

City of Westminster, Maryland

Fiscal Year 2017 Adopted Budget



Prepared by City of Westminster Department of Finance
Tammy Palmer, Director of Finance and Administrative Services
On behalf of the Mayor and Common Council of Westminster

Acknowledgements

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

Previous Year's Award



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Mayor's Budget Message

Dear City of Westminster residents,

The budget of the City of Westminster contains five funds. Below is a description of the activities which will be funded during FY2017.

GENERAL FUND

The City of Westminster took possession of the former Wakefield Valley Golf Course property in February 2016. Having 160 acres of open, green space in the heart of the City, as well as a three-story clubhouse, assorted out buildings, and a historic property dating back to 1797, provides a tremendous opportunity for the City. To maximize the value of his property and to consider all options for its use, an 18 member Task Force of residents, community leaders, business executives, educators, and County staff have been selected to solicit Letters of Interest from local and regional development networks seeding business plans for possible uses. This Task Force will review the proposals and make recommendations for the Mayor and Common Council to consider. This process is underway as the budget is being reviewed and is expected to be completed by the end of summer.

The City has continued to focus on bolstering our Main Street businesses. Two new events – the Wine Stroll and the Oyster Stroll – were added in 2015. The Wine Stroll featured approximately 16 locations showcasing Maryland wineries and capped off the Restaurant Week with 17 restaurants offering special culinary feasts. The Oyster Stroll was held in conjunction with the Coastal Conservation Association of Maryland and featured oysters and oyster dishes at 19 locations on a beautiful October Saturday. The oyster shells were saved for use in the Living Reef Action Campaign as oyster hatcheries in the Chesapeake Bay. Planning is underway to add a BBQ Stroll in June 2016.

The City is exploring a partnership with a local tech company to supply a Wi-Fi network throughout the downtown area. Anchoring this effort will be a series of interactive kiosks providing information on events and activities, businesses, restaurants, etc. to visitors, as well as providing a location to pay water bills, taxes, etc. for the residents.

The public will be able to access zoning designations, maps, locations and descriptions of restaurants and retail establishments, and events and activities, all in up-to-date real-time information from any device, including computers, smartphones, and iPads and other tablets with the latest edition of our GIS system. All City events and activities will be available with this application. City staff were trained to access this system from their desk, vehicle, or in the field to add information, correct locations, or provide descriptions in the database.

All of these major projects and events are possible only because the City of Westminster has a very talented and dedicated staff of employees. The Mayor and Common Council work very hard to reward these employees for the outstanding job they do and in FY2017 will award these employees a 3% merit increase. Participation

in the Leadership Carroll program sponsored by the Carroll County Chamber of Commerce and enrollment in the Academy of Excellence in Local Government training sponsored by the Maryland Municipal League continues to form the basis for the City's succession plan.

An employee survey designed to measure employee's satisfaction with their working environment and job satisfaction was conducted and results should be available in June.

FIBER FUND

The City has completed the Westminster Fiber Network Pilot Project. The pilot project consists of two distinctly different areas: Carroll Lutheran Village (CLV) contains approximately 217 individual residences, an assisted living center, a geriatric healthcare center, an administrative building, several multi-dwelling unit apartment buildings, and several other multipurpose buildings – almost entirely a complete community within itself. The Business Park area consists of 51 buildings and approximately 100 businesses.

The engineering and design of the network for the remainder of the City is underway and the RFP for the construction of the multimillion dollar next phase is on the street. An award is expected to be made in July.

A collaborative effort between the County, City of Westminster, Carroll County Community College, and the Mid-Atlantic Gigabit Innovation Collaboratory will establish a broadband fiber business incubator to capitalize on the economic development aspect of the fiber.

STORMWATER MANAGEMENT FUND

The City of Westminster continues its agreement with Carroll County and the other seven municipalities to manage storm water mitigation activities. Carroll County has made an offer on the Langdon property to build a storm water management pond to mitigate 80 acres of impervious surface. Once complete, this pond will be transferred to the City. In another joint project with Carroll County and the State of Maryland Department of Natural Resources, the City has planted trees adjacent to several trails in the City.

Another component of the Stormwater management agreement is the use of the Town/County Agreement to transfer funds from the municipalities to the County. The County will serve as the administrative entity for the storm water projects. An additional staff person has been added to the County staff for inspection activities.

WATER FUND

The City's Water Allocation Policy establishing a reserve and guidelines for commercial, industrial, and residential usage was initiated in 2015 and the allocations for calendar years 2015 and 2016 have been assigned. The exploration of Hyde's Quarry to ascertain whether or not this could be a viable water source in the future is complete and under review by MDE and a decision on the permitted capacity has not yet been made. The Gesell Well is ready to come online this year and will add additional capacity. A long-term pumping test is being conducted to ascertain whether the permitted capacity can be increased.

The City is revising the water capacity management plan to reflect current usage of the wells and surface intakes based on actual long-term use. This should yield additional appropriation available within the system.

SEWER FUND

The final design and engineering required for the ENR upgrade is 99% complete and the RFP will be issued for construction to begin on this multiyear project. Current estimates of the cost of this upgrade are in the \$50 million range. This will be the largest construction project in the City's history. The upgrade will include a septage facility which has been paid for by Carroll County and the most recent green features will be incorporated into this design.

Sincerely,

A handwritten signature in black ink, appearing to read "Kevin R. Utz". The signature is fluid and cursive, with a prominent loop at the end.

Kevin R. Utz, Mayor

About Westminster

DIRECTORY OF OFFICIALS AND ADVISORY BODIES

Mayor

Mr. Kevin R. Utz

Common Council

Dr. Robert Wack, Council President

Ms. Suzanne Albert, Council President Pro-Tem

Dr. Mona Becker, Councilwoman

Mr. Tony Chiavacci, Councilman

Mr. Gregory Pecaro, Councilman

Management Team

Title

City Administrator

Chief of Police

Director of Finance and Administrative Services

Director of Planning and Development

Director of Public Works

Director of Recreation and Parks

Name

Marge Wolf

Jeff Spaulding

Tammy Palmer

William Mackey

Jeff Glass

Abby Gruber

Boards and Commissions

Planning and Development Commission

Margaret R. Bair, Chair

Nancy B. Palmer, Vice Chair

Suzanne Albert, Ex-Officio

Kevin W. Beaver

Lori J. Welsh-Graham

Historic District Commission

Kristen McMasters, Chair

Dean Camlin, Vice Chair

Steve Colella

Greg Goodell

Sherri Hosfeld-Joseph

Jane Kacmarski

Kevin Wagman

Board of Zoning Appeals

Edward Cramer Jr., Chair

Laura Matyas, Vice-Chairman

Larry Berent

Daniel Hoff, Alternate

Tree Commission

Steve Allgeier, Chair

Cindy Mays-West

Richard L. Wilbur

Howard Wilt

Christian Fitzpatrick (non-voting)

Jessica Fitzgerald, (non-voting)

Eric Schlitzer (non-voting)

COMMUNITY PROFILE

The City of Westminster serves as the County Seat and is located in the center of Carroll County. Westminster is conveniently located near Maryland's largest cities, two state capitals, Annapolis and Harrisburg, and the nation's Capital. The City of Westminster is approximately 35 miles northwest of Baltimore, 32 miles east of Frederick, 56 miles north of Washington DC, 57 miles northwest of Annapolis, and 60 miles south of Harrisburg.



William Winchester laid out the original lots of Westminster in 1764, and the City of Westminster was incorporated shortly after the creation of Carroll County in 1838. From its original incorporated area of less than 400 acres, the City of Westminster grew to its current size of approximately 6½ square miles, primarily since the 1970's. While the City's land area was expanding, its population was also growing from a little over 7,000 people in 1970, to over 16,000 people in 2000, to today's population of just under 20,000 people. The City of Westminster continues to grow every year.

The City contains about 8,000 households, divided among a number of established neighborhoods and new residential developments. The City's housing stock is primarily single-family residential. There are apartment complexes in the outlying areas of the City and numerous single-family conversions in the residential areas near the downtown business district, providing a wide variety of housing options.

Westminster is a technology leader nationally with its groundbreaking, fiber network installation project. The City is installing new fiber optics to provide for the potential of a high-speed internet connection to every home and business in the City.

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



Westminster is truly the best of both worlds. National, brand-name retailers and restauranteurs are attracted to Westminster's MD 140 shopping corridor, while the historic downtown provides a unique setting for local shopping, dining and cultural experiences, capitalizing on the small town atmosphere. To enhance regional exposure, the City and downtown businesses maintain an active social media presence through Facebook, Twitter and monthly email and print newsletters.

Designated as a nationally-accredited Main Street Program, historic downtown Westminster has a broad mix of local retail and service establishments. For the dining community, locally-owned restaurants and eateries not only feature fine regional cuisine, such as that offered by Rafael's, Maggie's and Harry's Main Street Grille, but also great ethnic food such as traditional Irish fare at O'Lordan's Irish Pub, Italian at Giulianova's and Paradiso Ristorante, and Thai cuisine at Tim Thai. An added bonus for the Westminster dining community is the participation of local restauranteurs in the annual Downtown Westminster Restaurant Week in April, concluding with the City's annual Wine Stroll, as well as the local downtown restauranteurs' participation in the annual Carroll County Restaurant Week in August.

Westminster is also home to the largest community events in Carroll County – FallFest, Flower & Jazz Festival, Second Saturday’s, and Art in the Park as well as six parades including Memorial Day, Antique Fire Equipment, FallFest, McDaniel Homecoming, Halloween, and Holiday Electric parade. Culturally, the historic downtown is bookended by the Carroll Arts Center on West Main Street, with its many artistic offerings and the Historical Society of Carroll County on East Main Street, with its cultural heritage exhibits of Carroll County and the Piedmont area of Maryland. 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. In between, there are several new art galleries. Live outdoor musical concerts abound with the Month of Sundays Concert Series is held each July in the City Park, Common Ground on the Town at numerous venues downtown, and recurring live concerts at the Carroll County Public Library’s stage at Mary Lou Dewey Park. Numerous restaurants offer live entertainment every weekend. The City also offers the area’s longest running, producer-only Farmers’ Market, which runs from May through November on the Conaway Lot. The Market offers produce, meats, sweets, plants, flowers, prepared foods and even dog treats.



Westminster is home to McDaniel College, a private, liberal arts and sciences institution, founded in 1867 as Western Maryland College. Over 3,000 undergrad and graduate students from 37 states and 17 countries worldwide attend McDaniel. The college hosts numerous arts, sports, and music events as well as various camps in summer, along with the King of the Hill lacrosse tournaments and Common Ground on the Hill’s Traditions Weeks cultural festivals.

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

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

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

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

STATISTICAL DATA

Community Profile

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

Demographic Profile

Area
 2014 7.8301 sq mi

Population:

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

Median Age

2010 33.3 Years

Age Composition:

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

Households and Housing Units

Total Households 7,546
 Non-family Households 3,044
 Homeownership Rate 53.6%

Household Income

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

Economic Profile

2010 Employee Statistics

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

Finance & Insurance	229	2.08%
Real Estate & Rental	71	0.65%
Professional, Scientific & Technical Services	331	3.01%
Management of Companies And Enterprises	75	0.68%
Admin, Support, Waste Remediation Services	263	2.39%
Educational Services	1,619	14.74%
HealthCare and Social Assistance	2,529	23.02%
Arts, Entertainment and Recreation	166	1.15%
Accommodation and Food Services	712	6.48%
Other Services	416	3.79%
Total number of firms	1,908	

Utility Statistics

Water

Water Mains in Miles	161
Water Systems	2
Water Treatment Plants	2
Fire Hydrants	438
Storage Tanks	4
Water Tank Capacity MG	2.5
Finished Water Reservoir MG	1
Stand Pipe Capacity MG	3.5
Average Daily Water Production MG	2.68
Number of Accounts	9,767

Sewer

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

Parks and Recreation Statistics

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

Police Protection Statistics (2015)

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

**Real Property Tax Rates
Per \$100 of Assessed Value
Last Ten Fiscal Years**

Fiscal Year	Assessed Value	State of Maryland	Carroll County
2006	0.400	0.132	1.048
2007	0.440	0.112	1.048
2008	0.440	0.112	1.048
2009	0.440	0.112	1.048
2010	0.440	0.112	1.048
2011	0.580	0.112	1.048
2012	0.580	0.112	1.028
2013	0.570	0.112	1.018
2014	0.560	0.112	1.018
2015	0.560	0.112	1.018
2016	0.560	0.112	1.018

Principal Taxpayers

2015

Taxpayer	Type of Business	Assessed Valuation	Tax Amount Paid	% of Total Assessed Value
Carroll Lutheran Village	Elder Care/Retirement Community	\$ 33,583,200	\$ 188,066	2.08%
Knorr Brake Realty LLC	Manufacturing	24,368,100	136,461	1.51%
Cranberry Square LLC	Shopping Center/Commercial Rentals	19,923,900	111,574	1.24%
Cranberry Mall Properties LLC	Shopping Center/Commercial Rentals	19,000,000	106,400	1.18%
BH Brightview Westminster Ridge LLC	Elder Care/Retirement Community	18,681,600	104,617	1.16%
Englar Center Limited Partnership	Shopping Center/Commercial Rentals	15,353,800	85,981	0.95%
Westminster Crossing East LLC	Shopping Center/Commercial Rentals	13,063,700	73,157	0.81%
WMC Development Corporation	Shopping Center/Commercial Rentals	13,008,000	72,845	0.81%
140 Village Limited Liability Partnership	Shopping Center/Commercial Rentals	12,692,100	71,076	0.79%
Carroll Lutheran Village Inc.	Elder Care/Retirement Community	12,177,100	68,192	0.76%
		\$ 181,851,500	\$ 1,018,369	11.28%
	Total Assessed Valuation	\$ 1,611,913,036		

Assessed Valuation and Estimated Actual Value of Taxable Property Last Ten Fiscal Years

Fiscal Year	Real Property			Personal Property				Grand Total		
	Assessed Value	Estimated Market Value	Direct Tax Rate	Unincorporated	Incorporated	Public Utilities	Total	Estimated Market Value	Direct Tax Rate (1)	Estimated Market Value
2006	\$ 1,159,557,500	\$ 1,159,557,500	0.40	N/A	N/A	N/A	N/A	N/A	\$ 1.00	N/A
2007	1,423,781,591	1,423,781,591	0.44	N/A	N/A	N/A	N/A	N/A	1.00	N/A
2008	1,636,886,364	1,636,886,364	0.44	N/A	N/A	N/A	N/A	N/A	1.10	N/A
2009	1,823,604,773	1,823,604,773	0.44	N/A	N/A	N/A	N/A	N/A	1.10	N/A
2010	1,786,435,227	1,786,435,227	0.44	1,586,010	59,206,860	10,960,470	71,753,340	71,753,340	1.10	1,858,188,567
2011	1,808,379,828	1,808,379,828	0.58	1,343,360	53,628,550	18,436,060	73,407,970	73,407,970	1.10	1,881,787,798
2012	1,847,051,897	1,847,051,897	0.58	1,440,980	51,281,120	18,427,480	71,149,580	71,149,580	1.10	1,918,201,477
2013	1,582,410,351	1,582,410,351	0.57	1,354,960	47,840,990	17,736,170	66,932,120	66,932,120	1.10	1,649,342,471
2014	1,603,654,464	1,603,654,464	0.56	1,033,240	43,221,740	17,748,290	62,003,270	62,003,270	1.10	1,665,657,734
2015	1,616,136,071	1,616,136,071	0.56	1,102,460	44,089,120	17,402,280	62,593,860	62,593,860	1.10/1.40	1,678,729,931

Real property is reassessed every three years. Real property is assessed at market value. Total personal property assessed value is equal to the estimated market value.

Personal Property Assessment information unavailable FY2006 through FY2009

(1) FY2015 Unincorporated and Incorporated Rate - \$1.10 per \$100 Assessed Value; Public Utilities Rate - \$1.40 per \$100 Assessed Value N/A: Information is not available for the years indicated

[City of Westminster](#)
Water and Sewer Rates 2017

Fixed Quarterly Charge

Meter Size	AWWA Meter Eqv.	<u>Inside City</u>			<u>Outside City</u>		
		<u>Water</u>	<u>Sewer</u>	<u>Reclaimed</u>	<u>Water</u>	<u>Sewer</u>	<u>Reclaimed</u>
Tier 1 - 5/8	1.00	\$23.09	\$26.16		\$24.71	\$36.75	
Tier 1 - 3/4	1.00	\$23.09	\$26.16		\$24.71	\$36.75	
Tier 2 - 1	2.50	\$57.72	\$65.40	\$53.08	\$61.78	\$91.89	\$74.58
Tier 2 - 1 1/2	5.00	\$115.44	\$130.80	\$106.16	\$123.57	\$183.79	\$149.17
Tier 2 - 2	8.00	\$184.70	\$209.27	\$169.85	\$197.71	\$294.06	\$238.67
Tier 2 - 3	16.00	\$369.39	\$418.55	\$339.70	\$395.41	\$588.13	\$477.34
Tier 2 - 4	25.00	\$577.18	\$653.99	\$530.79	\$617.83	\$918.96	\$745.85
Tier 2 - 6	50.00	\$1,154.35	\$1,307.97	\$1,061.58	\$1,235.66	\$1,837.94	\$1,491.71
Tier 2 - 8	80.00	\$1,846.96	\$2,092.73	\$1,698.53	\$1,977.06	\$2,940.69	\$2,386.73

Water Usage Charge

Tier 1 Rates

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

Tier 2 Rates

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

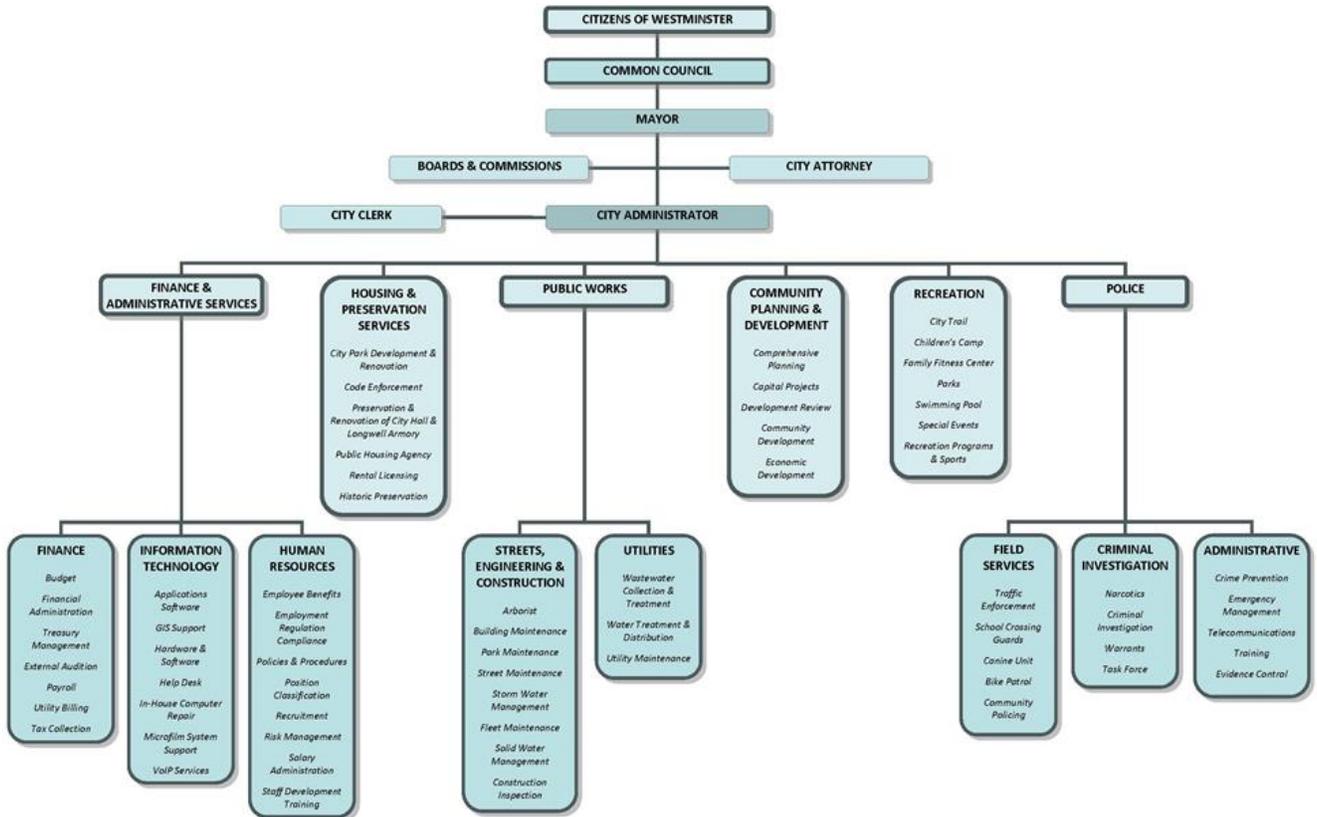
Sewer Usage Charge

	<u>Inside City</u>	<u>Outside City</u>
Unit Rate	<u>Sewer</u>	<u>Sewer</u>
(per 1,000 gallons)	\$6.34	\$9.48

Reclaimed Water Charge

	<u>Inside City</u>	<u>Outside City</u>
Unit Rate	<u>Reclaimed</u>	<u>Reclaimed</u>
(per 1,000 gallons)	\$2.58	\$3.85

ORGANIZATIONAL CHART



Budget Background

DEVELOPMENT, ADOPTION, AND STRUCTURE OF THE BUDGET

DEVELOPMENT

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

The State of Maryland requires comprehensive plans to be updated every ten years. The 2009 Comprehensive Plan Update began in October 2007 followed by the coordination of the first Westminster resident survey in the summer of 2008. The City hosted a series of community workshops in the fall of 2008 that offered residents the opportunity to voice their ideas about the future of their community. In the winter of 2009, the planning staff combined the results of the survey and the feedback from the workshops, to create the 2008 Community Vision Report. This report served as the base of the Comprehensive Plan Update process. Each element in the 2009 Comprehensive Plan begins with a description from the 2008 Community Vision Report. The City of Westminster 2009 Comprehensive Plan was adopted on September 28, 2009 and is available on the City's website: <http://www.westminstermd.gov/162/Comprehensive-Plan>

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

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

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

CITY OF WESTMINSTER VISION STATEMENT

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

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

This Vision will be accomplished by:

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

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

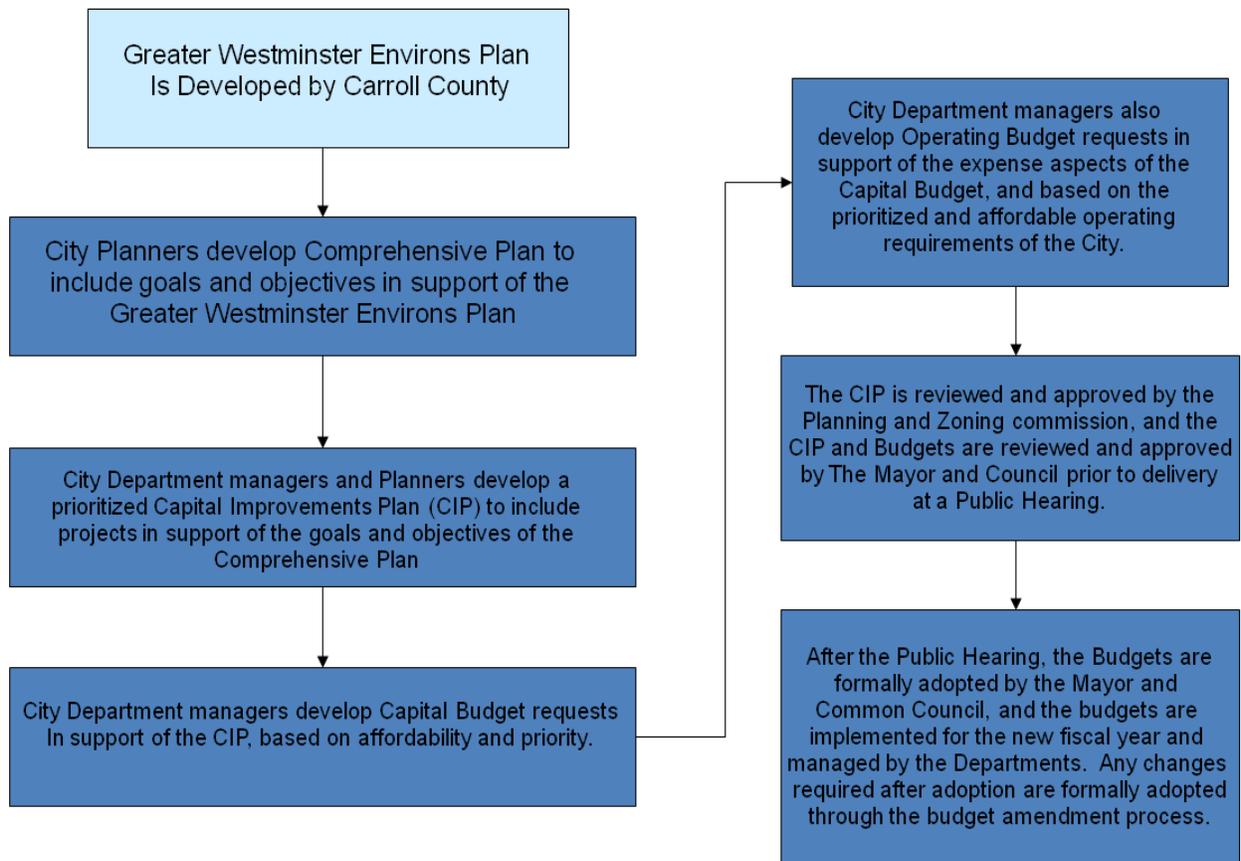
(b) *Express powers.*- In addition to, but not in substitution of, the powers which have been, or may hereafter be, granted to it, such legislative body also shall have the following express ordinance-making powers:

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

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

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

BUDGET DEVELOPMENT FLOW CHART



FISCAL YEAR

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

BUDGET SCHEDULE

FY2016 Budget Schedule

Jan - March 2016	Reviewed in regular Department Head meetings
March 29, 2016	Review preliminary budget with Finance Committee
April 14, 2016	Capital Plan submitted to Planning and Zoning for review and recommendation
April 25, 2016	Budget Presentation and Introduction of Budget Ordinance
May 9, 2016	Budget Hearing and Adoption of Budget Ordinance

ADOPTION

The budget ordinance was formally adopted on May 9, 2016.

STRUCTURE

The accounts of the City are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing

accounts that comprise its assets, liabilities, fund equities, revenues and expenditures. Budgets for the following funds are included in this document:

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

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

DEPARTMENTAL MATRIX

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

General Government activities are budgeted and accounted for on a modified accrual basis. Under this basis, revenues are recorded when susceptible to accrual, i.e. both measurable and available. Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period.

Expenditures are recorded when the liability is incurred, if measurable, except for debt service which is recognized when due.

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

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

STRATEGIC PLAN

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

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

1. Provide housing for population growth
2. Explore and develop new water resources
3. Upgrade the wastewater plant using enhanced nutrient removal

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

The Mayor and Council also initiated a project to construct and maintain a broadband fiber network within the City. The pilot project was funded with special benefit assessment revenues. Construction of the city-wide project is funded with bonds. The system is expected to pay all debt service from leasing revenues. The Mayor and Council expect potential growth as a result of the positive economic development measures as a result of having a city-wide fiber network in place.

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

The plan to explore and develop new water resources is accomplished through user fees and benefit assessment revenues. The City has several capital projects where new water sources are the objective including development of Gesell Well, Greenvale Mews Well, and Little Pipe Creek intake. In FY2009, the City hired Municipal and Financial Services Group to conduct an analysis of the rates for the City's water and wastewater services. The

study was adopted by the Mayor and Council in 2009 and is being implemented. In addition, new development is required to pay benefit assessment fees and this revenue stream is used to find new water resources. The impact to the budget to explore new water resources is minimal because the user rates are being adjusted annually and the benefit assessment fees are in surplus.

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

As the economic climate improves, the Mayor and Council continue to improve services and grow the City. Long-term projects include implementing broadband infrastructure, enhanced nutrient removal and expansion of the sewer facilities, expanding park facilities, and increasing water resources. These projects and programs will be funded by a combination of the capital fund tax, capital benefit assessment funds and outside grants.

FY2017 Adopted Budget

SUMMARY

BUDGET OVERVIEW

This budget prepares for the future with major commitments in recreation and culture, technology, and economic development. Major projects in the General Fund include development of the Wakefield Valley property, the community development project, storm water management, permitting and licensing software, various building improvement projects, sidewalk retrofit, City Park improvements and Green's tot lot improvements.

The Storm Water Management Implementation is a program in which the City will partner with Carroll County in order to meet federally and state mandated regulations regarding storm water management. This will be a recurring capital cost. The amount budgeted for FY 2017 is \$171,469. The impact to future years may require implementation of a storm water fee. For FY 2017, the City will fund this project with real property tax revenue.

During FY 2016, the Mayor appointed a Task Force to develop a request for proposals for The Wakefield Valley Project. The City is currently receiving proposals. The project is funded in FY2017 with funds that were unspent, carried-over and re-allocated from FY2016. In addition, \$223,000 has been reserved in the current budget for potential grant match requirements. All funding reserved to date is real property tax revenue.

Employees were granted a 3% increase in salary. This salary increase ensures that the City is able to retain and improve its most valuable resource. The City is also committed to succession planning and this budget includes one new position in Public Works in addition to increased funding in training and education.

The City made a major commitment to economic development in last year's budget by funding the Fiber Infrastructure Project. The City issued general obligation bonds in the amount of \$21,000,000 last year. The project includes providing the infrastructure to every household of the City. It is expected that lease revenue generated from the infrastructure will pay future debt service. This project is reflected in the budget in a separate fund titled Fiber Infrastructure Fund.

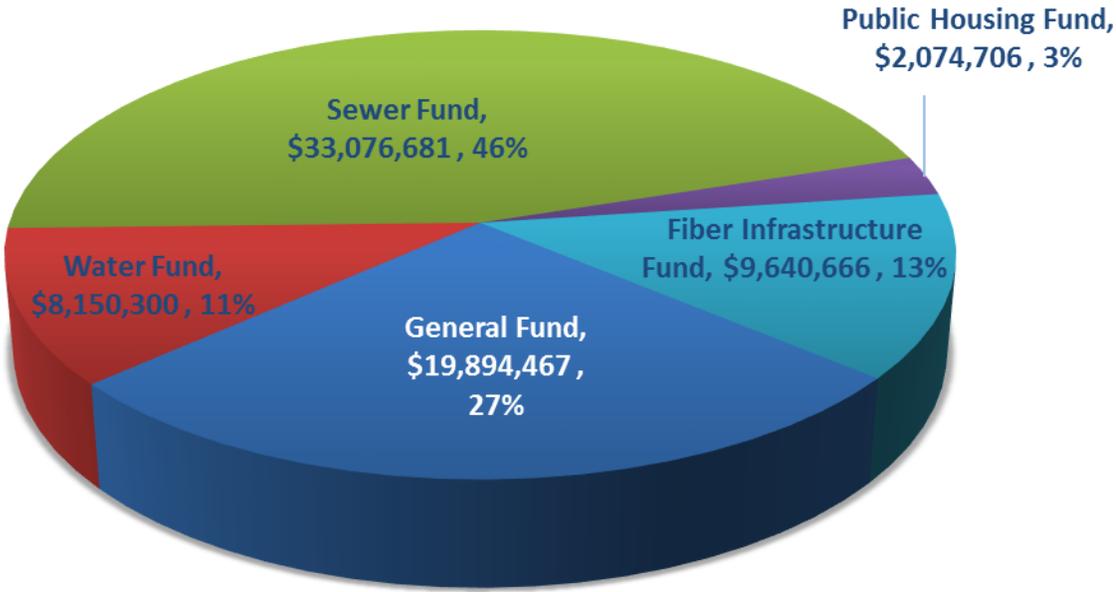
The water rates remain the same for this budget year. Capital expenses include new equipment and new water supply source development. All capital expenses are funded from water rates.

The sewer rates were increased 11%. This is primarily to offset debt service that will be incurred as a result of the Enhanced Nutrient Removal project. This project is expected to cost \$56 million dollars. The construction for this project will span two years. The project is 65% grant-funded and 35% city funded. The City plans to issue bonds in FY2017 in the amount of \$18 million dollars. Sewer rates were increased in 2009 to offset costs associated with this project. The projects costs have escalated since 2009 due to changes in regulations and technology. The additional costs and debt service are offset with an additional sewer rate increases.

The total budget including capital project costs is \$72,836,821.

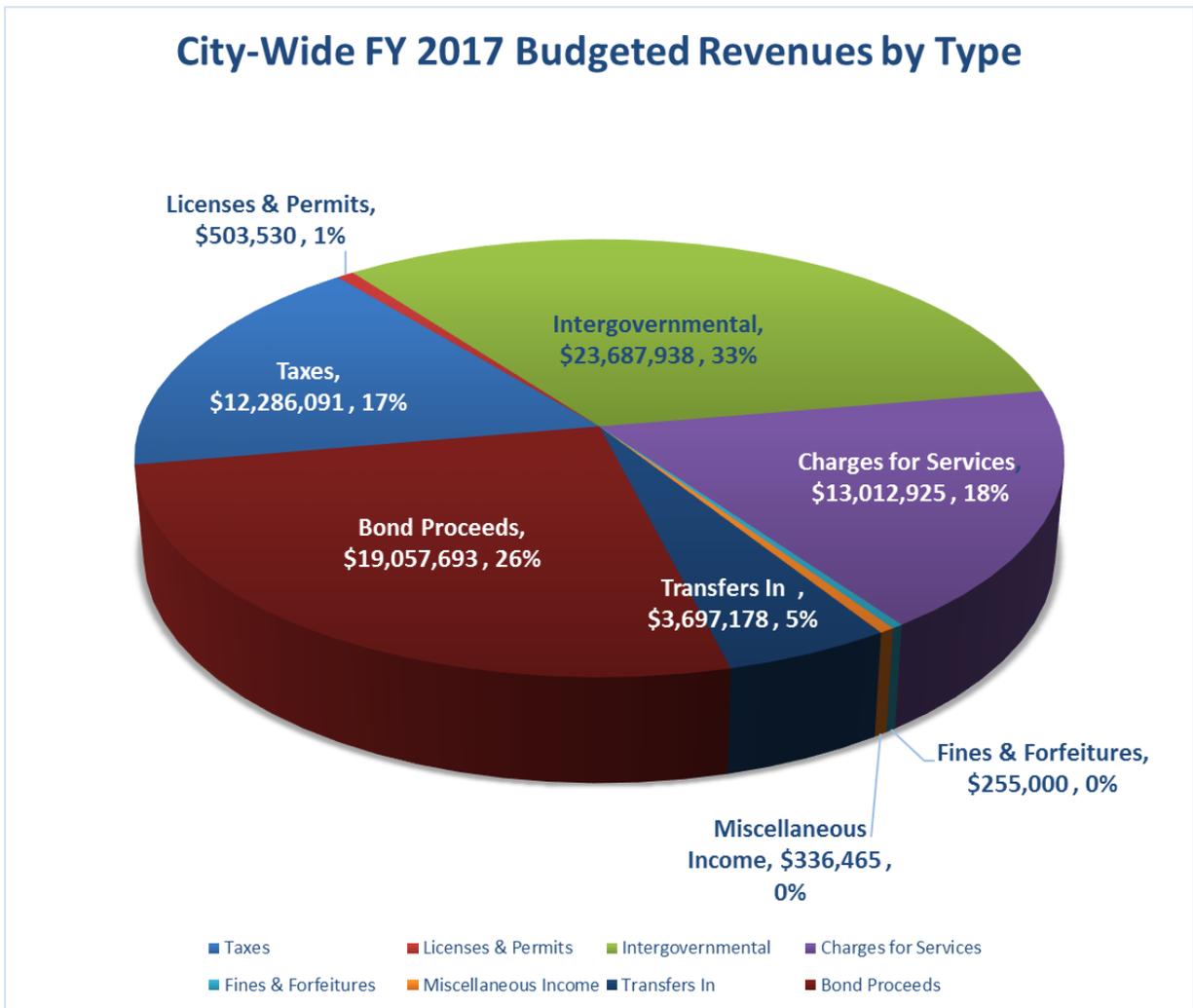
Government-wide revenues and expenses total \$21,969,173 with General and Housing Funds comprising 30% percent of the total Government-wide budget and Enterprise Funds comprising 70%. The charts below demonstrate the distribution of revenues and expenses government-wide.

City-Wide FY 2017 Budgeted Revenues by Fund



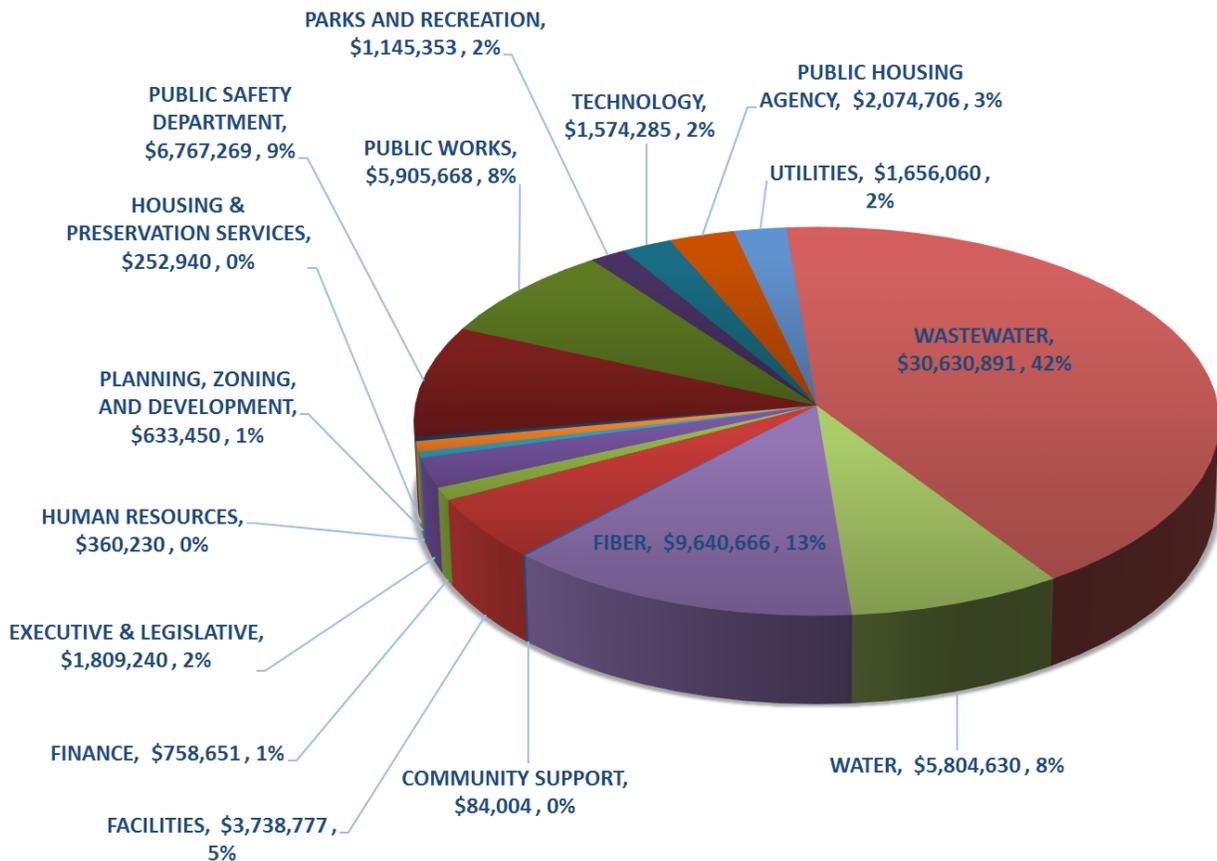
■ General Fund ■ Water Fund ■ Sewer Fund ■ Public Housing Fund ■ Fiber Infrastructure Fund

Intergovernmental funding continues to be the largest revenue type making up 33% of city-wide revenues. Included in Intergovernmental funding is State Police Aid (\$398,944), Program Open Space Grants (\$116,035), Domestic Violence Grant (\$30,000), Community Development Grant (\$2,000,000), Community Legacy Grants (\$348,668), Highway User Grant (\$542,673), State Local Transportation Infrastructure Grant (\$165,000), Carroll County Overlapping Grant (\$995,644) and Community Parks and Playground Grant (\$300,000). In FY2017, the City will receive bonds proceeds in the amount of \$14,389,250 creating 26% additional revenue. The City expects to continue to draw on the General Obligation Bond issued in FY 2016 for Fiber Infrastructure construction and expects to issue bonds through the Maryland Water Quality Revolving Fund for the Enhanced Nutrient Removal (ENR) project in the Wastewater Fund.



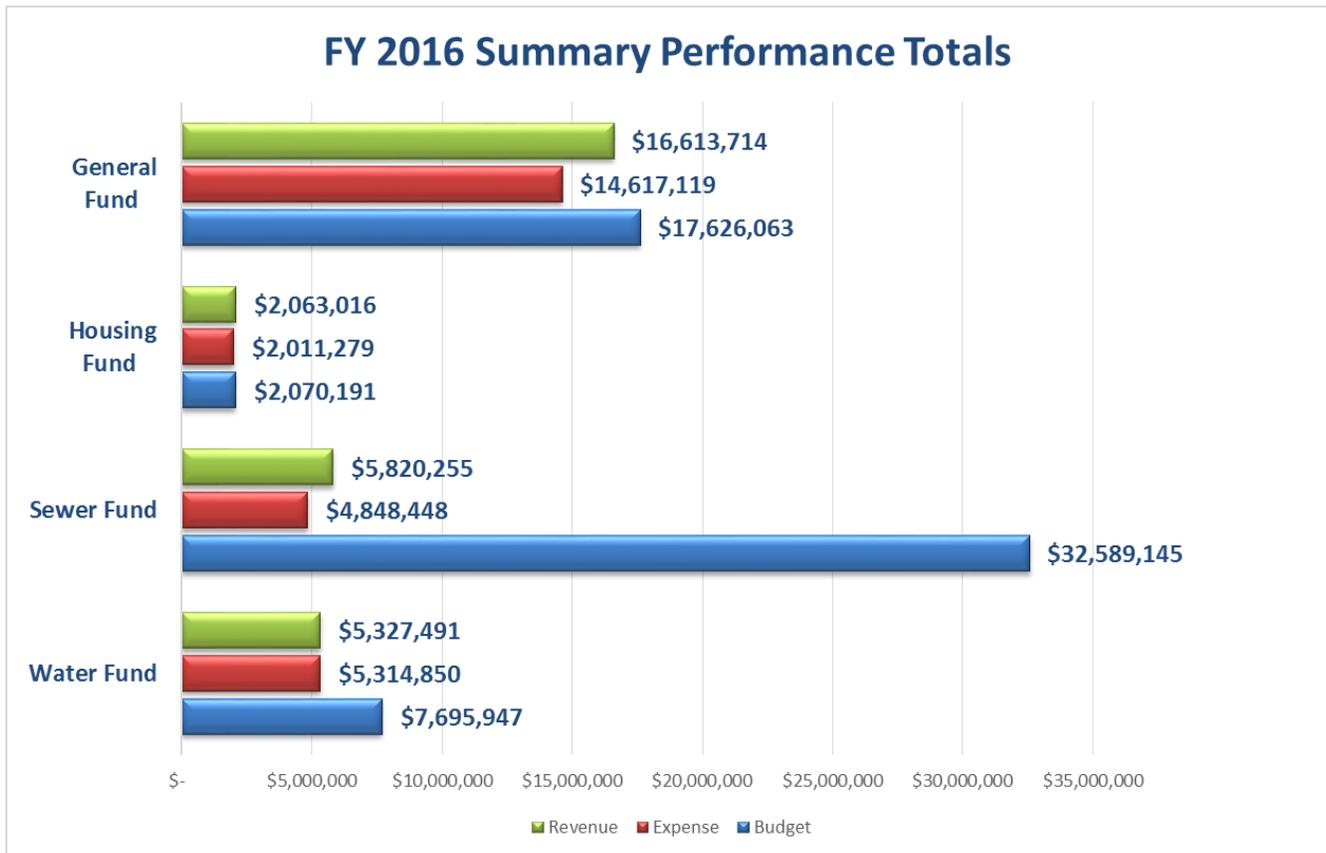
The ENR Project in the Wastewater Fund is by far the largest project undertaken by the City and is therefore a large percentage of the City-wide expenses making up 46% of the overall City-wide expenses. The Fiber Infrastructure construction continues into FY 2017 with Phases One and Two expected to be complete by the end of the fiscal year.

