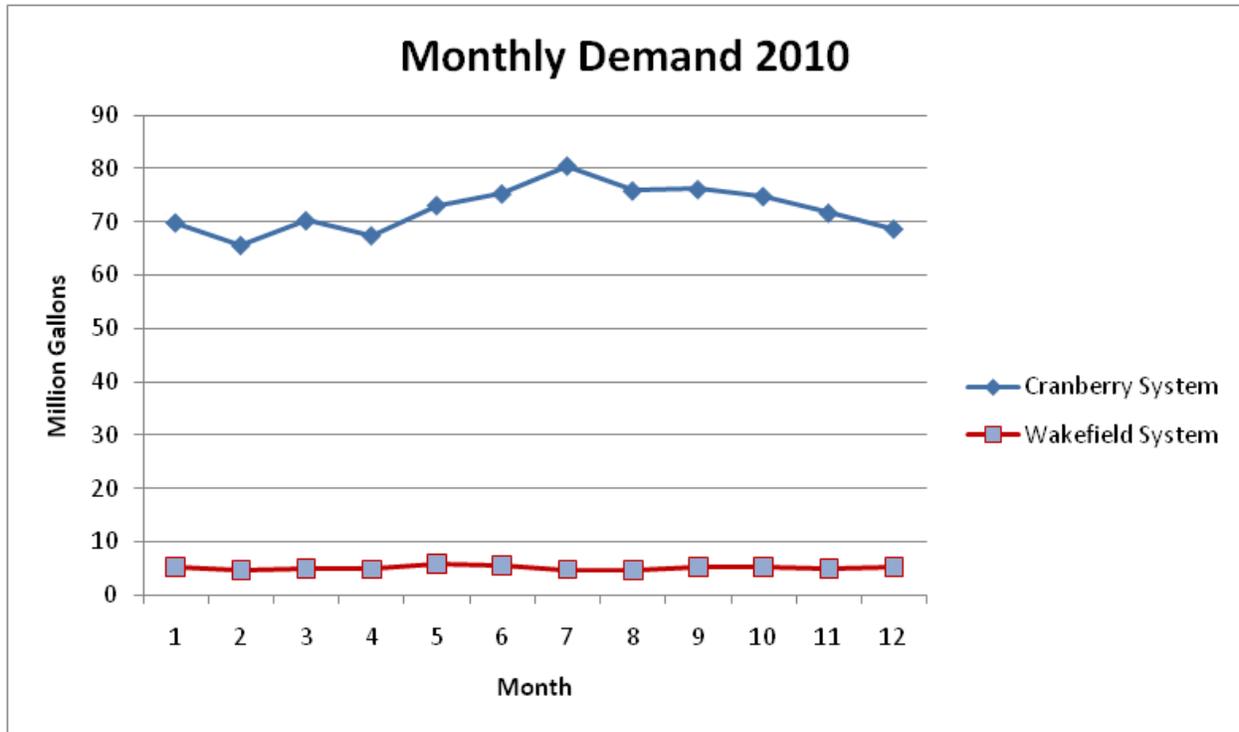
The Water Treatment Plant department is responsible for the operation of four filter plants - three of which incorporate wells as source water. The filtering means and methodology are Membrane/Micro Filtration, slow sand with dual media, and Diatomaceous Earth pressure systems. In addition, there are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



	Grade	Authorized FY '10	Authorized FY '11	Authorized FY '12
Superintendent	I	1	1	1
Assistant Superintendent	H	1	1	1
Mechanic	E	1	1	1
Certified Operator	D	6	3	5
Non-Certified Operator	C	0	4	2

WATER TREATMENT PLANT PERFORMANCE MEASURES

	CY2009	CY2010	CY2011 (Projected)
Millions of gallons delivered to Cranberry System	901	869	885
Millions of gallons delivered to Wakefield System	76	61	69
Number of incidents/interruptions	0	0	0
Quality control tests conducted	21,900	21,900	21,900



WATER TREATMENT PLANT FY2011 GOALS

- Development and design of the Gesell Property well and treatment facility.
- Design and construction of a Radon and Salt storage facility at the Vo-Tech well.
- Design and installation of a high efficiency aeration system at the Raw Reservoir.
- Investigate means to reduce Total Organic Carbon in the feed water to the Plant, thereby reducing Disinfection By-products in the Finished Water.

WATER TREATMENT PLANT BUDGET

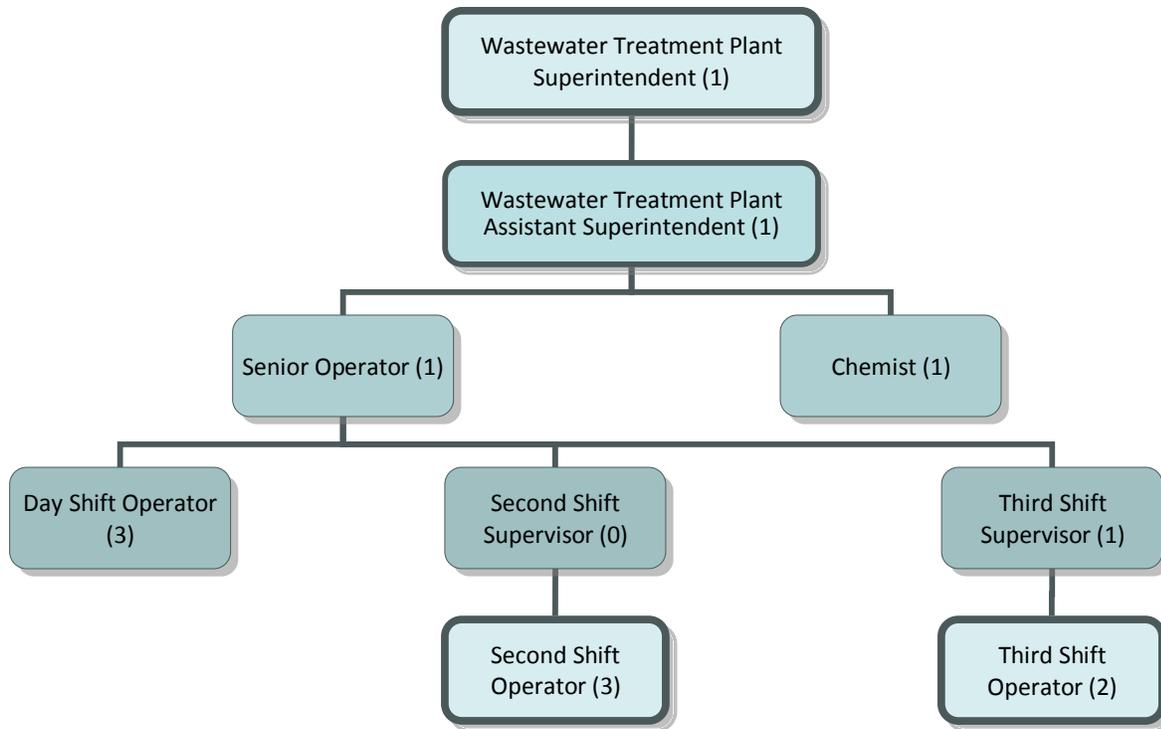
WATER OPERATIONS DIVISION	2008 - 2009 BUDGET	2009 - 2010 BUDGET	2010 - 2011 Appropriation Request	2010 - 2011 UN-AUDITED RESULTS	2011 - 2012 Appropriation Request
PERSONNEL EXPENSES					
Salaries	\$ 443,211	\$ 478,857	\$ 470,566	\$ 400,815	\$ 494,571
Benefits	\$ 198,822	\$ 200,396	\$ 198,558	\$ 198,558	\$ 220,120
TOTAL PERSONNEL EXPENSES	\$ 642,033	\$ 679,253	\$ 669,124	\$ 599,373	\$ 714,691
OTHER OPERATING EXPENSES					
Administration	\$ 36,285	\$ 56,550	\$ 70,512	\$ 21,049	\$ 50,817
Vehicle Maintenance & Operation	\$ 13,500	\$ 21,500	\$ 6,500	\$ 17,914	\$ 24,000
Utilities	\$ 343,000	\$ 608,000	\$ 544,000	\$ 448,680	\$ 850,752
Maintenance & Operations	\$ 52,000	\$ 62,000	\$ 89,000	\$ 58,399	\$ 105,005
Chemicals	\$ 120,000	\$ 263,000	\$ 215,000	\$ 120,635	\$ 249,026
Professional Services	\$ 104,000	\$ 67,000	\$ 75,000	\$ 34,008	\$ 118,498
Tools & Supplies	\$ 26,400	\$ 42,500	\$ 51,000	\$ 33,747	\$ 53,761
Reserves	\$ -	\$ -	\$ -	\$ -	\$ 30,000
Debt Service	\$ 215,272	\$ 1,083,022	\$ 1,062,969	\$ 432,099	\$ 1,250,540
TOTAL OTHER OPERATING EXPENSES	\$ 1,423,239	\$ 2,677,291	\$ 2,113,981	\$ 1,166,531	\$ 2,732,399
CAPITAL REQUIREMENTS					
Capital Projects	\$ 8,850,000	\$ 2,440,808	\$ 3,936,000	\$ 190,926	\$ 4,145,000
TOTAL CAPITAL REQUIREMENTS	\$ 8,850,000	\$ 2,440,808	\$ 3,936,000	\$ 190,926	\$ 4,145,000
TOTAL WATER OPERATIONS DIVISION	\$ 10,915,272	\$ 5,797,352	\$ 7,456,105	\$ 1,956,830	\$ 7,592,090

WASTEWATER TREATMENT PLANT

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



Engineering for the treatment plant upgrade to meet the ENR requirements of 3.0 mg\l total nitrogen and .3 mg\l phosphorous is anticipated to begin by summer 2011. The upgrade will include the addition of effluent biological sand filters, additional aeration capacity, a new relocated control and aeration tank blower building and a bio-solids drier. The dried bio-solids can be utilized by a local cement plant as an alternative carbon fuel source in their cement kiln. Utilizing the bio-solids as a fuel provides a much smaller carbon foot print than coal and prevents sludge from ending up in landfills. Currently, the City pays \$53.94 per ton to dispose of the bio-solids at the landfill so the cost savings will be significant. As a requirement of the wastewater plant National Pollutant Discharge Elimination (NPDES) permit a Capacity Management plan is in development for the Treatment plant and City sewer system. The results of this report will determine the need and time frame for an expansion of the treatment plant to 6.5 million gallons.



	Grade	Authorized FY '10	Authorized FY '11	Authorized FY '12
Superintendent	I	1	1	1
Assistant Superintendent	H	1	1	1
Senior Operator	G	1	1	1
Chemist	F	1	1	1
Shift Supervisor	E	2	2	1
Certified Operator	D	6	7	5
Non-Certified Operator	C	1	0	3

WASTEWATER TREATMENT PLANT ACCOMPLISHMENTS FOR FY2011

Maintenance

- Assisted with vibration analysis and repair of the plant odor control fan
- Replaced rubber skimmers on clarifier #3
- Cleaned approx 60 tons of grit from the Septage Facility tanks.
- Performed routine maintenance on treatment plant equipment.
- Purchased a 9' snow blower and installed on the plant farm tractor.

Professional Development

- Tested operators for respirator fit; respirator trained and received DOT physicals.

- Participated in Maryland Center for Environmental training seminars.
- Wastewater employees participated on the Safety and Health Care committees. Mark Mellendick is Chairing the Safety Committee.
- Organized Confined Space Training through the Maryland Center for Environmental Training for all public works departments.
- Conducted plant safety meetings.
- Plant supervisory staff attended the Water Environment Technical Conference and Exhibition for technical training and to investigate new technologies (Air Bearing Blowers and Sludge Driers) for the Plant upgrade.

Analysis

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

Plant Operations

- Through Baltimore Gas and Electric, the wastewater plant participated in the PJM curtailment program to shed electric load from the power grid during time of high electric demand.
- Received a new five year NPDES permit for the treatment plant.
- Gathered plant data for the ENR study.
- Worked with Micro-Tech Designs to calibrate plant flow meters and make modifications to plant SCADA system.
- Assisted with the I&I study of the 48" sewer line from Bond Street to the wastewater plant.
- Plant staff installed a Demonstrator air bearing blower for evaluation and reliability testing..

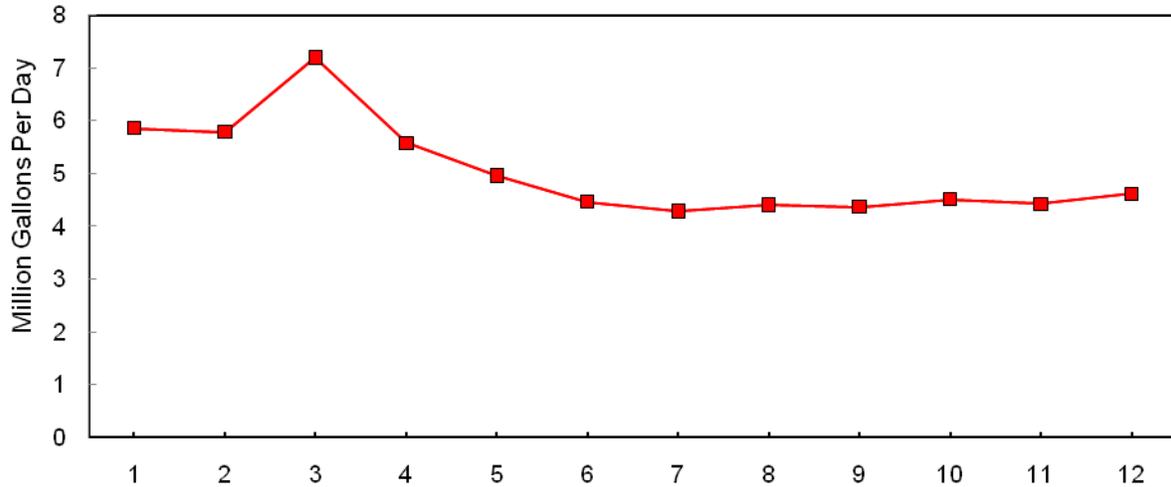
Rewards and Acknowledgements

- The Waste Water Treatment staff of 13 received the City of Westminster Cost Saving Award from the Mayor for a new innovative aeration blower technology.
- Mark Mellendick was the February 2011 Employee of the Month