City-Wide FY 2017 Budgeted Expenditures by Department



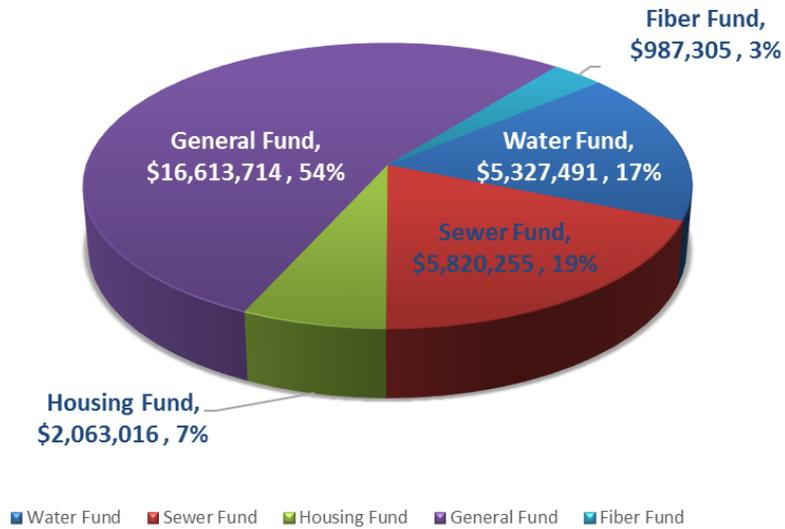
2016 IN REVIEW – PROJECTED RESULTS

Revenues are expected to exceed expenditures in all funds. The ENR project in the Sewer Fund was expected to go to construction in FY 2016, but was delayed. In addition, not all capital projects were complete in the water fund and are re-allocated in the FY 2017 budget.

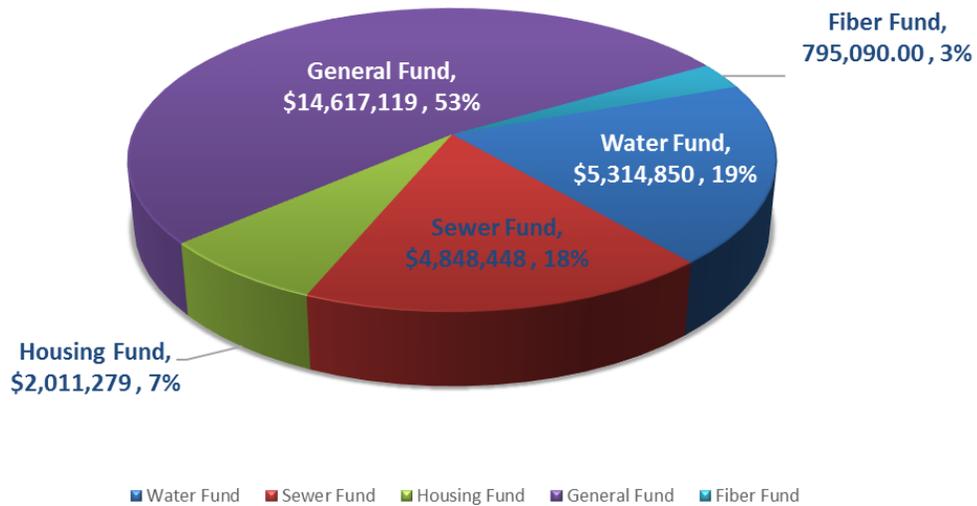


The final results for FY2016 were not complete at the time of this printing. The following charts display the projected results for FY2016. It is expected that revenues will exceed expenses in every fund.

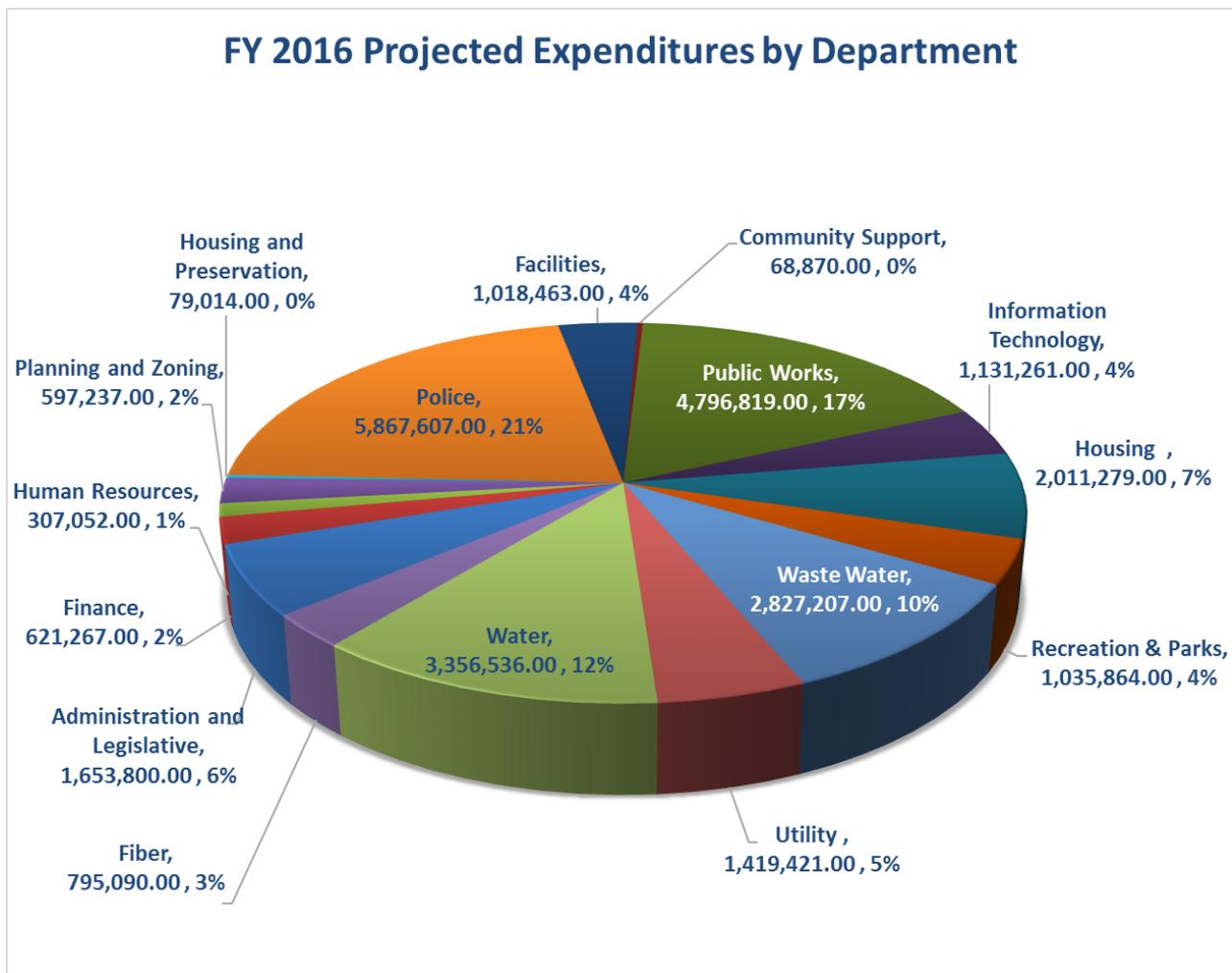
FY 2016 Projected Revenues by Fund



FY 2016 Projected Expenditures by Fund



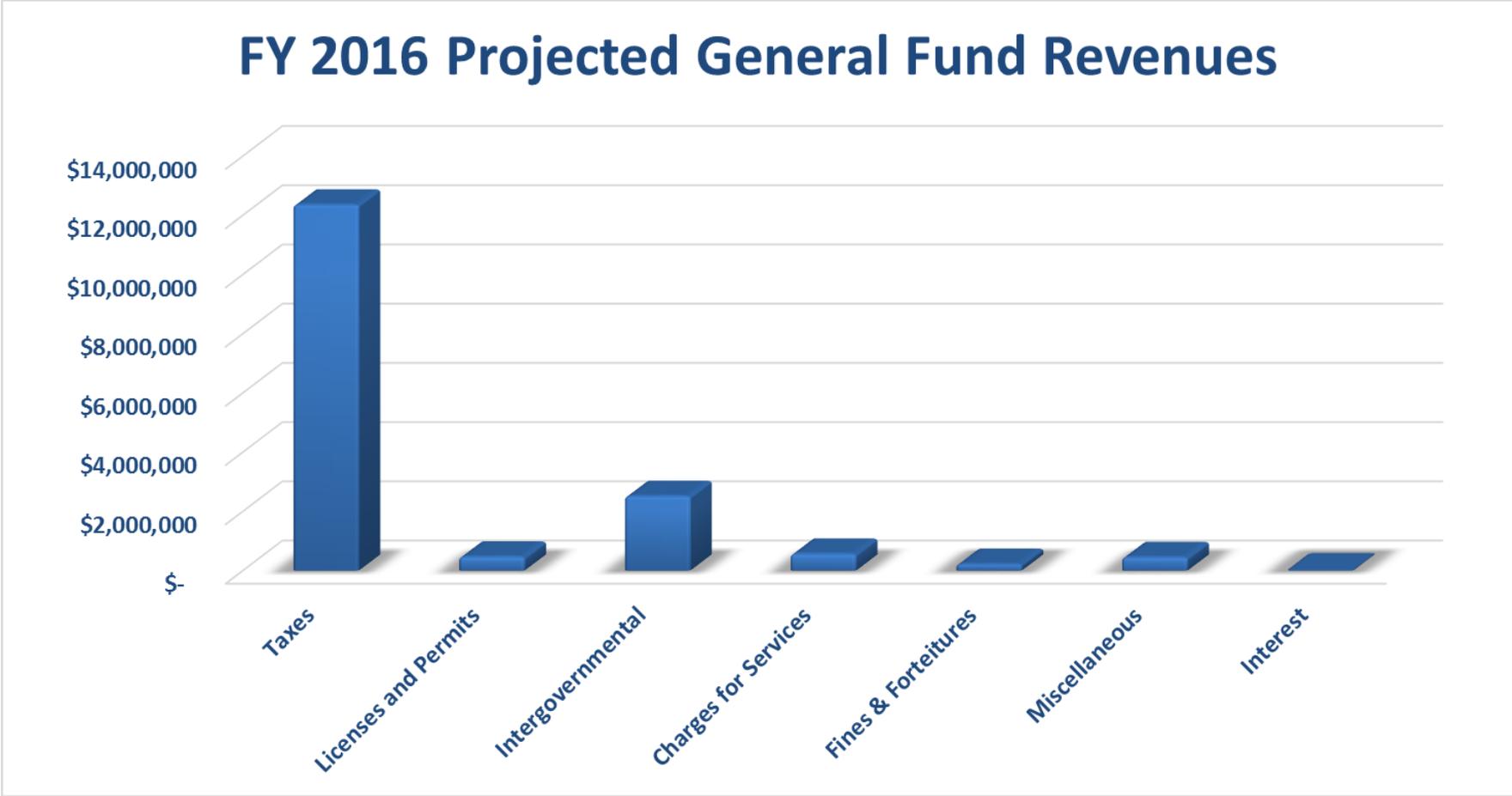
The final results for FY2016 were not complete at the time of this printing. The following charts display the projected results for FY2016. With Police and Public Works being the two largest departments, it is expected that those two departments will have the largest percentage of expenditures.



GENERAL FUND

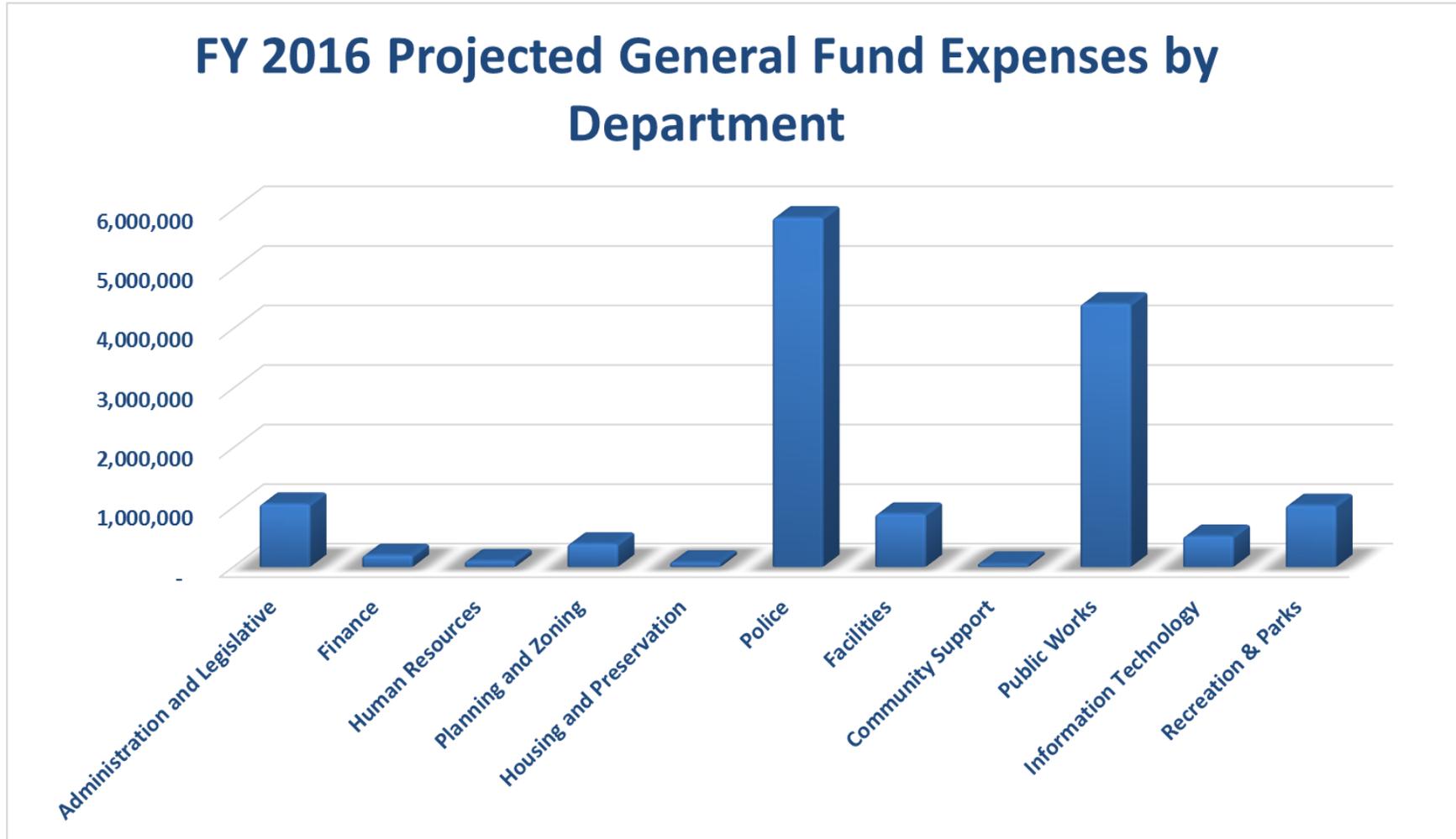
GENERAL FUND REVENUES

The General Fund's largest revenue is tax providing 74% of the fund's revenues. The next largest revenue is Intergovernmental funding making up 15% of total revenue. All other revenue classes are less than 5% of the total revenues each.



GENERAL FUND EXPENSES

General Fund expenses are made up mostly of Public Safety (40%) and Public Works (30%) expenses. All other expenses are supporting departments.

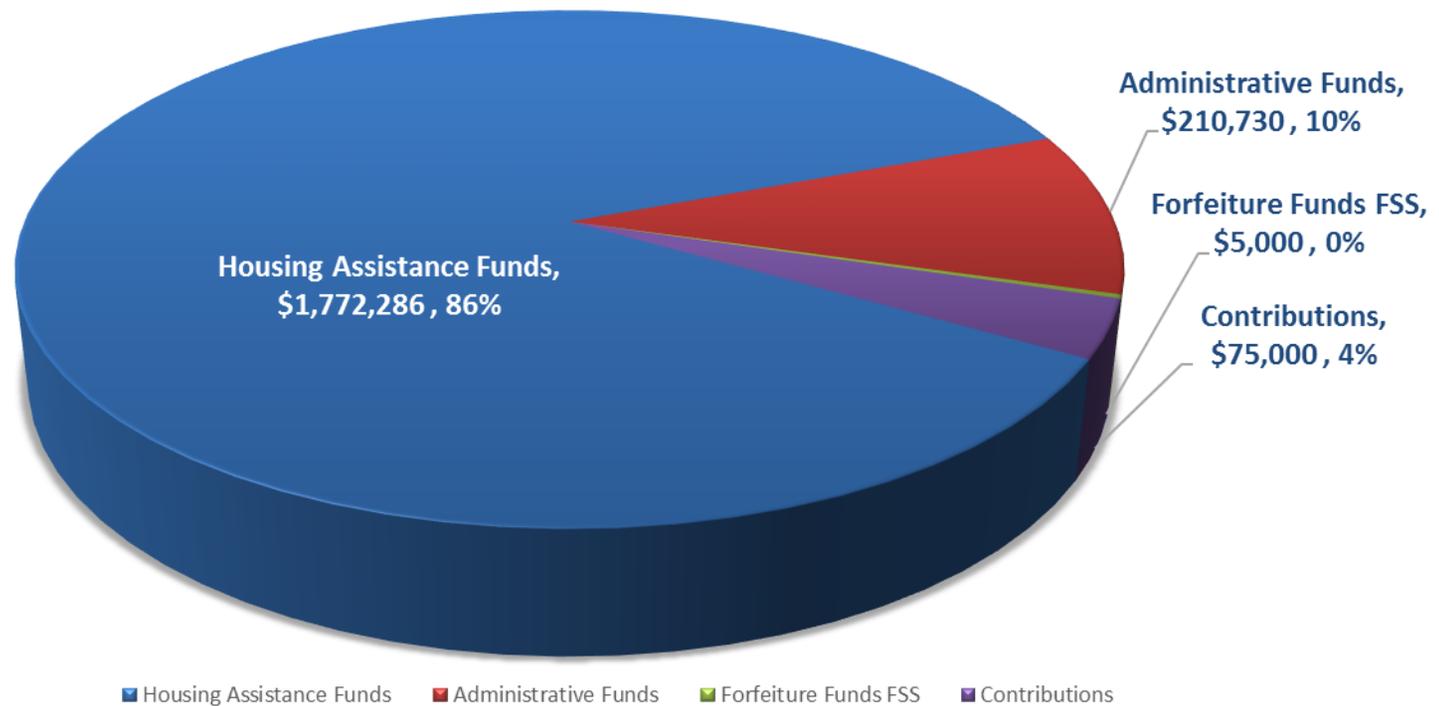


HOUSING FUND

HOUSING FUND REVENUES

The Public Housing Agency's largest revenue is the Housing Assistance Funds. HUD changed the funding allocations requiring use of equity reserves. It is expected that funding levels will return to level for Housing Assistance Funds, but not for Administrative funds. HUD is currently funding Administration Costs at 86%.

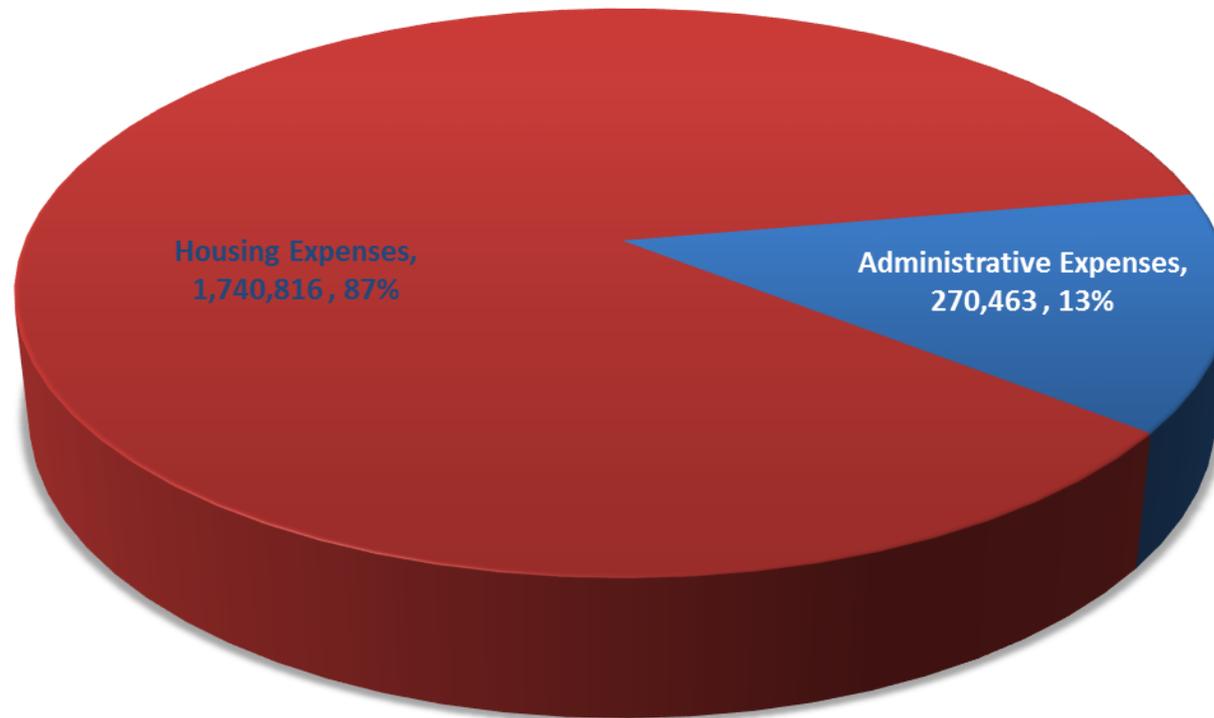
FY 2016 Projected Public Housing Agency Revenues



HOUSING FUND EXPENSES

Housing Expenses amount to \$1,740,816 and Administrative Expenses amount to \$270,463.

FY 2016 Projected Housing Fund Expenses



■ Administrative Expenses ■ Housing Expenses

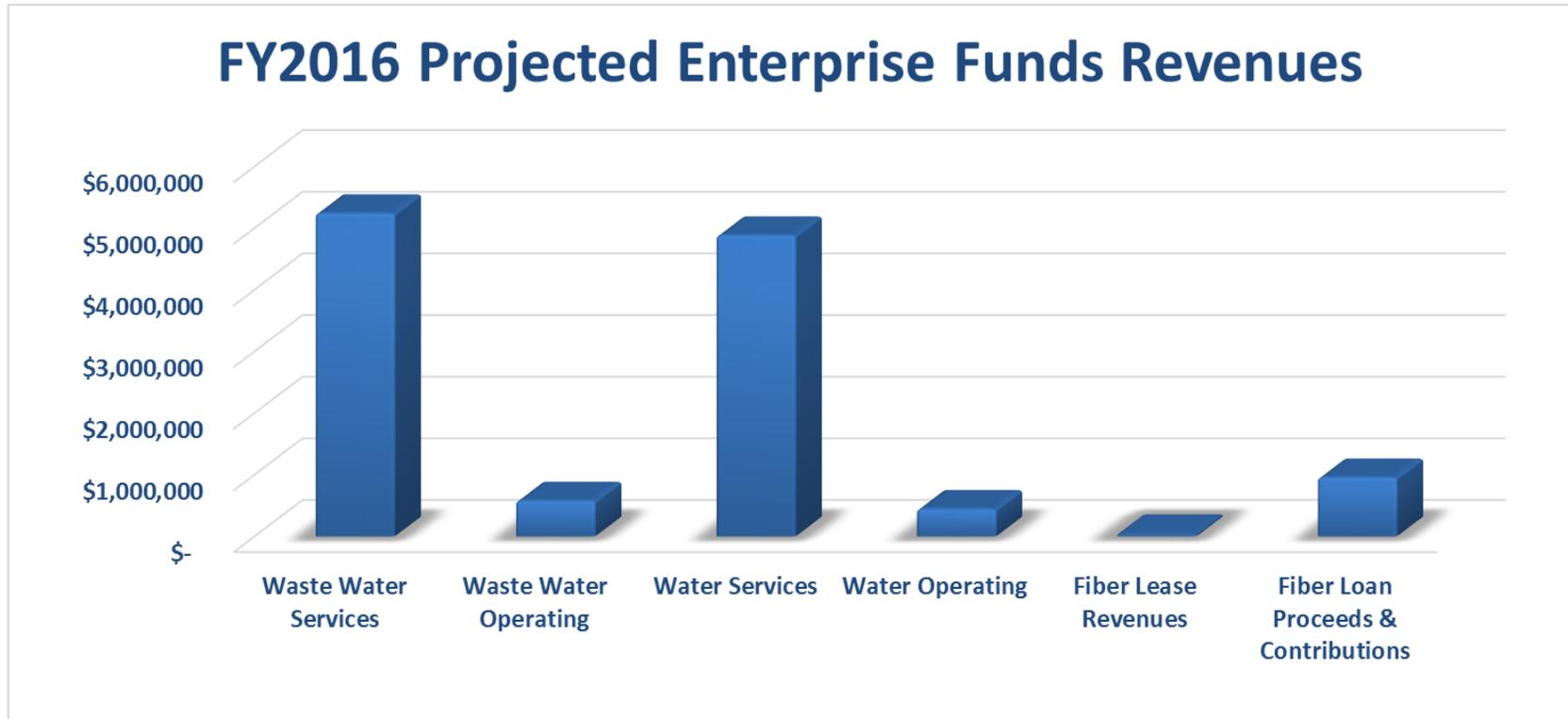
GENERAL AND HOUSING FUNDS – CHANGES IN EQUITY

General & Housing Fund	Actual FY 2012	Actual FY 2013	Actual FY 2014	Actual FY 2015	Projected FY 2016	Budgeted FY 2017
Net Assets - Beginning	40,053,317	44,093,809	45,255,511	40,728,690	43,697,972	45,755,780
Taxes	13,134,343	11,795,180	11,846,750	12,335,060	12,370,684	12,286,099
Charges for Services	1,443,285	1,420,942	1,236,061	1,418,408	1,260,169	1,278,530
Intergovernmental	4,643,433	3,364,268	4,380,290	5,798,481	4,580,171	7,023,613
Interest	34,368	19,900	11,478	15,876	21,000	3,000
Miscellaneous	145,750	259,471	30,563	187,336	454,182	298,465
Transfers						1,791,099
Total	19,401,179	16,859,761	17,505,142	19,755,161	18,686,206	22,680,806
General Government	1,658,564	1,619,659	2,033,740	2,279,392	2,091,088	2,727,421
Public Safety	5,537,316	5,849,529	5,698,822	5,917,816	5,867,607	6,838,477
Public Works	4,176,521	4,395,239	4,668,285	4,990,363	5,312,635	9,411,057
Recreation and Culture	1,231,756	1,142,296	1,267,334	1,229,001	1,035,864	1,145,353
Community Dev & Housing	2,510,928	2,364,831	2,218,483	2,179,252	2,146,879	2,393,213
Interest	245,602	218,755	196,380	190,055	174,325	165,285
Sewer Services						
Water Services						
Total	15,360,687	15,590,309	16,083,044	16,785,879	16,628,398	22,680,806
Change in Assets	4,040,492	1,269,452	1,422,098	2,969,282	2,057,808	-
Net Assets Ending	44,093,809	45,363,261	46,677,609	43,697,972	45,755,780	45,755,780

ENTERPRISE FUNDS – WATER, SEWER AND FIBER

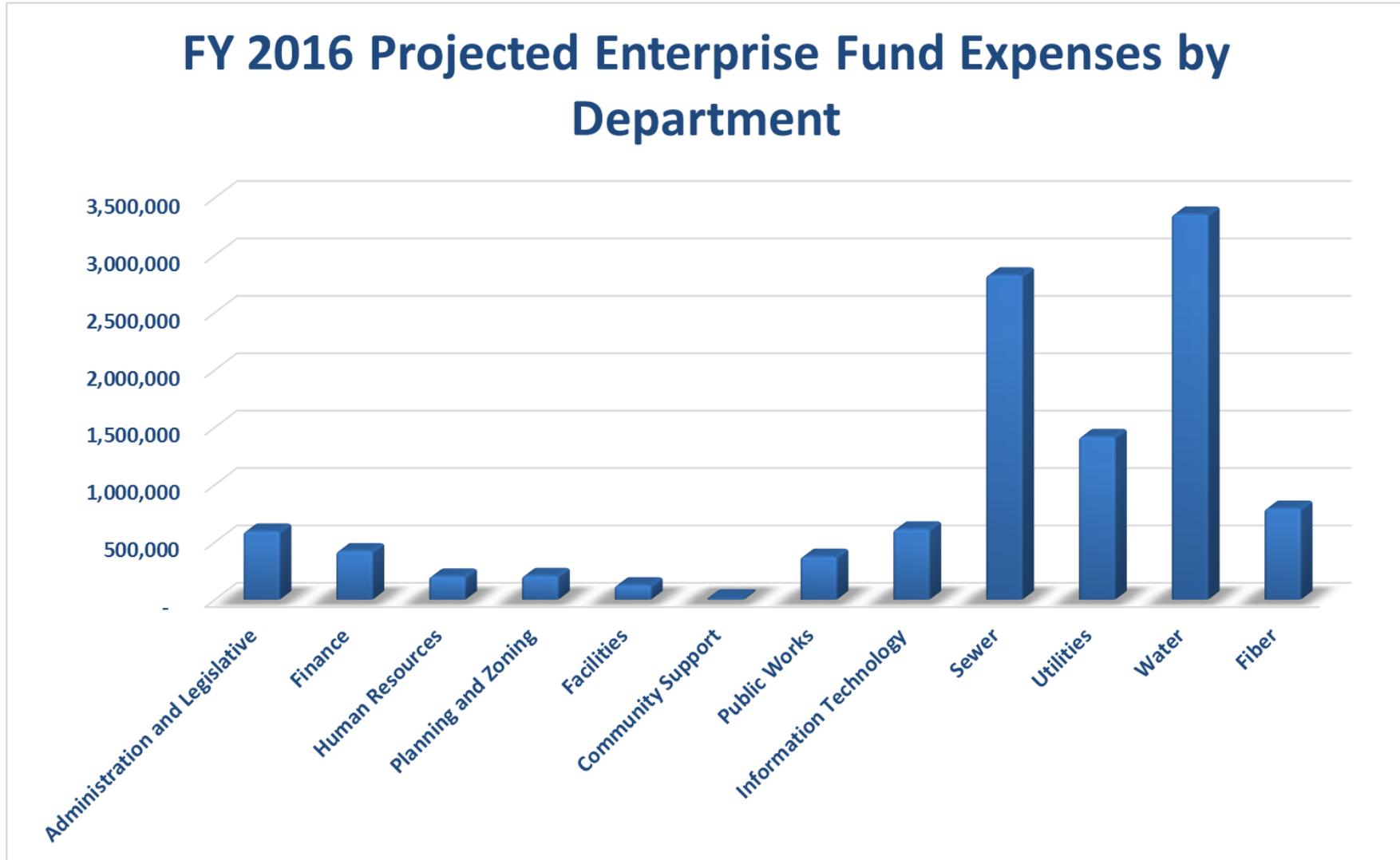
ENTERPRISE FUNDS – WATER, SEWER AND FIBER REVENUES

Wastewater rates were increased 11% in FY 2015, FY 2016 and FY 2017 to offset debt service as a result of the ENR project. The water rates remained steady.



ENTERPRISE FUND EXPENSES

The Enterprise Fund expenses consist mainly of Water (31%), Sewer (26%), Utilities (13%), and Fiber (7%). All other expenses are supporting departments and are less than 10% of overall expenses.



ENTERPRISE FUND CHANGES IN EQUITY

Enterprise Funds	Actual FY 2012	Actual FY 2013	Actual FY 2014	Actual FY 2015	Projected FY 2016	Budgeted FY 2017
Net Assets - Beginning	52,338,811	55,012,354	56,973,811	57,554,943	60,678,256	61,854,919
Charges for Services	10,756,362	10,620,457	10,819,233	10,830,889	10,785,127	12,482,925
Intergovernmental	995,845	480,407	872,369	1,615,385	347,248	16,364,325
Interest	16,730	17,379	14,547	31,694	44,100	27,000
Miscellaneous	60,182	29,399	17,565	14,059	3,271	8,000
Bond Proceeds				-	750,000	19,057,693
Transfers				-	205,305	3,166,656
Total	11,829,119	11,147,642	11,723,714	12,492,027	12,135,051	51,106,599
Sewer Services	4,990,870	4,762,370	4,877,723	4,944,571	4,848,448	33,080,144
Water Services	4,164,706	4,417,165	4,549,011	4,424,143	5,314,850	8,385,789
Fiber Services					795,090	9,640,666
Total	9,155,576	9,179,535	9,426,734	9,368,714	10,958,388	51,106,599
Change in Assets	2,673,543	1,968,107	2,296,980	3,123,313	1,176,663	
Net Assets Ending	55,012,354	56,980,461	59,270,791	60,678,256	61,854,919	61,854,919

ALL FUNDS SUMMARY – FUND BALANCES AND CHANGES IN EQUITY

Fund balances are not growing at the rate they were in prior years as the two largest construction projects for the City get under way. The first started in FY2015, the Broadband Fiber project and the ENR project will begin construction in FY 2017. User rates, benefit assessments and property tax rates have been set in anticipation of the rising costs of these projects. It is expected that fund balances which were built up in recent years will be depleted with future debt service and construction costs.

City-Wide	Actual FY 2012	Actual FY 2013	Actual FY 2014	Actual FY 2015	Projected FY 2016	Budgeted FY 2017
Net Assets - Beginning	92,392,128	99,106,163	102,343,722	106,062,800	112,155,395	115,389,866
Taxes	13,134,343	11,795,180	11,846,750	12,335,060	12,370,684	12,286,099
Charges for Services	12,199,647	12,041,399	12,055,294	12,249,297	12,045,296	13,761,455
Intergovernmental	5,639,278	3,844,675	5,252,659	7,413,866	4,927,419	23,387,938
Interest	51,098	37,279	26,025	47,570	65,100	30,000
Miscellaneous	205,932	288,870	48,128	201,395	457,453	306,465
Bond Proceeds					750,000	19,057,693
Transfers				-	205,305	4,957,755
Total	31,230,298	28,007,403	29,228,856	32,247,188	30,821,257	73,787,405
General Government	1,658,564	1,619,659	2,033,740	2,279,392	2,091,088	2,727,421
Public Safety	5,537,316	5,849,529	5,698,822	5,917,816	5,867,607	6,838,477
Public Works	4,176,521	4,395,239	4,668,285	4,990,363	5,312,635	9,411,057
Recreation and Culture	1,231,756	1,142,296	1,267,334	1,229,001	1,035,864	1,145,353
Community Dev & Housing	2,510,928	2,364,831	2,218,483	2,179,252	2,146,879	2,393,213
Interest	245,602	218,755	196,380	190,055	174,325	165,285
Sewer Services	4,990,870	4,762,370	4,877,723	4,944,571	4,848,448	33,080,144
Water Services	4,164,706	4,417,165	4,549,011	4,424,143	5,314,850	8,385,789
Fiber Services	-	-	-	-	795,090	9,640,666
Total	24,516,263	24,769,844	25,509,778	26,154,593	27,586,786	73,787,405
Change in Assets	6,714,035	3,237,559	3,719,078	6,092,595	3,234,471	(0)
Net Assets Ending	99,106,163	102,343,722	106,062,800	112,155,395	115,389,866	115,389,866

CASH FUND BALANCE RESULTS

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

General Fund Opening Balances:

	July 1, 2010	July 1, 2011	July 1, 2012	July 1, 2013	July 1, 2014	July 1, 2015	April 1, 2016
• General Operating Funds:	\$ 2,165,255	\$ 4,161,830	\$ 5,988,153	\$ 7,868,076	\$ 8,154,993	\$ 10,867,627	\$ 14,655,107
• Police Forfeiture Funds:	\$ 61,190	\$ 63,305	\$ 54,210	\$ 55,061	\$ 63,078	\$ 109,161	\$ 95,014
• Capital Projects Funds:	\$ 118,891	\$ 928,273	\$ 1,579,781	\$ 1,899,612	\$ 1,830,180	\$ 1,631,040	\$ 2,351,012
• Community Development:	\$ 253,625	\$ 255,739	\$ 474,891	\$ 475,953	\$ 475,953	\$ 475,953	\$ 475,953
• Benefit Assessment Funds:	\$ 695,510	\$ 819,421	\$ 870,266	\$ 985,652	\$ 1,061,557	\$ -	\$ 11,520
○ Total General Fund:	\$ 3,294,471	\$ 6,228,568	\$ 8,967,301	\$ 11,284,354	\$ 11,585,761	\$ 13,083,781	\$ 17,588,606

Sewer Fund Opening Balances:

• Sewer Fund Operating Funds	\$ 1,286,565	\$ 2,523,013	\$ 3,390,753	\$ 4,484,765	\$ 5,068,821	\$ 5,468,737	\$ 6,684,843
• Benefit Assessment Funds:	\$ 3,159,634	\$ 3,390,595	\$ 3,638,037	\$ 3,868,050	\$ 4,158,771	\$ 4,413,804	\$ 4,534,170
○ Total Sewer Fund:	\$ 4,446,199	\$ 5,913,608	\$ 7,028,790	\$ 8,352,815	\$ 9,227,592	\$ 9,882,540	\$ 11,219,013

Water Fund Opening Balances:

• Water Fund Operating Funds:	\$ 2,202,248	\$ 3,367,771	\$ 4,273,236	\$ 5,083,930	\$ 5,204,233	\$ 5,729,266	\$ 6,043,366
• Benefit Assessment Funds:	\$ 3,225,036	\$ 3,452,259	\$ 3,685,835	\$ 3,705,480	\$ 3,977,749	\$ 2,691,211	\$ 2,567,440
○ Total Water Fund:	\$ 5,427,284	\$ 6,820,030	\$ 7,959,071	\$ 8,789,410	\$ 9,181,982	\$ 8,420,477	\$ 8,610,806

Public Housing Agency Opening Balances:

• PHA Operating Funds:	\$ 459,223	\$ 67,048	\$ 3,536	\$ -	\$ -	\$ 81,353	\$ 108,783
• PHA HAP Equity Funds:	\$ 192,726	\$ 739,805	\$ 480,815	\$ 394,157	\$ 305,473	\$ -	\$ -
• PHA Admin Equity Funds:	\$ -	\$ -	\$ 78,154	\$ 17,619	\$ -	\$ -	\$ -
• PHA FSS Escrow Funds:	\$ 30,056	\$ 35,831	\$ 20,366	\$ 13,999	\$ 13,510	\$ 22,427	\$ 33,311
○ Total PHA Fund:	\$ 682,005	\$ 842,684	\$ 582,871	\$ 425,775	\$ 318,983	\$ 103,780	\$ 142,094

Fiber Fund Opening Balances:

• Fiber Operating Funds:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 128,942	\$ 144,228
○ Total Fiber Fund:	\$ -	\$ 128,942	\$ 144,228				

Total City of Westminster Balance:

\$ 13,849,959	\$ 19,804,890	\$ 24,538,033	\$ 28,852,354	\$ 30,314,318	\$ 31,619,522	\$ 37,704,746
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DEBT SERVICE

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

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

The City issued General Obligation Bonds in the amount of \$21,000,000 in FY 2016 for the Fiber Project. The City expects to draw approximately \$5,000,000 per year for the next four years. Debt service is expected to be paid with lease revenues.

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

The FY 2017 Budget calls for the Sewer Fund to incur debt in the amount of \$10,110,960 in FY2017 and \$11,571,093 in FY2017 for the State of Maryland mandated Enhanced Nutrient Removal Wastewater Treatment Plant. The City will also utilize approximately \$29,000,000 in Bay Restoration Funds/Grants for the project. Carroll County will also be funding approximately \$5,000,000. The project is scheduled to start construction in 2017 and be completed by 2019. The sewer rate structure has been modeled to build sufficient reserve funding for the annual debt service requirements. The FY2015, FY2016 and FY2017 budgets include an 11% increase in sewer rates for each year.

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

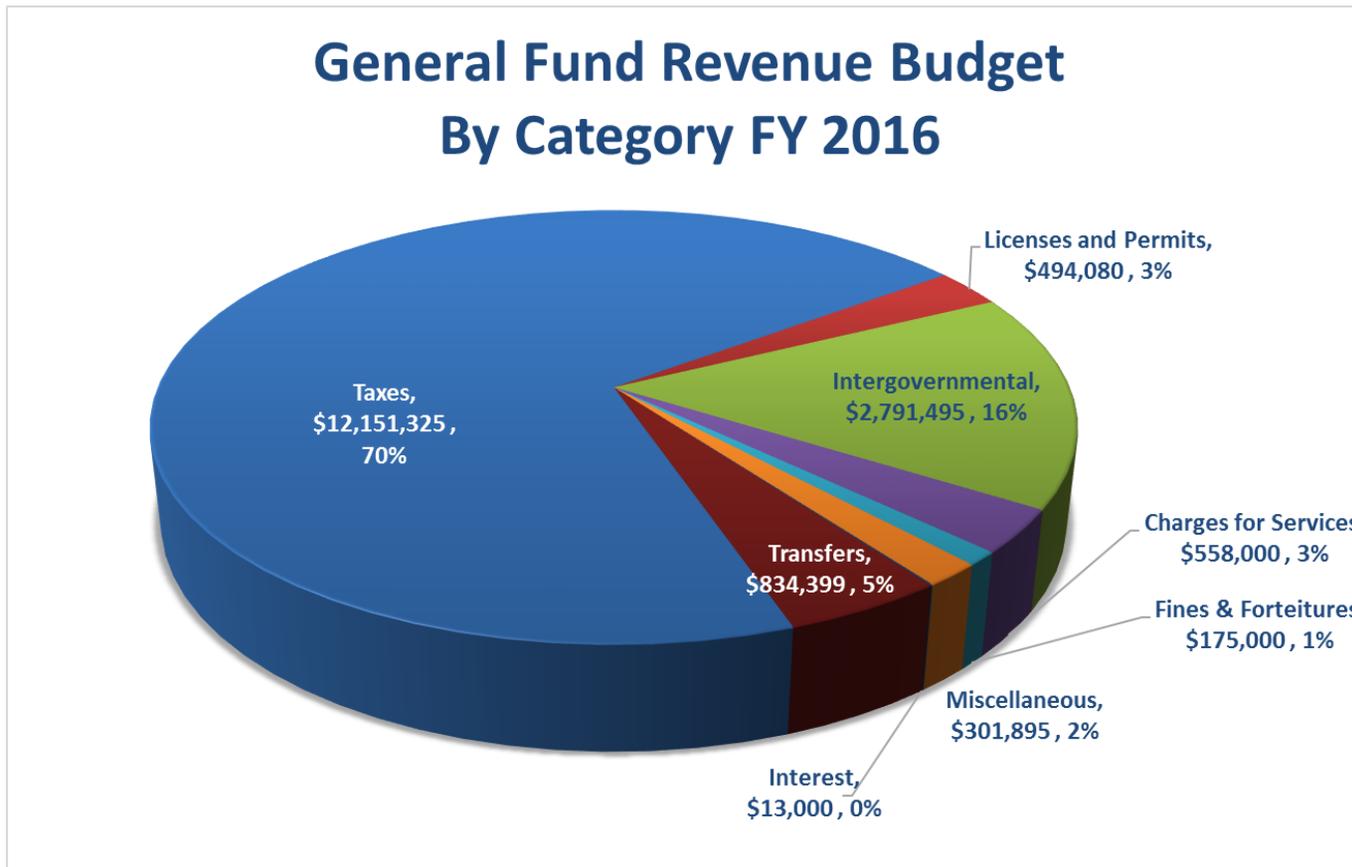
Debt Instrument	Project Name	Balance June 30, 2016	Future Payments			
			FY2017		FY2018	
			Principle	Interest	Principle	Interest
General						
2005 Infrastructure Bond A	Green St Paving	3,263,600	175,700	138,058	186,100	131,030
2012 Infrastructure Bond B	Parking Garages	948,400	152,000	18,056	154,000	15,989
<i>Total General Fund</i>		<i>4,212,000</i>	<i>327,700</i>	<i>156,114</i>	<i>340,100</i>	<i>147,019</i>
Water						
Drinking Water Bond 2000	Westminster Carfarro W	380,925	72,325	9,904	74,206	8,024
Drinking Water Bond 2007	Cranberry WTP Upgrade	6,021,042	569,077	60,210	574,768	54,520
Drinking Water Bond 2008	Medford Quarry Emerge	3,013,838	219,702	72,332	224,975	67,059
<i>Total Water Fund</i>		<i>9,415,806</i>	<i>861,104</i>	<i>142,446</i>	<i>873,949</i>	<i>129,603</i>
Fiber						
Fiber Infrastructure Bond A	City-wide Broadband N	650,000	-	159,933	-	160,000
None						

GENERAL FUND FY2017 BUDGET

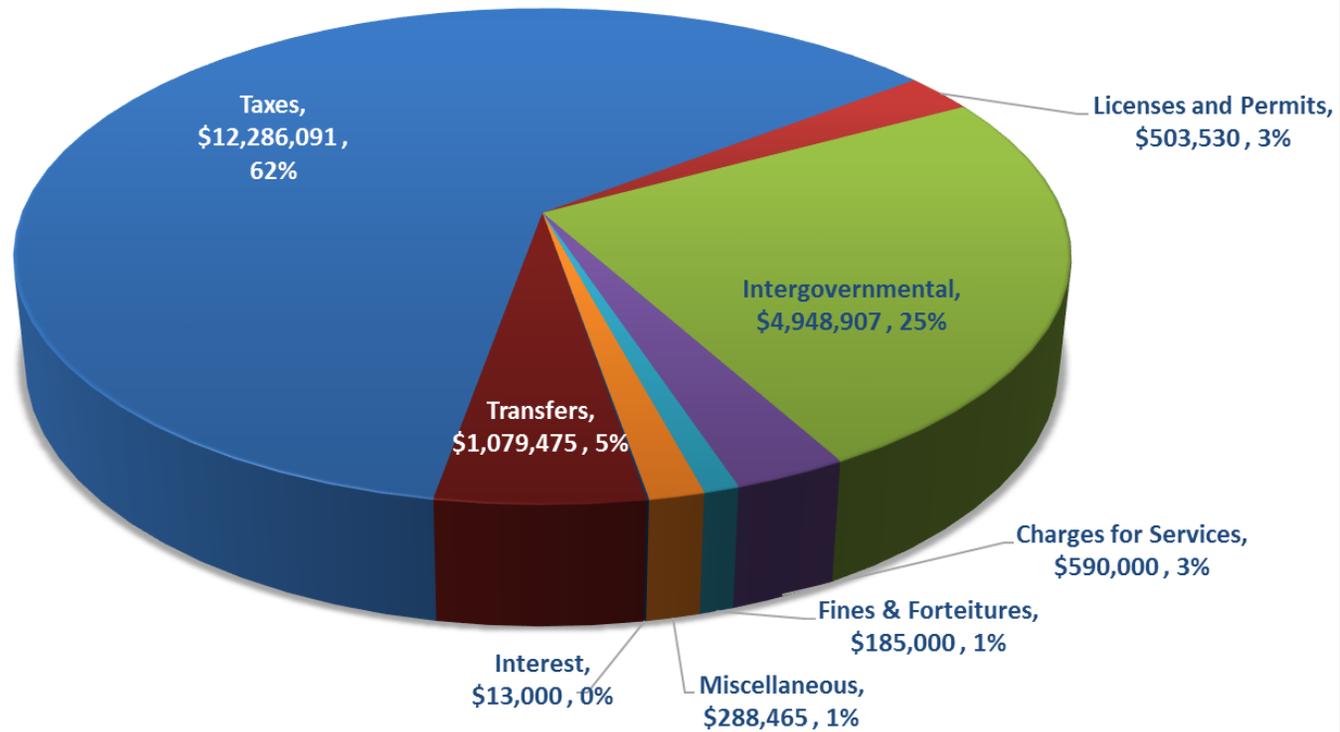
GENERAL FUND REVENUES

The charts below compare FY2016 to FY2017 Revenues. For Fiscal Year 2017, the General Fund revenue base was expected increase slightly over the prior year. The City held the Real Estate Tax rate at \$ 0.56 per \$100 of assessed value. Assessments are expected to increase 1% for one more year. The City is applying for an unusual amount of grant-funding in FY 2017 which accounts for the large increase in Intergovernmental funding. The City hopes to secure a \$2,000,000 Community Development Grant for a land acquisition among other grants.

REVENUE COMPARISON FY2016 vs. FY2017



General Fund Revenue Budget By Category FY 2017



REVENUE DETAIL COMPARISON – FY2013 – FY2022 BUDGET, ACTUAL AND PROJECTED

General Fund	FY 2013 Budget	FY 2013 Actual	FY 2014 Budget	FY 2014 Actual	FY 2015 Budget	FY 2015 Actual	FY 2016 Budget	FY 2016 Projection	FY 2017 Projection	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection	FY 2021 Projection	FY 2022 Projection
Account Number														
100.410000 Taxes														
100.411000 Real Property (Full Year Levy)	\$ 7,047	\$ 6,917	\$ 6,951	\$ 7,026	\$ 7,127	\$ 7,093	\$ 7,262	\$ 7,262	\$ 7,296	\$ 7,336	\$ 7,558	\$ 7,637	\$ 7,713	\$ 7,944
100.411201 Personal Property	\$	\$ 18	\$ 12	\$ 11	\$ 15	\$ 11	\$ 10	\$ 21	\$ 20	\$ 20	\$ 20	\$ 21	\$ 21	\$ 21
100.411202 Railroad & Public Utilities	\$ 203	\$ 195	\$ 203	\$ 158	\$ 248	\$ 281	\$ 260	\$ 239	\$ 250	\$ 250	\$ 250	\$ 250	\$ 255	\$ 255
100.411203 Business Personal Property	\$ 558	\$ 627	\$ 558	\$ 489	\$ 600	\$ 461	\$ 600	\$ 575	\$ 585	\$ 585	\$ 600	\$ 620	\$ 630	\$ 650
100.411301 Tax Credits	- \$ 210	- \$ 8	- \$ 5	- \$ 14	- \$ 13	- \$ 4	- \$ 6	- \$ 4	- \$ 5	- \$ 5	- \$ 5	- \$ 5	- \$ 5	- \$ 5
100.411501 Prior Years Additions/Abatements	- \$ 37	- \$ 26	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
100.412101 Penalties & Interest	\$ 35	\$ 25	\$ 50	\$ 36	\$ 25	\$ 36	\$ 25	\$ 89	\$ 30	\$ 31	\$ 32	\$ 33	\$ 34	\$ 35
100.413101 Income Taxes	\$ 1,485	\$ 1,825	\$ 1,600	\$ 1,840	\$ 1,700	\$ 1,963	\$ 1,800	\$ 2,000	\$ 1,900	\$ 1,950	\$ 1,970	\$ 1,989	\$ 2,009	\$ 2,049
100.414101 Admission & Amusement	\$ 150	\$ 210	\$ 130	\$ 251	\$ 200	\$ 219	\$ 220	\$ 200	\$ 220	\$ 220	\$ 222	\$ 224	\$ 226	\$ 228
Total	\$ 9,231	\$ 9,784	\$ 9,499	\$ 9,796	\$ 9,902	\$ 10,060	\$ 10,171	\$ 10,381	\$ 10,296	\$ 10,387	\$ 10,647	\$ 10,768	\$ 10,883	\$ 11,178
100.420000 Licenses & Permits														
100.421101 Street Usage Permits	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
100.421102 Parking - Longwell Garage	\$ 50	\$ 51	\$ 50	\$ 42	\$ 50	\$ 34	\$ 46	\$ 34	\$ 44	\$ 45	\$ 46	\$ 47	\$ 48	\$ 49
100.421103 Parking - Surface Lots	\$ 50	\$ 39	\$ 40	\$ 46	\$ 40	\$ 34	\$ 40	\$ 30	\$ 38	\$ 39	\$ 40	\$ 41	\$ 42	\$ 43
100.421104 Parking-West Square Garage	\$ 20	\$ 20	\$ 20	\$ 22	\$ 20	\$ 22	\$ 20	\$ 17	\$ 20	\$ 21	\$ 22	\$ 23	\$ 24	\$ 25
100.422101 Beer, Wine & Liquor	\$ 5	\$ 11	\$ 10	\$ 11	\$ 10	\$ 11	\$ 10	\$ 11	\$ 10	\$ 11	\$ 12	\$ 13	\$ 14	\$ 15
100.422102 Traders	\$ 10	\$ 78	\$ 50	\$ 77	\$ 70	\$ 73	\$ 75	\$ 75	\$ 75	\$ 75	\$ 76	\$ 77	\$ 78	\$ 79
100.423101 Building Permits-County	\$ 4	\$ 6	\$ 5	\$ 4	\$ 5	\$ 4	\$ 6	\$ 4	\$ 5	\$ 6	\$ 7	\$ 8	\$ 9	\$ 10
100.423102 Cable Television Franchise Fees	\$ 200	\$ 222	\$ 215	\$ 231	\$ 225	\$ 240	\$ 230	\$ 240	\$ 235	\$ 235	\$ 235	\$ 230	\$ 230	\$ 225
100.423103 Pawn Broker Fees	\$	\$	\$ 2	\$	\$ 2	\$	\$ 3	\$	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3
100.423104 Utility Permits	\$ 25	\$ 18	\$ 20	\$ 18	\$ 20	\$ 21	\$ 20	\$ 28	\$ 30	\$ 35	\$ 40	\$ 45	\$ 50	\$ 55
100.423105 Zoning/Building Permits-City	\$ 5	\$ 8	\$ 5	\$ 10	\$ 12	\$ 11	\$ 12	\$ 5	\$ 11	\$ 14	\$ 15	\$ 15	\$ 15	\$ 15
100.423106 Rental Licensing Program	\$ 38	\$ 41	\$ 70	\$ 59	\$ 59	\$ 74	\$ 30	\$ 26	\$ 30	\$ 45	\$ 55	\$ 60	\$ 60	\$ 60
100.423107 Sign Permits	\$ 4	\$ 2	\$ 3	\$ 1	\$ 3	\$ 2	\$ 3	\$ 2	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3
Total	\$ 411	\$ 496	\$ 490	\$ 523	\$ 516	\$ 534	\$ 494	\$ 471	\$ 504	\$ 532	\$ 554	\$ 565	\$ 576	\$ 582

REVENUE DETAIL COMPARISON – FY2013 – FY2022 BUDGET, ACTUAL AND PROJECTED (CONTINUED)

	FY2013 Budget	FY2013 Actual	FY2014 Budget	FY2014 Actual	FY2015 Budget	FY2015 Actual	FY2016 Budget	FY2016 Projection	FY2017 Projection	FY2018 Projection	FY2019 Projection	FY2020 Projection	FY2021 Projection	FY2022 Projection
100.430000 Intergovernmental														
100.431100 Grants from Federal Agencies		\$ 43		\$ 45			\$ 50	\$ 250	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5
100.431102 Bullet Proof Vest Grant	\$	\$ 2	\$ 3	\$ 4	\$ 7	\$ 4	\$ 6	\$	\$ 4	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5
100.432101 State Police Aid	\$ 189	\$ 234	\$ 364	\$ 340	\$ 364	\$ 366	\$ 364	\$ 357	\$ 399	\$ 400	\$ 404	\$ 408	\$ 412	\$ 416
100.432102 Program Open Space-State & Cnty	\$ 90	\$	\$ 91	\$ 5	\$ 82	\$ 16	\$ 127	\$ 82	\$ 116	\$ 570	\$ 250	\$ 100	\$ 126	\$ 300
100.432105 Domestic Violence Grant	\$ 52	\$ 11	\$ 55	\$ 42	\$ 45	\$ 43	\$ 30	\$ 30	\$ 30	\$ 30	\$ 30	\$ 30	\$ 30	\$ 30
100.432108 Community Development Projects	\$	\$ 45	\$ 679	\$ 425	\$ 497	\$ 449	\$ 500	\$	\$ 2,000	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250
100.432114 Community Legacy Façade Grant	\$ 75	\$ 64	\$ 50	\$ 22	\$ 112	\$ 36	\$ 75	\$ 43	\$ 349	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50
100.432116 Highway Users	\$ 136	\$ 135	\$ 469	\$ 443	\$ 481	\$ 503	\$ 543	\$ 543	\$ 543	\$ 550	\$ 600	\$ 700	\$ 800	\$ 900
100.432117 Local Transportation Infrastructure Aid			\$ 116		\$ 133		\$ 149		\$ 165	\$ 16	\$ 16	\$ 16	\$ 16	\$ 16
100.433102 Service Link Housing Programs	\$ 18	\$ 19	\$ 18	\$ 18	\$ 18	\$ 16		\$ 2						
100.433103 County Town n Agreement	\$ 850	\$ 895	\$ 895	\$ 1,003	\$ 900	\$ 1,009	\$ 1,000	\$ 990	\$ 996	\$ 1,010	\$ 1,019	\$ 1,029	\$ 1,020	\$ 1,030
100.433104 Roads	\$ 10	\$ 13	\$ 13	\$ 13	\$ 13	\$ 13	\$ 13	\$ 13	\$ 13	\$ 13	\$ 13	\$ 13	\$ 13	\$ 13
100.433108 Public Safety Overtime Grants	\$ 35	\$ 24	\$ 40	\$ 30	\$ 25	\$ 36	\$ 25	\$ 20	\$ 31	\$ 31	\$ 32	\$ 32	\$ 32	\$ 32
100.433126 Community Parks & Playgrounds	\$ 143	\$			\$ 188		\$	\$ 187	\$ 300	\$	\$	\$	\$	\$
100.433127 BJAG Grants		\$ 25	\$ 2		\$ 2									
Total	\$ 1,597	\$ 1,510	\$ 2,794	\$ 2,388	\$ 2,866	\$ 2,490	\$ 2,881	\$ 2,517	\$ 4,949	\$ 2,930	\$ 2,673	\$ 2,637	\$ 2,759	\$ 3,048
100.440000 Charges for Services														
100.442102 Parking Meters	\$ 140	\$ 130	\$ 145	\$ 133	\$ 130	\$ 110	\$ 130	\$ 113	\$ 125	\$ 130	\$ 135	\$ 140	\$ 145	\$ 150
100.444101 Parks and Rec: Sw imming Pool Fees	\$ 65	\$ 92	\$ 95	\$ 63	\$ 90	\$ 114	\$ 70	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
100.444103 Parks and Rec: Family Center	\$ 275	\$ 260	\$ 285	\$ 177	\$ 285	\$ 194	\$ 240	\$ 200	\$ 240	\$ 245	\$ 247	\$ 250	\$ 252	\$ 255
100.444105 Parks and Rec: Programs and Events	\$ 83	\$ 93	\$ 82	\$ 86	\$ 90	\$ 89	\$ 90	\$ 110	\$ 90	\$ 100	\$ 110	\$ 120	\$ 125	\$ 130
100.444111 Parks and Rec: Facility Rental	\$ 14	\$ 15	\$ 15	\$ 20	\$ 15	\$ 28	\$ 25	\$ 18	\$ 25	\$ 25	\$ 26	\$ 26	\$ 26	\$ 26
100.444115 Plan Application & Review Fees	\$ 16	\$ 7		\$ 5		\$ 9	\$	\$ 14	\$ 5	\$ 6	\$ 7	\$ 8	\$ 9	\$ 10
100.444124 Zoning & Annexation Fees	\$ 3	\$ 6	\$	\$ 8		\$ 2	\$ 3	\$ 13	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5
Total	\$ 595	\$ 603	\$ 622	\$ 491	\$ 610	\$ 547	\$ 558	\$ 569	\$ 590	\$ 611	\$ 630	\$ 649	\$ 662	\$ 676
100.450000 Fines & Forfeitures														
100.451100 Fines and Forfeitures	\$ 1	\$ 5	\$ 1	\$ 12	\$ 3	\$ 25	\$ 3	\$ 25	\$ 3	\$ 4	\$ 5	\$ 6	\$ 7	\$ 8
100.451101 Meter Violations	\$ 5	\$ 3	\$ 5	\$ 3	\$ 3	\$ 1	\$ 3	\$ 1	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3
100.451102 City Summons	\$ 14	\$ 14	\$ 11	\$ 17	\$ 15	\$ 16	\$ 15	\$ 21	\$ 18	\$ 18	\$ 18	\$ 19	\$ 19	\$ 19
100.451103 Municipal Infractions	\$ 4	\$ 4	\$ 4	\$ 4	\$ 4	\$ 6	\$ 4	\$	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1
100.451105 Police-Red Light Cameras	\$ 190	\$ 151	\$ 100	\$ 153	\$ 120	\$ 165	\$ 150	\$ 173	\$ 160	\$ 165	\$ 166	\$ 167	\$ 170	\$ 175
Total	\$ 213	\$ 178	\$ 120	\$ 189	\$ 145	\$ 201	\$ 175	\$ 220	\$ 185	\$ 191	\$ 193	\$ 196	\$ 200	\$ 206

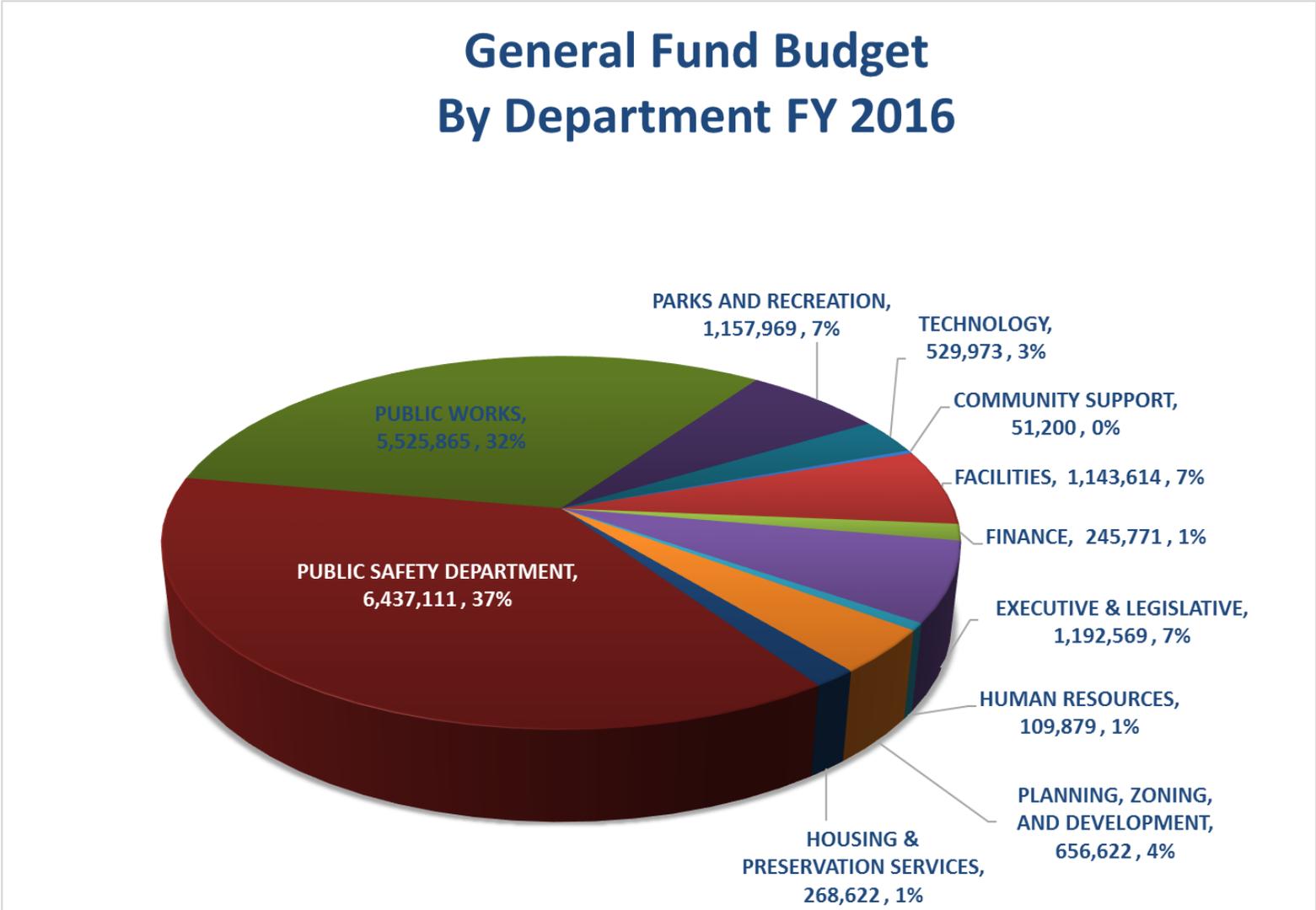
REVENUE DETAIL COMPARISON – FY2013 – FY2022 BUDGET, ACTUAL AND PROJECTED (CONTINUED)

	FY 2013 Budget	FY 2013 Actual	FY 2014 Budget	FY 2014 Actual	FY 2015 Budget	FY 2015 Actual	FY 2016 Budget	FY 2016 Projection	FY 2017 Projection	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection	FY 2021 Projection	FY 2022 Projection
100.460000 Miscellaneous Income														
100.462105 Rental Income	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5	\$ 9	\$ 20	\$ 20	\$ 25	\$ 30	\$ 40
100.463100 Contributions and Donations	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$ 3	\$	\$	\$ 3	\$ 3
100.463101 Farmers Market & Second Saturday	\$	\$ 2	\$ 2	\$ 3	\$ 3	\$ 3	\$ 4	\$ 2	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5
100.464101 Parking Maintenance Fees	\$	\$ 9	\$ 9	\$ 9	\$ 9	\$ 9	\$ 9	\$ 9	\$ 9	\$ 9	\$ 9	\$ 9	\$ 9	\$ 9
100.464250 Police Discretionary Fund	\$ 15	\$ 12	\$ 21	\$ 5	\$ 10	\$ 15	\$ 10	\$	\$ 10	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5
100.513112 Benefit Assessments	\$ 261	\$ 108	\$ 183	\$ 76	\$ 244	\$ 109	\$ 205	\$ 30	\$ 187	\$ 327	\$ 338	\$ 500	\$ 550	\$ 550
100.513132 Miscellaneous Revenues	\$ 55	\$ 350	\$ 75	\$ 92	\$ 50	\$ 177	\$ 50	\$ 361	\$ 46	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50
100.911105 Interest-Bank Accounts	\$ 49	\$ 10	\$ 9	\$ 10	\$ 10	\$ 16	\$ 13	\$ 21	\$ 3	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5
100.433107 Tree Commission Workshop	\$ 5	\$ 7	\$ 5	\$ 7	\$ 5	\$ 7	\$ 5	\$ 7	\$ 7	\$ 9	\$ 9	\$ 9	\$ 7	\$ 7
100.463110 Historic District Commission									\$ 5					
100.911110 Disposal of Assets	\$ 10	\$ 7	\$ 5	\$ 30	\$ 5	\$ 28	\$ 20	\$ 37	\$ 20	\$ 20	\$ 20	\$ 20	\$ 20	\$ 20
Total	\$ 566	\$ 510	\$ 314	\$ 238	\$ 341	\$ 374	\$ 324	\$ 475	\$ 301	\$ 453	\$ 461	\$ 628	\$ 685	\$ 695
100.950000 Transfers														
100.951100 Transfer to/from Reserves	\$ 220		\$ 206	\$	\$ 83	-\$ 1,008	\$ 165		\$ 464	\$ 357	\$ 693	\$ 619	\$	\$
100.952200 Transfer from Assessment Benefit			\$ 130	-\$ 34	\$ 1,289		\$	\$	\$	\$	\$	\$	\$	\$
Total	\$ 220	\$	\$ 336	-\$ 34	\$ 1,372	-\$ 1,008	\$ 165	\$	\$ 464	\$ 357	\$ 693	\$ 619	\$	\$
Sub-Total	\$ 12,833	\$ 13,079	\$ 14,175	\$ 13,591	\$ 15,751	\$ 13,198	\$ 14,769	\$ 14,633	\$ 17,289	\$ 15,461	\$ 15,851	\$ 16,062	\$ 15,764	\$ 16,384
Capital Fund														
950.410000 Taxes														
950.411101 Real Property (Full Year Levy)	\$ 2,164	\$ 2,040	\$ 1,896	\$ 1,869	\$ 1,944	\$ 1,883	\$ 1,980	\$ 1,980	\$ 1,990	\$ 2,000	\$ 2,060	\$ 2,081	\$ 2,102	\$ 2,144
950.461104 Interest - Savings Accounts	\$	\$ 2	\$ 2	\$ 1										
950.xxxxxx Transfer from Reserves	\$	-\$ 26	\$ 326	\$ 34	\$ 929	-\$ 500	\$ 877		\$ 616	-\$ 127	-\$ 197	-\$ 408	-\$ 398	-\$ 609
Total	\$ 2,164	\$ 2,017	\$ 2,224	\$ 1,904	\$ 2,872	\$ 1,383	\$ 2,857	\$ 1,980	\$ 2,605	\$ 1,873	\$ 1,863	\$ 1,673	\$ 1,704	\$ 1,535
TOTAL GENERAL FUND REVENUE BUDGET	\$ 14,997	\$ 15,096	\$ 16,399	\$ 15,495	\$ 18,623	\$ 14,581	\$ 17,626	\$ 16,614	\$ 19,894	\$ 17,334	\$ 17,714	\$ 17,735	\$ 17,468	\$ 17,919

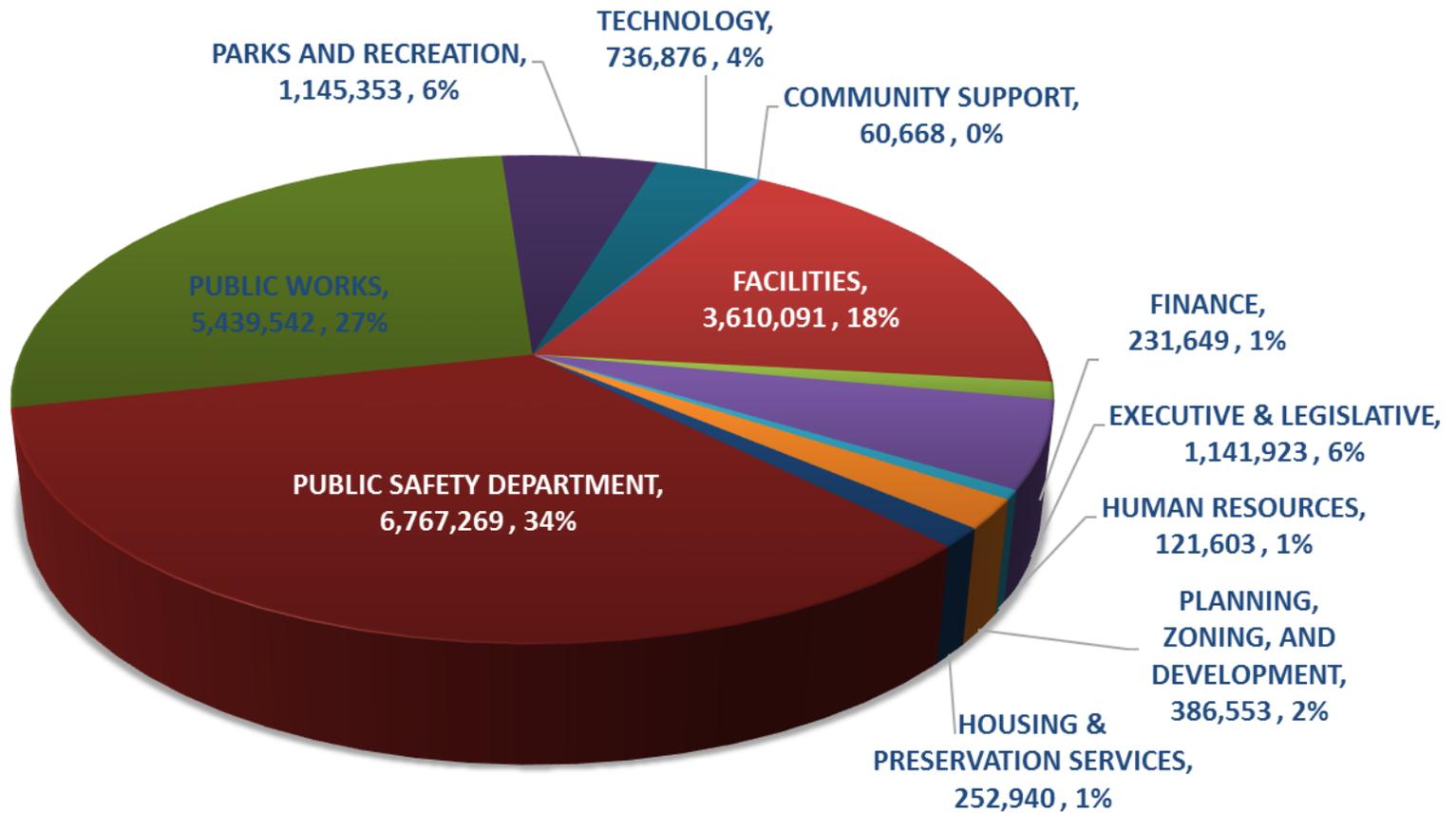
GENERAL FUND EXPENSES

For Fiscal Year 2017, the General Fund expense base remained flat as compared to the prior year except in the areas of Public Safety and Facilities. As previously mentioned the Facilities budget contains a \$2,000,000 line item for an economic development project which includes a property acquisition. Public Safety increases include increases in salary, benefits, and various operating costs.

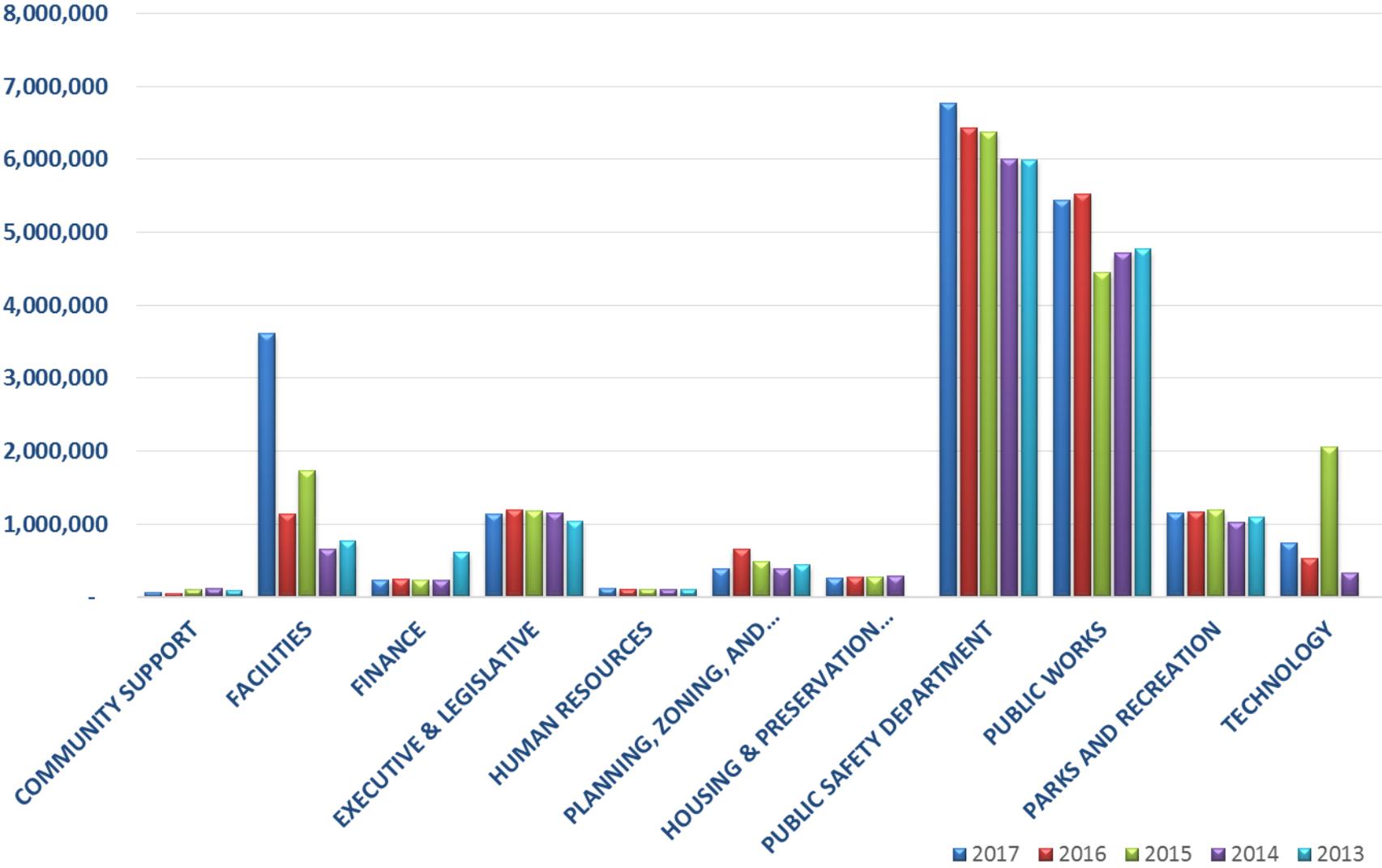
By Department



General Fund Budget By Department FY 2017



General Fund Expense by Department Comparison FY2013-FY2017



HOUSING FUND FY2017 BUDGET

HOUSING FUND REVENUES

The City's Public Housing Agency does not see any material changes from FY 2016. The City has budgeted a subsidy from the General Fund for FY2017 in the amount of \$75,000 to cover ineligible costs and unfunded expenses. Federal funding was restored to 99% of the HAP vouchers expense. Eligible Administrative expenses are refunded at 75%.

REVENUE DETAIL COMPARISON – FY2013 – FY2022 BUDGET, ACTUAL AND PROJECTED

Housing Fund	FY2013 Budget	FY2013 Actual	FY2014 Budget	FY2014 Actual	FY2015 Budget	FY2015 Actual	FY2016 Budget	FY2016 Projection	FY2017 Projection	FY2018 Projection	FY2019 Projection	FY2020 Projection	FY2021 Projection	FY2022 Projection
110.492102 Annual Contributions Earned	\$ 1,570	\$ 1,656	\$ 1,600	\$ 1,629	\$ 1,767	\$ 1,775	\$ 1,774	\$ 1,767	\$ 1,779	\$ 1,787	\$ 1,795	\$ 1,804	\$ 1,804	\$ 1,804
110.492103 HAP Repayments	\$ 3	\$ 5	\$ 3	\$ 8	\$ 5	\$ 6	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5
110.492104 HUD Admin Fee Distribution	\$ 209	\$ 166	\$ 200	\$ 142	\$ 201	\$ 192	\$ 211	\$ 211	\$ 211	\$ 211	\$ 211	\$ 211	\$ 211	\$ 211
110.494301 Admin Repayments	\$ 3	\$ 5	\$ 3	\$ 8	\$ 5	\$ 6	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5
110.494302 Admin - Port In Subsidy Payments	\$ 24	\$ 3	\$ 10	\$ 1	\$ 5	\$	\$	\$	\$	\$	\$	\$	\$	\$
110.494303 Admin - Port In Admin Fees	\$	\$	\$ 1	\$ 1	\$ 1	\$	\$	\$	\$	\$	\$	\$	\$	\$
110.911105 Interest Operating	\$ 2	\$ 1	\$ 1	\$ -	\$ 1	\$ 10	\$	\$	\$	\$	\$	\$	\$	\$
110.953100 Transfer from General Fund	\$ 464	\$	\$ 286	\$ 69	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75
Total Housing Fund	\$ 2,274	\$ 1,836	\$ 2,103	\$ 1,855	\$ 2,059	\$ 2,063	\$ 2,070	\$ 2,063	\$ 2,075	\$ 2,083	\$ 2,091	\$ 2,100	\$ 2,100	\$ 2,100

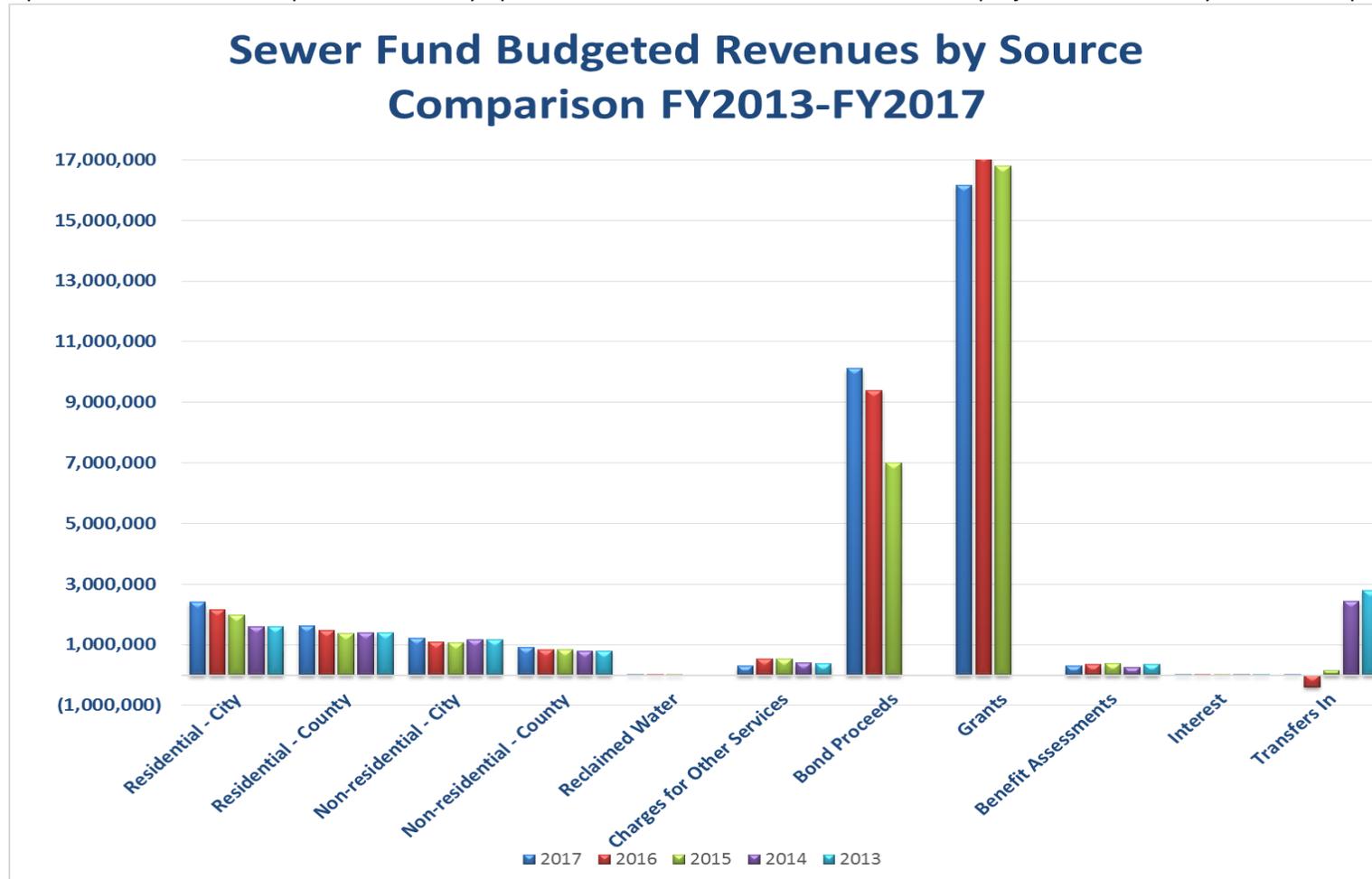
HOUSING FUND EXPENSES

PUBLIC HOUSING AGENCY	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 BUDGET	FY 2015 BUDGET	FY 2016 BUDGET	FY 2017 Projection	FY 2018 Projection	FY 2019 Projection
Salaries	147	140	132	136	145	149	153	157
Benefits	058	053	059	067	068	071	074	077
TOTAL PERSONNEL EXPENSES	206	193	191	203	213	220	227	234
Administration	047	058	043	037	030	031	031	031
Housing Assistance Payments	2210	2063	1828	1777	1777	1770	1762	1753
Facilities	012	029	042	042	043	043	044	044
TOTAL OTHER OPERATING EXPENSES	2270	2150	1912	1855	1850	1844	1836	1829
TOTAL PUBLIC HOUSING AGENCY	2475	2343	2103	2059	2063	2063	2063	2063

SEWER FUND FY2017 BUDGET

SEWER FUND REVENUES

The FY2017 budget includes an 11% increase in sewer rates. In July, 2009, the City put into place a revised rate structure after conducting a rate analysis. The rate analysis was updated in 2014. The recommendation was that sewer rates need to be increased 11% for three consecutive years in order to meet the debt service costs related to the escalating costs of the Enriched Nutrient Removal Project (ENR). In addition, the FY2017 Budget calls for a bond issuance of \$21,682,053 and Bay Restoration Grant proceeds in the amount of \$13,724,018 for construction of the ENR Project. Carroll County will also be granting a portion of the costs that pertain to County operations in the amount of \$5,278,013. The project will take two years for completion.