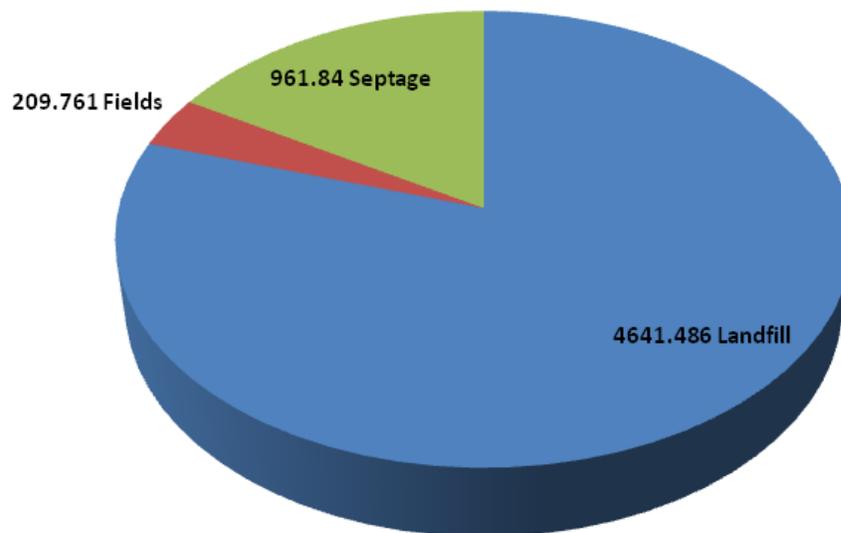
WASTEWATER TREATMENT PLANT PERFORMANCE MEASURES

	CY2009	CY2010	CY2011 (Projected)
Wastewater analysis conducted	30,000	33,000	33,000
Average Daily Flow (MGD)	4.9	5.0	4.9
Annual Sludge Production (wet tons)	5,120	4,851	5,000
Annual Septage Received (MG)	11.8	13.6	14
Annual Septage Sludge Production (wet tons)	741	961	1000

Average Monthly Flow CY 2010



Sludge Production CY 2010



WASTEWATER TREATMENT PLANT GOALS FOR FY2012

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

WASTEWATER TREATMENT PLANT BUDGET

WASTEWATER OPERATIONS DIVISION	2008 - 2009 BUDGET	2009 - 2010 BUDGET	2010 - 2011 Appropriation Request	2010 - 2011 UN- AUDITED RESULTS	2011 - 2012 Appropriation Request
PERSONNEL EXPENSES					
Salaries	\$ 619,425	\$ 618,031	\$ 618,031	\$ 535,797	\$ 599,087
Benefits	\$ 265,585	\$ 290,685	\$ 314,325	\$ 314,325	\$ 317,620
TOTAL PERSONNEL EXPENSES	\$ 885,010	\$ 908,716	\$ 932,356	\$ 850,122	\$ 916,707
OTHER OPERATING EXPENSES					
Administration	\$ 32,521	\$ 54,500	\$ 49,250	\$ 31,162	\$ 66,099
Vehicle Maintenance & Operation	\$ 10,300	\$ 31,000	\$ 27,000	\$ 14,785	\$ 34,553
Utilities	\$ 369,600	\$ 553,600	\$ 904,200	\$ 474,388	\$ 812,385
Maintenance & Operations	\$ 80,000	\$ 77,000	\$ 107,500	\$ 68,174	\$ 92,000
Chemicals	\$ 275,000	\$ 240,000	\$ 240,000	\$ 188,958	\$ 240,000
Professional Services	\$ 427,000	\$ 568,000	\$ 573,000	\$ 475,113	\$ 581,142
Tools & Supplies	\$ 47,800	\$ 46,000	\$ 39,500	\$ 46,688	\$ 53,200
Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 141,587	\$ 148,512	\$ 147,512	\$ -	\$ -
TOTAL OTHER OPERATING EXPENSES	\$ 2,291,329	\$ 2,677,172	\$ 2,087,962	\$ 1,299,268	\$ 1,879,378
CAPITAL REQUIREMENTS					
Capital Projects	\$ 1,325,000	\$ 1,576,700	\$ 15,857,700	\$ 77,909	\$ 3,680,700
TOTAL CAPITAL REQUIREMENTS	\$ 1,325,000	\$ 1,576,700	\$ 15,857,700	\$ 77,909	\$ 3,680,700
TOTAL WASTEWATER OPERATIONS DIVISION	\$ 4,501,339	\$ 5,162,588	\$ 19,808,018	\$ 2,227,299	\$ 6,476,785

Appendix A – Financial Policies

GENERAL

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

BUDGET

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

REVENUE POLICIES

1. Budgeted revenue estimates will be based on reasonably conservative and realistic expectations.
2. Non-recurring revenues and financing sources will not be used to finance continuing operations per City Code requirements.

3. Long-term financial commitments for continuing outlays will be avoided unless sustained revenue growth is assured.
4. The City will follow an **aggressive** policy of collecting revenues.
5. The City will establish all user charges fees at a level related to the full costs of providing the service. The City will review fees/charges periodically.
6. The City will consider market rates and charges levied by other area municipalities of similar size for like services in establishing rates, fees and charges. The fee structure will be reviewed during the budget process and will be included in the budget document.
7. Enterprise operations will be self-supporting.
8. With the development of the Water/Sewer Rate Structure model in 2009, the City provided for a “dividend” that may be declared by the Common Council based on successful results within the Enterprise Funds. Should the Common Council elect to do so, at the end of the fiscal year when final results are available, by resolution they may declare a dividend that will be transferred to the General Fund in support of costs incurred by the fund in support of the Enterprise activities.
9. For the FY 2010 – 2011 budget year the Common Council has granted an increase in the real estate property tax rate for the intent of funding capital projects. Any and all revenue received above the FY 2009 – 2010 tax rate is hereby directed into a Capital Projects account to be used only in support of the Common Council appropriated Capital projects.
10. The City of Westminster (City) bills for services provided. These may include, but are not limited to, fees associated with levies authorized by legislation, fines issued for violations of Code and charges for utilities consumed. Each receivable is booked when incurred and collectable, 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 an account may need to be written-off and Bad Debt Expense would be recorded. The purpose of this policy is to establish when an uncollectable receivable should be written-off. A receivable should be written-off to loss when cost-effective means to collect monies due have been performed and further effort would be more costly than the proceeds received. Cost-effective means include, but are not limited to, using City resources to provide notice to the obligor as provided for by City policy and Code and filing liens as the Laws of the State of Maryland provide. Each action taken is documented in accordance with internal control procedures, and is utilized to support the write-off decision.

EXPENDITURE POLICIES

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

5. If budgeted funds are not available, the Director of Finance shall be contacted to assist in locating a source of funds prior to the purchase occurring.

CAPITAL IMPROVEMENT PLAN (CIP) POLICIES

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

CAPITAL ASSET MANAGEMENT POLICIES

1. Community assets will not be degraded, given away, or allowed to deteriorate except by action of the Council.
2. The capitalization threshold used in determining if a given asset qualifies for capitalization is \$10,000.
3. Adequate insurance shall be maintained on all capital assets consistent with the results of the annual physical count/inspection.

ACCOUNTING, AUDITING, & FINANCIAL REPORTING POLICIES

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

PURCHASING POLICY

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

- Purchases up to \$10,000 are approved by the Mayor, City Administrator, or Department Head.
 - Purchases above \$10,000 are approved by the Common Council.
 - Purchases of budgeted Capital items and vehicles may be authorized by the City Administrator to take advantage of state, county or other local purchasing options. The Common Council will be notified of such purchases.
5. Purchases up to \$100 may be made through petty cash.
 6. The City will maintain yearly open purchase orders to cover purchases from vendors who supply the City with a high volume of the same or similar goods or services during the year.

INVESTMENT POLICY

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

DEBT MANAGEMENT POLICIES

1. The debt management policies will ensure that future debt service payments can be made without jeopardizing the provision of essential services.
2. There will be an acceptable degree of flexibility to meet unanticipated expenditures.
3. Outstanding debt obligations will not threaten long-term financial stability.