REVENUE DETAIL COMPARISON – FY2013 – FY2022 BUDGET, ACTUAL AND PROJECTED

SEWER FUND	FY 2013 Budget	FY 2013 Actual	FY 2014 Budget	FY 2014 Actual	FY 2015 Budget	FY 2015 Actual	FY 2016 Budget	FY 2016 Projection	FY 2017 Projection	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection	FY 2021 Projection	FY 2022 Projection
200.510000 Operating Income														
200.511101 Residential - City	\$ 1,737	\$ 1,829	\$ 1,590	\$ 1,856	\$ 1,967	\$ 1,975	\$ 2,160	\$ 2,191	\$ 2,400	\$ 2,422	\$ 2,446	\$ 2,471	\$ 2,496	\$ 2,521
200.511102 Residential - County	\$ 1,552	\$ 1,225	\$ 1,389	\$ 1,282	\$ 1,362	\$ 1,337	\$ 1,463	\$ 1,355	\$ 1,624	\$ 1,640	\$ 1,656	\$ 1,673	\$ 1,690	\$ 1,707
200.511105 Non-residential - City	\$ 1,283	\$ 929	\$ 1,175	\$ 908	\$ 1,066	\$ 1,007	\$ 1,088	\$ 928	\$ 1,207	\$ 1,219	\$ 1,232	\$ 1,244	\$ 1,256	\$ 1,269
200.511106 Non-residential - County	\$ 886	\$ 702	\$ 793	\$ 712	\$ 840	\$ 689	\$ 832	\$ 752	\$ 924	\$ 933	\$ 942	\$ 952	\$ 961	\$ 971
200.511160 Reclaimed water - City	\$													
200.511161 Reclaimed water - County	\$ 5			\$ 7	\$ 10	\$ 13	\$ 20	\$ 17	\$ 20	\$ 20	\$ 21	\$ 22	\$ 23	\$ 24
200.513101 Penalties	\$ 25	\$ 41	\$ 36	\$ 37	\$ 36	\$ 39	\$ 36	\$ 44	\$ 36	\$ 36	\$ 36	\$ 36	\$ 36	\$ 36
200.513102 Service Connection Fees	\$ 2	\$ 2		\$ 5				\$ 3		\$ 1	\$ 1	\$ 1	\$ 1	\$ 1
200.513112 Benefit Assessments	\$ 359	\$ 220	\$ 250	\$ 284	\$ 393	\$ 265	\$ 346	\$ 110	\$ 303	\$ 465	\$ 470	\$ 300	\$ 300	\$ 300
200.513113 Carroll County Septage Facility	\$ 300	\$ 396	\$ 320	\$ 412	\$ 430	\$ 456	\$ 430	\$ 323	\$ 202	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200
200.513119 Plant Upgrade-County Funded				\$ 62	\$ 3,800	\$ 276	\$ 2,438	\$ 24	\$ 2,438	\$ 2,840				
200.513120 Bay Restoration Grant		\$ 44	\$ 448	\$ 265	\$ 13,000	\$ 91	\$ 14,686		\$ 13,724	\$ 15,706				
200.513121 Plant Upgrade Loan Proceeds	\$ 1,980		\$ 1,980		\$ 7,000		\$ 9,389		\$ 10,111	\$ 11,571				
200.513122 BRF Administrative Fees	\$ 6	\$ 13	\$ 6	\$ 14	\$ 9	\$ 14	\$ 12	\$ 3	\$ 12	\$ 12	\$ 12	\$ 12	\$ 12	\$ 12
200.513123 New Service Application Fees	\$ 2	\$ 2	\$ 2	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 2	\$ 4	\$ 4	\$ 3	\$ 3	\$ 3
200.513126 Construction Inspection Fees	\$	\$ 1		\$ 34	\$ 1	\$ 1	\$ 1	\$ 8	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1
200.513127 Miss Utility Billings	\$ 15	\$ 14	\$ 15	\$ 13	\$ 12	\$ 11	\$ 12	\$ 17	\$ 14	\$ 14	\$ 15	\$ 15	\$ 15	\$ 15
200.513128 Good Cause Waiver Fee				\$	\$		\$							
200.513132 Miscellaneous	\$	\$ 8	\$ 5					\$ 2						
200.513501 Effluent Testing	\$ 15	\$ 22	\$ 15	\$ 22	\$ 25	\$ 26	\$ 25	\$ 18	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25
200.513503 County Town Agreement	\$ 6	\$ 6	\$ 6		\$ 6		\$ 6							
200.911105 Interest Revenue	\$ 10	\$ 8	\$ 7	\$ 7	\$ 7	\$ 16	\$ 12	\$ 23	\$ 12	\$ 12	\$ 12	\$ 12	\$ 12	\$ 13
200.911110 Disposal of Assets	\$	\$ 4	\$	\$ 3	\$ 3	\$ 480	\$ 3	\$	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3
Operating Revenue/Operating Income	\$ 8,182	\$ 5,462	\$ 8,037	\$ 5,928	\$ 29,971	\$ 6,698	\$ 32,962	\$ 5,820	\$ 33,059	\$ 37,124	\$ 7,077	\$ 6,970	\$ 7,035	\$ 7,100
200.951100 Transfer to Reserves	\$ 325		\$ 131		\$ 157	\$ 17	\$ 372		\$ 17	\$ 116	\$ 285	\$ 315		
200.952200 Transfer from Benefit Assessments	\$ 490									\$ 250	\$ 500	\$ 8,500		\$
Transfers	\$ 815	\$	\$ 131	\$	\$ 157	\$ 17	\$ 372	\$	\$ 17	\$ 134	\$ 785	\$ 8,815	\$	\$
Total Sewer Fund Revenue	\$ 8,997	\$ 5,462	\$ 7,907	\$ 5,928	\$ 30,128	\$ 6,715	\$ 32,589	\$ 5,820	\$ 33,077	\$ 37,258	\$ 7,862	\$ 15,785	\$ 7,035	\$ 7,100

SEWER FUND EXPENSES

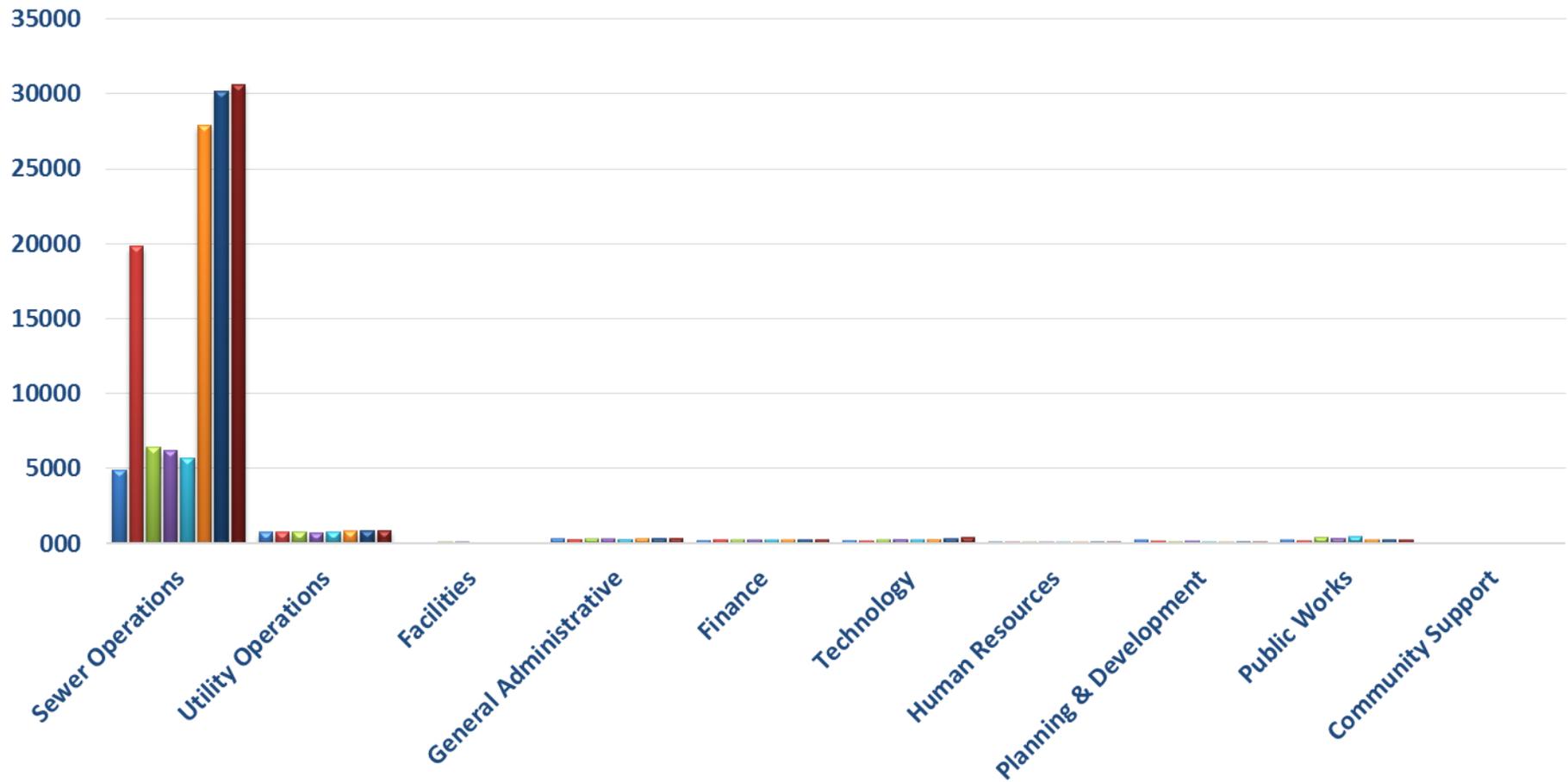
Sewer rates were increased 11% in the FY 2017 budget. As expected, a dramatic increase in expenses is budgeted for FY2017 as a result of the ENR Project construction. The project was budgeted in FY 2016, but did not start construction. All other expense categories remain constant.

EXPENSE DETAIL COMPARISON BY DEPARTMENT – FY2010 – FY2017

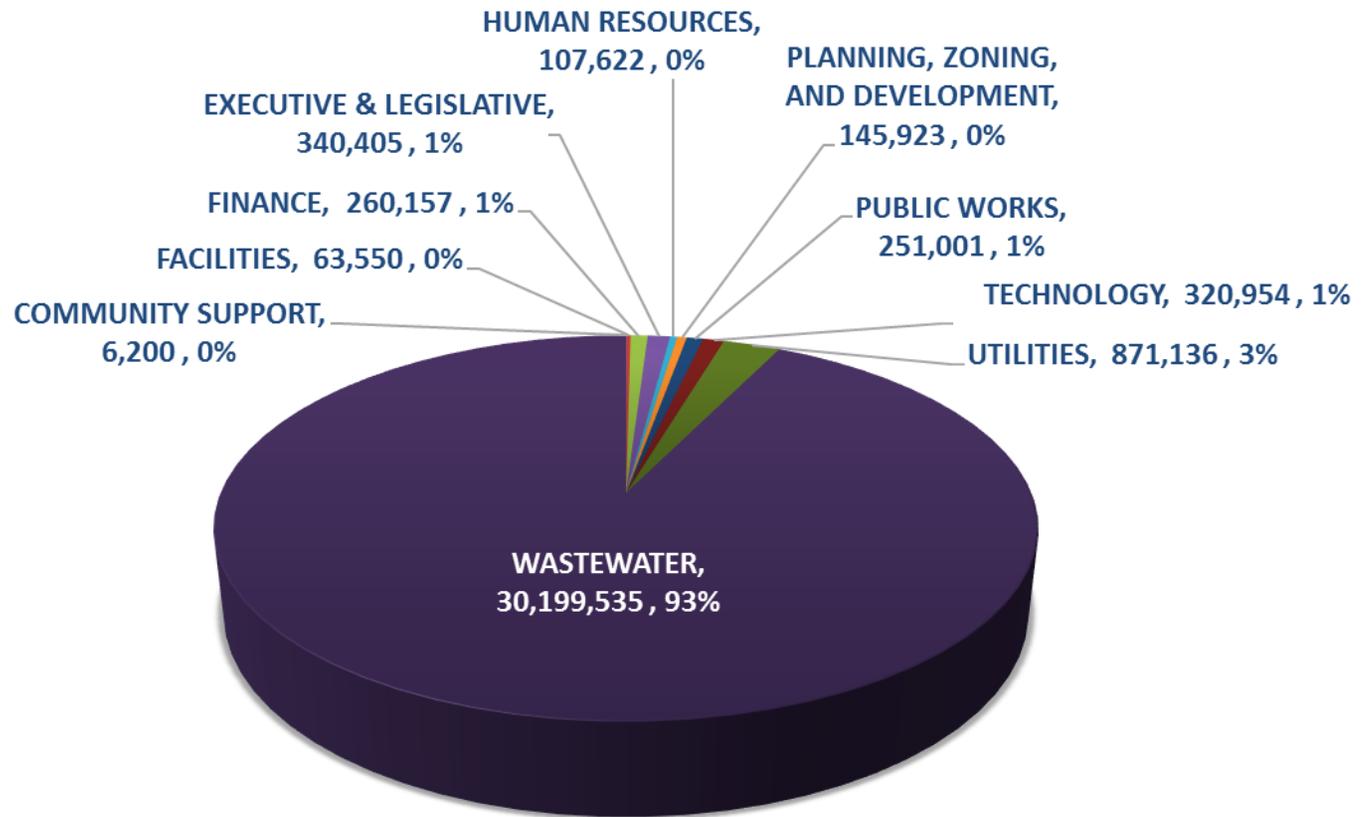
Department	2010	2011	2012	2013	2014	2015	2016	2017
Sewer Operations	4,903	19,808	6,445	6,183	5,725	27,874	30,200	30,631
Utility Operations	749	768	753	725	769	834	871	868
Facilities	056	057	112	107	064	061	064	064
Subtotal Sewer Operations	5,708	20,633	7,310	7,015	6,558	28,769	31,134	31,563
General Administrative	312	286	306	306	294	315	340	345
Finance	219	262	274	246	238	262	260	264
Technology	227	167	270	293	274	300	321	419
Human Resources	108	099	107	099	101	105	108	119
Planning & Development	243	155	143	162	113	106	146	123
Public Works	240	197	421	358	454	253	251	233
Community Support	005	006	006	006	006	006	006	012
Subtotal Supporting Operatio	1,355	1,172	1,527	1,470	1,479	1,347	1,432	1,514
Total Sewer Fund Expenses	7,063	21,805	8,837	8,486	8,037	30,116	32,566	33,077

Sewer Fund Expense Budget By Department Comparison FY2010 - FY2017

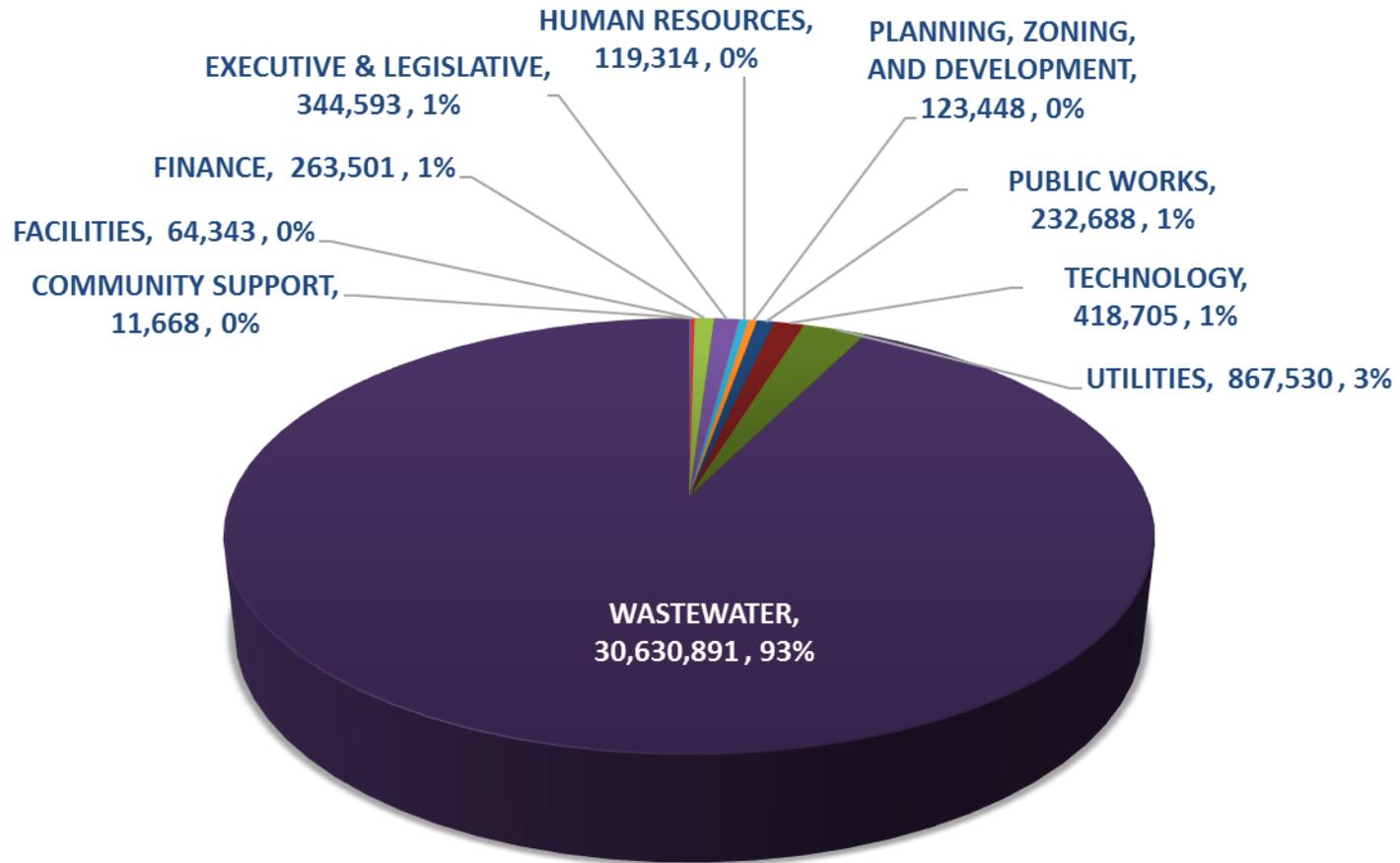
■ 2010
 ■ 2011
 ■ 2012
 ■ 2013
 ■ 2014
 ■ 2015
 ■ 2016
 ■ 2017



FY 2016 Sewer Fund Expense Budget by Department



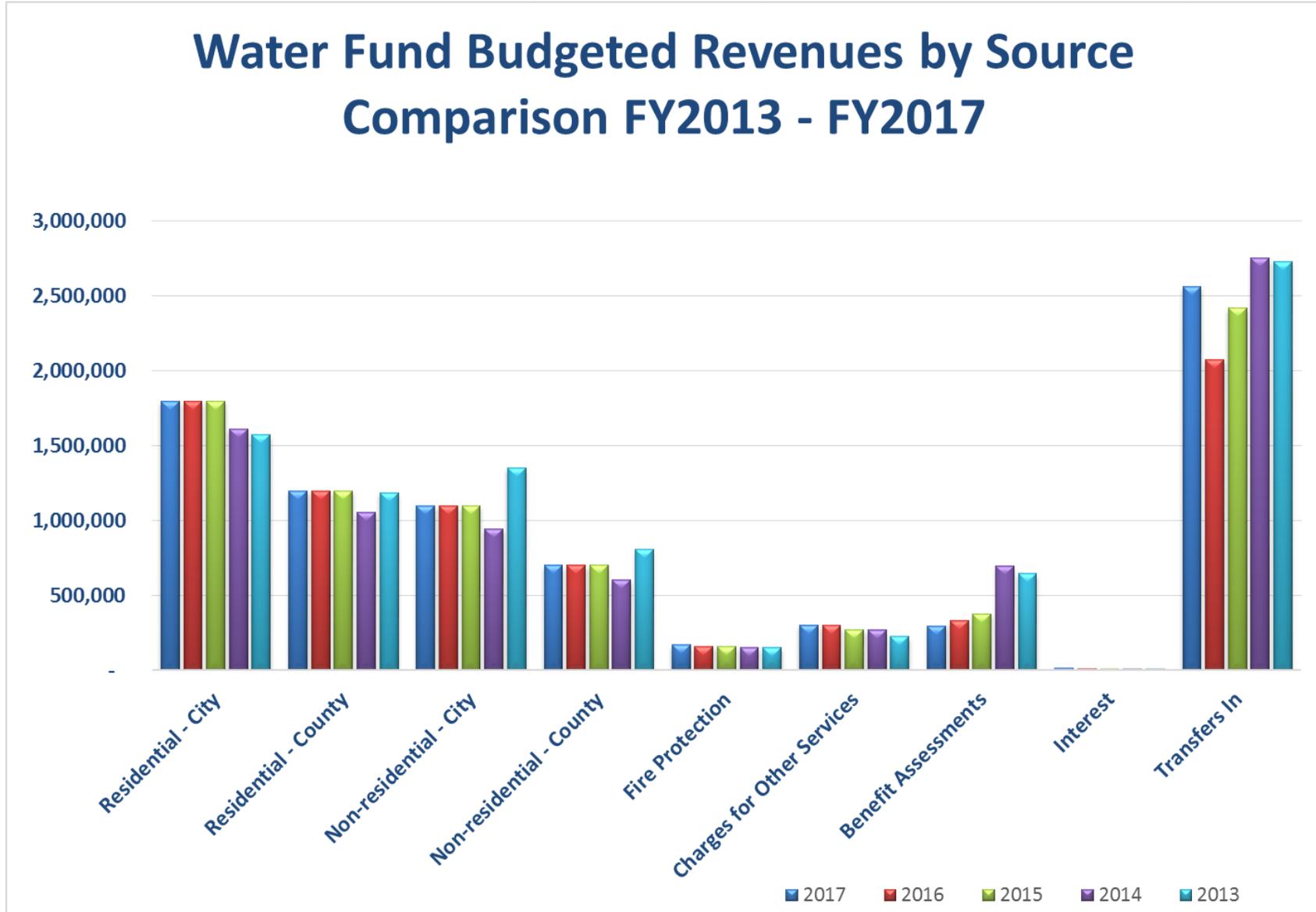
FY 2017 Sewer Fund Expense Budget by Department



WATER FUND FY2017 BUDGET

WATER FUND REVENUES

The Water Fund Revenues remain constant in the FY2017 Budget. There were no changes to rates and there are no substantial changes in revenues.



REVENUE DETAIL COMPARISON – FY2013 – FY2022 BUDGET, ACTUAL AND PROJECTED

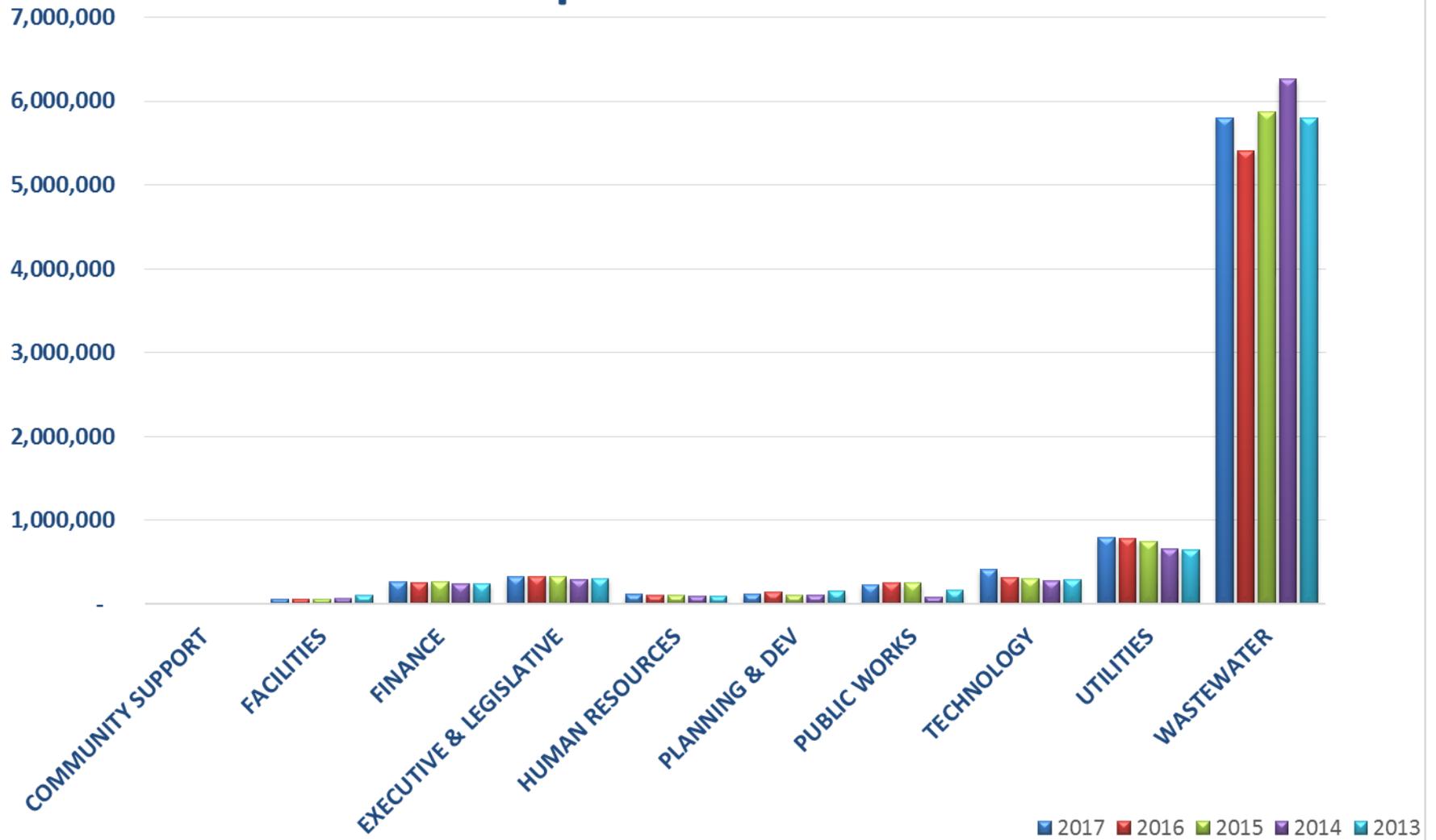
WATER FUND		FY2013 Budget	FY2013 Actual	FY2014 Budget	FY2014 Actual	FY2015 Budget	FY2015 Actual	FY2016 Budget	FY2016 Projection	FY2017 Projection	FY2018 Projection	FY2019 Projection	FY2020 Projection	FY2021 Projection	FY2022 Projection
300.510000 Operating Income															
300.511101 Residential - City		\$ 1,574	\$ 1,869	\$ 1,612	\$ 1,907	\$ 1,800	\$ 1,795	\$ 1,800	\$ 1,833	\$ 1,800	\$ 1,818	\$ 1,836	\$ 1,855	\$ 1,873	\$ 1,892
300.511102 Residential - County		\$ 1,186	\$ 1,240	\$ 1,058	\$ 1,281	\$ 1,200	\$ 1,179	\$ 1,200	\$ 1,220	\$ 1,200	\$ 1,212	\$ 1,224	\$ 1,236	\$ 1,249	\$ 1,261
300.511105 Non-residential - City		\$ 1,353	\$ 1,154	\$ 941	\$ 1,122	\$ 1,100	\$ 1,125	\$ 1,100	\$ 1,128	\$ 1,100	\$ 1,111	\$ 1,122	\$ 1,133	\$ 1,145	\$ 1,156
300.511106 Non-residential - County		\$ 806	\$ 745	\$ 604	\$ 748	\$ 700	\$ 699	\$ 700	\$ 703	\$ 700	\$ 707	\$ 714	\$ 721	\$ 728	\$ 736
300.512100 Reconnection Fees		\$	\$ 16	\$ 14	\$ 19	\$ 15	\$ 23	\$ 15	\$ 20	\$ 20	\$ 20	\$ 20	\$ 21	\$ 21	\$ 21
300.512101 Lien Release Fees							\$ 16	\$ 20	\$ 18	\$ 16	\$ 16	\$ 16	\$ 16	\$ 17	\$ 17
300.512111 Private Fire Protection		\$ 151	\$ 163	\$ 153	\$ 168	\$ 160	\$ 178	\$ 160	\$ 182	\$ 170	\$ 175	\$ 180	\$ 185	\$ 190	\$ 195
300.513101 Penalties		\$ 35	\$ 37	\$ 37	\$ 32	\$ 32	\$ 31	\$ 32	\$ 32	\$ 34	\$ 34	\$ 35	\$ 35	\$ 35	\$ 36
300.513102 Service Connection Fees		\$ 1	\$ 2		\$ 2				\$ 2	\$ 2	\$ 2	\$ 2	\$ 2	\$ 2	\$ 2
300.513104 Meter Installation - All		\$ 5	\$ 11	\$ 9	\$ 7	\$ 16	\$ 14	\$ 15	\$ 5	\$ 12	\$ 21	\$ 22	\$ 22	\$ 23	\$ 23
300.513105 Meter Installation - County		\$ 3	\$ 3	\$ 3	\$ 17	\$ 3	\$ 8	\$ 3	\$ 4	\$ 2	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3
300.513112 Benefit Assessments		\$ 345	\$ 205	\$ 241	\$ 261	\$ 377	\$ 253	\$ 331	\$ 120	\$ 296	\$ 446	\$ 452	\$ 299	\$ 300	\$ 300
300.513123 New Service Application Fees		\$ 1	\$ 2	\$ 2	\$ 2	\$ 3	\$ 3	\$ 3	\$ 1	\$ 2	\$ 4	\$ 4	\$ 4	\$ 4	\$ 4
300.513125 Cell Tower Rents		\$ 160	\$ 206	\$ 180	\$ 175	\$ 179	\$ 189	\$ 187	\$ 19	\$ 194	\$ 202	\$ 210	\$ 219	\$ 227	\$ 237
300.513126 Construction Inspection Fees		\$	\$ 1		\$ 34		\$ 1								
300.513127 Miss Utility Billings		\$ 15	\$ 14	\$ 15	\$ 13	\$ 12	\$ 11	\$ 12	\$ 17	\$ 12	\$ 12	\$ 12	\$ 12	\$ 12	\$ 13
300.513128 Good Cause Waiver Fee		\$	\$		\$ 1		\$ 1		\$ 1	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1
300.513132 Miscellaneous			\$ 2	\$ 3	\$ 4	\$ 2	\$	\$ 3	\$ 1	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3	\$ 3
300.513137 Water Allocation Fees			\$ 2				\$ 2		\$ 2	\$ 2	\$ 2	\$ 2	\$ 2	\$ 2	\$ 2
300.513402 Interest Revenue		\$ 8	\$ 9	\$ 8	\$ 7	\$ 8	\$ 16	\$ 12	\$ 21	\$ 15	\$ 18	\$ 20	\$ 21	\$ 22	\$ 22
300.513503 County Town Agreement		\$ 6	\$ 6	\$ 6		\$ 6		\$ 6							
300.911110 Asset Disposal			\$ 3		\$ 2	\$ 2	\$ 250	\$ 2		\$ 2	\$ 2	\$ 2	\$ 2	\$ 2	\$ 2
Operating Revenues	Operating Income	\$ 5,649	\$ 5,685	\$ 4,885	\$ 5,801	\$ 5,616	\$ 5,794	\$ 5,601	\$ 5,327	\$ 5,584	\$ 5,809	\$ 5,880	\$ 5,792	\$ 5,859	\$ 5,924
Transfers															
300.951100 Transfer from Unrestricted Fund Balance				\$ 1,104			\$ 17	\$ 23		\$ 763	\$ 67		\$ 282		
300.952200 Transfer from Benefit Assessments		\$ 300		\$ 458				\$ 1,273		\$ 448		\$ 561	\$ 735		
300.513124 Transfer from Reserve for Wakefield Tank		\$ 400													
300.513136 Transfer from Reserve for RADON Removal		\$ 400		\$ 300		\$ 1,217									
300.513504 Transfer from Reserve for Gesell Well		\$ 1,000		\$ 1,000		\$ 1,216		\$ 800		\$ 1,356					
300.513506 Transfer from Reserve for New Water Supply		\$ 198		\$ 218											
300.513509 Transfer from Reserve for Route 27 Main		\$ 735		\$ 735											
Transfers	Transfers	\$ 3,033		\$ 3,816		\$ 2,433	\$ 17	\$ 2,095		\$ 2,566	\$ 67	\$ 561	\$ 1,017		\$
Total Water Fund Revenues	Water Fund	\$ 8,682	\$ 5,685	\$ 8,701	\$ 5,801	\$ 8,049	\$ 5,777	\$ 7,696	\$ 5,327	\$ 8,150	\$ 5,742	\$ 6,441	\$ 6,809	\$ 5,859	\$ 5,924

WATER FUND EXPENSES

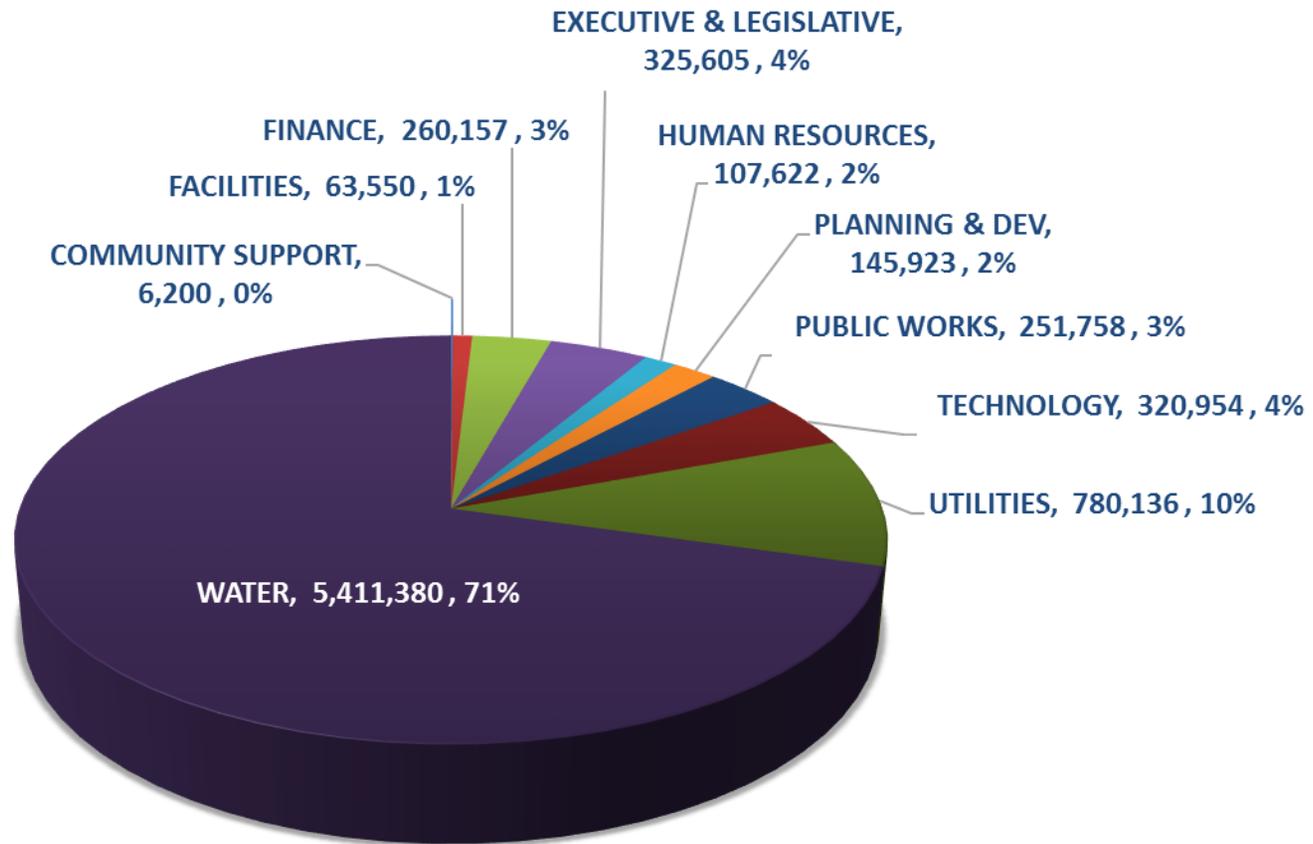
Water Fund Expenses also remain constant.

Department	2010	2011	2012	2013	2014	2015	2016	2017
Water Operations	6,381	7,456	6,992	5,793	6,259	5,869	5,411	5,805
Utility Operations	632	646	624	643	657	751	780	789
Facilities	057	057	112	107	065	061	064	064
Subtotal Water Operations	7,069	8,160	7,729	6,543	6,981	6,681	6,255	6,658
General Administrative	312	286	306	306	296	323	326	323
Finance	238	293	274	246	238	262	260	264
Technology	228	167	270	293	274	300	321	419
Human Resources	108	099	107	099	101	105	108	119
Planning & Development	243	155	143	161	113	106	146	123
Public Works	243	197	172	163	087	254	252	233
Community Support	005	006	006	006	006	006	006	012
Subtotal Supporting Operations	1,377	1,202	1,278	1,274	1,115	1,356	1,418	1,493
Total Sewer Fund Expenses	8,446	9,362	9,007	7,817	8,096	8,037	7,673	8,150

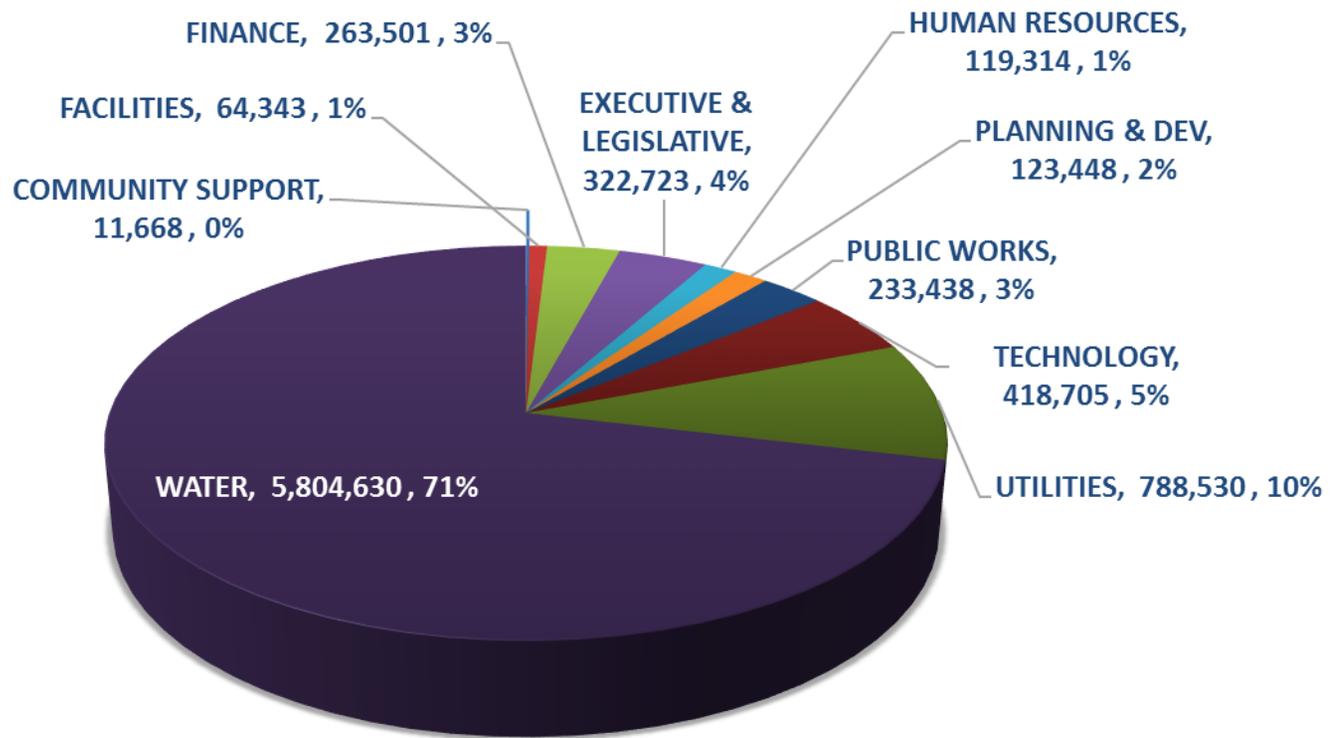
Water Fund Expense Budget By Department Comparison FY2013-FY2017



FY2016 Water Fund Budget Expenses by Department



FY2017 Water Fund Budget Expenses by Department



FIBER FUND FY2017 BUDGET

The Fiber Fund was a new fund for FY2016. There is no historical data to present other than 2016. In FY 2017, Phases 1 and 2 are expected to go to construction with Phases 3 and 4 following in FY 2018 and FY 2019. The project is funded with loan proceeds from a FY 2016 general obligation bond.

FIBER FUND REVENUES

Fiber Fund	FY 2016 Budget	FY 2016 Projection	FY 2017 Projection	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection	FY 2021 Projection	FY 2022 Projection
Provider Fee	\$ 129	\$ 32	\$ 360	\$ 402	\$ 683	\$ 861	\$ 861	\$ 861
Loan Proceeds	\$ 5,000	\$ 750	\$ 8,947	\$ 5,000	\$ 5,000	\$ 1,000		
960.953160 General Fund Subsidy	\$ 205	\$ 205	\$ 300	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
960.953160 Transfer from/to Reserves			\$ 34	-\$ 142	-\$ 221	-\$ 297		
Total Fiber Fund	\$ 5,335	\$ 987	\$ 9,641	\$ 5,760	\$ 5,962	\$ 2,064	\$ 1,361	\$ 1,361

FIBER FUND EXPENSES

	FY 2016 BUDGET	FY 2016 PROJECTED	FY 2017 BUDGET	FY 2018 PROJECTION	FY 2019 PROJECTION	FY 2020 PROJECTION
960.95.100.4111 Salary	\$ 30	\$ 5	\$ 75	\$ 77	\$ 80	\$ 82
Salaries	\$ 30	\$ 5	\$ 75	\$ 77	\$ 80	\$ 82
960.95.100.4326 Insurance & Benefits	\$ 30	\$ 1	\$ 30	\$ 33	\$ 36	\$ 40
Benefits	\$ 30	\$ 1	\$ 30	\$ 33	\$ 36	\$ 40
960.95.100.5121 Telephone Expense	\$	\$	\$ 1	\$ 1	\$ 1	\$ 1
960.95.100.5133 Conventions & Conferences	\$	\$ 8	\$ 10	\$ 10	\$ 10	\$ 10
960.95.100.5155 Computer Hardware Maint	\$ 10	\$	\$ 30	\$ 30	\$ 30	\$ 30
960.95.100.5312 Electricity	\$ 2	\$ 5	\$ 6	\$ 7	\$ 7	\$ 8
960.95.100.5500 Contractual Services	\$ 5	\$ 36	\$ 50	\$ 50	\$ 50	\$ 50
960.95.100.5511 Legal Fees	\$ 5	\$ 13	\$ 10	\$ 15	\$ 20	\$ 25
960.95.100.5521 Building Repair & Maint	\$	\$	\$ 1	\$ 2	\$ 2	\$ 3
960.95.100.5534 Consulting	\$ 50	\$ 36	\$ 100	\$ 100	\$ 100	\$ 100
960.95.100.5553 Education & Training	\$	\$	\$ 10	\$ 15	\$ 20	\$ 25
960.95.100.5615 Office Supplies	\$ 2	\$ 2	\$ 6	\$ 6	\$ 6	\$ 6
960.95.100.5634 Computer Supplies	\$ 20	\$	\$ 20	\$ 5	\$ 5	\$ 5
960.95.100.5698 Misc Expense	\$	\$ 2	\$ 10	\$ 10	\$ 10	\$ 10
960.95.100.5812 Dues & Subscriptions	\$	\$ 2	\$ 5	\$ 5	\$ 5	\$ 5
960.95.100.5813 Promotion Support	\$	\$	\$ 30	\$ 35	\$ 40	\$ 45
960.95.100.xxx Pole Leases	\$	\$	\$ 140	\$ 200	\$ 250	\$ 300
Operating	\$ 95	\$ 105	\$ 429	\$ 490	\$ 556	\$ 623
Debt Expense Principal	\$	\$				
960.95.100.7101 Debt Expense Interest	\$ 80	\$ 7	\$ 160	\$ 160	\$ 290	\$ 320
960.95.100.7102 Reserves and Closing Costs	\$ 100	\$ 28				
960.95.950.9701 Construction and Engineering	\$ 5,000	\$ 650	\$ 8,947	\$ 5,000	\$ 5,000	\$ 1,000
Capital	\$ 5,180	\$ 685	\$ 9,107	\$ 5,160	\$ 5,290	\$ 1,320
FIBER INFRASTRUCTUR	\$ 5,335	\$ 795	\$ 9,641	\$ 5,760	\$ 5,962	\$ 2,064

Departmental Information

LEGISLATIVE AND EXECUTIVE SERVICES

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

MAYOR AND COMMON COUNCIL



(left to right) Councilman Pecoraro, Councilwoman Albert, Mayor Utz, Councilman Wack, Councilman Chiavacci, Councilwoman Becker

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 infrastructure services.
- Oversee standing City boards, commissions, and committees.
- Appoint and oversee special committees and task forces as needed.

COUNCIL BUDGET

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

PERSONAL BACKGROUND INFORMATION

Mayor Kevin R. Utz is a lifelong resident of Westminster, having grown up on Bond Street just outside of the City Limits, where his parents have lived for 55 years. Mayor Utz raised his three children, Brad, Jenni and Julie in the City. He is very active in business in Westminster and is a Captain and former Chief of the Westminster Fire Engine as well as an EMS responder. He served on the City Council from 2005-2009, having retired from the Maryland State Police after 28 years of service. His term expires in 2017.



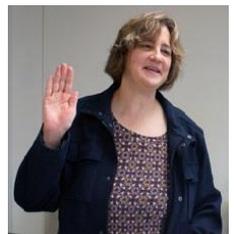
City Council President Dr. Robert Wack was appointed to a vacant seat on the Council in January 2003, and was elected to a four year term in May 2003. He was reelected to a second term in May 2007, and a third in 2011. He serves as the President of the Council and Chair of the Finance and Personnel Committees. Dr. Wack has spearheaded the broadband fiber project. Dr. Wack is the Director of Pediatric Services at Frederick Memorial Hospital, and like his colleagues on the Council, is extremely active in the community. He lives with his wife and 3 children on West Green St. His term expires in 2019.



Council Member Suzanne P. Albert is a native of Westminster and was elected to the Westminster Common Council on May 5, 1995; serving sixteen consecutive years until May 2011 as a council member, as well as President Pro Tempore. She was then re-elected to Council in May 2013 and again elected as President Pro Tempore. Her term expires in 2017. Council Member Albert serves as the Chair of the Public Works Committee and is the liaison to the Planning and Zoning Commission.



Council Member Dr. Mona Becker was appointed to a vacant seat on the Council in December 2014. She lives on Chase Street in Westminster and is an Assistant Professor of Environmental Studies at McDaniel College. She received her Bachelor's Degree in Earth Science (Engineering Geology) from Millersville University, Master's Degree in Geology (Isotope Geochemistry) from Virginia Tech, and Ph.D. in Geology (Isotope Geochemistry) from SUNY Stony Brook. Dr. Becker worked on a chemical analysis of the spring at King's Park in downtown Westminster and also a bio sludge analysis on materials used on farms in Carroll County. She also assisted with creating a sinkhole density map for Carroll County and a chemical and biological analysis of Little Pipe Creek in Westminster. Dr. Becker is a member of Carroll 2030 (Environment Cluster), is involved with the Waste Not! Carroll and Planet Carroll environmental programs, and initiated a "Day to Serve" stream clean-up for the Cranberry Stream in Westminster. She serves as Chair of the Recreation and Parks Advisory Board and the Council liaison to the Arts Council. Her term expires in 2019.



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



Council Member Gregory Pecoraro returned to the Council in 2015, having served twice previously, from 1994 to 2003 and from 2005 to 2011. As a member of the Council, Greg brings with him an extensive background in public service at every level. He has served as an Assistant Secretary in the Maryland Department of Transportation; Chief of Staff to the Baltimore County Executive, and on the staff of a U.S. Senator and Maryland State Treasurer. He served on the Carroll County Charter Board, on the Superintendent's Task Force on the Future of Carroll County Schools, the Board of the Carroll County General Hospital Foundation, and as a Trustee of the Central Atlantic Council of the YMCA's of the USA. His term expires in 2019.



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. The Mayor and two Council seats are up for election in May 2017.

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. Additional or specialized legal services are contracted as necessary.

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

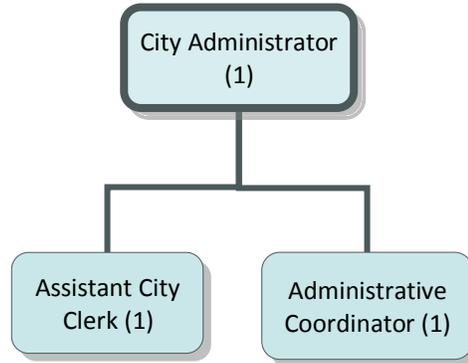
OFFICE OF THE CITY ADMINISTRATOR

The purpose of the general government operation is to provide staff support to the Mayor and Common Council, prepare the agenda and background information for regular Council meetings and Special meetings, provide the technology hardware and software for all departments, approve contracts, purchases, and personnel actions,

provide supervision and coordination for all City Departments, and ensure communication with all levels of employees.

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

POSITION SUMMARY SCHEDULE



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

CITY ADMINISTRATOR ACCOMPLISHMENTS FOR FY2016

Comprehensive Plan Accomplishments

- Secured and maintained adequate water supplies to serve current and projected growth
 - Continued construction on Gesell Well and Little Pipe Creek intake into the water system
 - Continued exploration of additional water supply sources
 - Monitored Water Allocation Policy
 - Continued exploration of Hydes Quarry for use as a source of water
- Ensured adequate wastewater treatment operation in terms of quality and quantity
 - Completed 99% engineering drawing and design of upgrade to waste water treatment facility
 - Monitored Storm Water Management Operating Agreement with Carroll County
- Provided open and effective communication with the public
 - Maintained the City web page
 - Integrated use of GIS Server into social media
 - Produced monthly newsletters
 - Produced mobile apps on all four major carriers for Main Street activities
- Enhanced inter-jurisdictional coordination with Carroll County
 - Participated in the Water Resources Coordinating Council
 - Continued participation in multijurisdictional WIP and MPDES activities
- Enhanced coordination with other public and private activities
 - Achieved Banner City status with the Maryland Municipal League
 - Maintained membership in the MCCMA

- Participated in the Excellence for Local Government program
- Participated in Leadership Carroll program
- Participated in monthly Carroll County Managers' Meetings
- Participated in joint County Main Street activities

Other Goals

- Continued coordination of small business services with Carroll Community College, County economic development, and Carroll County downtowns
- Continued participation in business incubator program
- Partnered with Carroll County Historical Society to preserve the heritage of Carroll County
 - Executed lease for the use of Emerald Hill as additional exhibit and education space for Carroll County Historical Society
 - Coordinated joint schedule of Events and Activities
- Convened Wakefield Valley Golf Course Task Force
 - Solicited Letters of Interest in property
 - Solicited public input into recommendations
- Broadband Fiber Project
 - Selected TING as service provider
 - Completed pilot projects in Air Business Park and Carroll Lutheran Village
 - Coordinated activities with County programs
 - Continued engineering and designs of total City network
 - Provided support for economic development activities

CITY ADMINISTRATOR GOALS FOR FY2017

Comprehensive Plan Goals

- Secure and maintain adequate water supplies to serve current and projected growth
 - Complete construction on Gesell Well and Little Pipe Creek intake into the water system
 - Terminate Consent Order
 - Continue exploration of additional water supply sources
 - Monitor Water Allocation Policy
- Ensure adequate wastewater treatment operation in terms of quality and quantity
 - Complete engineering and design of upgrade to waste water treatment facility
 - Begin construction of upgrade to waste water treatment facility
 - Monitor Storm Water Management Operating Agreement with Carroll County
- Provide open and effective communication with the public
 - Maintain the City web page
 - Integrate use of GIS Server into social media
 - Produce monthly newsletters
 - Produce mobile apps for Main Street activities
 - Establish Wi-Fi service in the downtown area
 - Provide interactive kiosks in the downtown area
- Enhance inter-jurisdictional coordination with Carroll County
 - Participate in the Water Resources Coordinating Council
 - Continue participation in multijurisdictional WIP and MPDES activities
- Enhance coordination with other public and private activities
 - Achieve Banner City status with the Maryland Municipal League
 - Maintain membership in the MCCMA
 - Participate in the Excellence for Local Government program
 - Participate in Leadership Carroll program
 - Participate in monthly Carroll County Managers' Meetings

- Participate in joint County Main Street activities

Other Goals

- Small Business Services
 - Coordinate with Carroll County Community College, Overton Center, and MAGIC
 - Support the establishment of a technology incubator
- Broadband Fiber Project
 - Begin construction of Phases 2 and 3 of the fiber network
 - Coordinate with other County networks
 - Continue economic development support to capitalize on the broadband investment
- Partner with Historical Society of Carroll County to preserve the heritage of Carroll County
 - Support the relocation of the Carroll County Visitors Center to Emerald Hill
 - Support Historical Society of Carroll County in planning the capital campaign for the new museum
 - Plan a pedestrian walkway to connect Emerald Hill to Main Street
- Determine future use of Wakefield Valley Golf Course
 - Review Letters of Interest
 - Prepare recommendations for Mayor and Common Council
 - Solicit public comment on recommendations
- Heal Program
 - Research best practices used by other Heal municipalities
 - Develop policies and programs which promote health and safety activities
- Business Organization
 - Merge the Greater Westminster Development Corporation into the Westminster Town Center Corporation
 - Combine financial accounts and add Board members
- Sustainable Communities
 - Explore additional participation and certification

LEGISLATIVE AND EXECUTIVE SERVICES BUDGET

LEGISLATIVE AND EXECUTIVE SERVICES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2017 BUDGET	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection
FTE	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Salaries	215,050	229,208	234,230	238,962	245,818	252,880	260,154
Benefits	71,892	100,726	107,955	102,389	104,766	107,205	109,709
TOTAL PERSONNEL EXPENSES	286,942	329,934	342,185	341,351	350,584	360,085	369,863
Administration	159,800	143,771	192,600	189,900	202,800	210,000	210,000
Non Departmental Expenses	537,698	586,477	840,268	785,003	817,425	865,794	910,026
Debt Service	496,181	495,493	494,525	492,985	495,940	492,200	492,830
TOTAL OPERATING EXPENSES	1,193,679	1,225,741	1,527,393	1,467,888	1,516,165	1,567,994	1,612,856
TOTAL LEGISLATIVE AND EXECUTIVE	1,480,621	1,555,675	1,869,578	1,809,240	1,866,749	1,928,079	1,982,719

COMMUNITY SUPPORT AND CONTRIBUTIONS

The City of Westminster provides contributions and support to a number of organizations providing musical, cultural, and civic services to the residents—The Carroll Arts Theatre, Municipal Band, Historic District Commission, and Human Services Programs of Carroll County service linked housing. These activities help the City achieve its mission of improving existing development through historic preservation, supporting the revitalization of Downtown Westminster, preserving natural resources and encouraging diversity.

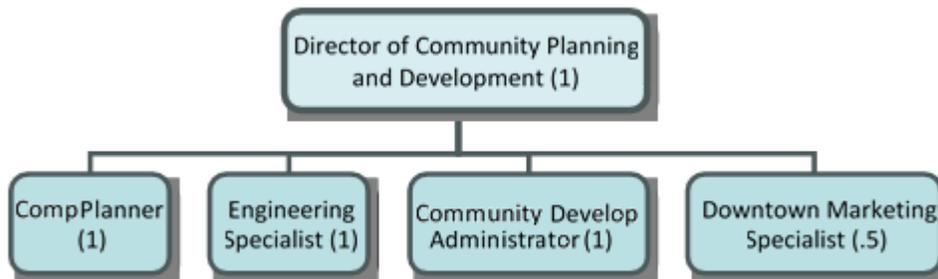
COMMUNITY SUPPORT BUDGET

COMMUNITY SUPPORT	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	FY 2017 BUDGET	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection
National Pollution Discharge Elimination Act	16,569	17,364	18,600	35,004	35,004	35,004	35,004
Tree Commission Workshop	4,463	5,747	9,000	9,000	9,000	9,000	9,000
Domestic Violence Grant	41,839	43,035	30,000	30,000	30,000	30,000	30,000
Historic District Commission	1,839	10,000	4,000	5,000	0	0	0
HSP Service Linked Housing	17,500	15,867	0	0	0	0	0
Municipal Band and Concerts	5,000	10,000	6,000	5,000	5,000	5,000	5,000
TOTAL COMMUNITY SUPPORT	87,210	102,013	67,600	84,004	79,004	79,004	79,004

COMMUNITY PLANNING AND DEVELOPMENT

The Department of Community Planning and Development is responsible for the planning and physical development of the City of Westminster, the coordinated efforts of the City’s four planning-related boards and commissions, and the promotion of downtown businesses as well as facilitating the City’s water and waste water allocation policy and commercial sign permit system. The Department is divided into three functional areas: Administration, Planning and Zoning, and Economic and Community Development. Work is coordinated among four full-time staff members, one part-time staff member, student interns, and board and commission volunteers. The DCPD mission is to serve the citizens, businesses, property owners, other agencies, and all members of the community in a professional, fair, consistent, and efficient manner.

POSITION SUMMARY SCHEDULE



Administration	Grade	Authorized FY'15	Authorized FY'16	Proposed FY'17
Director	M	1	1	1
Planning and Zoning				
Comprehensive Planner	H	1	1	1
Engineering Specialist	G	1	1	1
Economic and Community Development				
Community Development Administrator	I	1	1	1
Downtown Marketing Specialist	(Temp)	.5	.5	.5

COMMUNITY PLANNING AND DEVELOPMENT PERFORMANCE MEASURES

The staff of the department manages and facilitates the processes and work products of the City’s four planning-related boards and commissions – Board of Zoning Appeals, Planning and Zoning Commission, Historic District Commission, and the City’s Tree Commission. In order to provide excellent service to both external and internal customers, staff processes on average about 1,300 emails monthly. Staff also answers about one hundred inquiries monthly via telephone and in person.

The summary chart below highlights some of the processes that staff undertakes, as they serve the public.

COMMUNITY PLANNING AND DEVELOPMENT PROCESSES	FY2015	FY2016 (ESTIMATED)	FY2017 (PROJECTED)
Administrative Adjustment Hearings	0	1	1
Bond Reductions Processed	11	5	7
Building Permits Issued	131	218	250
BZA Agenda Items	1	8	9
Façade Improvements Completed	9	9	5
Final Plats Reviewed & Approved	4	7	10
Good Cause Waivers Approved	0	0	7
Grants Awarded	1	2	3
HDC Agenda Items	10	15	17
P&Z Commission Agenda Items	14	24	28
Pre-Submittal Conferences Held	4	12	14
Public Works Agreements Prepared	3	6	8
Rezoning Requests Reviewed	1	0	1
Sign Permits Issued	23	26	30
Special Exceptions	1	5	8
Tree Commission Agenda Items	11	24	26
Water Allocations Approved	6	10	15
Zoning Text Amendment Reviewed	1	5	6
Zoning Verification Letters	0	21	25

BOARDS & COMMISSIONS

Board of Zoning Appeals

The Westminster Board of Zoning Appeals reviews applications for appeals, variances and special exceptions to Chapter 164 of the City Code. The Board meets on the first Tuesday of the month.

Member

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

Term Expires

May 2016
 July 2016
 July 2017
 July 2016

Planning and Zoning Commission

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

<u>Member</u>	<u>Term Expires</u>
Margaret R. Bair, Chair	May 2015
Nancy B. Palmer, Vice Chair	May 2013
Suzanne Albert, Council Member	May 2017
Kevin W. Beaver	August 2017
Lori J. Welsh-Graham	May 2014

Tree Commission

The Westminster Tree Commission meets on an as-needed basis and promotes the preservation of the City's tree inventory. The Commission conducts the annual Forestry Workshop, participates in annual Arbor Day celebrations, and sponsors Legacy and Heritage Tree recognition programs.

<u>Member</u>	<u>Term Expires</u>
Stephen Allgeier, Chair	December 2013
Cindy Mays, Vice Chair	March 2015
Richard L. Wilbur	October 2014
Howard Wilt	June 2017
Christian Fitzpatrick (non-voting)	
Jessica Fitzgerald (non-voting)	
Eric Schlitzer (non-voting)	

PLANNING AND ZONING ACCOMPLISHMENTS FY2016

Staff is responsible for long-range planning, zoning administration, and development plans review. Staff facilitates long-term planning activities related to land use, zoning, transportation, water allocations, the natural environment and historic preservation. Staff also provides administrative and technical support to planning-related boards and commissions; prepares the Comprehensive Plan, plan amendments, and six-year-cycle reviews; and is responsible for administering Chapter 164, *Zoning and Subdivision of Land*.

Staff interprets the zoning regulations, reviews and processes all City building permits, conducts fieldwork, and reviews and issues permits for all signs within the City. Staff performs reviews of preliminary plans, development plans, final plats, site plans and related drawings. Staff conducts pre-submittal conferences, coordinates with Carroll County officials, and facilitates submittal and review of proposed development.

Staff prepares recording for final plats, prepares and processes public works agreements (PWA), including obtaining all surety letters and finalizing all construction drawings, including all required signatures. Staff processes multiple surety reductions over the life of projects, including coordinating with City inspectors and financial institutions, verifying the completion of work, and preparing release letters for signatures.

Staff also provides technical assistance to citizens, developers, and others regarding the City's review and approval process, the development design manual, construction criteria, and other related information.

PLANNING AND ZONING PERFORMANCE MEASURES FY2016

The summary chart below lists the ordinances with which staff is involved as part of the adoption process.

ORDINANCE	CODE SECTION	NATURE OF REQUEST
857	National FEMA Floodplain Ordinance Repeals and re-enacts Chapter 83 of City Code to conform to Federal regulations	Adopts revised flood insurance study, maps and regulations, requiring a permit for all development within the designated floodplain zones.
859	Medical Cannabis Overlay Zone Amends Chapter 164-3 Definitions and adds a new Article IXD to the City Code	Adds new medical cannabis definitions and new medical cannabis uses, as special exceptions in an overlay zone.
860	Emergency Signage Ordinance Amends Chapter 164-3 and amends Article XVIII "Signs" of the City Code	Amends general provisions allowing placement of signs in certain zoning districts and regulating the height and size of new commercial signage.
861	Private, Indoor Recreational Facilities Amends Chapter 164-3 Definitions, Article X, and creates a new 164-155.2	Allows Private, Indoor Recreational Facilities as a special exception within the I-R Restricted Industrial Zone.

The summary chart below lists the projects that staff presented to the Planning and Zoning Commission.

PROJECT NAME / LOCATION	TYPE OF PROJECT
Stonegate Subdivision of former Naganna property	Final Plat
Wakefield Valley property – adjustment of lot lines	Special Purpose Plat
Bolton Hill, Section III - 15 new single-family homes	Final Plat
Starbucks Restaurant, corner MD 140 and MD 97	Site Plan and Signage
Designer Shoe Warehouse signage, 400 Englar Rd	Signage
BB&T Bank signage for building, 142 Englar Rd	Signage
Len Stoler Chevy redevelopment subdivision, 343 Baltimore Blvd	Final Plat
Len Stoler Chevy redevelopment site plan and signage, 343 Baltimore Blvd	Site Plan
Point Breeze Credit Union, Englar Rd and Woodward Drive	Site Plan
New Duplex at Chase Street and Clover Lane, subdivision of one lot into two	Plat
New Duplex at Chase Street and Clover Lane, site plan for the duplex project	Site Plan
Re-subdivision of Mansion Property (City Hall) into five lots and two streets	Plat

ECONOMIC AND COMMUNITY DEVELOPMENT

The Office of Economic and Community Development is responsible for coordination of funding sources and community volunteer efforts related to the revitalization of historic structures and in support of the downtown business community. By facilitating funds for historic restoration and providing professional assistance to existing and potential businesses, staff supports the City's unique downtown environment.

Staff are also part of the Maryland Main Street Communities professional organization, and staff meet with the other Carroll County Main Street Managers quarterly. Through these partnerships the City is able to leverage limited funds more effectively to reach more prospective shoppers and diners. This is visibly evident on the billboards throughout the area that advertise Westminster and other downtowns.

ECONOMIC AND COMMUNITY DEVELOPMENT PERFORMANCE MEASURES FY2016

The summary chart below lists project areas that staff facilitated, coordinated, and completed this year.

ACTIVITY	DETAILS
Private Sector Investment	Facilitation of over \$150,000 in private sector investment in Westminster
New Business	Seven new businesses – creating 12 new full-time and five part-time jobs
Façade Improvements	Ten commercial façade improvement projects with eight on waiting list
Downtown Restaurant Week and Wine Stroll	16 restaurants participated in the 5th Annual Restaurant Week. The Wine Stroll debuted in 2015 with downtown businesses paired with a winery. With nearly 3,000 people in attendance, the 2016 event is being planned.
Farmer's Market	The Farmer's Market opened Saturday, May 16, with vendors stationed in the Conaway lot. The Market continues to be focused on local growers.
Second Saturday's	Second Saturday's were added in downtown with different activities each month. Pop Up Art Market was added in the Gehr lot along Main Street.
Monthly Newsletter	Monthly e-newsletters on events to over 600 email recipients promoting events in downtown and environs. Both McDaniel College students and Carroll Community College students were added to the email distribution.
Partnership with Carroll County Office of Tourism and Visitor's Center	Cooperative advertising with billboard on MD 140 and digital billboard on MD 27, to both assist businesses and promote events. Downtown maps, rack cards, and City events were included in various promotional venues. Carroll County Office of Tourism sponsored Carroll County Main Streets managers to attend Maryland Municipal League's summer conference.
Restaurants and Retailers Meetings	Quarterly meetings with restaurants and retailers to discuss events, future and past, for input on successes and ways to improve events.
Maryland Main Street Managers Meetings	Quarterly meetings at various Main Street designated locations. This past year the locations included Hagerstown, Easton, and Centerville.
Miracle on Main Street Holiday Event	Advertising and marketing with staff support for the event held Saturday, November 28. This year's event attended by more than 22,000 people.
Main Street Maryland & Small Business Saturday	Advertising and marketing support for businesses participating in the events on Saturday, November 28. This is part of a national outreach.

Oyster Stroll	The Oyster Stroll debuted on Saturday, September 10. This downtown event featured oyster farmers selling oysters in front of participating businesses. It was very well received and will become an annual event. The idea for the Stroll came from two Westminster High School students to bring awareness to oyster conservation in the Chesapeake Bay. The students were nominated by DCPD staff, and they won Carroll County's Environmental Awareness Award for the Project of the Year in FY 2016.
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Downtown Westminster Business Incubator Program

The City of Westminster continues its partnership with the Community Preservation and Stewardship Corporation (CPSC) to promote the Business Incubator Program. The goal of this program is to attract a variety of sustainable businesses to enhance the shopping and dining experience throughout the Main Street district. Retail and restaurant businesses are selected for participation in the program based on a variety of criteria including potential for business sustainability, readiness to start operation, ability to benefit from resources and services provided by the incubator program, compatibility with the other businesses along the downtown Main Street corridor, and space availability and space limitation.

Interested businesses complete an application for participation in the incubator program. The Incubator Review Committee reviews applications for potential inclusion in the program. Financial and mentoring assistance is made available to those selected. Grant funding is established to fulfill a specific business need, such as rent subsidy, marketing expense, or other operational cost. Loan and business navigation assistance is also available through programs and services provided in collaboration with Carroll County.

Downtown Westminster Coalition (DWC)

DWC was formed by downtown business owners and interested citizens with assistance from the DCPD. The group has expanded its scope to include downtown events and provides volunteers. The DWC mission is to help coordinate the public, private, and the residential sector of Main Street to create a thriving and vibrant downtown community. By utilizing the spheres of influence of the coalition members, DWC helps to connect all of the partners in the community to attract visitors and businesses to the downtown Main Street area.

New Business Support and Façade Grants

Staff completed ten Community Legacy commercial façade improvement projects. The total value of these projects was over \$191,000 with \$89,000 coming from Community Legacy funds and \$102,000 coming from private investment.

These summary charts below lists assisted start-ups and façade improvements grants for last fiscal year.

NEW BUSINESS OPENINGS	JOB CREATED
Cultivated	2
Habanero's	5
Victoria's Hair Salon	3
Farmhouse Chic Vintage Boutique	1
Artistic Edge Salon & Spa	2
House of Brews	2
COB 51	2

FAÇADE IMPROVEMENT PROJECTS	TOTAL PRIVATE & PUBLIC INVESTMENT
Conah's Bar & Grill	\$1,400
MacDonald Law Offices	\$9,560
White Palace/ Levin Eyecare	\$14,600
24 John Street/ Various	\$51,119
Teltek	\$21,431
Maulsby Building, LLC	\$6,000
Rafael's Restaurant	\$5,000
19 Liberty Street	\$42,000+
Hickory Stick	\$2,307
11 Liberty Street/ Various	\$37,455

DEPT OF COMMUNITY PLANNING AND DEVELOPMENT GOALS FOR FY2017

The Department of Community Planning and Development is preparing for a busy upcoming fiscal year of new development and redevelopment. In 2015, the City was granted the ability to allocate up to 16,000 gallons per day of new water uses. In 2016, that figure increased to 40,000 gallons per day.

In the future, the City expects to receive an additional 40,000 gallons per day for each calendar year to support new residential and economic development and redevelopment. At the writing of this budget, the City has received multiple inquiries and requests for annexations and good cause waivers. These would be in addition to development already in the pipeline and are opportunities to see new growth.

As part of the City's water allocation process, the Department of Community Planning and Development is required to conduct an annual review of the water and wastewater allocation policy and its outcomes. This year, the annual review recommended that a waste water capacity study be funded and initiated.

With adoption of Ord. No. 857 for floodplain regulation, there are new FEMA requirements for staff to implement. In FY 2016, staff began the training modules for certification to be completed in FY 2017.

Promoting downtown business is a major focus of the department and will continue to be in fiscal year 2017. The City's grants programs continue to provide opportunities for façade improvements, and any new funding source or grant opportunity will be reviewed for efficiency and effectiveness for the City.

This year, the Planning and Zoning Commission is requested by the Maryland Department of Planning to conduct a six-year review of the City's Comprehensive Plan. The Plan does not need to be re-written at this time; however, the City's adopted growth tiers are expected to be incorporated into the 2009 Plan.

Plan review is also a good time to evaluate large-scale issues such as annexations, good cause waivers, and their overall impact. The opportunity to look for commercial annexations would also be timely.

COMMUNITY PLANNING AND DEVELOPMENT FY2016-2017 WORK PLAN

COMPREHENSIVE PLAN GOAL	FY 2017 ACTION	COMPLETION DATE
<p><i>Goal W1:</i> Practice adaptive management strategies to incorporate new information, changes in capacity or respond to new threats to water resources as they become known.</p>	<p>Following recommendations in the annual review of the City’s water and waste water allocation policy, fund and initiate the recommended waste water capacity study.</p>	<p>TBD</p>
<p><i>Goal R2:</i> Reduce the adverse effects of development on environmental resources.</p> <p><i>Objective 3:</i> Protect streams and their buffers, minimize flood hazards, provide open space, and provide protection for other environmental resource areas through creative site design.</p>	<p>Complete FEMA training for the DCPD’s Engineering Specialist, in order to better protect resources, minimize flood hazards and reduce flood insurance premiums for land owners with property in floodplains.</p>	<p>Jun 2017</p>
<p><i>Goal C5:</i> Promote the arts and culture community as an asset to the Westminster tourism industry and to the quality of life for residents.</p>	<p>Continue to support existing cultural and special events in the historic downtown to create a strong sense of place for the City.</p>	<p>Year-round</p>
<p><i>Implementation Chapter, Part I, Section 5,</i> sets forth an <i>Implementation Strategy and Work Plan</i> approach. A revised strategic plan will be needed to outline how the 2009 Comprehensive Plan will be implemented over the next four to six years.</p>	<ol style="list-style-type: none"> 1. Per MDP requirements, conduct six-year review of City’s 2009 Comp Plan. 2. In conjunction with the six-year review of the 2009 Comp Plan, develop a draft strategic plan for review for FY 2018. 	<p>Dec 2016</p> <p>Mar 2017</p>
<p><i>Goal M3:</i> While recognizing infill development is the preferred method of growth, plan for the expansion of City boundaries to accommodate growth in the future.</p> <p><i>Goal M5:</i> Coordinate the integrated and sustainable development of the Business and Industrial Districts.</p> <p><i>Goal E2:</i> Support a diversified and stable economic environment that will enhance the standard of living of all citizens, and be compatible with the Municipal Growth Element.</p>	<ol style="list-style-type: none"> 1. Create mechanisms for annual review of annexations and good cause waivers. 2. Based on new water opportunities, begin meeting with Carroll County Planning to identify commercial and industrial land for annexation in order to provide for growth opportunities and to expand City and County commercial tax base by increasing property values. 3. Revise existing Growth Area Boundary and negotiate corresponding update to Westminster City-County Agreement. 	<p>Sept 2016</p> <p>May 2017</p> <p>Jun 2017</p>

COMMUNITY PLANNING AND DEVELOPMENT BUDGET

PLANNING, ZONING & DEVELOPMENT	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	FY 2017 BUDGET	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection
FTE	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Salaries	318,981	242,353	360,628	332,627	335,821	346,260	354,953
Benefits	96,685	104,939	130,838	130,655	134,937	139,979	145,107
TOTAL PERSONNEL EXPENSES	415,666	347,292	491,466	463,282	470,757	486,240	500,060
Administration	28,626	76,511	110,000	43,500	44,400	45,150	45,750
Appeals and Annexations	0	0	9,000	9,000	9,000	9,000	9,000
Economic Dev Initiatives	216,952	486,664	342,500	117,668	119,000	120,000	121,000
TOTAL OTHER OPERATING EXP	245,578	563,175	461,500	170,168	172,400	174,150	175,750
TOTAL PLANNING, ZONING, & DEV	661,244	910,467	952,966	633,450	643,157	660,390	675,810

FINANCE

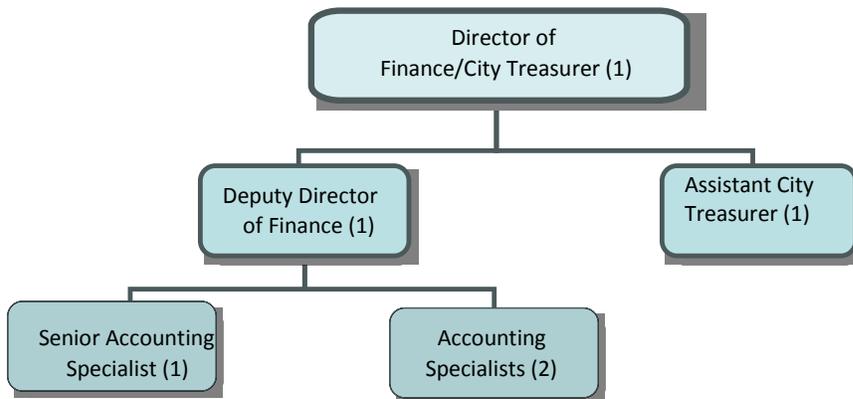
The Department of Finance is responsible for all financial and accounting activities of the City of Westminster and provides accounting, compliance, and reporting support for the City. In addition to these functions, the budget is developed and administered in Finance.

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

- Communication to the City Administrator as to the financial state of the City.
- Development, preparation, and administration of the City's budget.
- Collection of taxes, general revenue and other City income.
- Utility billing.
- Payroll.
- Billing for general city services such as parking, benefit assessment, etc.
- Payment of the City's obligations and invoices.
- Supervision and administration of various financial policies.
- Financial reporting.
- Assistance and preparation for the external audit of the City's finances.
- Supervision of debt, investments and cash flow.

Finance is a supporting department to other City departments and therefore helps the City achieve its mission in all areas.

POSITION SUMMARY SCHEDULE



	Grade	Authorized FY '12	Authorized FY '13	Authorized FY '14	Authorized FY '15
Director of Finance and Admin. Services	P	1	1	1	1
Deputy Director of Finance	L	0	0	1	1
Assistant City Treasurer	J	1	1	1	1
City Accountant	H	1	1	0	0
Senior Accounting Specialist	F	1	1	1	1
Accounting Specialist	E	2	2	2	2

FINANCE ACCOMPLISHMENTS FOR FY2016

Audit

Cohn Reznick completed their audit for the City for FY 2015 and reported no findings. The firm also evaluated the IT General Controls performed in accordance with Generally Accepted Auditing Standards and designed to (a) obtain an understanding of the IT environment, and (b) identify risks that may affect the completeness, accuracy and availability of financial systems and data. The Department significantly reduced the time dedicated to preparing schedules and year-end reports for the audit.

The Department applied for the Certificate of Excellence in Financial Reporting and received three comments which prevented the receipt of the award. Finance staff met with County evaluators and members of the audit team to address all comments and to prepare for another application next year.

Budget

The City received the Government Finance Officers Association Distinguished Budget Presentation Award for the FY 2016 Budget Document. The Budget process was slightly improved by organizing and maintaining consistent account and spreadsheet structure. Position budgeting was achieved by importing data from the City's application software to the Excel budget spreadsheet. Budget revisions remained at two.

Cash Management

The City changed operating banks to SunTrust as a condition of the general obligation bond issuance. All bank accounts were moved to SunTrust effective January 1, 2016.

The City invested cash in several instruments in separate banks for diversity and best return on investment. No single bank holds more than 50% of the City's portfolio.

Reporting

Financial Performance Reports were distributed to the City Administrator, Mayor and Council and Department Supervisors and Directors on a monthly basis. These reports provide fund balances, trend data, and projections indicative of the City's financial performance and position. The Department received approximately forty hours of Human Resources Training in an effort to increase the number and efficiency of financial reporting. All Finance staff members are able to produce reports.

General Obligation Bonds

The City issued taxable general obligation bonds to finance the Westminster Fiber Network in the amount of \$21,000,000 through a public request for proposal process. The holder is SunTrust Bank.

Utility Billing

Interns were used to categorize utility billing accounts so that demographic data could be put to use and reported. Accounts were assigned a category of residential, business, mixed or institutional. Garbage routes were added to accounts. Account statuses were added so that vacant homes could be reported. Door tags were automated and made part of the application software.

Accounts Payable

The Department wrote and implemented a Purchase Card Program. The Program greatly reduces the number of invoices to enter and pay thereby improving the efficiency of Accounts Payable. The Program also centralizes the approval process for purchases by requiring manager approval for payment.

The Department implemented automated, in-house purchase orders for capital projects. This application manages contract amounts and catches overages prior to invoices being paid. In addition, the application tracks

change orders and manager approvals. The check process is more efficient because the invoice is already coded and manager approval is one-time.

Payroll

The Department received thirty-two dedicated hours of payroll training. Payroll processes such as shift set-up, scheduling, differential pay, and specialized overtime codes were implemented resulting in a 20% improvement in efficiency.

FINANCE PERFORMANCE MEASURES

	FY2012	FY2013	FY2014	FY2015	Projected
Utility Bills Issued	42,256	42,557	45,513	45,231	45,600
Utility Bills – Charges for Services	\$10,756,362	\$10,620,457	\$10,819,233	\$10,830,889	\$11,000,000
90 day outstanding amount-Utility Bills	\$59,380	\$63,988	\$79,329	\$71,540	\$50,000
Payment agreements executed-Utility Bills	21	12	59	111	50
Shut off notices mailed-Utility Billing	1,950	2,215	1,978	2,536	2,500
Number of customers-Utility Billing	9,667	9,757	9,905	9,916	9,930
Payments made by website	6,033	2,563	2,380	2,419	3,000
Payments made by credit card	7,141	5,996	4,356	4,011	5,000
Accounts Payables Checks Issued	4,641	4,480	4,020	3,299	1,500
Number of Vendors Used-Accounts Payable	982	934	920	776	500
1099's issued	147	147	134	34	35
Payroll Checks Issued	5,478	5,041	5,026	5,194	5,200
Number of Employees	240	234	234	250	252
W2's Issued	240	234	234	250	252
Personal Property Tax Bills Issued	963	1,004	979	989	1,000
Personal Property Tax Delinquent Amount	\$45,015	\$52,511	\$40,219	\$23,207	\$15,000
On-time delivery of paychecks	100%	100%	100%	100%	100%
On-time filing of Annual Audit	100%	100%	100%	100%	100%
On-time billing of Taxes (all)	100%	100%	100%	100%	100%

FINANCE GOALS FOR FY2017

- Secure loan funding and Bay Restoration Grant funding for the ENR Project.
- Purchase and implement new utility billing reading software that is cloud-based and produces hourly reads which will improve leak identification by 95%.
- Implement meter replacement plan.

- Cross-train staff to complete audit schedules and reports. Transition audit preparation from Deputy Director to Accounting Specialist.
- Utilize interns to assist with external audit, job costing and benefits costs analysis.
- Receive the GFOA Certificate of Achievement for Excellence in Financial Reporting
- Receive a GFOA Distinguished Budget Presentation Award for the FY2016 budget submission.
- Improve payroll processes and procedures. Transition time-keeping to Supervisors by implementing automated timekeeping software which will reduce processing time by 30%.
- Implement purchase order system throughout the organization which will transition contract management to supervisors and reduce time coding invoices by 20%.
- Centralize accounts payable through a better purchase card system utilizing SunTrust P-Card program. Set up and implement pre-coded vendors which will reduce coding invoices by 50%.
- Implement ACH payment system which will reduce number of checks printed by 10%.
- Explore alternative solutions to parking permits.
- Maintain and report on Broadband Fund.
- Audit Utility Billing rate fee schedules and condense by 50%.
- Succession planning for staff.