4. The amount of outstanding debt will not place undue burden on community residents and businesses.

These policies will provide parameters for issuing debt and managing the debt portfolio and provide guidance to decision makers. Adherence to the policy helps to ensure that the municipality maintains a sound debt position. These policies rationalize the decision-making process and demonstrate a commitment to long-term financial planning objectives.



Appendix B – Revenue Book



Revenue Book July 2011

v081811

PURPOSE

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

GENERAL FUND REVENUES

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

TAXES – REAL PROPERTY

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

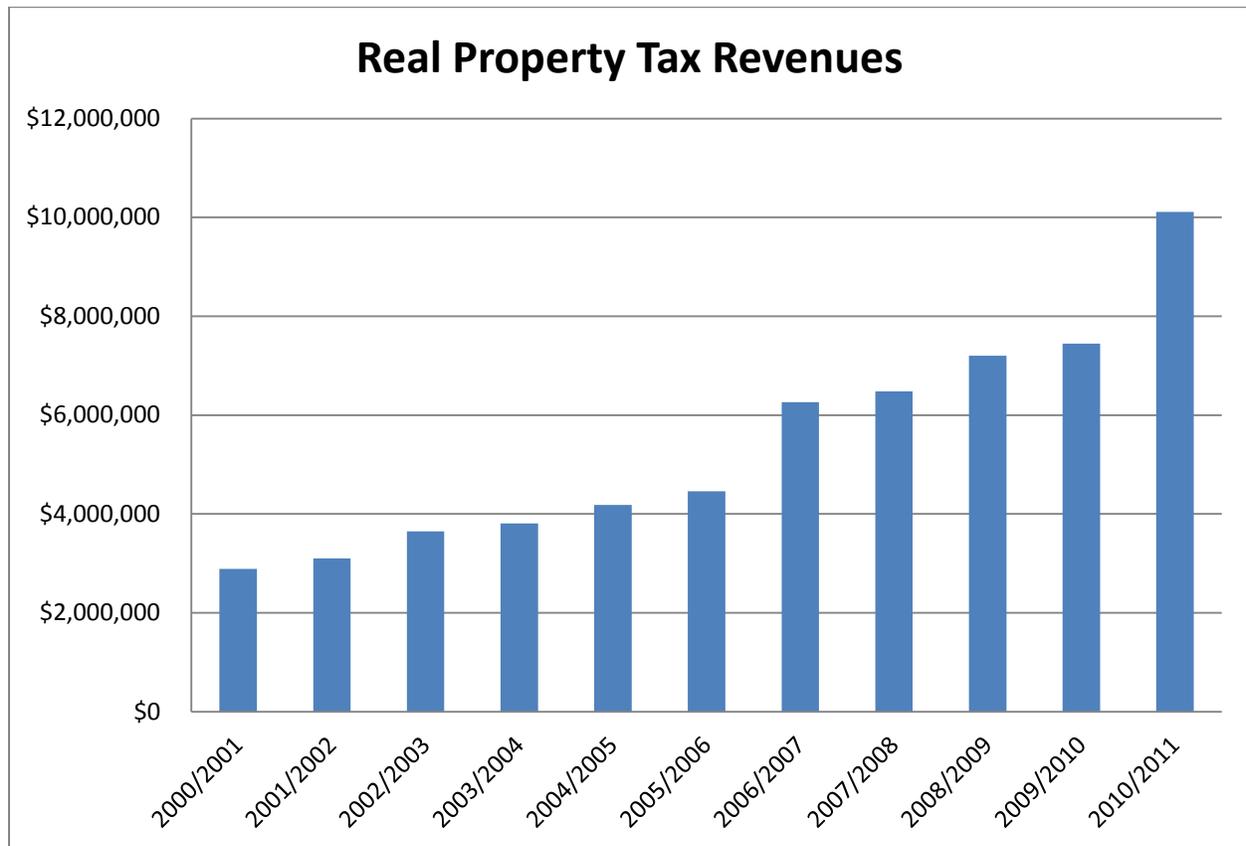
- (1) Government property;
- (2) Leasehold interests;
- (3) Operating property of railroads and public utilities;
- (4) Stock in business of manufacturing or commercial business;
- (5) ***Real property***; and
- (6) Tangible personal property.

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

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

Real property taxes are assessment based with a 2011 rate of \$.58 per \$100 of assessed value for the City. The assessments are determined by the Maryland Department of Assessments and Taxation every three years. New assessments were distributed through the County in December 2009 for the upcoming tax year. The revenue collected is at the County level, which in turn distributes to the City based on the above rate. As of January 14, 2009, the County expected that the City of Westminster, in Group 3 of the municipality groupings, would see a 5% increase in assessment values over the previous period, equating to approximately 2% each year. In 2010 the outlook changed to flat property values, to perhaps a 5% decrease.

The current assessable base is \$17,434,699, resulting in revenue expectations of \$10.1M. For the current fiscal year the City has booked just over \$10M in revenues for real property taxes. The previous year's results were:



This shows an upward trend from FY 2001 through the current period; however it is unlikely that there will be any significant change in revenues through FY 2013.

HOMESTEAD TAX CREDITS – FY 2011 (UN-AUDITED) - \$372,050

First enacted in 1977, the program has since been amended so that homeowners may be eligible for a State tax credit if the assessment of their owner-occupied principal residence increased more than 10% over the prior year. State law requires that county and municipal governments set a Homestead Credit Percentage between 0% and 10% for purposes of local property taxation. Westminster selected 7%. Upon qualification, this credit is automatically applied to the tax bill when the assessment increases more than 10% over the prior year. Counties and municipalities have the option to set a limit lower than 10% for local tax purposes.

Added 11-14-2005 by Ord. No. 738] Pursuant to § 9-105(e) of the Tax-Property Article of the Annotated Code of Maryland, the homestead tax credit percentage for the City, effective for the taxable year beginning July 1, 2006, and subsequent tax years, shall be 107%.

The application of the tax credits in the revenue results are through a separate account. In FY2011 preliminary results (un-audited) show that these credits reduced revenues by \$372K, substantially less than in prior years, and providing a boost to the net gain in tax revenues in total. The net real property tax revenue through this period total \$10.2M.

RAILROAD & PUBLIC UTILITIES – FY 2011 (UN-AUDITED) \$203,982

Operating property is that property which is owned by a railroad or utility company and is actually devoted to the day-to-day operation of that railroad or utility. Some examples of operating property are power line rights-of-way and substations, railroad rights-of-way and yards, radio towers, etc. Operating property can be tracked by assigning the appropriate BPRUC codes for the utility company. Operating property shall be coded from assigned BPRUC codes ranging 08100 to 08700. Non-operating utility properties shall be coded from corresponding BPRUC codes assigned 10100 through 10700.

Non-operating property is that property which is owned by a utility or railroad but not used in the operation of the utility or railroad. Some examples of non-operating property are abandoned railroad and power line rights-of-way, and leased buildings or property. Operating land and improvements are centrally valued using the unit approach by the Public Utilities Section at the central office and should not be valued locally by the Supervisor. A brief description of operating improvements should be recorded on each account. Non-operating land and improvements should be valued as any other property. Caution will have to be exercised when valuing this property. The land configuration and location may render it, under certain conditions, of minimal market potential.