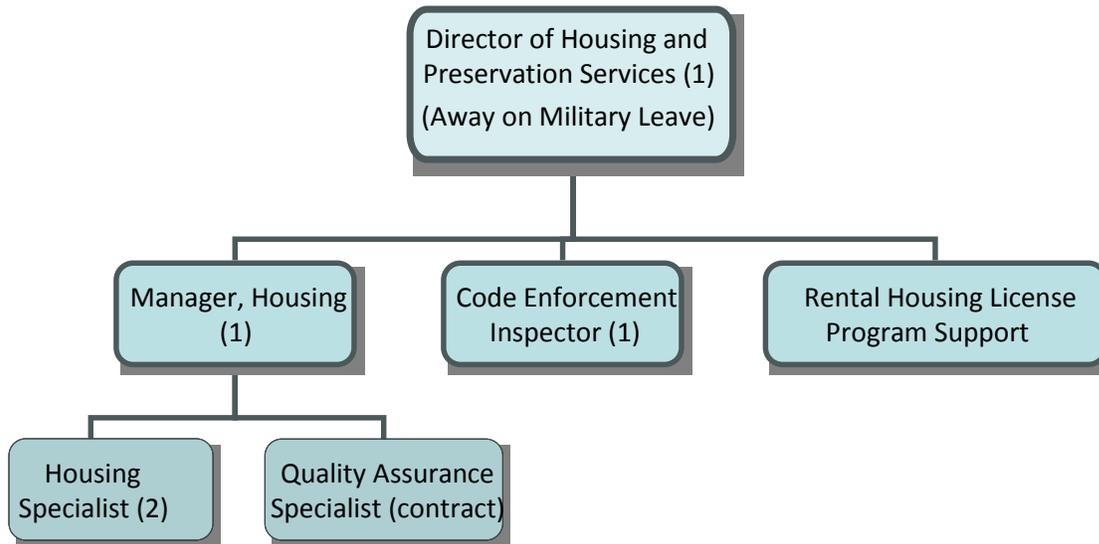
FINANCIAL OPERATIONS BUDGET

FINANCE	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	FY 2017 BUDGET	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection
FTE	7.00	6.00	6.00	6.00	6.00	6.00	6.00
Salaries	365,876	385,589	416,073	414,818	427,407	440,269	453,507
Benefits	127,323	133,531	136,114	141,783	146,450	151,331	156,445
TOTAL PERSONNEL EXPENSES	493,199	519,120	552,187	556,601	573,858	591,600	609,951
Administration	199,815	161,722	213,900	202,050	188,100	183,150	183,600
TOTAL OTHER OPERATING EXP	199,815	161,722	213,900	202,050	188,100	183,150	183,600
TOTAL FINANCE	693,014	680,842	766,087	758,651	761,958	774,750	793,551

HOUSING AND PRESERVATION SERVICES

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

POSITION SUMMARY SCHEDULE



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

HISTORIC DISTRICT COMMISSION

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

Member	Term Expires
Kristen L. McMasters, Chair	October 2015
Dean R. Camlin	August 2015
Gregory R. Goodell	August 2015
L. Kevin Wagman	October 2015
Sherri Hosfield Joseph	January 2016
Jane Kacmarski	April 2018

ADMINISTRATION

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

PUBLIC HOUSING AGENCY

The Office of Housing Services is the Public Housing Agency (PHA) for the HUD Section 8 Housing Choice Voucher program. The PHA is allocated 293 vouchers for rent subsidies, and a grant of \$1,713,571 for subsidy payments for the calendar year. To address any shortfalls, HUD now requires PHAs to utilize fund balance for requirements in excess of funding levels.

The PHA also receives an Administrative Grant of approximately \$183,991, based on the average unit months leased. Use of these funds provides housing assistance for 400+ citizens of Westminster, in addition to providing home ownership opportunities to several qualified recipients.

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

PUBLIC HOUSING AGENCY ACHIEVEMENTS FOR FY2016

- The PHA utilized 100% of the subsidy funding, exceeding HUD's goal of expending at least 97% or more of the funding allocation, without exceeding total available funding. Meeting these major goals helps ensure sufficient funding is available to meet the requirements of units under contract.
- In calendar year 2015, the PHA identified over \$99,787 in payments made based on fraudulent activities by voucher holders, and collected over \$11,916 in repayments. Half of the fraud payment collections are returned to the HUD subsidy payment fund, and the remainder is directed to the PHA to cover the costs of operating the program. Since the current Manager of Housing assumed her position, a total of \$486,650 in fraudulent payments was identified.
- In addition to collecting repayments, the PHA, in conjunction with the City of Westminster Police Department, prosecuted several of the most significant fraud cases in court.

PUBLIC HOUSING AGENCY GOALS FOR FY2017

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

CODE ENFORCEMENT

The Office of Inspection Services was created in January 2008 to implement the City of Westminster Code Enforcement Program. Chris Ilyes, Code Enforcement Inspector, handles various Code Enforcement activities, including the administration of the City's Property Maintenance Code and supporting zoning inspections. When a complaint is received by the City, the Code Enforcement Inspector completes the initial inspection, issues a notice of violation, if necessary, and completes all follow-up inspections. If the violation is mitigated within the established timeframe, the case is closed. However, if the violation is not mitigated, the Code Enforcement

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

CODE ENFORCEMENT ACHIEVEMENTS FOR FY2016

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

Violation Type	Number of Violations	Compliances	Number of Fines	% of Total Violations
Grass/Weeds	82	82	0	17%
Untagged Vehicles	24	24	0	5%
Trash/Rubbish	27	27	0	5%
Snow Removal	22	22	0	4%
Property Maintenance	120	120	0	24%
Private Inspection	0	0	0	0%
Rental Registration	15	15	0	2%
Water Violations	13	13	0	2%
Condemnations	59	34	0	12%
Sidewalks	9	9	0	2%
Winter Waivers	6	6	0	2%
Zoning	8	8	0	2%
Solid Waste	114	113	1	22%
Nuisance House	2	2	0	1%
Totals	501	475	1	100.00%

- Continue integration of inspection activities with Rental Housing License Program.
- Participated in educational activities of the Maryland Municipal League Code Enforcement and Zoning Officials Association.
- Obtained membership in ICC to further professional development.
- Continued partnership with the Carroll County Bureau of Permits and Inspections to locate illegal rental apartments and bring them into compliance.
- Purchased latest update International Code Council manual to provide updated Code Enforcement services.
- Graduated from the Leadership Carroll professional development program.

CODE ENFORCEMENT GOALS FOR FY2017

RENTAL HOUSING LICENSE PROGRAM

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

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

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

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

RENTAL HOUSING LICENSE PROGRAM GOALS FOR FY2016

- Use a web-based application, payment and licensing process for the entire rental licensing process.
- 100% registration of rental units.

HOUSING AND PRESERVATION SERVICES BUDGET

PUBLIC HOUSING AGENCY BUDGET

PUBLIC HOUSING AGENCY	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	FY 2017 BUDGET	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection
FTE	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Salaries	131,690	131,357	144,697	149,354	153,475	157,719	162,090
Benefits	58,359	65,068	68,182	73,521	76,750	80,091	83,615
TOTAL PERSONNEL EXPENSES	190,049	196,425	212,879	222,875	230,225	237,810	245,705
Administration	32,604	23,435	37,475	31,300	31,300	31,400	31,500
Housing Assistance Payments	1,850,479	1,779,455	1,777,287	1,777,288	1,777,287	1,777,287	1,777,287
Facilities	39,718	41,401	42,550	43,243	43,948	44,662	45,286
TOTAL OTHER OPERATING EXP	1,922,801	1,844,291	1,857,312	1,851,831	1,852,535	1,853,349	1,854,073
TOTAL PUBLIC HOUSING AGENCY	2,112,850	2,040,716	2,070,191	2,074,706	2,082,760	2,091,159	2,099,778

DEPARTMENT OF HOUSING AND PRESERVATION SERVICES BUDGET

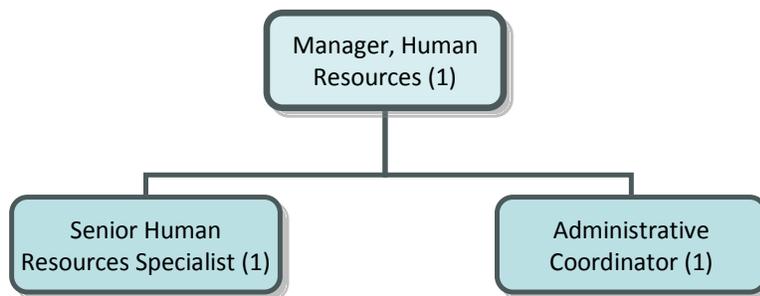
HOUSING AND PRESERVATION SERVICES	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	FY 2017 BUDGET	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection
FTE	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Salaries	54,011	38,319	178,635	162,001	166,771	171,684	176,745
Benefits	37,133	42,129	49,989	51,439	53,187	55,019	56,942
TOTAL PERSONNEL EXPENSES	91,144	80,448	228,624	213,440	219,958	226,703	233,686
Administration	29,112	6,338	40,000	39,500	39,500	39,500	39,500
TOTAL OTHER OPERATING EXPENSE	29,112	6,338	40,000	39,500	39,500	39,500	39,500
TOTAL HOUSING AND PRESERVATION	120,256	86,786	268,624	252,940	259,458	266,203	273,186

HUMAN RESOURCES

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

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

POSITION SUMMARY SCHEDULE



	Grade	Authorized FY '15	Authorized FY '16	Authorized FY '17
Manager, HR	J	1	1	1
Senior HR Specialist	F	1	1	1
Administrative Coordinator	D	1	1	1

EMPLOYEE BENEFITS

INSURANCE

The City strives to provide a comprehensive benefits package to regular full and part-time employees, including medical, dental, vision, life, short-term and long-term disability insurance, Aflac and an employee assistance program. The Aflac program, which enhances the value of City provided benefits, gives employees the opportunity to purchase insurance products based on individual needs. Aflac products are no cost to the City, and many are offered on a pre-tax basis which provides for a reduction in employer payroll taxes.

A Health Care Committee, that includes employee and management members throughout City departments, meets to discuss and review benefit plan options and provide follow-up communication to employees as changes in plans are considered. This committee gives members an opportunity to learn about insurance plans and trends, and discuss ideas on ways to offer a comprehensive benefits package which is cost effective for both the City and its employees.

The City joined the Local Government Insurance Trust's (LGIT) Maryland Local Government Insurance Cooperative (MLGHC) in July 2011. Operational support of the cooperative is provided by The Benecon Group, a third-party benefits and consulting administrator. The MLGHC has partnered with CIGNA for benefit administration of the medical plan since inception of the cooperative. A new 2-year agreement with Cigna begins in FY17. CIGNA provides a dedicated Client Engagement Manager to assist the City with wellness initiatives, communication strategy and enrollment planning, coordination and support.

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

Joining the cooperative has proven to be beneficial to the City by stabilizing the plan design and rates. By participating in the cooperative, the City has the potential of receiving a refund if there is a claims fund surplus at the end of the plan year. A claims fund surplus occurs if medical claims fall below the actuarial projections for claims within a plan year. The City has received a refund of surplus funds for FY12, FY14 and FY15.

The Benecon Group provides various services to the MLGHC's participating employers, including assistance with compliance, administrative policies, training and Patient Protection and Affordable Care Act (PPACA) updates. Beginning in FY15, the City incurred additional fees for the medical plan under PPACA. These include the Patient Centered Outcomes Research Fee (PCOR) and the Transitional Reinsurance Program Fee. The PCOR fee is a Federal tax on group health plans to fund comparative effectiveness research. The FY17 PCOR fee is \$2.08 per participant. It will be indexed thereafter until 2019 when it is phased out. The Transitional Reinsurance Program Fee which began in FY15 is to be paid annually over a 3-year period to partially reimburse commercial insurers for writing policies for individuals with high health care costs. The estimated Transitional Reinsurance Program Fee per participant for FY17 is \$26.

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

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

The City offers dental, vision, life, accidental death and dismemberment, short-term and long-term disability, and voluntary life benefits through United Healthcare. The dental plan provides for preventive and restorative benefits utilizing both in-network and out-of-network providers. The vision plan offers eye exams every 12 months and provides monetary assistance with the purchase of corrective glasses. Life, accidental death and dismemberment insurance provides an employee with a death benefit amount equal to the employee's annual salary. The disability plans provide income to employees who are unable to work because of a disability caused by illness or non-work related injury. Human Resources staff provides claims coordination for life, short and long-term disability insurance. In addition, Human Resources staff provides administration of the Family Medical Leave Act (FMLA).

WELLNESS PROGRAM

FY17 will mark the third year of the City's structured wellness program. This program encourages employees to adopt and maintain a healthier lifestyle, and focuses on employees seeking preventive health services to identify possible health risks and by supporting treatment of chronic conditions. In addition, the wellness program offers opportunities for employees to participate in various wellness activities, health assessments, preventive health screenings, challenges, and educational workshops throughout the program year. The City encourages employees

to utilize the Family Fitness Center gym by offering free memberships which includes group fitness classes. Under the structured wellness program, employees earn points for participation which can result in insurance premium discounts for the employee in the next plan year. The added benefit of encouraging employees to seek preventive care is an anticipated reduction of health care claims over time due to early intervention. A Wellness Committee, made up of employee members from various departments, supports the Wellness Program through planning and promoting activities.

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

The Human Resources staff organizes an annual Employee EXPO, a wellness and benefits event held in the Family Center Gym each year. This is a coordinated effort with planning assistance from Wellness Committee members, and help on the day of the event from the Recreation, Street and Police Departments. The goal of the EXPO is to promote health and wellness, offer preventive screenings, and to give employees the opportunity to speak with insurance providers about coverage and benefits. Each year, the EXPO promotes a theme to add excitement and fun to the event, and continues to be a success year after year. In FY16, the Expo included the opportunity for employees and retirees to get a flu shot, have their vision tested, complete a health risk assessment, and get blood pressure and bone density screenings.

RETIREMENT AND PENSION

The City provides pension benefits to employees through participation in the Maryland State Retirement and Pension System. This State system requires that all eligible employees become a member in the pension system that is available to them upon employment with the City. All regular full-time and part-time employees except sworn police officers are enrolled in the Alternate Contributory Pension Selection System (ACPS). Sworn Police Officers are enrolled in the Law Enforcement Officers Pension System (LEOPS). The “Old Retirement Plan” is closed to new enrollments.

The City’s contribution is based on the employee’s base salary at fiscal yearend. Payment is made to the State once per year, and is due by December 31st. In addition, the State assesses an Administrative Cost Fee. This fee is charged on a per member basis each fiscal year. The annual per member fee in FY16 was \$141.66, and is projected to be \$155.11 in FY17. The various State pension plans, service retirement years and age, and employee and City contribution rates are shown in the chart below.

Pension Plan	Service Retirement Years	Service Retirement Age	Projected # Enrolled FY2017	Employee Contribution Rate			City Contribution Rate		
				FY 2015	FY 2016	FY 2017	FY 2015	FY 2016	FY 2017
ACPS (Employees enrolled after 7/1/11)	Rule of 90 (age plus years of service)	65 (with 10 years of service)	42	7%	7%	7%	9.73%	8.53%	8.53%
ACPS (Employees enrolled prior to 7/1/11)	30	62	71	7%	7%	7%	9.73%	8.53%	8.53%
LEOPS	25	50	40	7%	7%	7%	30.45%	31.94%	31.18%
Old Retirement Plan (Closed)	30	60	1	7%	7%	7%	13.62%	12.42%	12.06%

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

EMPLOYEE AWARD PROGRAMS

Service Awards

The City highly values its employees, and provides an employee recognition program to acknowledge employee service milestones. Employees receive service award certificates, along with a gift bearing the City emblem beginning at year five and continuing for each five-year milestone until retirement. Starting in FY17, employees receiving service awards will be honored at an annual event. Employees are also honored and receive a recognition award upon retirement.

Employee of the Month Awards

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

EMPLOYMENT POLICIES

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

COMPENSATION

The City desires to be competitive in its identified market in providing compensation to top quality, qualified employees. A Grade/Step salary structure is utilized by the City. The City has adopted a Salary Administration Policy to insure fair and equitable compensation practices. Annual 3% step increases are subject to approval during the budget process, and eligibility is determined by the employee's job performance. Supervisors evaluate employee performance on an annual basis. The supervisor meets with each employee in person to review the evaluation, provide feedback, and make appropriate recommendations for optimal job performance, goals, and career development.

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

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

RECRUITMENT

The Human Resources Department utilizes various media to externally advertise open positions, including newspapers, websites, professional journals and newsletters, colleges, the Carroll County Business and Employment Resource Center, the Maryland Job Service, and the City's webpage to attract a diverse group of applicants. The Human Resource Department has created an Employment Opportunities Information brochure which is provided to each applicant. The City's webpage allows persons interested in advertised positions to complete applications online. In addition, applications can be requested in person or by phone, and can be mailed, emailed, or faxed to applicants to allow for ease in the process. The City encourages current employees to apply

for promotional vacant positions. These positions are posted internally, and employees have the opportunity to apply for them outside of the external advertisement process.

Upon hire, new employees attend an orientation that covers employment policies and benefits. Various informational videos are shown to the employee to provide a better understanding of the benefits provided by the City. During orientation, employees also receive online prevention of harassment in the workplace training provided by the City's liability insurance provider.

RISK MANAGEMENT

Risk Management is coordinated by Human Resources. Responsibilities include the renewal of insurance policies, maintenance of coverage and claims filing. This includes automobile, liability, cyber liability, volunteer accident and health, property, equipment, boiler and machinery, electronic data processing equipment, crime, bond, earthquake, flood, pollution legal liability, and workers' compensation insurance plans. The City participates in the Local Government Insurance Trust (LGIT) for liability and automobile insurance. All other insurance policies are purchased through a local agent. Many of these policies offer multi-year rate guarantees which provide stabilization of premiums.

In recent years, Workers' Compensation insurance premiums have been reduced through an experience modification credit. This credit is a result of positive claims experience, the City's cooperation with loss control measures, and the City's commitment to safety. Human Resources staff strives to submit claims on a timely basis, provides Workers' Compensation claims support to employees, and serves as the liaison between the employee and the insurance provider.

There are annual onsite inspections and safety surveys at the various departments as required by State law and the insurance providers. These onsite visits assist in identifying risks, exposures, and possible equipment failures. Human Resources has implemented insurance claim procedures and accident/ incident investigation guidelines to assist the various departments with handling these claims. Many employees in the Public Works and Police Departments are required to be fit-tested and trained to wear respiratory protection in the performance of some duties. The majority of Public Works employees are also required to obtain a Commercial Driver's License as a requirement of the job, and 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. Human Resources monitors and coordinates these programs.

The City has a Safety Committee in place with its members spanning the various departments. The committee provides an interdepartmental communication mechanism which promotes continuity for safety procedures and training. In addition, the committee reviews and makes recommendations for safety policy needs. In FY16, the committee updated the safety policies and the Respiratory Protection Policy which are included in the Risk Management manual and performed the required annual review of the policies. As a result of committee efforts, an onsite hands-on respiratory protection training procedure was established, and a new Hearing Conservation Program was implemented. Hearing tests are provided to Public Works employees under this program. The committee also reviews motor vehicle accidents, property damage and injury claims on a quarterly basis to look for possible ways to avoid the same type of incidents in the future, and makes recommendations for training. As a result of these reviews, various safety trainings were held during the year. This proactive approach is an important factor in minimizing future employee injuries, vehicle accidents, property and liability claims. The committee also monitors the online safety training service that is utilized by all departments.

A Vehicle Driver Policy which applies to all non-police employees who are authorized to drive City vehicles covers the authorized use of City Vehicles, driver reporting requirements, the handling of vehicle accidents, driving violations, authorized passengers, maintenance on vehicles, use of pool vehicles, use of a personal vehicle for City business and driver safety rules. Human Resources maintains a Driver Qualification File and monitors the driving

records for each authorized employee driver. All authorized drivers are required to attend the National Safety Council’s Defensive Driving Course.

In FY16, Human Resources applied for and received a training grant through the Local Government Insurance Trust (LGIT) to assist with the cost to hold Simulated Snow Plow Driver Training. As a result of receiving matching funds through the grant, 34 Public Works drivers were able to participate in this training.

TRAINING

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

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

CPR/First Aid/AED biennial classroom training was provided for administrative, Recreation and new Public Works personnel in FY16. This same training will be provided to all Public Works employees in FY17. Defensive Driving, Preventing Harassment in the Workplace, Supervisor Reasonable Suspicion for Drugs and Alcohol and other supervisory trainings are provided initially upon employment, upon promotion to the supervisor level, and periodically.

In addition, OSHA required annual safety training for all administrative staff is coordinated by Human Resources. In FY16, this training included disaster planning, fire safety, and bloodborne pathogens.

HUMAN RESOURCES PERFORMANCE MEASURES

Recruitment	CY2013	CY2014	CY2015
Full-Time External Employment Advertisements	8	14	21
Part-time External Employment Advertisements	1	0	3
Temporary/Contractual/Seasonal External Advertisements	12	13	12
Employment Applications Processed	375	458	536
Full-Time New Hires	12	13	23
Part-Time New Hires	1	0	3
Temporary/Contractual/Seasonal New Hires	30	34	40
Full-time Separations and Retirements	11	18	20
Temporary/Seasonal Separations	31	32	34
Fingerprint Supported Criminal Background Checks	31	34	41

Risk Management	CY2013	CY2014	CY2015			
Liability, Property & Automobile Claims Filed	25	28	25			
Worker's Compensation Claims Filed	28	43	17			
Employees with Commercial Driver's Licenses	54	49	48			
D.O.T. Physicals	40	38	37			
D.O.T. Random Drug/Alcohol Tests	28	28	28			
Hearing Conservation Testing	0	0	92			
Respirator Fit Tests	88	84	90			
Training	CY2013		CY2014		CY2015	
	Sessions	Attendees	Sessions	Attendees	Sessions	Attendees
CPR/AED/First-Aid	3	39	3	27	4	55
Defensive Driving	0	0	5	84	4	13
Supervisor Reasonable Suspicion Drug and Alcohol	0	0	0	0	1	3
Preventing Harassment in the Workplace - Group	0	0	1	23	2	28
Preventing Harassment in the Workplace – Individual	63	63	20	20	34	34

HUMAN RESOURCES ACCOMPLISHMENTS FOR FY2016

- **Employee Insurance Benefits**
 - Managed the annual renewal of all employee insurance benefits including the open enrollment process for employees, and the Medicare renewal for retirees; coordinated the annual renewal of the AFLAC voluntary insurance benefits program.
 - Processed the updates to the Nationwide Retirement Solutions 457(b) and 401(a) administrative agreements and the 457(b) plan loan procedure document.
 - Facilitated 2 Nationwide Retirement Solutions financial workshops, and 3 onsite visits by the representative to meet with employees.
 - Performed a review and update of employee data in the Eden payroll system to prepare for Affordable Care Act reporting requirements.
- **Employment and Recruitment**
 - Conducted employee orientations for all new hires.
 - Facilitated the Police Sergeant's and Lieutenant's promotional testing process.
 - Attended two McDaniel College career fairs to recruit interns.
 - Coordinated the Carroll Community College Momentum Program which provides training courses for municipal employees.
 - Coordinated preparation of the Employee Satisfaction Survey.
- **Policies and Compliance**
 - Performed an I-9 audit to ensure compliance.
 - Updated checklists and procedures in the Human Resources Procedures Manual.
 - Updated the Employee Recognition Program policy to include changes to the Service Awards Program.

- Risk Management and Safety
 - Received a Risk Management Services Award from LGIT
 - Coordinated ergonomics assessments for offices at Public Works locations.
 - Assisted the Safety Committee with the updating of the Risk Management Policies, and the implementation of the Hearing Conservation Program; scheduled initial hearing conservation tests for Public Works employees.
 - Attended 4 Safety Committee meetings
 - Facilitated a Workers' Compensation and Accident Investigation workshop for supervisors and Safety Committee members.
 - Facilitated Slips, Trips and Falls, and Hearing Conservation training for Public Works employees.
 - Applied for and received a matching fund training grant from LGIT to provide Simulated Snow Plow Driver Training to 34 Public Works personnel drivers.

- Wellness Program
 - Distributed and promoted the points-based incentivized Wellness Program available to all employees participating in the City's medical plan; updated the program for the next plan year.
 - Held 9 Wellness Committee meetings.
 - With assistance from the Wellness Committee:
 - Promoted and scheduled 8 wellness activities
 - Held 12 wellness education sessions
 - Organized the City's 11th annual Employee Expo benefits and wellness event.
 - 21 Vendors participated
 - 101 Employees and retirees attended
 - 56 Flu shots given
 - 16 Bone density screenings provided
 - Distributed 12 electronic wellness newsletters to employees.

HUMAN RESOURCES GOALS FOR FY2017

- Monitor the City's medical insurance plan to ensure cost effectiveness.

- Monitor and continue to improve the effectiveness of the points-based incentivized Wellness Program, and utilize the Wellness Committee to:
 - Promote and remind employees on the plan benefits to increase participation.
 - Promote, create and select wellness education sessions and activities that can earn points for participants.
 - Utilize local resources to provide support to the program.
 - Utilize all wellness funds provided by the Cigna plan to support program activities.

- Monitor Human Resources policies to:
 - Identify the critical areas that need to be implemented or updated.
 - Continue to update Employee Handbook sections that will eventually result in all sections being completed.

- Continue to improve the City's safe working environment through:
 - Supporting and collaborating Safety Committee activities.
 - Working with the Safety Committee to monitor safety and risk management policies and procedures for updates and required changes.
 - Providing training to Safety Committee members.

- Utilizing the Safety Committee to monitor accident and incidents that have resulted in claims in an effort to prevent recurrence in the future.
- Continue to develop a succession plan for replacement of leadership vacancies created by retirements through working with department Directors to:
 - Identify key positions that have lengthy learning curves and those that will require extensive leadership training.
 - Support the departments in finding training mechanisms that will identify key positions and assist employees in leadership development.
- Continue to monitor new health care regulations and reporting requirements under the Affordable Care Act by attending educational sessions.
- Continue to improve efficiency in Human Resources by utilizing the Eden HR system to track employment data and create reports.
- Provide employment law training to supervisors to ensure that they have the most up-to-date information, and are in compliance with regulations.

HUMAN RESOURCES BUDGET

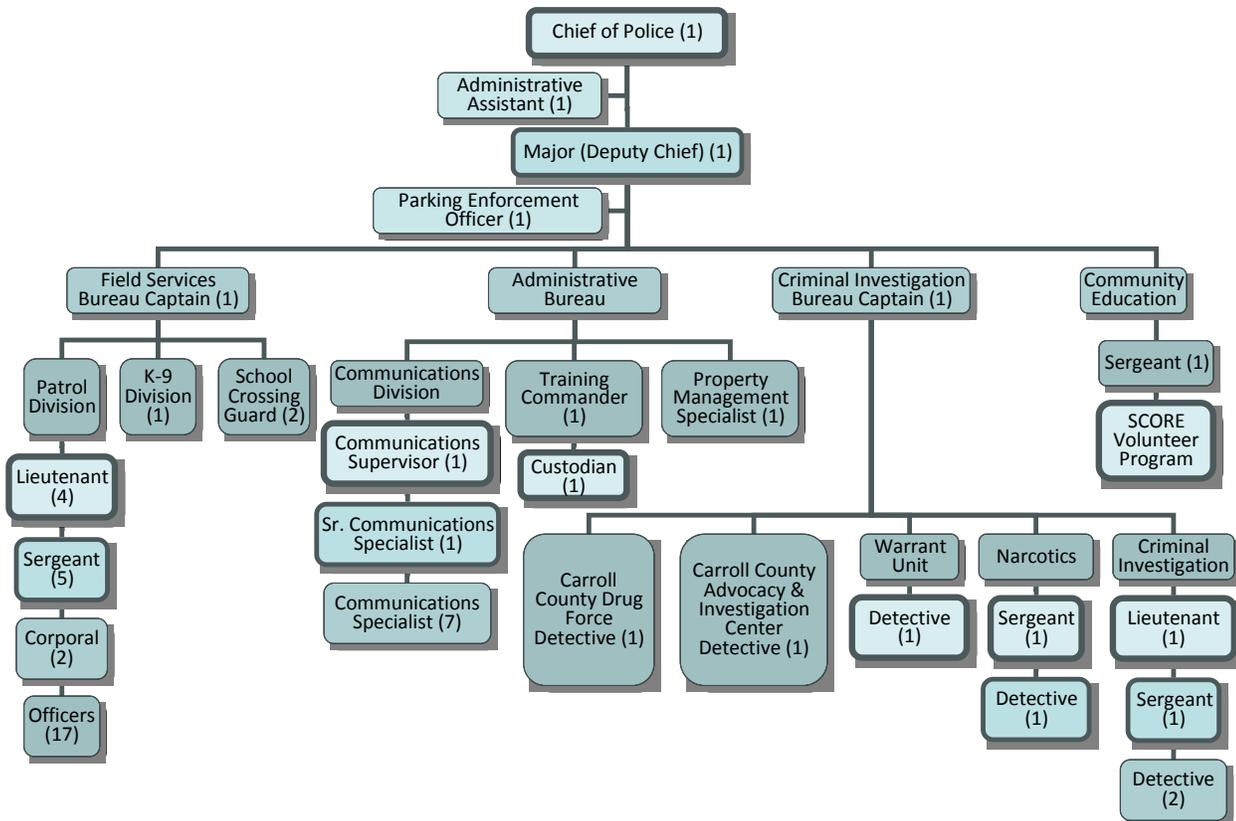
HUMAN RESOURCES	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	FY 2017 BUDGET	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection
FTE	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Salaries	145,377	149,353	158,267	159,209	163,880	168,692	173,647
Benefits	56,237	71,714	80,507	93,221	96,848	99,677	102,314
TOTAL PERSONNEL EXPENSES	201,614	221,067	238,774	252,430	260,729	268,369	275,962
Administration	22,303	17,765	32,700	42,550	37,150	37,750	38,350
Employee Activities	42,539	45,892	61,650	65,250	66,300	68,700	70,800
TOTAL OTHER OPERATING EXP	64,842	63,657	94,350	107,800	103,450	106,450	109,150
TOTAL HUMAN RESOURCES	266,456	284,724	333,124	360,230	364,179	374,819	385,112

PUBLIC SAFETY

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

The Police Department is commanded by Chief Jeffrey Spaulding, a 42-year law enforcement veteran. Major Thomas Ledwell serves as the Deputy Chief and second in command. The Department is comprised of three functional Bureaus. The **Field Services Bureau** provides uniformed patrol service to all areas of the City 24-hours a day / 365 days a year. In addition to their patrol duties, our officers also conduct foot and bike patrols, handle special events occurring throughout the year, conduct traffic and pedestrian safety programs, and provide police canine services. The **Criminal Investigations Bureau** is responsible for the service of arrest warrants, the investigation of major crimes, and the investigation of drug violations occurring in the City. Additionally, two members of the Bureau are assigned to countywide multi-jurisdictional task forces that handle drug and child abuse/sex crime investigations throughout Carroll County. The **Administrative Bureau** handles a diverse group of responsibilities critical to the efficient operation of the Department to include our Police Communications Division, automated enforcement, fleet and facilities management, staff training and development, and our police records functions.

POSITION SUMMARY SCHEDULE



Civilian	Grade	Authorized FY '15	Authorized FY '16	Authorized FY '17
Communications Supervisor	G	1	1	1
Administrative Assistant, Certified	E	1	1	1
Property Management Specialist	E	1	1	1
Senior Communications Specialist	E	1	1	1
Communications Specialist	D	7	7	7
Parking Enforcement Officer	C	1	1	1
Custodian	A	1	1	1
Sworn	Grade	Authorized FY '15	Authorized FY '16	Authorized FY '17
Chief of Police	P	1	1	1
Deputy Chief (Major)	M	1	1	1
Captain	J	2	2	2
Lieutenant	I	6	6	6
Sergeant	H	8	8	8
Corporal	G	3*	2*	2*
Probationary Police Officer/Private First Class	F	23*	24*	24*

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

POLICE DEPARTMENT PERFORMANCE MEASURES

NOTE – ALL OF THE INFORMATION PRESENTED IN THIS REPORT RELATES TO ACTIVITIES DURING CALENDAR YEAR 2015 DUE TO CRIME REPORTING REQUIREMENTS.

REVIEW OF UNIFORM CRIME REPORT STATISTICS – 2011 THROUGH 2015

	2011	2012	2013	2014	2015	5-Year Average
Homicide	0	0	2	0	0	.4
Robbery	19	23	13	16	15	15
Aggravated Assault	75	98	72	72	44	72.2
Burglary	112	105	113	100	76	101.2
Theft	581	665	726	630	649	650.2
Auto Theft	18	13	10	14	7	12.4
Total Part 1 Crime	805	904	936	832	791	853.6

Violent crime in the City (murders, robberies and aggravated assaults) decreased by 33% in 2015 following a very slight increase in 2014. Robberies decreased by 1 in 2015 to a total of 15, remaining below the 5-year average. Property crimes (burglaries, thefts and auto thefts) decreased by 1.6% in 2015. Thefts increased by 19 cases in 2015 (+3%), while burglaries declined by 24 cases (-24%) and auto theft reports decreased by 50%. **In total, Part**

1 crime decreased by 41 cases in 2015 (-4.9%) as compared to the previous year. In the past two years, Part 1 crime has declined by 15.5% in the City as compared to 2013 rates.

REVIEW OF PRODUCTIVITY INDICATORS – 2011 THROUGH 2015

	2011	2012	2013	2014	2015	5-Year Average
State Citations	3,069	2,280	3,993	3,398	3,127	3,173
Traffic Collisions	890	879	871	907	920	893
Missing Persons	15	35	38	36	33	31
Calls for Service	11,957	12,130	11,725	10,897	10,979	11,538
Foot/Bike/T-3 Patrol Hours	1,983	2,102	2,236	1,834	2,663	2,164
DUI Arrests	94	129	176	130	131	132
Total Sworn Staffing	45	44	44	44	44	44

TOTAL ARRESTS FROM 2011 THROUGH 2015

	2011	2012	2013	2014	2015	5-Year Average
Adult Arrests	700	680	693	791	652	703.2
Juvenile Arrests	144	153	131	106	113	129.4
Total Arrests	844	833	824	897	765	832.6

The Police Department made a total of 765 arrests in 2015. Of these, 652 were adult arrests and 113 were juvenile arrests. This total represents a 14.7% decrease in total arrests from the 2014 total of 897 arrests. Over the past 5 years the Department has averaged 829 total arrests per year. It is interesting to note that while arrests decreased by 14.7% in 2015, Part 1 crime declined by 4.95%.

POLICE DEPARTMENT 2015 IN REVIEW

The Police Department experienced some significant staffing challenges during 2015. There were several retirements and resignations during the year, as well as long-term medical and administrative issues that further impacted staffing. Operational shortfalls were addressed through schedule adjustments and the judicious use of overtime and grant funding. At the current time the Department has no sworn or civilian vacancies.

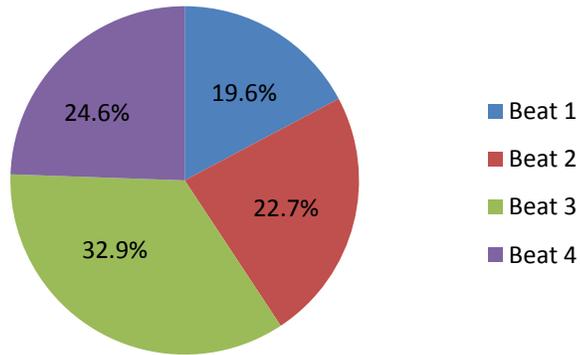
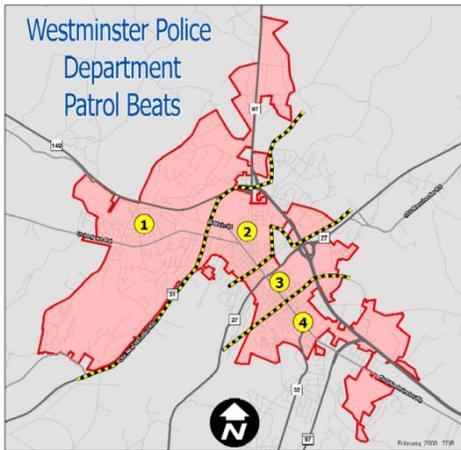
Total traffic collisions occurring in the City increased marginally during 2015, up from 907 collisions in 2014 to 920 collisions in 2015. Of these 920 collisions, 686 were minor collisions not requiring a formal collision report (per Maryland motor vehicle law). Only 234 collisions (25.4% of the total) required a formal report in 2015, down 47 collisions from 281 such collisions in 2014 (16.7% reduction). A total of 3,127 traffic citations were issued in 2015, down 271 citations from the 2014 enforcement level (8% decrease). The Department affected a total of 131 arrests for driving under the influence of alcohol and/or drugs during 2015, just 1 more than in 2014.

Calls for police service in Westminster increased by 82 calls (less than 1%) in 2015. The highest number of police calls for service in 2015 occurred in Beat 3 (32.9% of total calls) – the center city area which includes Town Mall and Cranberry Square.

The Police Department is responsible for monitoring transactions at local pawn and second-hand stores within the City on an ongoing basis. As a result of this activity, 27 cases of theft/burglary were closed during 2015 with

the recovery of stolen property from local stores. The cumulative value of the recovered stolen property was in excess of \$51,000.

2015 CALLS FOR SERVICE BY BEAT



POLICE DEPARTMENT ADMINISTRATIVE INITIATIVES

In March Chief Spaulding facilitated a day of training entitled “Justice and Law Day” for 2014-2015 class of **Leadership Carroll**. Throughout the day the class met with local judges and law enforcement leaders to gain a better understanding of the inner workings of the local criminal justice system. The training included visits to both District and Circuit Court, discussions with judges, the State’s Attorney and the Public Defender, and a tour of the Detention Center. Chief Spaulding provided two blocks of training relating to law enforcement resources in the County and local crime trends. This is the ninth year that Chief Spaulding has facilitated this portion of the Leadership Carroll program. Chief Spaulding is a 2006 graduate of the program.

In March of 2015 the **Automated Enforcement Program** (Red Light Camera) completed its fifth year of service at the intersection of Route 97 and Nursery Road in Westminister. The following is a synopsis of program activity during Year 5:

- A total of 2,438 potential red light running violations were captured on camera.
- Of these potential violations, 2,325 violations were approved for the issuance of citations. The number of red light citations issued increased by 12.7% in Year 5 as compared to Year 4.
- 22 violators contested their citations in court. All 22 drivers were convicted of red light running.
- The total number of crashes reported at the intersection during Year 5 increased by 3 in 2015 as compared to Year 4 (from 6 to 9). Only one of these collisions reported related to red light running, and that collision was in the northbound lanes of Malcolm Drive which are not monitored by the camera system.
- The Common Council voted to continue automated enforcement at this intersection for another year.
- This violator-funded program was operated at no cost to City taxpayers.



During 2012 the City partnered with the Carroll County Government on the purchase of new **800 MHz digital radio equipment** for the Police Department. The purchase, which was approved in the FY’13 operating budget, provided new mobile (car) and portable (walkie-talkie) radios which operate on the new digital radio system that the County is presently bringing on-line. The radio equipment was purchased from Motorola pursuant to the State bid process. The Department received and issued their inventory

of new portable radios in 2013. The digital mobile units were installed in police vehicles during 2013. The sole remaining element of this project was the procurement and installation of two digital radio consoles in the Communications Division of the Police Department. This portion of the project was completed in calendar year 2015.

During 2015 Chief Spaulding continued his service on several **county-level initiatives** to address social issues impacting on the criminal justice system to include:

- **Criminal Justice Diversion Workgroup** – The focus of this group is to identify and implement effective strategies designed to divert those with mental illness into appropriate treatment services and out of the criminal justice system.
- **Domestic Violence Fatality Review Team** – This multi-disciplinary workgroup reviews fatal and near-fatal domestic violence incidents occurring in the County in an effort to identify and address gaps in service which might perpetuate the domestic violence cycle.
- **Human Service Program of Carroll County** – Chief Spaulding continued his service as a member of HSP’s Board of Directors. HSP provides a broad array of critical services to families and individuals in need in Carroll County to include shelter services, job skills, literacy and financial skills and energy assistance.
- **Crisis Intervention Team Workgroup** – This multi-disciplinary workgroup is working to provide police officers in the County with enhanced training relating to the safe and effective handling of those individuals with an intellectual or developmental disability or suffering from a mental health crisis.

During 2015, Chief Spaulding continued his service as a member of the Board of Directors for the **Maryland Network Against Domestic Violence (MNADV)**. The Network is a state domestic violence coalition that brings together victim service providers, allied professionals and concerned individuals for the common purpose of reducing intimate partner and family violence and its harmful effects on our citizens. The Network accomplishes this goal by providing education, training, resources and advocacy to advance victim safety and abuser accountability.

During 2015 significant efforts were undertaken to provide needed **repairs for the Police Headquarters Building** to ensure its long-term usefulness. Efforts included parking lot repaving, HVAC system replacement, sidewalk repair, masonry repointing and other exterior cleaning and maintenance. The building is now in excellent condition and should continue to serve the Police Department for decades to come.

POLICE DEPARTMENT PERSONNEL INITIATIVES

In April Lieutenant Thomas Kowalczyk graduated from the **Northwestern University School of Police Staff and Command**. The School of Police Staff and Command is an intensive 10-week senior management program – similar to that provided at the FBI National Academy – hosted by Northwestern University at the Maryland Police Training Commission in Sykesville. Lieutenant Kowalczyk is only the third 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.

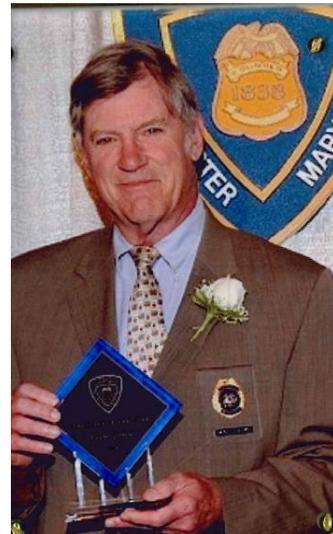
The annual **Police Department Awards Ceremony** was held at Carroll Arts Center on April 16th, 2015. A number of employees and volunteers were recognized for their tremendous contributions during 2014 to include:



DFC William Jednorski
Police Officer of the Year



Ms. Betty Ruby
Civilian of the Year



Chaplain Wayne Gadow
Volunteer of the Year

In June Detective First Class William Jednorski of the Criminal Investigations Bureau was presented with the **2015 Valor Award** by the Westminster Moose Club. DFC Jednorski was one of three Carroll County law enforcement officers recognized during a ceremony at the local Moose Club. Jednorski was selected for this honor based upon his exceptional investigative efforts during calendar year 2014. It is noted that DFC Jednorski had previously been recognized as the Westminster Police Department’s “Police Officer of the Year” for 2014 during our annual awards ceremony in April.

In August **Major Ronald Stevens**, the Deputy Chief of Police, retired from the Department culminating 10-years of distinguished service to the Department and the citizens of Westminster. Major Thomas Ledwell was hired as the new Deputy Chief. Major Ledwell came to the Westminster Police Department with 22-years of service with the Frederick Police Department, the final few years as their Chief of Police. Major Ledwell has quickly assimilated to his new role and he has already had a significant positive impact on the organization.



In December 2015 the Westminster Police Department and a volunteer received recognition as part of the **2015 Governor’s Crime Prevention Awards Program**. The Westminster Police Department received a Governor’s Crime Prevention Award for “*incorporating an overall outstanding crime prevention program as an integral part of their daily operations*”. Additionally, Larry Myers of the Department’s SCORE Uniformed Volunteer Program received recognition for his outstanding efforts in “*working with the Department and our community to further the cause of proactive crime prevention*”.

POLICE DEPARTMENT OPERATIONAL INITIATIVES



After months of planning and training, the Department initiated the **Nasal Naloxone Program** in January. Naloxone (also known as “Narcan”) is a medication used to assist individuals experiencing opiate overdoses. In the first 6-months of 2015 more than 100 drug overdoses had been reported to law enforcement in Carroll County - 14 of these overdoses resulting in a fatality. Naloxone administration training was completed for all WPD officers and a departmental policy relating to its use was issued to staff. Naloxone was issued to each Patrol Officer in mid-January and is now available for use in the field to reverse potentially fatal overdoses.

Members of the Patrol Division continued to focus their efforts on the **Downtown Business Corridor Initiative** throughout the year in response to community concerns about disruptive behavior in the area. A variety of strategies have been employed to address “quality of life” problems in the area to include the assignment of foot and bike patrol officers during certain hours each day and the use of the “Disorderly House” ordinance. Additionally, the Department has partnered with the States Attorney’s Office to more effectively manage criminal matters impacting this area. Outreach efforts in this area are ongoing. PFC Michael Beaumont was assigned as the new Main Street Officer during 2015 and he has had a significant positive impact in the area. This effort is ongoing.



In May the Department received new **Tactical Medical Kits** for each sworn member of the Department. The kits include tourniquets, trauma dressings and other medical supplies which would be useful in the event of a mass trauma situation such as an active shooter. They are equipped with a sling which permits them to be quickly donned and carried hands-free during a tactical deployment. Funding for the medical kits was provided through the State Homeland Security Grant Program and the procurement was a collaboration by the Carroll County Chiefs of Police Association. Through this grant, these kits were provide to every patrol officer in the County at no cost to the host Department.

Culminating more than two years of planning, the Westminster Police Department and Carroll County Health Department implemented the **Carroll County Crisis Intervention Team (CIT)** in November of 2013 with the initiation of the first CIT training effort. In October of 2015 the Department hosted the second iteration of CIT training – this time for a class of 14 officers, deputies and correctional officers. The CIT Officers received 40-hours of advanced training to better enable them to accurately identify and safely manage individuals who are experiencing a mental health emergency or suffering from acute mental illness. They also received training relating to effectively working with individuals with intellectual and developmental disabilities and the variety of community-based mental health services available in the County so that they may refer those in need to the proper resources in a timely and efficient manner. There are currently 24 trained CIT officers in the County and planning continues to expand the program to other law enforcement agencies across the County.



In 2015 the Westminster Police Department continued their participation in the **Carroll County School Resource Officer Partnership (CCSROP)**. Under this partnership, officers from police agencies around the County assist with the instruction of health and safety topics to school children in grades 2, 5, 6, 7 and 8. Additionally, officers enhance school security by making regular checks and foot patrols of all schools in the County during school hours and after-hour activities. During the current school year, Sergeant Benfer of the WPD Community Education Section will teach the curriculum to approximately 600 students in public and private schools located within the City of Westminster.

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

School safety programs relating to drug safety, personal safety and stranger danger were presented to the 2nd and 5th graders at Westminster Elementary and St. John School. Additionally, East Middle and St John School students in 6th grade were taught ways to “just say no”. The 7th graders were taught about internet safety and cyberbullying. The 8th graders were taught the consequence of drug abuse. These programs will be presented to a total of more than 500 students in Westminster during 2015.

For the past 12-years the Westminster Police Department and the Carroll County Sheriff's Office have partnered on the **Holiday Crime Prevention Patrol Initiative** during the Christmas holiday period. Through this collaborative effort, additional officers and deputies are assigned to the commercial areas in Westminster to provide dedicated high visibility patrols during the holiday season. The patrols focus on robbery and theft prevention until the shopping areas close, then the focus transitions to DUI and aggressive driving enforcement until 1 a.m. The patrols were initiated in late-November and continued through the holidays. Once again in 2015, no robberies or violent crimes were reported in the target area during the holiday period.



During 2015 the Police Department partnered with the management and residents of the **Bishop Garth Apartment Complex** to address concerns relating to crime and quality of life issues within the community. Efforts included quarterly meetings with Departmental representatives, management and residents to identify concerns and develop collaborative strategies to address the concerns. The Department has also increased foot patrols and property checks within the complex to deter criminal activity and instill a sense of security. Additionally, the management company has implemented an aggressive eviction and banning process within the community to weed out problem residents and visitors who are violating

property rules or adversely impacting the community. These collaborative efforts are ongoing.

POLICE DEPARTMENT COMMUNITY INITIATIVES

In June law enforcement officers from around Carroll County joined together to demonstrate their ongoing support of Special Olympics by participating in the **30th annual Law Enforcement Torch Run for Special Olympics**. Troopers, Officers and Deputies representing nearly every law enforcement agency in the County ran and cycled the Special Olympics "Flame of Hope" from the far reaches of the County to McDaniel College in Westminster. There, those flames were united in one unified flame which was carried down Main Street by more than 150 officers to its final destination at Westminster City Hall.



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

In July Chief Spaulding had the honor of participating in the **International Final Leg Torch Run** for the 2015 Special Olympics World Summer Games held in Los Angeles, California. Chief Spaulding served as a route leader for a team of law enforcement runners which collectively represented all 50 states in the U.S. and 35 foreign countries. Each of the 10 running teams also included a Special Olympics athlete chosen from around the world for their support of law enforcement in their local Torch Run program. The goal of the Final Leg is to raise awareness and excitement about the S.O. World Summer Games which began at the L.A. Coliseum on July 24th. At the conclusion of the Final Leg, the officers carried the Special Olympics "Flame of Hope" into opening ceremonies for the World Summer Games where it was used to light the caldron to officially open the games.



In August the Police Department hosted the **8th annual "Shop With A Cop - Back To School" event**. This year the Department partnered with the Westminster Office of Housing. Eighty-nine students participated in the event, shopping for all of their school supplies for the upcoming school year with a Westminster police officer or staff member. Lunch was provided for the students and officers, and then the students enjoyed a waterslide with officers, volunteers and staff.

In August officers from the Westminster Police Department, the Maryland State Police, the Taneytown Police Department and the Carroll County Sheriff's Office hosted the **17th annual "Camp C.O.P.S."** for 95 local students. "Camp C.O.P.S." is a week-long summer camp which helps local youth ages 10 to 14 to better understand law enforcement in a "police academy" environment. Participants learned self-discipline and team work by participating in challenging activities such as basic first aid, close order drill, crime scene processing and a variety of team competitions. This year was the second time that the program was coordinated by staff and volunteers of the Westminster Police Department.



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



In October Chief Spaulding, Sheriff Jim DeWees, Lieutenant Pat McCrory (MSP) and States Attorney Brian DeLeonardo participated in the **7th Annual "Cops On Rooftop"** event in Westminster. The law enforcement officials spent the weekend on the roof of a local Dunkin Donuts restaurant in an effort to raise awareness and funds for Special Olympics Maryland. The 30-hour event was a great success, raising over \$10,000 for the life-changing work of Special Olympics. The Westminster event was one of several across the state which cumulatively raised more than \$40,000 for Special Olympics.



In December the Westminster Police Department hosted our **12th annual “Shop With A Cop” holiday event** in partnership with the Westminster Walmart Store. Twenty-four children from 8 families had the opportunity to shop with the officers and members of WPD for Christmas presents for their family members – all of the funding for this program was provided through local donations. After shopping, the families were invited for a luncheon with Santa and a holiday party with members of the Police Department. During the 11-year tenure of the “Shop With A Cop” Program here in Westminster, holiday gifts have been provided to a total of 281 children from 111 local families.

POLICE DEPARTMENT GOALS FOR FY2017

Comprehensive Plan Goal	FY’17 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.	Plan and implement the Motor Vehicle Administration’s “Outstanding Arrest Warrant Program” to flag registration and licensing renewal of individuals wanted on local warrants until all open warrants have been satisfied.	June 2017
Objective 1.a. Maintain police protection in accordance with national standards of service to ensure the Westminster area is well-equipped to meet public safety needs.	Develop and implement Dispatcher recertification training for all Communications Division personnel through the National Academies of Emergency Dispatch.	June 2017
Objective 1.a. Maintain police protection in accordance with national standards of service to ensure the Westminster area is well-equipped to meet public safety needs.	Working in concert with the Carroll County Health Department, develop and present a third iteration of mental health Crisis Intervention Team training for Carroll County law enforcement. This training will better prepare law enforcement personnel to effectively and safely manage individuals suffering from mental health emergencies, developmental or intellectual disabilities.	December 2016
Objective 1.a. Maintain police protection in accordance with national standards of service to ensure the Westminster area is well-equipped to meet public safety needs.	Acquire and implement a single, secure, online management system for the distribution and tracking of our general orders , standard operating procedures and blocks of training.	June 2017
Objective 1.a. Maintain police protection in accordance with national standards of service to ensure the Westminster area is well-equipped to meet public safety needs.	Upgrade the Property/Evidence Room to better organize, utilize existing space more efficiently and maintain a secure and efficient chain of custody for evidence and	June 2017

well-equipped to meet public safety needs.	property. This includes the implementation of a bar coding system to more efficiently and accurately track the movement of property/evidence held by the Department.	
Objective 3. Increase operational efficiency and community safety through the implementation of data-driven policing.	Develop and implement a strategy to reduce crime in identified problem areas which incorporates crime analysis, problem-solving and community policing strategies.	December 2016
Objective 4. Enhance traffic safety in the City through the use of new and innovative traffic enforcement strategies.	Develop and implement a data-driven traffic enforcement strategy which will focus enforcement efforts in areas and at times with a documented high incidence of traffic collisions, community complaints and/or significant enforcement history.	December 2016

POLICE DEPARTMENT BUDGET

PUBLIC SAFETY	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	FY 2017 BUDGET	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection
FTE	58.00	58.00	58.00	58.00	58.00	58.00	58.00
Chief's Office Salaries	305,203	331,587	334,129	332,192	342,031	352,166	362,604
Administrative Bureau Salaries	512,907	540,581	593,778	637,384	654,362	671,849	689,861
Field Office Bureau Salaries	1,654,844	1,656,266	1,719,083	1,816,317	1,867,141	1,923,386	1,981,257
Criminal Investigations Bur. Salaries	636,142	660,611	681,971	703,130	723,828	745,148	767,107
Total Salaries	3,109,096	3,189,045	3,328,961	3,489,022	3,587,362	3,692,548	3,800,830
Chief's Office Benefits	153,468	161,400	190,693	198,902	204,912	211,217	217,838
Administrative Bureau Benefits	314,721	337,907	323,006	368,294	381,967	396,285	411,286
Field Office Bureau Benefits	922,374	917,010	1,132,402	1,112,864	1,158,424	1,207,024	1,258,583
Criminal Investigations Bur. Benefits	310,289	332,845	441,371	477,730	497,362	518,170	540,243
Total Benefits	1,700,852	1,749,162	2,087,472	2,157,790	2,242,665	2,332,696	2,427,950
TOTAL PERSONNEL EXPENSES	4,809,948	4,938,207	5,416,433	5,646,812	5,830,027	6,025,244	6,228,780
Chief's Office	307,451	301,281	281,300	276,500	277,000	277,500	277,500
Administrative Bureau	385,153	434,137	511,380	540,467	546,455	561,267	577,190
Field Office Bureau	61,730	61,687	62,500	69,640	65,700	66,800	67,600
Criminal Investigations Bureau	10,063	12,648	13,500	13,500	14,000	14,200	14,400
Facilities	42,597	53,904	61,350	53,350	53,400	53,450	53,500
TOTAL OTHER OPERATING EXP	806,994	863,657	930,030	953,457	956,555	973,217	990,190
Capital Projects	130,469	190,827	190,400	167,000	140,000	140,000	140,000
TOTAL CAPITAL REQUIREMENTS	130,469	190,827	190,400	167,000	140,000	140,000	140,000
TOTAL PUBLIC SAFETY	5,747,411	5,992,691	6,536,863	6,767,269	6,926,582	7,138,461	7,358,970

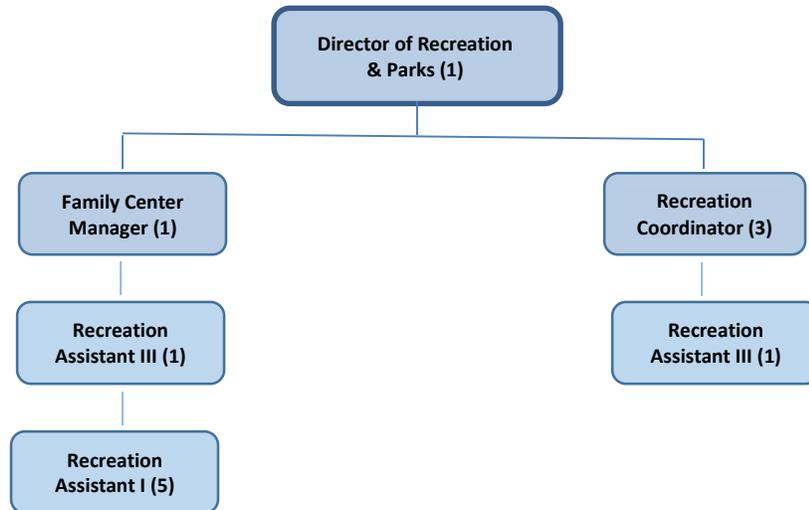
RECREATION AND PARKS

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

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

The Family Fitness Center is committed to providing an affordable option to individuals and families encouraging members to adopt positive lifestyle choices- offering a full-service weight room featuring circuit and free-weight equipment, a large assortment of cardiovascular equipment and on-staff trainers to instruct on proper equipment use. The Family Fitness Center gives citizens the tools to maintain health, additionally, the group fitness program boasts more than 40 fun-filled classes weekly including cardio, yoga, spinning and Zumba.

POSITION SUMMARY SCHEDULE



	Grade	Authorized FY '15	Authorized FY '16	Projected FY '17
Director, Recreation & Parks	M	1	1	1
Recreation Coordinator	E	2	2	3
Administrative Coordinator	D	1	1	0
Family Center Manager	E	2	2	1
Recreation Assistant III	C	2	2	2
Recreation Assistant I	A	4	4	5

RECREATION AND PARKS SPECIAL EVENTS

CELTIC CANTER 5K AND DOWNTOWN IRISH CELEBRATION

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

EGG HUNT

A traditional egg hunt for children ages one to eight, is an annual event held at Westminster City Park. The egg hunt features over 10,000 treat-filled eggs and 200 special prize eggs. The Westminster 4-H Rabbit Club provides a rabbit petting experience; the Westminster City Police Department is on-site and the Carroll County Safe Kids program is present with information and giveaways. Participants also enjoy face painting crafts and games.

TWILIGHT EGG HUNT

The Twilight Egg Hunt is for older children, ages nine to twelve, who are too old for participation in the traditional egg hunt but still enjoy the excitement of hunting eggs. The twilight egg hunt, held at King Park and begins at dusk. The first 100 participants receive a flashlight to help with the hunt for thousands of eggs.

FLOWER AND JAZZ FESTIVAL

The Westminster Flower and Jazz Festival, held the Saturday before Mother's Day, kicks off with a 5K race. Held in downtown Westminster, this street fair features local nurseries offering a variety of plants, flowers, and shrubs for purchase; food vendors serving a multitude of tasty treats; great entertainment on three stages and over 200 craft; and retail vendors showcasing a variety of unique items.

MOTHER/SON & DADDY/DAUGHTER DATE NIGHT

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

SUMMER CAMP

The City of Westminster's Summer Camp Program provides a safe and enjoyable environment for children to participate in a variety of activities, games, sports, crafts, and trips. The goal is to help children have fun while building social interaction and problem solving skills through positive peer interactions. Additionally, campers in grades 1-8, will increase their level of fitness in this high-energy outdoor camp environment.

RECREATION AND PARKS MONTH

During the month of July the City of Westminster celebrates Recreation and Parks Month. A National movement supported through the National Recreation and Park Association, this event highlights the enduring importance of parks and recreation for the health and well-being of thriving communities like Westminster. This July the celebration is recognized with an activity every day of the month highlighting one of Westminster's fine recreational facilities, parks or open spaces.

MONTH OF SUNDAYS CONCERT SERIES

Each Sunday in July, a variety of great music is offered at the Westminster City Park. Concerts are free and open to the public; concessions are available for purchase. The concert series is presented in joint cooperation with the City of Westminster Recreation Department and the Carroll County Department of Recreation and Parks.

WESTMINSTER FALLFEST

Fallfest is a four day community event with fun for everyone. The Westminster Fallfest parade marches down Main Street marking the official start of this popular event. The festival is comprised of rides, games, food, entertainment, and an assortment of craft, commercial, and non-profit vendors. Midnight Madness and The

Downtown Dash 5K race add to the excitement. Hundreds of volunteers from local organizations and area schools help staff the event.

DECORATED SCARECROW CONTEST

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

DOWNTOWN HALLOWEEN PARTY AND PARADE

A celebration in cooperation with the American Legion, the downtown restaurants and retailers and the Westminster Library. Little ghouls and goblins come calling as businesses open their doors to trick or treaters. Parents and children alike can delight in the creativity of the decorated scarecrow contest as they make their way through town collecting treats. The fun continues at Locust Lane with a variety of crafts and activities and at the haunted house hosted by the Westminster Library. This magical day concludes with the American Legion's Halloween Parade.

ELECTRIC HOLIDAY PARADE

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

TREE LIGHTING

Ring in the holiday season after the parade at this community event. Sip hot cocoa, listen to the seasonal sounds of the Westminster Municipal Band, and sing carols in historic Downtown Westminster while you eagerly await the arrival of Santa. At the conclusion of the tree lighting, visitors are encouraged to gather across the street at the Westminster Library for Santa's Treat, a special event just for children.

SANTA'S TREAT

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

WESTMINSTER'S GOT TALENT

In cooperation with The Carroll County Arts Council, The City of Westminster Recreation and Parks Department hosts Westminster's Got Talent competition. Categories include vocal music, instrumental music and dance. Prizes are awarded by a panel of judges by age/category.

RECREATION & PARKS PERFORMANCE MEASURES

	FY2015	FY2016	FY2017 (Projected)
Pavilion Rentals	133	135	140
Facility & Field Permits Processed	19	20	25
Pool Members - City	239	240	245
Pool Member – County	85	90	95
Swim Team Members	109	110	110
Swim Lesson Participants	230	235	240
Summer Camp Enrollments	537	549	600
Total Family Fitness Center Members	1,231	1,677	1,700
Number of Check-ins	50,649	41,770	50,000
Group Fitness Class Attendance	17,056	17,100	17,200
Guest Visits	1,025	1,212	1,300
Gym Rental Hours	502	605	650
Number of Rental Patrons	4,909	5,800	6,000
Approximate Yearly Traffic	56,583	48,780	50,000
Volunteer Hours	350	816	1,100
Celtic Canter & Irish Celebration	500	3,000	5,000
Mother/Son Date	191	200	200
Daddy/Daughter Date	117	150	150
Egg Hunt	1,200	1,350	1,400
Twilight Egg Hunt	150	150	150
Flower and Jazz Festival	6,000	6,000	6,000
Flower and Jazz 5K	153	400	600
Pooch Pool Party	50	100	100
Decorated Scarecrow Contest	30	60	60
Downtown Halloween Party & Parade	5,000	7,000	7,000
Electric Holiday Parade	7,000	7,000	7,000
Santa’s Treat	300	350	350
Tree Lighting Ceremony	1,000	1,000	1,000
Visits with Santa/Horse Drawn Carriage Rides	100	400	400
Month of Sundays Summer Concert Series	3,000	2,500	3,000
Westminster Fallfest	40,000	40,000	40,000
Westminster’s Got Talent	150	300	350
Recreation & Parks Month	400	1,000	1,000

RECREATION & PARKS ACCOMPLISHMENTS FY2016

Fiscal year 2016 proved to be a productive year for recreation and parks.

One year after implementation of Active Network, a web-based recreation and facility management software solution, the city of Westminster Recreation and Parks Department now has automated, reliable financial and statistical data. Efficiently and effectively transacting with Eden, the City’s financial management software, Active

Network has saved time and improved accounting accuracy and customer service. Staff will also benefit from system optimization training to increase understanding of the product and system capabilities.

Improvements throughout the Westminster Family Center continue. The exterior of the Armory now boasts a replica of the seal that originally adorned the front of the building in 1917. The gymnasium benefitted from new paint and insulation plus a completely refinished gym floor. Locker room improvements include an upgrade to the men's and women's shower areas with poured in place rubberized flooring and new shower stalls. The fitness center added one additional treadmill to increase customer satisfaction during peak use times and a myriad of new and replacement group fitness equipment. Lastly, the addition of a hot yoga studio and new, talented instructors has greatly enhanced member services and satisfaction.

The Westminster Community Pool received a necessary repair to the pool floor. A large crack formed around the perimeter of the pool during the 2015 pool season which resulted in daily water loss. To prevent further damage to the pool shell and unnecessary water loss the crack was repaired temporarily to maintain levels of service during the 2015 pool season. Immediately, upon closing, major repair work commenced to remediate the extensive crack in the pool shell. The crack was successfully repaired and the Westminster Municipal Pool is ready to open for the 2016 season.

Three new events were established during fiscal year 2016: Downtown Dash 5K, Horse Drawn Carriage Rides Saturdays in December and an expanded Irish Celebration in conjunction with the Celtic Canter. Recreation and Parks also assisted with the Wine Stroll. All events are developed as economic drivers to downtown Westminster restaurants and retailers.

Westminster City Parks in partnership with the Boys and Girls Club of Westminster and Habitat for Humanity received grant funding through KaBOOM! a non-profit foundation matching worthy organizations with funding partners. This funding opportunity enabled the City to replace the playground equipment at Dutterer Park as well as make other aesthetic improvements that encourage fun, creativity and play. The new equipment was installed in one day with the help of 200 volunteers and a generous financial contribution from Baltimore Gas and Electric.

In addition to the KaBOOM! grant, The City of Westminster was also the benefactor of Program Open Space funding for improvements to Jaycees Park.

Belle Grove Square Park and Charles Street Tot Lot were both renovated during FY16. Totaling over \$220,000 in grant funding, the money enabled the City to replace aging benches at Belle Grove Square Park as well as add new trash receptacles and energy efficient park lighting. Charles Street Tot Lot received a complete replacement of playground equipment providing two brand new play units appropriate for children ages 2 to 5 and 5 to 12.

RECREATION & PARKS GOALS FOR FY2017

- Systematically and efficiently provide for the recreational needs of all Westminster City residents by use of both public and private resources.
 - Encourage a continued, effective and efficient working relationship with community organizations which will enhance our visibility and maximize use of our facilities and services.
 - Continue to seek out and develop partnerships with for profit and not for profit organizations to enhance our volunteer base and program offerings.
- Enhance and evaluate current recreation program offerings.
 - Provide recreational programming that supports the needs of and enriches the family unit.
 - Divest of programs, services and events that are declining in numbers and invest in recreational trends and services that have a large impact on the health and well-being of the community.

- Increase involvement and support of downtown businesses through the development and enhancement of new and existing special events.
 - Continue to search for and explore additional opportunities to develop new programs and events creating opportunities for tourism and increased traffic to downtown businesses.
- Explore and develop new sources of revenue to limit dependence on tax dollars.
 - Evaluate other funding sources and improve access to grants, gifts and bequests.
 - Improve department cost recovery through cost containment and assessment of user fees.
- Promote a working environment where learning is encouraged, new ideas are welcome, and a friendly atmosphere prevails as the most productive team approach to business.
 - Nurture a high level of professionalism through the support of continuing education and other career enrichment opportunities thus improving our image to the public through excellent customer service and satisfaction.
- Develop plans and policies which will guide the growth and development of recreation and leisure opportunities in the City of Westminster thus ensuring a high quality of life for all residents and future generations.
 - Collaborate with civic associations and individual residents to determine short- and long-range needs/desires for neighborhood; park, community recreation facilities and open spaces.

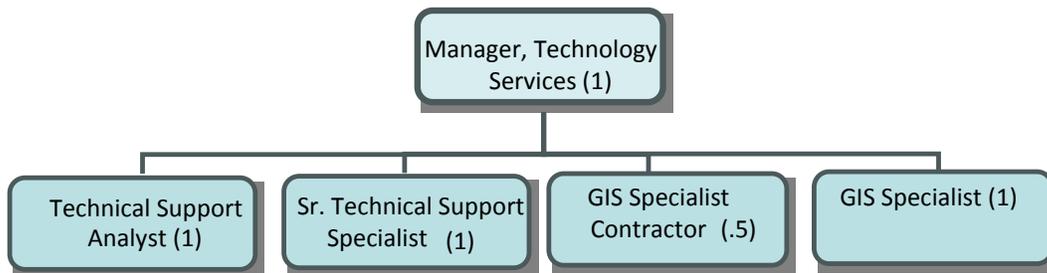
RECREATION & PARKS BUDGET

RECREATION & PARKS	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	FY 2017 BUDGET	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection
FTE	11.00	11.00	11.00	10.50	10.50	10.50	10.50
Administration	111,329	84,429	111,247	82,345	84,815	87,360	89,981
Family Center	241,446	277,742	320,266	291,425	292,484	299,946	307,601
Summer Camps	41,605	38,073	78,000	70,420	81,030	86,061	91,093
Program & Events	68,175	75,646	101,723	118,271	121,756	125,346	129,043
Swimming Pool Operations	31,240	34,381	49,122	54,624	51,030	53,061	55,093
Total Salaries	493,795	510,271	660,358	617,085	631,116	651,773	672,810
Administration	37,748	43,060	69,812	38,480	40,124	41,864	43,708
Family Center	146,914	168,339	185,870	180,866	188,145	196,326	204,961
Summer Camps	5,921	6,044	10,273	10,124	11,409	12,315	13,273
Program & Events	23,572	22,670	27,654	44,842	46,667	48,604	50,658
Swimming Pool Operations	4,004	4,512	6,345	7,024	7,034	7,502	8,002
Total Benefits	218,159	244,625	299,954	281,336	293,379	306,611	320,602
TOTAL PERSONNEL EXPENSES	711,954	754,896	960,312	898,421	924,495	958,384	993,411
Administration	24,379	32,203	42,825	44,600	45,800	48,100	49,900
Family Center	3,350	20,303	23,233	26,232	23,232	23,732	24,232
Summer Camps	21,863	22,168	25,000	30,000	30,000	32,000	34,000
Program & Events	37,986	54,786	48,600	53,000	55,000	57,000	59,000
Swimming Pool Operations	39,587	36,067	45,300	47,300	54,800	63,100	71,300
Parks & Playground Operations	19,334	26,151	35,600	45,800	48,000	50,600	52,200
TOTAL OTHER OPERATING EXP	146,499	191,678	220,558	246,932	256,832	274,532	290,632
Capital Projects	110,002	0	0	0	0	0	0
TOTAL CAPITAL REQUIREMENTS	110,002	0	0	0	0	0	0
TOTAL RECREATION & PARKS	968,455	946,574	1,180,870	1,145,353	1,181,327	1,232,916	1,284,044

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 Dave Davidson. Technical Support Analysts provide high level technical and application support, in addition to helpdesk assistance. Geographical Information Systems application support is provided to the user community by GIS Specialists. Contract funding will provide ongoing support, in addition to funding from other department computer services funding.

POSITION SUMMARY SCHEDULE



	Grade	Authorized FY '14	Authorized FY '15	Authorized FY '16
Manager, Technology Services	J	1	1	1
Technical Support Analyst	J	1	1	1
Support Analyst/Technical Trainer	F	1	1	1
GIS Specialist	I	1	1	1
GIS Technician	G	.5	.5	.5

TECHNOLOGY ACCOMPLISHMENTS FOR FY2016

- Completion of Full health check of the Storage Area Network.
- Completion of the Westminster Fiber Network Pilot Project construction.
- Completion of migration and upgrade of Eden application, supporting applications, and associated databases.
- Completion of development and launch of City of Westminster mobile application.
- Replaced firewall with FIPS 140-2 compliant device at WPD.
- Created and filled part-time GIS specialist position.
- Created and filled full time Support Analyst/Technical Training.
- Switched The City to gigabit internet provided by Ting.
- Completed configuration of a failover internet system.
- Implemented a new browser based VPN program.
- Implemented an employee notification system for emergencies.
- Implement new Fiber location based software.
- Upgraded all Desktops and Laptops to Windows 7
- Implemented ArcGIS online.

TECHNOLOGY GOALS FOR FY2017

- Continue support for the implementation of additions to the Financial Accounting System.
- Migrate current Exchange Server 2007 email system to Office 365.
- Add additional features to the GIS Server environment and provide a higher level of GIS services to both City Staff and our citizens.
- Selection and implementation of an Enterprise Content Management System with full GIS integration.
- Continue efforts to bring FTTP to Westminster businesses and residents.
- Migration of all data from our current server environment to the Storage Area Network.
- Implement new Endpoint Protection on all devices.
- Implement a new backup and recovery program.
- Implement SharePoint online for employee document management.
- Upgrade all servers from 2003 to newer operating software.
- Get devices into the hands of City employees to utilize ArcGIS online.
- Set up and maintain a Technology training room for all City employees.

TECHNOLOGY BUDGET

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

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

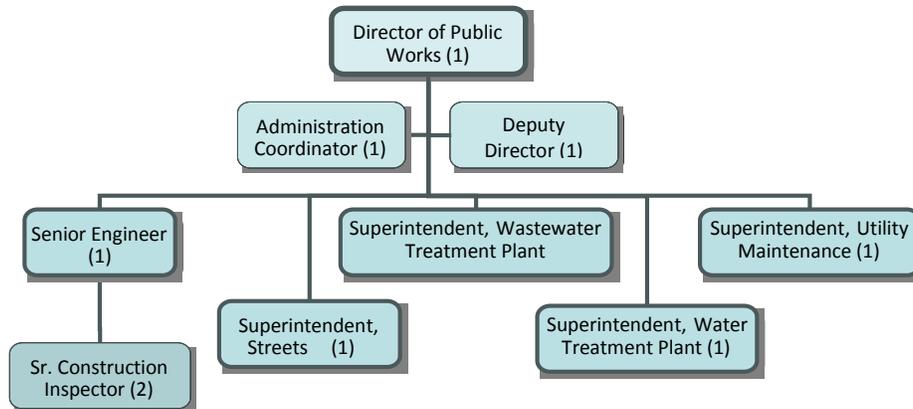
TECHNOLOGY SERVICES	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	FY 2017 BUDGET	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection
FTE	4.00	4.00	4.50	4.50	4.50	4.50	4.50
Salaries	209,988	228,807	281,127	261,748	269,600	277,688	286,019
Benefits	95,859	123,332	144,450	135,537	140,953	146,636	152,600
TOTAL PERSONNEL EXPENSES	305,847	352,139	425,577	397,285	410,554	424,324	438,619
Administration	68,631	69,246	92,550	99,300	105,000	110,250	115,950
Technology	328,392	277,891	423,450	397,500	399,000	426,000	453,000
TOTAL OTHER OPERATING EXP	397,023	347,137	516,000	496,800	504,000	536,250	568,950
Capital Projects	152,531	36,535	290,000	680,200	534,500	400,000	300,000
TOTAL CAPITAL REQUIREMENTS	152,531	36,535	290,000	680,200	534,500	400,000	300,000
TOTAL TECHNOLOGY SERVICES	855,401	735,811	1,231,577	1,574,285	1,449,054	1,360,574	1,307,569

PUBLIC WORKS

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

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

POSITION SUMMARY SCHEDULE



Public Works Administration	Grade	Authorized FY '14	Authorized FY '15	Authorized FY '16
Director of Public Works	P	1	1	1
Deputy Director	M	0	0	1
Administrative Coordinator	D	1	1	1
Engineering				
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 FY2016

Gesell Property Well (Phase I- Pipeline Installation and Phase II- Water Treatment Facility Construction and Little Pipe Creek Intake Pumping Station)

This project, coordinated with Carroll County, has resulted in a single well that produces approximately 250 gallons per minute. This project was put out to bid and an engineering firm has been selected. During the ongoing engineering work, the water allocation permit was finalized to 330,000 GPD. This quantity was derived from a combination of the well its self and a raw water intake from Little Pipe Creek. Both water sources were combined following a suggestion from MDE to maximize the yield from the common watershed. This project was divided into phases of pipeline installation and building construction due to the delays associated with MDE approval. The pipeline installation (phase I) is complete and included connections to the Bramble Hills subdivision. The final engineering and approval process for the treatment building and surface water intake was completed in late 2015 with construction currently underway. Final completion is expected in late Fall 2016.

Waste Water Treatment Plant Enhanced Nutrient Removal Project

This project upgrades the Wastewater Treatment Plant to ENR standards and provides a bio-solids drying system which would enable the materials to be used as a fuel at the Lehigh Cement Plant in Union Bridge. Also included is an upgrade to the County Septage Facility which is funded by Carroll County. Significant discussion with MDE involving final cost share and a revisiting of engineering design approaches is complete resulting in an agreement with MDE's Grant eligibility. Total cost of the ENR project is estimated at \$53 million dollars and represents the largest capital project in Westminster's history. Engineering and construction documents are expected to be complete by June, 2016. Construction is expected to take 36 months and will commence at the completion of engineering design.

Wakefield Community Trail

This project constructs the last leg of the trail system. A re-design of the trail had become necessary due to funding delays and subsequent changes in current ADA regulations. The re-design is complete with construction currently underway. Project completion is expected in late Summer 2016.

Inflow and Infiltration Study

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

Fiber Pilot Project

This project built Fiber Optic Cable to two areas of the City, the Airpark and Carroll Lutheran Village/Wakefield on the Green. Fiber was directionally drilled and installed as a backbone which can be built upon as desired. The pilot project included installation of all building connections at the Airpark and Carroll Lutheran Village and some residential connections as requested in the Wakefield on the Green subdivision.

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. FY15-16 completed \$700,000 dollars of pavement milling and overlay. In addition, a pilot study to test a road re-surfacing technique called Micropave is underway which could result in significant savings in some areas as opposed to the current conventional milling which is necessary for failed pavement conditions.

ADA Sidewalk Ramp Project

The City budgeted \$50,000 for this project in FY 15-16. The project is completed in advance of the re-paving to be consistent with the City's ADA policy.

Installation of Second floor egress at City Hall.

A second floor egress system was necessary for the Historical society to utilize City Hall consistent with their lease of the property. This work resulted in the construction of an exterior staircase from the second floor to the outdoor porch floor below that retained the historic appearance of the building.

Langdon Storm Water Facility

The City is required by recent storm water regulations, to mitigate certain impervious surface thereby reducing direct runoff. The Langdon property is situated to capture a significant portion of this required impervious surface. In a joint effort to meet this challenge, the City and County are working together with regard to land acquisition and engineering/construction. The engineering work which is complete and permitting approvals are underway. Construction is expected to begin in the spring of 2017.

Hydes Quarry Testing

Hydes Quarry is a potential untapped water source for the City. This source was investigated for feasibility in terms of quantity and quality of the available water. The City, in joint effort with the County developed a pumping and testing protocol which was approved by MDE for study purposes. The initial study is complete and this water source is now being evaluated for its best most productive potential in concert with other existing water initiatives. A meeting to discuss use proposals with MDE is pending.

PUBLIC WORKS PERFORMANCE MEASURES

	CY2013	CY2014	CY2015	CY2016 (Projected)
Daily Inspections	24	32	50	100
Pre-bid Conferences	6	10	12	15
Construction Progress Meetings	20	16	30	40
Construction Change Orders	10	12	10	15

PUBLIC WORKS GOALS FOR FY2017

- Ensure adequacy of wastewater treatment operations in terms of quantity and quality, while maintaining compliance with regulatory requirements.
 - Provide engineering and design services for ENR upgrade to the Waste Water Treatment Plant.

- Ensure adequacy of potable water systems in terms of quantity and quality.
 - Implement priority water supply projects as they become financially feasible.
 - Construct the Gesell Well and Little Pipe Creek intake project.
 - Coordinate with State and County agencies to develop long-term water resource strategies.
- Link Westminster area parks and open space with a system of trails, pedestrian pathways, and bicycle routes.
- Engage in pilot testing of alternative pavement rehabilitation processes.
- Develop strategies to meet new Storm Water regulations.
 - Work with Carroll County staff for design and administration of storm water projects.
 - Considerable effort between the County, WRCC, City and other Municipalities resulted in a general agreement which defines a direction to storm water compliance. The general agreement included a MOU that contains a funding cost share of 80/20 and a single storm water permit that would be County wide. Each Municipality would still hold individual responsibility for their jurisdictions responsibilities. However, the single permit approach will facilitate a more economical compliance, where facilities can be built outside the confines of jurisdictional boundrys and take advantage of economies of scale as well.
- Facility Improvements
 - Continue efforts to restore and repair City owned structures.
- Citywide Fiber Project
- Construct the next phases (west of Route 31) of the City wide Fiber Project and house connections as requested. This section will connect the two pilot areas as well.
- Continue design work for the remaining unserved areas of the City and new developments

PUBLIC WORKS ADMINISTRATION BUDGET

PUBLIC WORKS ADMINISTRATION & ENGINEERING	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	FY 2017 BUDGET	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection
FTE	6.00	6.00	7.00	7.00	7.00	7.00	7.00
Salaries	295,776	313,696	458,979	371,684	382,835	394,320	406,149
Benefits	140,785	159,503	210,863	246,721	257,245	268,392	280,209
TOTAL PERSONNEL EXPENSES	436,561	473,199	669,842	618,405	640,079	662,712	686,358
Administration	9,792	10,940	12,608	12,750	12,848	13,246	13,345
TOTAL OTHER OPERATING EXP	9,792	10,940	12,608	12,750	12,848	13,246	13,345
Capital Projects	0	0	0	0	0	0	0
TOTAL CAPITAL REQUIREMENTS	0	0	0	0	0	0	0
TOTAL PUBLIC WORKS & ENG	446,353	484,139	682,450	631,155	652,927	675,958	699,703

FACILITIES

The City of Westminster has established separate budget accounts to capture all costs associated with the various non-utility based facilities the City rents or owns to establish a baseline for future maintenance, rehabilitation, and improvements. This will provide the baseline data required to monitor energy costs.

The City of Westminster's most beautiful and historic buildings, such as City Hall and the Old Armory, are in need of major investment for rehabilitation. It is a significant financial undertaking to rehabilitate these buildings; and therefore, prudent to perform a comprehensive needs-based analysis of all City buildings and facilities. The analysis includes a complete inventory of facilities, assessment of current conditions, and investment requirements to prepare a realistic, long-range facilities plan for Westminster.

The following facility repairs were complete in FY2016:

- Adding a fire escape to the historic City Hall building
- Install window film for the historic City Hall building.
- Replacing Maryland seal on Armory building.
- Parapet membrane roof replacement at the Armory building.
- Removal and replacement of interior insulation in the gymnasium at the Armory Building.

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

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

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

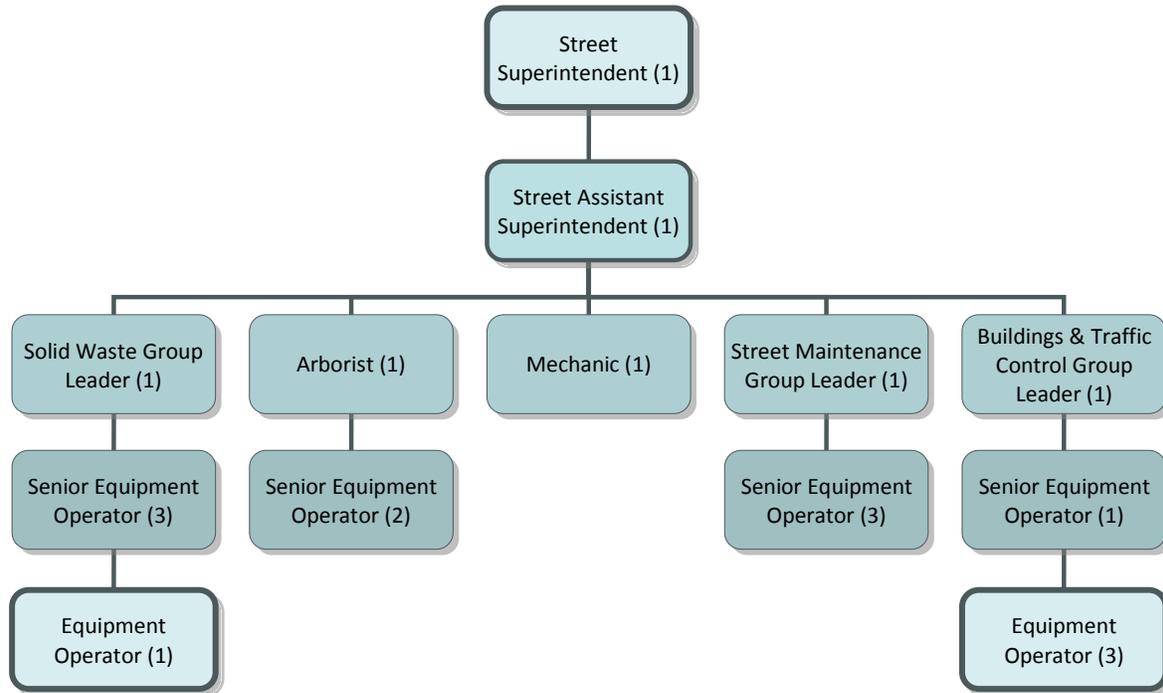
FACILITIES BUDGET

FACILITIES	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	FY 2017 BUDGET	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection
11 Longwell Avenue - Recreation & P	78,126	77,004	87,800	86,800	82,800	82,800	82,800
56 West Main Street - Administrative	161,248	155,475	176,450	176,629	178,445	180,287	182,158
105 Railroad Avenue - Public Works	30,011	26,181	31,500	33,500	33,500	33,500	33,500
1838 Emerald Hill Lane - City Hall	12,953	17,728	25,800	26,400	26,400	26,400	26,400
91 West Main Street - Carroll Arts Th	33,870	26,679	28,000	31,000	29,000	29,000	29,000
7 Schoolhouse Road - West End Place	1,811	1,050	2,500	2,500	2,500	2,500	2,500
Babylon Building (Fallfest)	0	0	0	1,000	1,000	1,000	1,000
Charles Street Property	0	0	0	10,000	5,000	5,000	5,000
Durbin House-Wakefield Property	0	0	0	16,200	5,000	5,000	5,000
Club House-Wakefield Property	0	0	0	10,000	5,000	5,000	5,000
Parking Garages	0	0	0	3,200	5,000	5,000	5,000
Parks & Playgrounds Facilities	0	0	0	0	0	0	0
TOTAL OPERATING EXPENSES	318,019	304,117	352,050	397,229	373,645	375,487	377,358
Capital Expenses	550,989	816,045	1,021,006	3,341,548	580,000	302,000	110,000
TOTAL CAPITAL REQUIREMENTS	550,989	816,045	1,021,006	3,341,548	580,000	302,000	110,000
TOTAL FACILITIES	869,008	1,120,162	1,373,056	3,738,777	953,645	677,487	487,358

STREETS AND SANITATION

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

POSITION SUMMARY SCHEDULE



	Grade	Authorized FY '15	Authorized FY '16	Authorized FY '17
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 CY2015

Storm Drains

- Maintained and repaired storm drains and inlets; repaired 15 inlets.
- Assisted the County with mapping of the storm drain system.
- Assisted the County with storm drain outfall inspections.
- Updated Storm Water Pollution Prevention Plan.