BUSINESS PERSONAL PROPERTY – CORPORATIONS AND SOLE PROPRIETORS – FY 2011 (UN-AUDITED) \$614,471

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

JURISDICTION	COUNTY RATE			TOWN/SPECIAL TAXING DISTRICT TAX RATE		
	REAL	*PERSONAL	**UTILITY	REAL	*PERSONAL	**UTILITY
Westminster	1.048	2.620	2.620	0.580	1.100	1.100

The tax rate on real property is \$.58/\$100, and the tangible property rate is \$1.10/\$100 of assessed value. With the inclusion of the Special Assessments module of the accounting software system a more automated billing capability was added. In FY 2011 the City booked more than \$600K in business personal property tax.

INCOME TAXES – FY 2011 (UN-AUDITED) \$1,424,517

STATUTE CITATION: Tax General Article, Section 2-607

SOURCE: Local Income Tax

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

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

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

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

CONDITIONS: None.

CONTACT:

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

ADMISSIONS & AMUSEMENTS TAX – FY 2011 (UN-AUDITED) \$183,369

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

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

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

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

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

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

each calendar quarter. The revenue expected by the City of Westminster is approximately \$200K annually.

CONDITIONS:

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

CONTACT:

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

HIGHWAY USERS TAX REVENUES – FY 2011 (UN-AUDITED) \$58,151

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

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

FORMULA: Highway user revenues are divided among the State (70%) and the counties and municipalities (30%). Baltimore City receives the greater of \$157.5 million or 11.5% of the State's revenues and the counties and municipalities receive 30% of the State's revenues less the amount distributed to Baltimore City. County area shares are determined by apportioning half of the fund on the basis of each county's proportionate county road mileage (compared to the State total) and the remaining half on the basis of proportionate automobile registrations within each county area. Deductions may be made by the Comptroller from a county's share if the county has failed to meet the debt service requirements for county transportation bonds issued by the State. The Secretary of Transportation may also reduce local appropriations by the amount necessary to correct individual instances of noncompliance concerning State standards of uniformity for traffic control.

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

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

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

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

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

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

LICENSES & PERMITS REVENUES – FY 2011 (UN-AUDITED)

Parking Permits – Garages - Surface Lots

Parking Permits – Garages	\$79,277
Parking Permits – Surface Lots	\$43,355

Beer, Wine & Liquor Permits

\$11,665

Traders Licenses

\$74,509

Building & Equipment Permits

\$4,335

Cable Television Franchise Fee

\$85,618

GRANTS FROM FEDERAL GOVERNMENT – FY 2011 (UN-AUDITED) \$0

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

GRANTS FROM STATE GOVERNMENT – FY 2011 (UN-AUDITED) \$233,343

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

POLICE PROTECTION – FY 2011 (UN-AUDITED) \$240,512

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

SOURCE: State Grant

FORMULA: The State allocates funds to county areas (Baltimore City receives \$.50 per capita) based on factors of population density, net taxable income, assessable base, and per capita police expenditures. The funds are divided between a county and its municipalities on the basis of relative police

expenditures for the immediately preceding fiscal year. If a municipality accounts for 25% of the police expenditures for a county, the next fiscal year it will receive 25% of the police aid grant for that county.

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

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

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

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

CONTACT:

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

TRAFFIC SAFETY & OVERTIME FUNDING – FY 2011 (UN-AUDITED) \$24,744

16.727 COMBATING UNDERAGE DRINKING

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

Formula Description: In fiscal year 2001 a total of \$25 million was appropriated and allocated. These funds will be disbursed through assistance awards of \$360,000 to each state and the District of Columbia discretionary funds for \$6,640,000.

FY09 (expense)	FY10 (appropriation)	FY11 (estimated)
\$ 475,058	\$ 350,000	\$ 360,000

DOMESTIC VIOLENCE GRANT – FY 2011 (UN-AUDITED) \$47,592

16.738 BYRNE– JUSTICE ASSISTANCE GRANT

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

Formula Description: The JAG formula includes a state allocation consisting of a minimum base allocation with the remaining amount determined on a population and Part 1 violent crime statistics, and a direct allocation to units of local government. Once the state allocation is calculated, 60 percent of the funding is awarded to the state and 40 percent to the eligible units of local government. State

allocations also have a mandatory "pass through" requirement to locals, calculated by the Bureau of Justice Statistics (BJS) from each state's crime expenditures. There is no match required at the federal level although states and units of local government may require match from sub-grantees.

The current grant of \$63,570 runs from January 1, 2011 through September 30, 2011.

PROGRAM OPEN SPACE

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

GRANTS FROM COUNTY GOVERNMENT

PROGRAM OPEN SPACE COUNTY MATCH

CITY/COUNTY SERVICES REVENUE SHARING – FY 2011 \$905,603

The City generally receives approximately \$850K as a result of the Town-County Agreement. Even with the budget pressures from the State placing more financial burdens on the County fiscal picture, the Commissioners have maintained support for local government through this agreement, and other cost sharing programs.

GENERAL FEES

GENERAL GOVERNMENT

Special Capital Benefit Assessment

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

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

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

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

Type of Use

Amount of Assessment

Dwellings and Dwelling Units (including mobile homes)

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

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

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

Industrial Manufacturing	
Minimum (includes buildings containing up to 5,000 square feet total floor space)	\$3,200
Next 10,000 square feet	\$0.64 per square foot
Next 15,000 square feet	\$0.61 per square foot
All over 30,000 square feet	\$0.58 per square foot
Industrial Warehousing	
Minimum (including buildings containing up to 2,000 square feet total floor space)	\$3,200
Next 3,000 square feet	\$0.64 per square foot
Next 5,000 square feet	\$0.58 per square foot
Next 20,000 square feet	\$0.49 per square foot
All over 30,000 square feet	\$0.38 per square foot
Schools and Colleges, Including Dormitories (students and staff)	
1 to 100 persons	\$5,440
101 to 250 persons	\$9,600
251 to 400 persons	\$14,080
400 to 1,000 persons	\$18,400
Each additional 400 persons or fraction thereof over 1,000	\$22,400
Hospitals, Care Homes and Nursing Homes	
1 to 20 beds	\$5,440
21 to 60 beds	\$9,600
Each additional bed over 60	\$224
Hotels and Motels	
1 to 10 rooms	\$3,200
11 to 50 rooms	\$5,440
Each additional bed over 50	\$256
Commercial (retail, wholesale and business offices)	
Minimum (includes building containing up to 5,000 square feet total floor space)	\$3,200
Next 5,000 square feet	\$0.64 per square foot
Next 10,000 square feet	\$0.58 per square foot
All over 20,000 square feet	\$0.49 per square foot

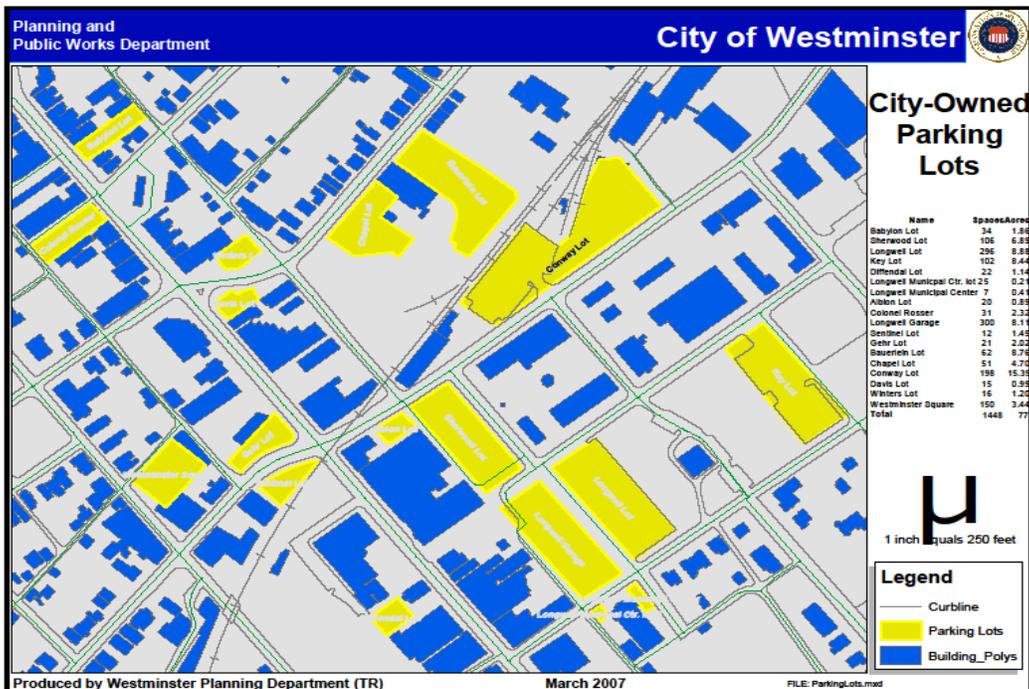
- B. In any instance in which an existing structure is altered to add additional dwelling units, commercial units or business offices, there shall be imposed a special benefit assessment of \$480 plus \$0.64 per square foot for each unit or office added. However, in no event shall the cumulative assessments for said alterations exceed 75% of the assessment for new construction. **[Amended 6-14-2004 by Ord. No. 716 Editor's Note: This ordinance also provided that it take effect 1-1-2005.]**
- C. In any instance in which an industrial or commercial structure is altered to add additional square footage, there shall be imposed a special benefit assessment in accordance with the schedule hereinbefore set forth in Subsection A hereof. Expansion of existing structures shall be allowed

credit for previously paid special benefit assessments in all types of uses except dwellings and dwelling units and planned unit developments.

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

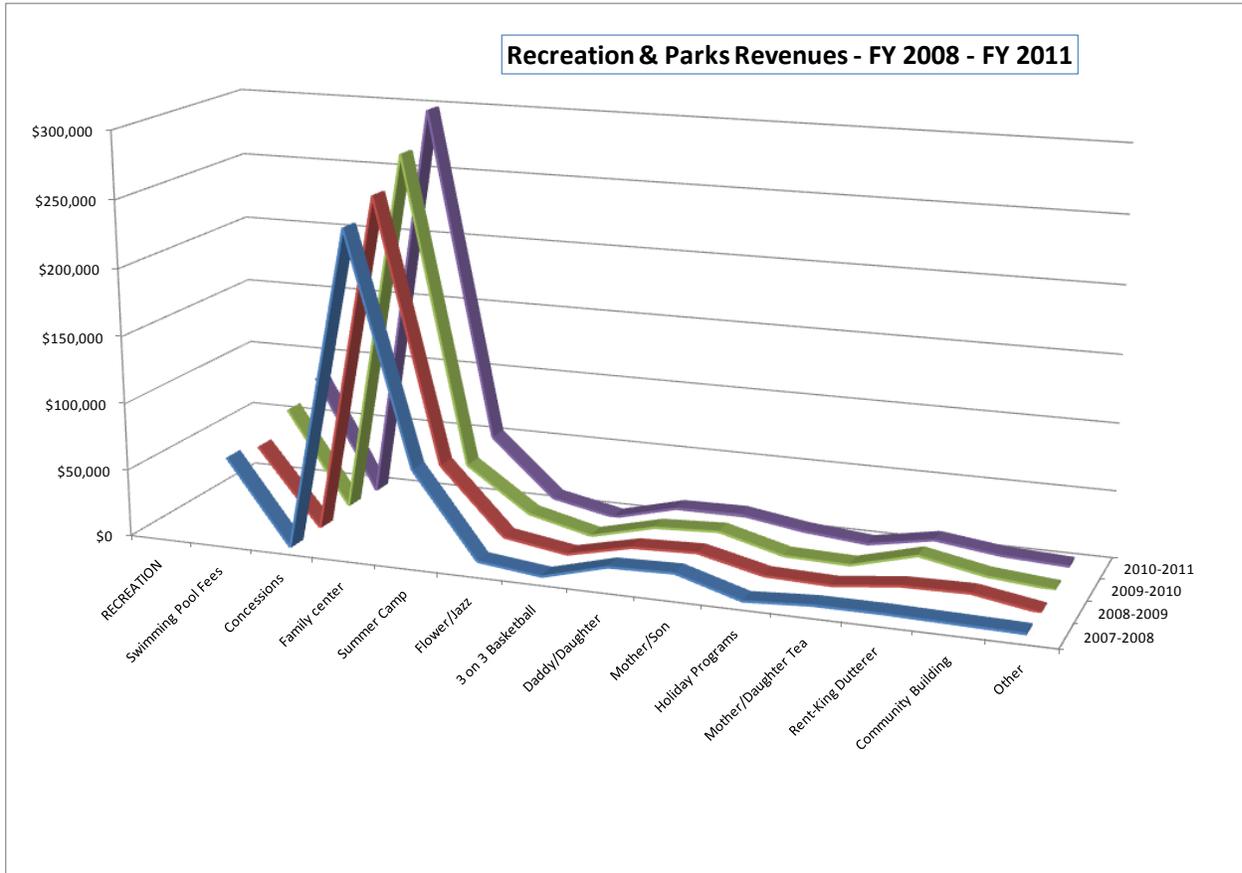
The Special Capital Benefit Assessment fees assessed in FY 2011 were \$95,057.

HIGHWAY & STREETS - PUBLIC PARKING FACILITIES



Parking Meters	\$ 145,703
Meter Violations	\$ 11,753
Summons – Police	\$ 25,589
Municipal Infractions – Code Enforcement	\$ 4,810
Parking Fees – Lot Rental	\$ 3,295
	\$ 191,150

RECREATION PROGRAMS



SEWER AND WATER REVENUES

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

- Commodity Consumption
- Capital Benefit Assessments

COMMODITY CONSUMPTION

RATE MODEL STRUCTURE OVERVIEW

- Model is “driven” by expenditure level compared to consumption levels
 - Operating Budget Expenditures
 - Capital Improvement Program Projects
 - 90% consumption of anticipated levels
- Model is consumer driven
 - The consumers that “drive” the costs of the systems are the “1 EDU” population, 5/8” and 3/4” meters
 - In peak periods these are the consumers that stress the system thereby driving the costs upward
 - 85% of the consumption is by 81% of the customers; they consume under 18,000 gallons/quarter
- Model has a pricing component
 - 1 EDU is the base pricing, 5/8” and 3/4” meter sizes, assumes 250 gallons consumed each day

- 1 EDU pricing structure also provides conservation incentive
- +1 EDU customers (large meters) are priced lower than conservation levels, but higher than small meter consumers
- Revenue balances to operating budget
 - There is a 10% conservation assumption built into the model
 - Operating loans are carried forward into FY2011 – 2012
 - \$1M+ for Water Fund
 - \$.5M for Sewer Fund
 - Loans are projected to repay beginning in 2014
 - Growth projects are modeled to begin in 2014
 - Reserves are calculated for all scenarios
- Model was been developed for a July 1, 2009 implementation
 - The FY 2011 rate structure was also adopted for FY 2012.

Water and Sewer Proposed Rates

Fixed Quarterly Charge Everyone			Proposed July 1, 2009 - June 30, 2010				Proposed July 1, 2010 - June 30, 2011						
			Meter Size	AWWA Meter Eqv.	Estimated Monthly Bay Restoration Fee	Inside City		Outside City		Inside City		Outside City	
						Water	Sewer	Water	Sewer	Water	Sewer	Water	Sewer
Tier 1 - 5/8"	1.00	\$2.50	\$22.41	\$18.57	\$23.31	\$26.88	\$23.09	\$19.13	\$24.71	\$26.88			
Tier 1 - 3/4"	1.00	\$2.50	\$22.41	\$18.57	\$23.31	\$26.88	\$23.09	\$19.13	\$24.71	\$26.88			
Tier 2 - 1"	2.50	\$6.25	\$56.04	\$46.43	\$58.29	\$67.19	\$57.72	\$47.82	\$61.78	\$67.19			
Tier 2 - 1 1/2"	5.00	\$12.50	\$112.07	\$92.85	\$116.57	\$134.39	\$115.44	\$95.64	\$123.57	\$134.39			
Tier 2 - 2"	8.00	\$20.00	\$179.32	\$148.56	\$186.52	\$215.02	\$184.70	\$153.02	\$197.71	\$215.02			
Tier 2 - 3"	16.00	\$40.00	\$358.63	\$297.13	\$373.03	\$430.04	\$369.39	\$306.04	\$395.41	\$430.04			
Tier 2 - 4"	25.00	\$62.50	\$560.37	\$464.26	\$582.86	\$671.94	\$577.18	\$478.19	\$617.83	\$671.94			
Tier 2 - 6"	50.00	\$125.00	\$1,120.73	\$928.53	\$1,165.72	\$1,343.88	\$1,154.35	\$956.38	\$1,235.66	\$1,343.88			
Tier 2 - 8"	80.00	\$200.00	\$1,793.17	\$1,485.64	\$1,865.15	\$2,150.21	\$1,846.96	\$1,530.21	\$1,977.06	\$2,150.21			

Water Usage Charge

Tier 1 Rates

Unit Rate per 1,000 gallons	0	over	18,000	18,000
			Inside City Water	Outside City Water
			\$3.80	\$4.99
			\$9.51	\$12.49
			Inside City Water	Outside City Water
			\$3.92	\$5.29
			\$9.79	\$13.24

Tier 2 Rates

Unit Rate per 1,000 gallons	Inside City Water	Outside City Water	Inside City Water	Outside City Water
	\$5.13	\$6.74	\$5.29	\$7.15

Sewer Usage Charge

Unit Rate (per 1,000 gallons)	Inside City Sewer	Outside City Sewer	Inside City Sewer	Outside City Sewer
	\$4.50	\$6.93	\$4.63	\$6.93

RATE MODEL SUMMARY

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



Appendix C – Three Year Comparison – Staffing Schedule

DEPARTMENT	FISCAL YEARS					
	2009/2010		2010/2011		2011/2012	
	FULL-TIME	PART-TIME	FULL-TIME	PART-TIME	FULL-TIME	PART-TIME
Office of the Mayor	0	0	0	0	0	0
City Administrator	3	0	3	0	3	0
City Clerk	0	1	0	0	0	0
Administrative Services	1	0	0	0	0	0
Housing	4	0	3	0	3	0
Technology Services	1	0	2	0	2	0
Finance	7	0	7	0	6	0
Human Resources	4	0	3	0	3	0
Inspection & Code Enforcement	1	0	1	0	1	0
Planning, Zoning, & Development	6	0	5	0	5	0
Engineering	3	0	3	0	3	0
Recreation & Parks	9	5	8	5	9	4
Police Administrative/Civilian	14	0	14	0	14	0
Police Sworn	45	0	45	0	45	0
Public Works Administration	1	0	1	0	3	0
Streets	23	0	20	0	20	0
Utilities	14	0	14	0	14	0
Wastewater	13	0	13	0	13	0
Water	10	0	10	0	10	0
CITY STAFFING LEVELS	159	6	152	5	154	4

DEPARTMENT	FISCAL YEARS					
	2009/2010		2010/2011		2011/2012	
	FULL-TIME	PART-TIME	FULL-TIME	PART-TIME	FULL-TIME	PART-TIME
General Operations	39	6	36	5	39	0
Public Safety	59	0	59	0	59	0
Public Works	61	0	58	0	60	0
FUND TOTALS	165		157		158	

	FT	PT	Position	Department
2008/09 – 2009/10	-1		Executive Secretary	Mayor's Office
	1		Family Self-Sufficiency Coordinator	Administrative Services
		-1	Staff Assistant	Office of the Administrator
	1		Information Desk Receptionist	Human Resources
	-1		Administrative Assistant (Certified)	Recreation
	1		Administrative Coordinator	Recreation
	1		Mechanic	Water
Total Staffing Change	1			
	FT	PT	Position	Department
2009/10 – 2010/11		-1	City Clerk	Office of the Administrator
	-1		Community Development Specialist	Planning, Zoning, & Development
	-1		Administrative Coordinator	Recreation
	-3		Equipment Operators	Street Department
	-1		Risk Coordinator	Human Resources
	-1		Family Self-Sufficiency Coordinator	Administrative Services
	-1		Director, Administrative Services	Administrative Services
	1		Senior Technical Support Specialist	Technology
Total Staffing Change	-8			
	FT	PT	Position	Department
2010/11 – 2011/12	1		Administrative Coordinator	Public Works
	1		Assistant Director of Public Works	Public Works
	1	-1	Program Assistant	Recreation
	-1		Utilities Specialist	Finance
Total Staffing Change	1			



Appendix D – Salary Structure

Grade	Job Title	Titles	Positions
A	Custodian, Recreation Assistant I	2	6
B	Cadet	1	1
C	Equipment Operator, Housing Specialist, Non-Certified Operator, Parking Enforcement Officer, Program Assistant, Recreation Assistant III	6	27
D	Administrative Coordinator, Certified Operator, Communications Specialist, Meter Reader, Senior Equipment Operator	5	27
E	Accounting Specialist, Administrative Assistant – Certified, Code Inspector, Family Center Manager, Mechanic, Police Officer Candidates, Property Management Specialist, Senior Communications Specialist, Shift Supervisor	9	12
F	Arborist, Chemist, Group Leader, Probationary Police Officer/Private First Class, Senior Accounting Specialist, Senior HR Specialist, Senior Technical Support Specialist, Staff Assistant	8	31
G	Communications Supervisor, Corporal, Cultural and Natural Resource Planner, Engineering Specialist, Senior Construction Inspector, Senior Operator	6	13
H	Assistant Superintendent, Comprehensive Planner, Sergeant	3	12
I	Administrator - Economic Development, Lieutenant, Superintendent,	3	11
J	Accountant, Accounting Manager, Assistant Director - Recreation & Parks, Captain, Manager – Human Resources, Manager - Housing, Senior Engineer, Manager – Technology	8	10
K	N/A	0	0
L	N/A	0	0
M	Assistant Director - Public Works, Deputy Chief (Major), Director - Planning, Zoning & Development, Director, Recreation & Parks, Director - Finance	5	5
N	N/A	0	0
O	N/A	0	0
P	Chief of Police, Director - Public Works	2	2
Q	City Administrator	1	1
		59	158



Appendix E – Capital Improvements Program FY 2012 to FY 2017

City of Westminster, Maryland Capital Improvements Program FY 2012 to FY 2017



Mayor and Common Council of Westminster

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Version 4

Capital Improvement Program

INTRODUCTION

At its meeting of February 23, 2009, The Mayor and Common Council of Westminster (“Mayor and Common Council”) adopted Ordinance No. 796 that repealed and re-enacted in its entirety a new Chapter 20, entitled “Fiscal Matters”, to the Westminster City Code. The ordinance sets forth requirements for the City’s annual budget and fiscal year, but more importantly it synchronizes the City’s budget, taxation, accounting and Capital Improvement Program (“CIP”) functions into a coordinated and organized process.

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

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

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

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

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

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

1. What capital projects and facilities will be built, repaired, replaced, or purchased;
2. Where these projects are located; and,
3. When the projects are scheduled to take place.

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

Capital Improvements Program Schedule

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

SUMMARY OF PROJECTED CAPITAL EXPENDITURES

Table 1 provides a summary of the proposed capital expenditures for the CIP for FY 2012 to FY 2017. Capital expenditures for Administrative, Police, Recreation, Streets, Planning and Facilities are all General Fund projects, although some may include other fund sources (i.e. Sewer and Water). Capital expenditures for Sewer and Water fall under Sewer and Water Fund projects.

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

Water and Sewer projects will continue to be the major focus of the CIP. In FY 2011, the City began a number of significant water supply projects including engineering for the combined Gesell Well (which is partially funded with private dollars) and the Little Pipe Creek Intake project, and some preliminary work on the Big Pipe Creek Pipeline and Wellfield project. These projects are projected to provide significant new

water resources to the City. The City has also completed a portion of the preliminary engineering work on the Enhanced Nutrient Removal (ENR) upgrade to the Wastewater Treatment Plant. This proposed \$27 million project will be funded by the Maryland Department of the Environment (MDE), with approximately \$19 million in grant funds and the remaining \$8 million in loan funds. The City has also proposed a separate, but related, \$9 million project named the Wastewater Treatment Plant expansion project. The adoption of increases in utility rates and various fees and charges in FY 2009 provide a strong local funding source for future water and sewer projects.

The six-year CIP includes a significant amount of funding to repair and upgrade City streets that were rated levels 3 to 5 by the Street Department, with level 1 being a like new condition. The cost to repair and upgrade these streets was estimated at approximately \$6.7 million taking into account the increasing cost of materials and labor. Approximately \$1.433 million will be expended by June 30, 2011, with the remainder in FY 2012-2017. Additionally, the CIP proposed \$855,000 in storm drain repairs and improvements in FY 2011. Those road and storm drain projects were deemed to be high priority and a majority of this work, with the exception of Clifton Boulevard, will also be completed by June 30, 2011.

SUMMARY OF FUNDING SOURCES

Table 2 provides a summary of the eight (8) main funding sources for the proposed six-year CIP for FY 2012 to FY 2017. The CIP reflects a significant grant and loan from MDE to fund upgrades to the Wastewater Treatment Plant. Expenditures for other projects are paid from the General Fund, benefit assessments, water and sewer rates and other sources. The category called "Carryover" reflects money programmed and budgeted in previous years for various projects that was not spent in that time period and thus was carried forward to FY 2012. The Carryover amount includes money from the General, Water and Sewer budgets, grants from Federal, State and County sources, private contributions and other sources. The City's General fund amounts to approximately 26% of the total CIP revenues. Table 2 provides fund source information from a broad overview perspective; the actual budget will include actual fund source information and source adjustments, none of which should substantially change Table 2.

GENERAL FUND REVENUES

The list below indicates the General fund revenues used to fund the City's CIP for FY 2012 to FY 2017. General fund revenues include property taxes as well as many other sources including grants from various Maryland agencies.

- General Revenue (GR)
- Carryover (CO)

SEWER FUND REVENUES

The list below indicates the Sewer fund revenues used to fund the City's CIP for FY 2012 to FY 2017. Borrowed funds are repaid from sewer rates.

- Sewer Revenue (SR)
- Sewer Benefit Assessment (SBA)
- Maryland Department of the Environment Grant (MDEG)
- Maryland Department of the Environment Load (MDEL)
- Carryover (CO)

WATER FUND REVENUES

The list below indicates the water fund revenues used to fund the City's CIP for FY 2012 to FY 2017. Borrowed fund are repaid from water rates.

- Water Revenue (WR)
- Water Benefit Assessment (WBA)
- Carryover (CO)

INDIVIDUAL CAPITAL IMPROVEMENT PROJECTS

Table 1 shows a summary of the City's capital expenditures for FY 2012 to FY 2017. Table 2 shows a summary of sources of funds for the City's CIP for FY 2012 to FY 2017. Table 3 shows a summary of individual expenditures that are included in the City's CIP for FY 2012 to FY 2017. The summary is organized by department and shows the project name, project number, funding source, project priority and the funding amount for each year of the CIP, including carryover funds brought forward from previous years.

Table 1: Summary of Capital Expenditures (in thousands) for the CIP for FY 2012 to FY 2017
 City of Westminster, Maryland

GENERAL FUND

Expenditures	Carryover	2012	2013	2014	2015	2016	2017	Total
Administrative	122.50	202.00	100.80	100.80	100.80	100.80	100.80	828.50
Human Resources	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Police	100.00	86.00	117.00	85.00	108.00	651.00	162.00	1,309.00
Recreation	90.00	0.00	159.50	370.00	718.00	620.00	365.00	2,322.50
Finance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Street	765.00	2,172.90	2,504.60	2,325.60	1,040.20	1,669.50	1,365.00	11,842.80
Planning	8.00	0.00	0.00	0.00	30.00	50.00	0.00	88.00
City Facilities	0.00	161.00	230.00	234.00	200.00	4,500.00	0.00	5,325.00
General Fund Total	1,085.50	2,621.90	3,111.90	3,115.40	2,197.00	7,591.30	1,992.80	21,715.80

WATER & SEWER FUNDS

Expenditures	Carryover	2012	2013	2014	2015	2016	2017	Total
Water Fund	3,235.00	810.00	6,566.00	1,180.00	955.00	1,865.00	635.00	15,246.00
Sewer Fund	395.70	3,185.00	10,360.00	14,250.00	1,315.00	10,125.00	215.00	39,845.70
Water & Sewer Fund Total	3,630.70	3,995.00	16,926.00	15,430.00	2,270.00	11,990.00	850.00	55,091.70

Table 2: Summary of Source of Funds (in thousands) for the CIP for FY 2012 to FY 2017
 City of Westminster, Maryland

Source	Amount	% of Total
Carryover	\$4,716.20	6.14%
General Fund	\$20,385.30	26.585%
City Special Capital Benefit Assessment Fees	\$215.00	0.28%
City Revolving Assistance Loan Fund	0.00	0.00%
City Water Benefit Assessment Fees	\$10,848.50	14.12%
City Water User Rates	\$1,162.50	1.51%
City Sewer Benefit Assessment Fees	\$11,030.00	14.36%
City Sewer User Rates	\$1,420.00	1.85%
MDE Loan	\$8,000.00	10.42%
MDE Grant	\$19,000.00	24.74%
MDHCD Community Legacy	0.00	0.00%
MDNR Program Open Space	0.00	0.00%
MDNR Community Parks and Playgrounds	0.00	0.00%
Maryland Heritage Areas Authority Grant	0.00	0.00%
Carroll County	0.00	0.00%
Private Donor	0.00	0.00%
Federal Economic Stimulus	0.00	0.00%
Housing Fund	0.00	0.00%
Total	\$76,807.50	100.00%