Traffic Controls

- Maintained, repaired and installed traffic control signs.
- Replaced street signs due to damage from five reported accidents and 10 reported acts of vandalism, in addition to regular maintenance.

Streets

- Installed 200 tons of blacktop in alleys.
- Invested \$700,000 dollars in the City's Annual Street Overlay Program.
- Maintained and repaired two parking garages, including collection of fees at all parking meters.
- Repainted parking areas in City parking lots.
- Assisted the County in painting center and edge lane markings.
- Assisted tree contractor with trimming of street trees and traffic control.
- Removed numerous trees damaged by storms.
- Applied thermo-plastic for crosswalks and stop bars.
- Repaired numerous potholes, as necessary.
- Trained and certified five City employees to American Traffic Safety Services Association temporary traffic control standards as required by the Maryland State Highway Administration
- Continued GPS/GIS mapping of street signs for Federal requirements.
- Collected data from GPS and on-board salt programs which allow for tracking salt usage and truck location.
- Became state certified for traffic manager

Buildings

- Maintained all City-owned and leased buildings.
- Removed graffiti from parking garages, parks, and other City buildings.

Vehicles

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

Curbside Services

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

Holiday and Special Events

- Supported special events and holiday activities with additional manpower.
- Installed and removed Christmas decorations and lights, approximately 400 hours.
- Cut, transported and erected three Christmas trees for decorating, approximately 100 hours.
- Placed additional US flags out for patriotic holidays and lowered flags several times for patriotic holidays and fallen soldiers and politicians.
- Installed and removed approximately 23 banners across Main Street for Parks and Recreation permits.
- Assisted with the Miracle on Main Street Holiday event.
- Directed two City clean up days with McDaniel and Carroll Community College.

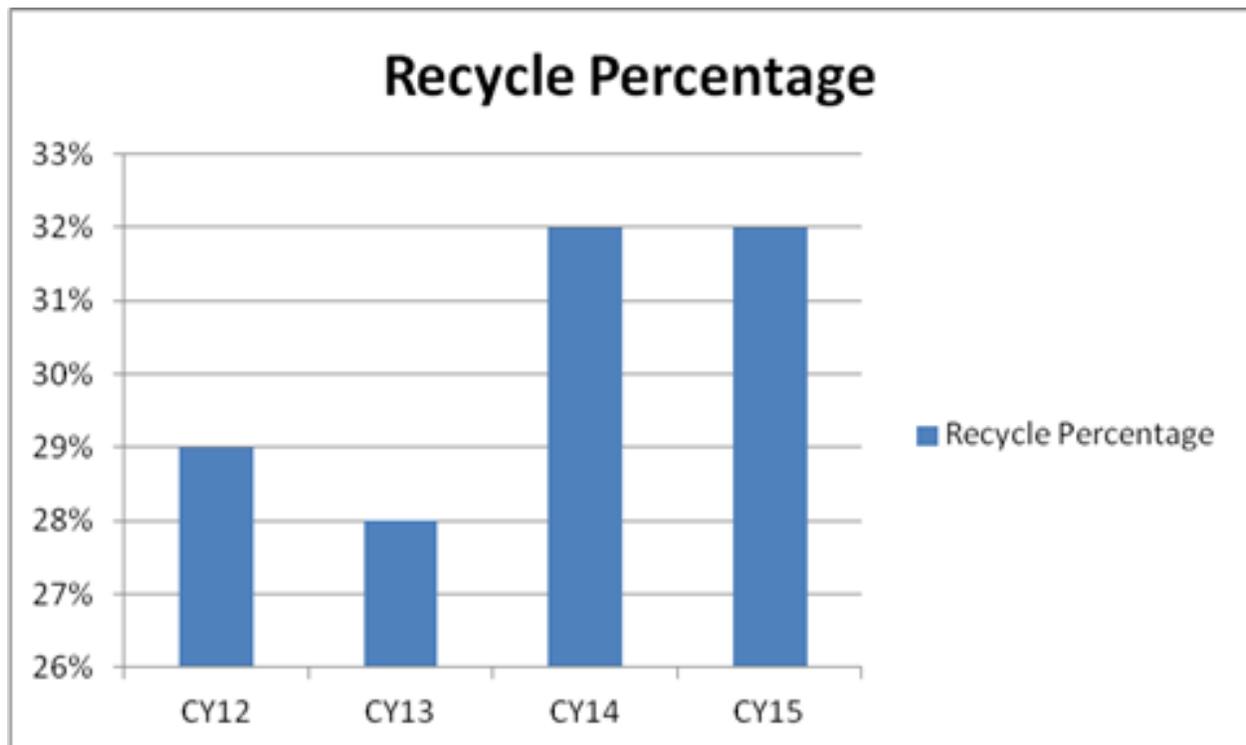
Parks

- Maintained grounds keeping of all City parks, open spaces and rights of way, including tree planting.
- Repaired and/or replaced equipment at City parks due to vandalism and regular maintenance.
- Held annual tree plantings for Arbor Week in cooperation with the Tree Commission.
- Assisted and attended annual Forestry Workshop.
- Planted and maintained flowerbeds at City Hall, Pennsylvania Avenue, and Main Street.
- Performed landscape inspections and hazard tree assessment as needed.
- Maintained athletic fields, including dragging softball fields, aerating, fertilizing, and over seeding for Parks and Recreation.
- Repaired City Park grounds after Fallfest event.
- Replaced fall protection, wood carpet, at parks.
- Removed graffiti from park equipment.
- Secured the club house at Wakefield Valley Golf Course and installed fence around building
- Mowed perimeter of Wakefield Valley Golf Course.

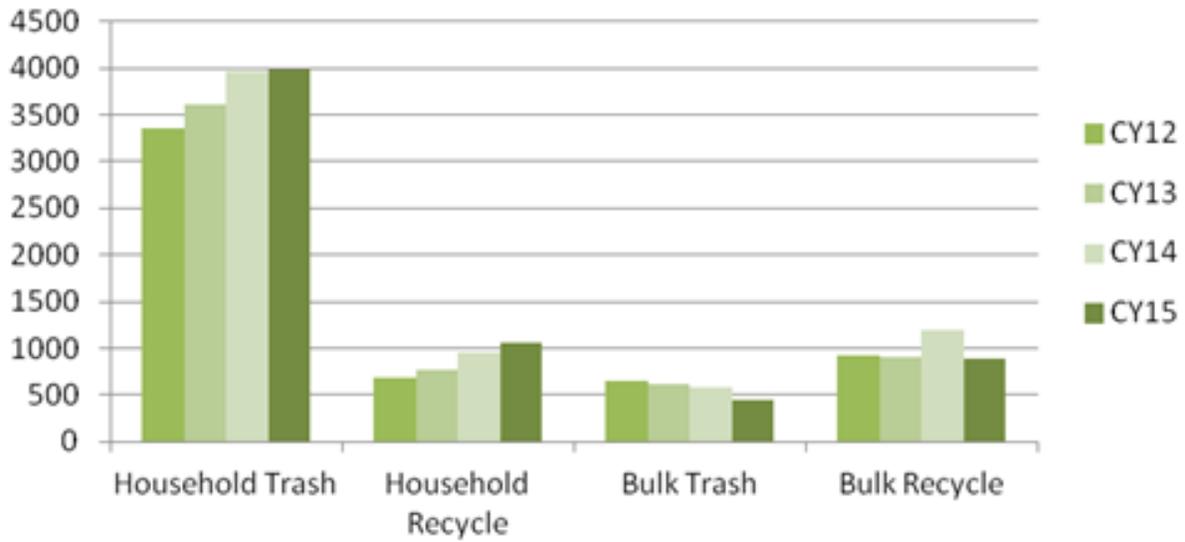
Lighting

- Replaced bulbs and ballasts on City-maintained streetlights.
- Reported in excess of 52 street light outages to BGE.
- Reported lights out on traffic lights 22 times to State Highway for repairs

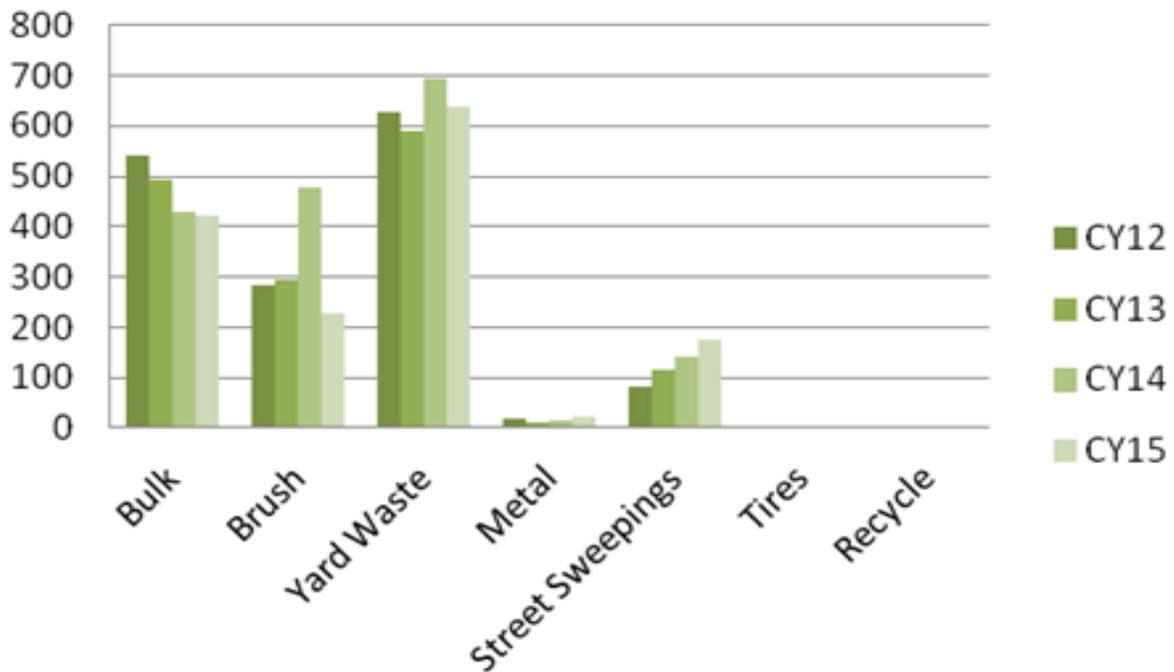
STREETS & SANITATION PERFORMANCE MEASURES



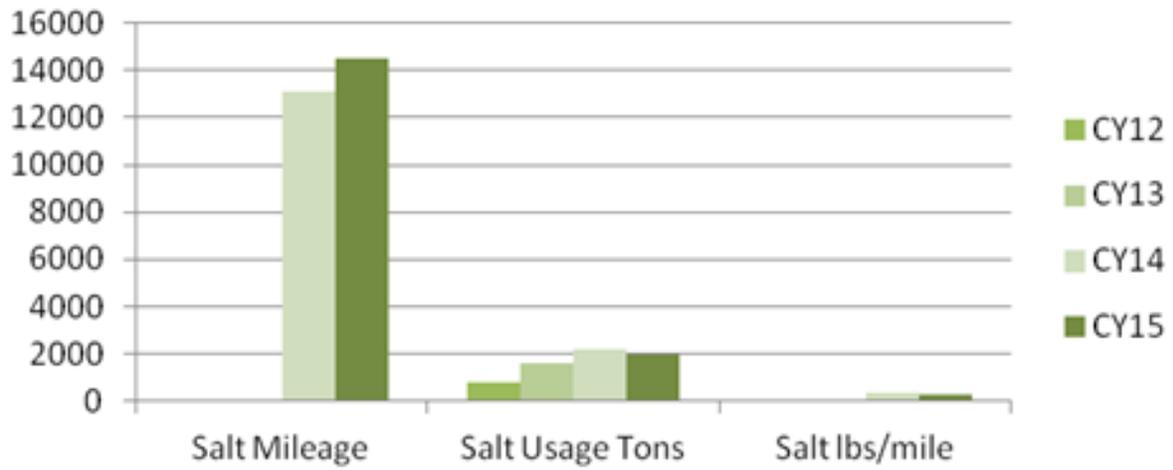
Trash & Recycling



Bulk Service



Snow & Ice Control



	CY2014	CY2015	CY2016 (Projected)
Tons of refuse collected	6,690	6,349	6,500
Tons of recyclable material collected	2,153	1,948	2,000
Recyclable rate	32%	32%	32%
Bulk trash collection	429	421	450
Brush collected	479	229	300
Yard waste/leaves collected	694	637	700
Tons of metal collected	14	22	15
Street lights repaired	52	55	60
Hours provided to special events	2,000	2,200	2,500
Linear feet of yellow curb painted	2,000	2,200	2,000
General information calls	55	50	40
Bulk pickup service calls	0	0	0
Parking meter housing replacements	10	5	5
Vehicle maintenance work orders completed	455	417	430
Linear feet of cracks sealed	0	0	0
Storm drains repaired	36	40	20
Grates and catch basins cleaned	56	60	50
Storm drain grates opened	5	5	5
Tons of salt spread	2,225	1,988	1,000
Pounds of salt per lane mile	340	304	299

STREETS & SANITATION GOALS FOR CY2017

- 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. Have information plotted on GIS and Mapped
- Promote energy efficiency in all Westminster government facilities.
 - Work with energy audit information to make City buildings more energy efficient.
- Prepare for the new Storm Water Regulations and associated discharge permit issues.

- Continue development/engineering of the Langdon property storm water management facility in concert with Carroll County.
- Increase use of salt brine for pretreatment of roads during winter storm events.

STREETS & SANITATION BUDGET

STREETS AND SANITATION	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	FY 2017 BUDGET	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection
FTE	19.00	19.00	19.00	19.00	19.00	19.00	19.00
Salaries	919,340	945,294	995,180	978,621	1,007,793	1,037,841	1,068,790
Benefits	412,878	446,940	434,089	464,024	483,633	504,348	526,242
TOTAL PERSONNEL EXPENSES	1,332,218	1,392,234	1,429,269	1,442,645	1,491,426	1,542,189	1,595,031
Administration	9,631	11,957	10,000	13,000	13,500	14,500	15,500
Operation	1,049,429	1,062,022	1,104,200	1,152,400	1,145,400	1,179,179	1,215,745
Street Sanitation	712,610	719,109	780,000	780,000	795,600	811,512	827,742
TOTAL OTHER OPERATING EXP	1,771,670	1,793,088	1,894,200	1,945,400	1,954,500	2,005,191	2,058,988
Capital Projects	1,647,797	812,513	2,065,704	1,886,469	1,778,616	2,043,047	1,902,949
TOTAL CAPITAL REQUIREMENTS	1,647,797	812,513	2,065,704	1,886,469	1,778,616	2,043,047	1,902,949
TOTAL STREETS AND SANITATION	4,751,685	3,997,835	5,389,173	5,274,514	5,224,542	5,590,427	5,556,968

UTILITY MAINTENANCE

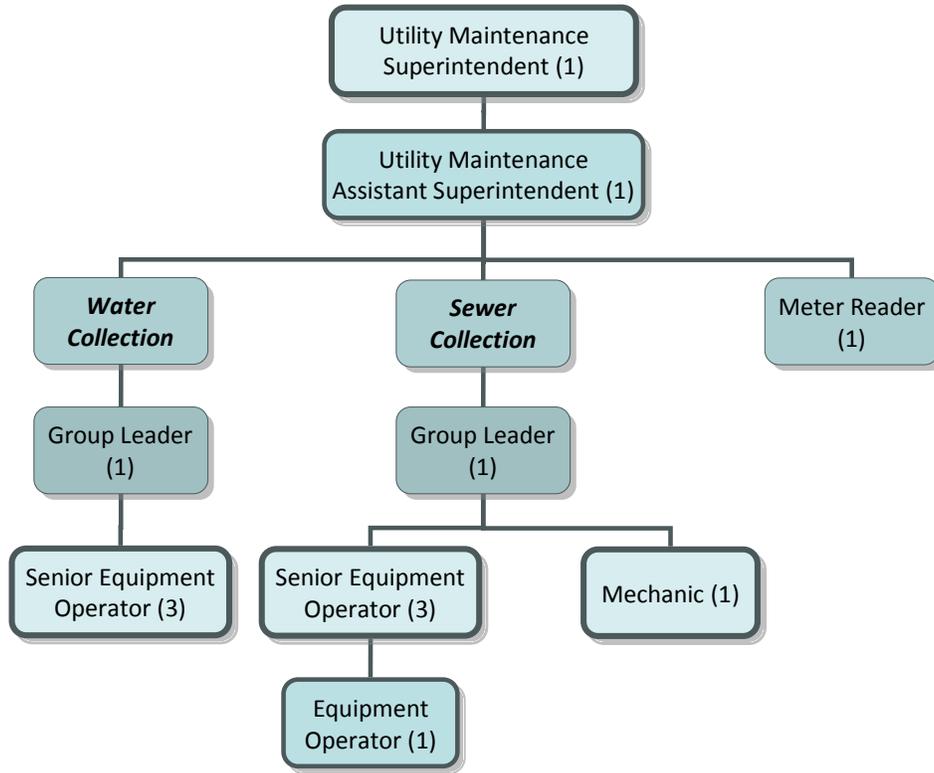
Tasked with the job of maintaining the water distribution and wastewater collection systems, the Utility Maintenance department is funded equally by the Water and Sewer Funds.

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

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



POSITION SUMMARY SCHEDULE



	Grade	Authorized FY '14	Authorized FY '15	Authorized FY '16
Superintendent	I	1	1	1
Assistant Superintendent	H	1	1	1
Group Leader	F	2	2	2
Mechanic	E	1	1	1
Meter Reader	D	1	1	1
Senior Equipment Operator	D	5	7	7
Equipment Operator	C	0	0	0

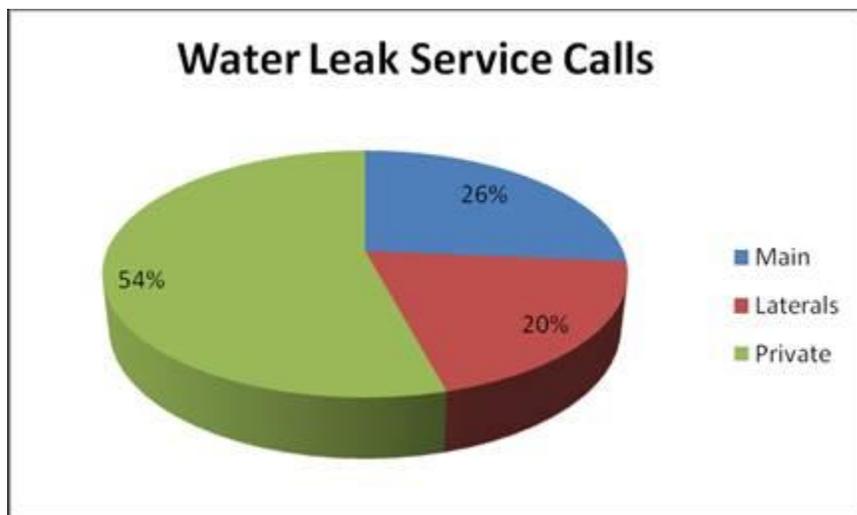
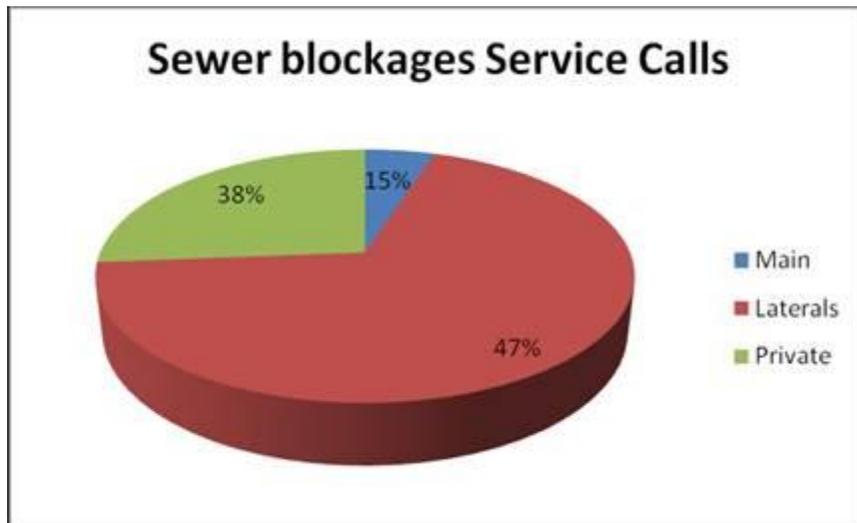
UTILITY MAINTENANCE PERFORMANCE MEASURES

	CY2014	CY2015	CY2016 (Projected)
Feet of sewer main cleaned/flushed	72,298	71,264	100,000
Upgrades to sewage pump stations	12	15	10
Sewer laterals excavated and repaired	10	3	10
New sewer service installations	2	2	1
Sewer Lateral Service calls	43	44	40
Private and Miscellaneous Service Call responses	24	53	40
Sewer Main repairs	7	19	10
Work Orders completed	2,136	2,136	2,136
Water Meter readings	38,580	38,580	38,780
Miss Utility Tickets completed	3,923	5,225	4,500
High Water Bill Inspections (HWB)	265	286	250
New Water Service installations	0	4	4
Water Related Service Call responses	456	478	500
Water Services renewed	5	4	5
Water Meter/meter top replacements	83	140	100
Hours of leak detection conducted	244	832	250
Number of Fire Hydrants repaired and serviced	13	71	75
Main leak responses	13	11	15
House Service leak responses	14	12	20
Private house service leak responses	51	49	55

SEWAGE PUMP STATION ACCOMPLISHMENTS FOR CY2015

- Completed preventive maintenance work orders
- Replaced batteries in the alarm system at all stations
- Replaced the pump base in Station #4
- Replaced the wear plates and impellers at station #5
- Replaced Bubbler Control system at station #6
- Replaced the diesel generator batteries at station #6
- Replaced the blower motor at station #7
- Replaced rotating assembly at station #13
- Replaced diesel batteries at station #14
- Installed new control panel and VFD's at the High Zone Tank
- Worked to install new pumps and controls at Hook Road Booster station





UTILITY MAINTENANCE ACCOMPLISHMENTS FOR CY2015

- Installed new pressure reducing valve on South Hills Court.
- Completed new pump installation at Hook Road Booster
- Completed 832 hours of leak detection with the Permaloggers. We able to cover the entire Water Distribution system 1.5 times and found 12 leak with an estimated 400,000 gallons of unaccounted water.

UTILITY MAINTENANCE GOALS FOR CY2016

- Replace 2" water main on Hollow Rock and City View with a 6" D.I.P main
- Install new water main on James Street
- Use new water leak detection equipment (Permalogger) reduce water loss in the system

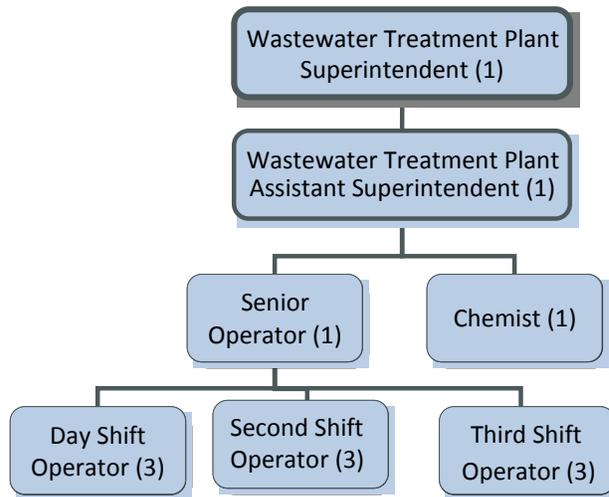
UTILITY MAINTENANCE BUDGET

UTILITY OPERATIONS	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	FY 2017 BUDGET	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection
FTE	13.00	13.00	13.00	13.00	13.00	13.00	13.00
Salaries	670,565	622,531	706,860	723,615	745,201	767,433	790,333
Benefits	292,700	318,603	364,610	339,045	353,221	368,193	384,012
TOTAL PERSONNEL EXPENSES	963,265	941,134	1,071,470	1,062,660	1,098,422	1,135,626	1,174,346
Operating Expenses	465,538	516,105	595,800	593,400	620,200	637,400	661,200
TOTAL OTHER OPERATING EXP	465,538	516,105	595,800	593,400	620,200	637,400	661,200
TOTAL UTILITY OPERATIONS	1,428,803	1,457,239	1,667,270	1,656,060	1,718,622	1,773,026	1,835,546

WASTEWATER TREATMENT PLANT

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

POSITION SUMMARY SCHEDULE



	Grade	Authorized FY '15	Authorized FY '16	Authorized FY '17
Superintendent	I	1	1	1
Assistant Superintendent	H	1	1	1
Senior Operator	G	1	1	1
Chemist	F	1	1	1
Shift Supervisor	E	1	2	0
Certified Operator	D	6	4	5
Non-Certified Operator	C	2	3	4

WASTEWATER TREATMENT PLANT ACCOMPLISHMENTS FOR FY2016

Maintenance

- Replaced two process tank BNR mixers with new floating mixers.
- Performed a complete rebuild on two clarifier scum pumps
- Replaced the shaft bearings and balanced the plant odor control fan.
- Cleaned and removed 60 tons of grit from the Septage Facility tanks.
- Replaced the skimmers for clarifier #3
- Performed routine maintenance on treatment plant equipment.

Professional Development

- Tested operators for respirator fit; respirator trained and received DOT physicals.
- Participated in Maryland Center for Environmental training seminars.
- Participated on the Safety and Health Care committees. Mark Mellendick, senior operator is Chair of the Safety Committee.
- Attended CPR, First Aid and AED training.
- Conducted plant safety meetings.
- Attended the Water Environment Technical Conference and Exhibition for technical training and to investigate new technologies.
- Trained staff on storm water and pollution prevention
- Dylon Miller passed the Class 5 A wastewater operators exam.

Analysis

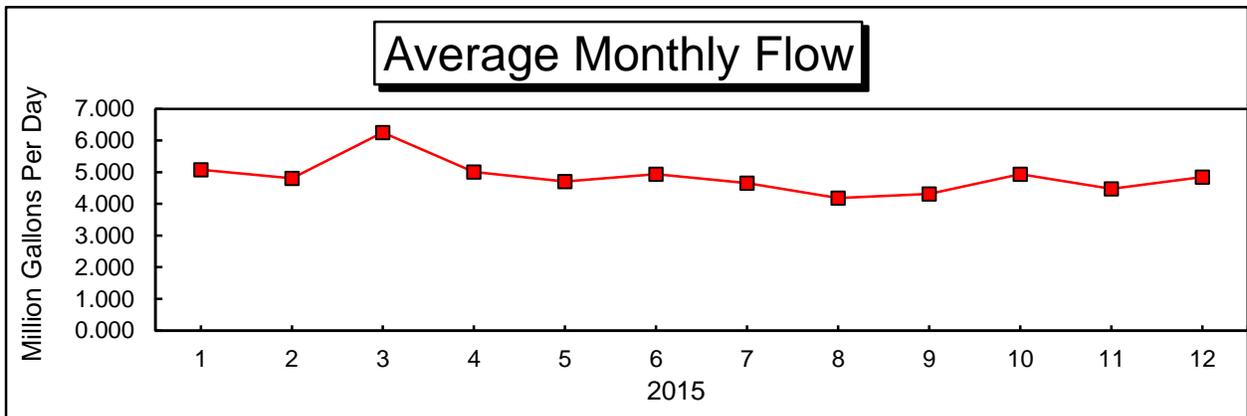
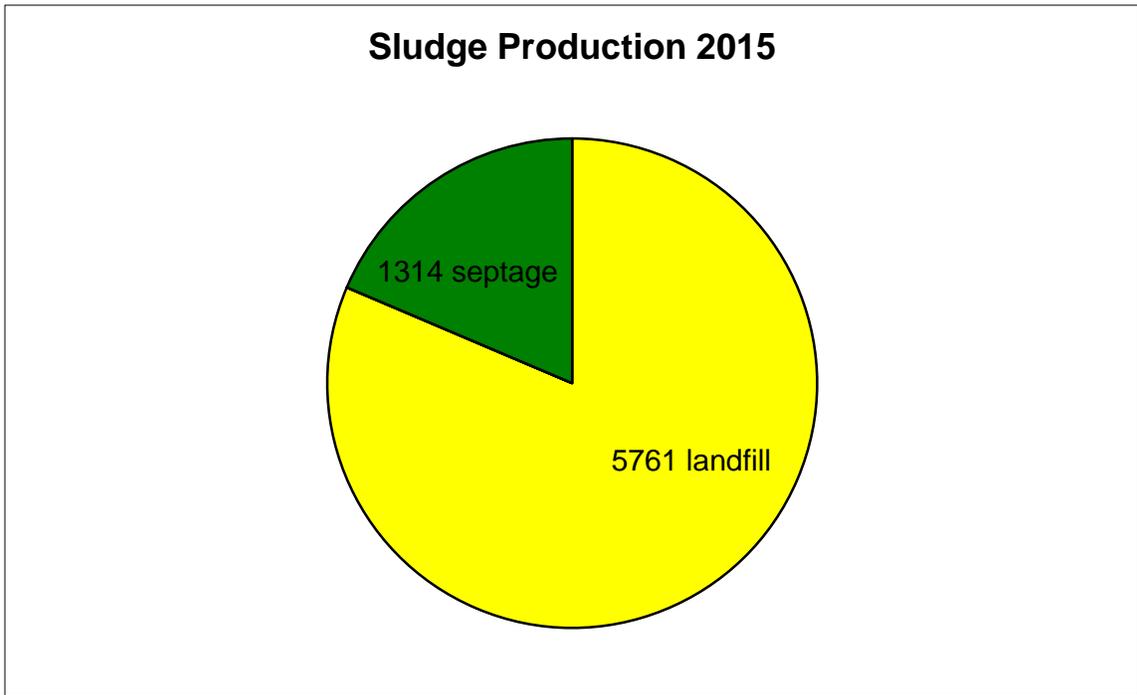
- Conducted quarterly and bi-annual raw wastewater analysis on selected industrial sewer customers and provided the finance office with billing information for sewer surcharges.
- Conducted permit required Biological Monitoring and Toxicity analysis.
- Conducted nutrient analysis.
- Collected and recorded quarterly storm water sampling.

Plant Operations

- Participated in the PJM curtailment program to shed electric load from the power grid during time of high electric demand.
- Reviewed 95% specifications and 90% drawings for the plant ENR upgrade.
- Updated and submitted a new Storm Water Pollution Prevention Plan to MDE
- Conducted a study to determine the need for a new lime silo after the ENR upgrade. Results indicate a lime silo will not needed at this time.

WASTEWATER TREATMENT PLANT PERFORMANCE MEASURES

	CY2014	CY2015	CY2016 (Projected)
Wastewater analysis conducted	35,000	35,000	35,000
Average Daily Flow (MGD)	4.8	4.8	5.0
Annual Sludge Production (wet tons)	5243	5761	5800
Annual Septage Received (MG)	16.04	18.4	19
Annual Septage Sludge Production (wet tons)	1241	1314	1300



WASTEWATER TREATMENT PLANT GOALS FOR FY2017

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

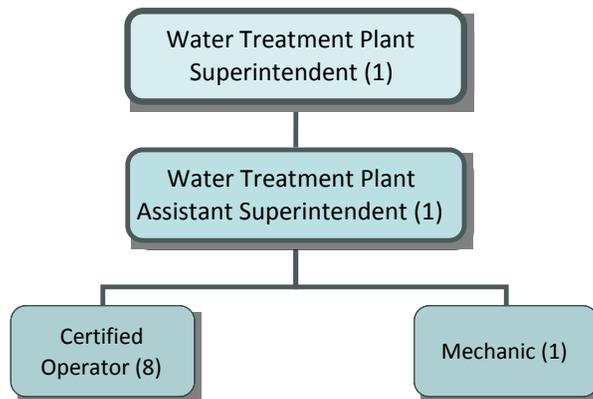
WASTEWATER TREATMENT PLANT BUDGET

WASTEWATER OPERATIONS	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	FY 2017 BUDGET	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection
FTE	13.00	13.00	13.00	13.00	13.00	13.00	13.00
Salaries	588,232	576,786	628,039	621,355	639,509	658,208	677,468
Benefits	281,004	282,528	298,532	279,886	291,427	303,643	316,582
TOTAL PERSONNEL EXPENSES	869,236	859,314	926,571	901,240	930,936	961,851	994,050
Operating Expenses	1,262,531	1,324,767	1,550,200	1,527,700	1,550,200	1,567,700	1,584,700
TOTAL OTHER OPERATING EXP	1,262,531	1,324,767	1,550,200	1,527,700	1,550,200	1,567,700	1,584,700
Capital Projects	1,009,265	1,155,313	27,720,765	28,201,951	32,344,215	2,865,000	10,655,000
TOTAL CAPITAL REQUIREMENTS	1,009,265	1,155,313	27,720,765	28,201,951	32,344,215	2,865,000	10,655,000
TOTAL WASTEWATER OPERATIONS	3,141,032	3,339,394	30,197,536	30,630,891	34,825,351	5,394,551	13,233,750

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. Beginning January 1, 2015 the City assumed operational responsibility for the Bramble Hills Water System.

POSITION SUMMARY SCHEDULE



	Grade	Authorized FY '15	Authorized FY '16	Authorized FY '17
Superintendent	I	1	1	1
Assistant Superintendent	H	1	1	1
Mechanic	E	1	1	1
Certified Operator	D	6	7	8
Non-Certified Operator	C	0	0	0

WATER TREATMENT PLANT PERFORMANCE MEASURES

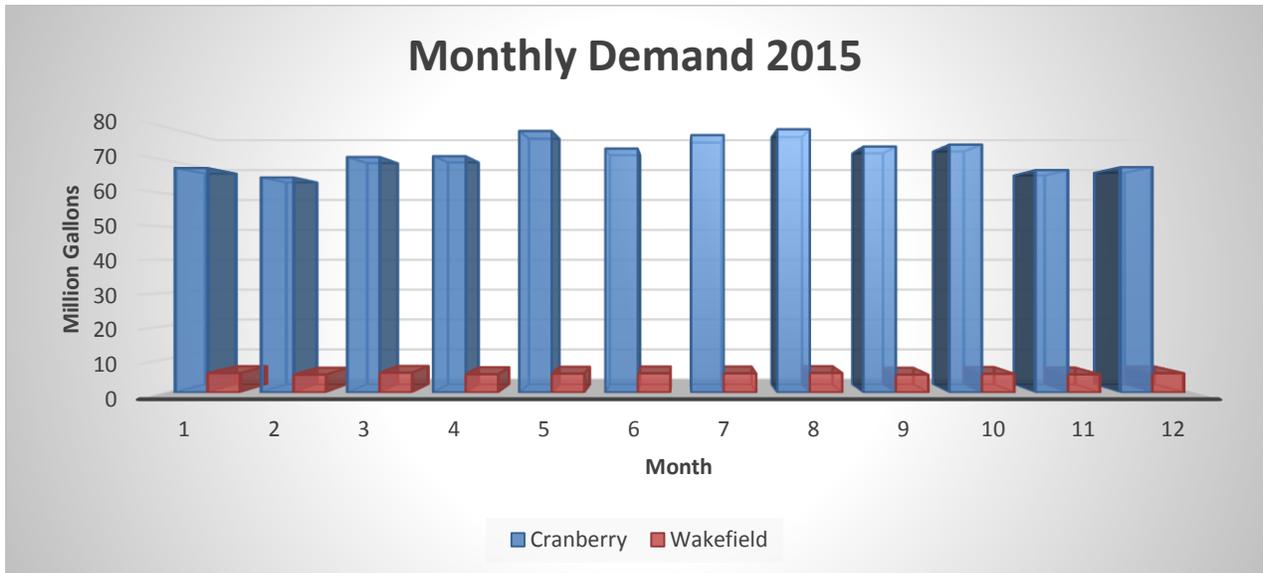
	2014	2015	2016 (Projected)
Millions of gallons delivered to Cranberry System	887	870	900
Millions of gallons delivered to Wakefield System	59	68	70
Number of incidents/interruptions	0	0	0
Quality control tests conducted	21,900	21,900	21,900

ACCOMPLISHMENTS FY 2016

Completed the Well 8 Radon Removal upgrade.
Completed an in-house rehabilitation project at Wells 9 & 10.
New Water Source testing at Little Pipe Creek.
Worked with the Utilities Dept. to repair a broken pipe and valve at the raw Reservoir.
Completed a corrosion study of our water system.

WATER TREATMENT PLANT FY2017 GOALS

- Construction of the Gesell Property well and treatment facility.
- Design of Granular Activated Charcoal Filters for the Cranberry Water Plant.
- Installation of a lime feeder system at the Cranberry Water Plant for corrosion control.
- Design and construction of the Little Pipe Creek Raw Water Pumping Station.
- Refine our treatment processes to further improve the quality of the finished water provided to our customers.



WATER TREATMENT PLANT BUDGET

WATER OPERATIONS	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	FY 2017 BUDGET	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection
FTE	10.00	10.00	10.00	11.00	11.00	11.00	11.00
Salaries	453,066	466,468	498,249	571,254	587,984	605,215	622,963
Benefits	210,940	233,881	245,582	253,188	263,718	274,855	286,642
TOTAL PERSONNEL EXPENSES	664,006	700,349	743,831	824,442	851,702	880,070	909,605
Operating Expenses	902,396	751,287	891,850	941,500	950,500	971,800	996,100
Debt Service	219,654	207,388	1,048,700	1,048,800	1,048,650	1,048,655	1,048,650
TOTAL OTHER OPERATING EXP	1,122,050	958,675	1,940,550	1,990,300	1,999,150	2,020,455	2,044,750
Capital Projects	494,026	2,010,437	2,709,000	2,989,888	555,000	1,170,000	1,400,000
TOTAL CAPITAL REQUIREMENTS	494,026	2,010,437	2,709,000	2,989,888	555,000	1,170,000	1,400,000
TOTAL WATER OPERATIONS	2,280,082	3,669,461	5,393,381	5,804,630	3,405,852	4,070,525	4,354,355

FIBER DEPARTMENT

ACCOMPLISHMENTS FY 2016

- Complete the Pilot Project
- Implement marketing plans
- Complete engineering Phase 1

FIBER FY2017 GOALS

- Install Phase 1 construction
- Achieve 20% sales of Pilot and Phase 1

FIBER BUDGET

FIBER FUND	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	FY 2017 BUDGET	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection
FTE	-	-	-	1.00	1.00	1.00	1.00
Salaries	0	4,760	30,000	75,000	77,250	79,568	81,955
Benefits	0	364	30,000	30,000	33,000	36,300	39,930
TOTAL PERSONNEL EXPENSES	0	5,124	60,000	105,000	110,250	115,868	121,885
Operating Expenses	0	64,732	94,800	429,000	490,000	556,000	622,500
TOTAL OTHER OPERATING EXP	0	64,732	94,800	429,000	490,000	556,000	622,500
Capital Projects	0	1,574,251	5,180,000	9,106,666	5,160,000	5,290,000	1,320,000
TOTAL CAPITAL REQUIREMENTS	0	1,574,251	5,180,000	9,106,666	5,160,000	5,290,000	1,320,000
TOTAL FIBER FUND	0	1,644,107	5,334,800	9,640,666	5,760,250	5,961,868	2,064,385

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

REVENUE POLICIES

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

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

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

EXPENDITURE POLICIES

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

CAPITAL IMPROVEMENT PLAN (CIP) POLICIES

1. The City will develop a multi-year plan for capital improvements, update it annually (projects including cost, description, funding source, and impact on operating budget) and make all capital improvements in accordance with the plan, and City Code requirements.

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

CAPITAL ASSET MANAGEMENT POLICIES

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

ACCOUNTING, AUDITING, & FINANCIAL REPORTING POLICIES

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

PURCHASING POLICY

1. The City shall ensure that all purchasing actions are fair and impartial with no impropriety or appearance of impropriety. All qualified buyers and sellers will have equal access to City business and no individual or firm shall be arbitrarily excluded.
2. To the maximum extent possible, purchasing actions will be conducted in a competitive environment.
3. Purchases and contracts will be made by the City Treasurer. Responsibility for certain purchasing actions may be delegated to other senior City officials by the City Treasurer.
4. All budgeted purchase requisitions are subject to the following approvals:
 - Purchases up to \$10,000 are approved by the Mayor, City Administrator, or Department Head.
 - Purchases above \$10,000 are approved by the Common Council.
 - Purchases of budgeted Capital items and vehicles may be authorized by the City Administrator to take advantage of state, county or other local purchasing options. The Common Council will be notified of such purchases.
5. Purchases up to \$100 may be made through petty cash.

6. The City will maintain yearly open purchase orders to cover purchases from vendors who supply the City with a high volume of the same or similar goods or services during the year.

INVESTMENT POLICY

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

DEBT MANAGEMENT POLICIES

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

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

(a) (1) A municipal corporation subject to the provisions of Article 23A, a county, whether subject to the provisions of Article 25, Article 25A, or Article 25B, Baltimore City, a sanitary commission or district, whether organized under the provisions of public general or public local law, but not including the Washington Suburban

Sanitary Commission, a public corporation of the State, and a department, commission, authority, public corporation or other instrumentality of a county or municipal corporation, including Baltimore City, that has power under any public general or public local law to borrow money and to evidence the borrowing by the issuance of its general obligation bonds, revenue bonds or other evidences of obligation by whatever name known or source of funds secured, may issue bonds for the purpose of refunding any of its bonds then outstanding, including the payment of any redemption premium and any interest accrued or to accrue to the date of redemption, purchase or maturity of the bonds or other obligations. No refunding bonds shall be issued by any single county, bicounty or multicounty agency or instrumentality without the prior approval of the governing body of each county involved. Refunding bonds issued under the authority of this section may be issued for the public purpose of:

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

(ii) Debt restructuring that:

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

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

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

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

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

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

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

(b) The proceeds of refunding bonds, in amount determined by the issuer, may be deposited in trust with a trust company or other banking institution as trustee, in a trust fund established in the name of the issuer. Money in the trust fund may be invested and reinvested in direct obligations of, or obligations the principal of and the interest on which are guaranteed by, the United States of America or in certificates of deposit or time deposits secured by direct obligations or obligations the principal of, and the interest on which, are guaranteed by, the United States of America. The interest, income and profits, if any, earned or realized on any investment may be deemed to be revenue of a revenue project and may be applied to the payment of the outstanding bonds to be refunded, to the payment of the refunding bonds or otherwise applied in any lawful manner. Money in the trust fund shall be available for the payment of all or any part of the principal, interest and redemption premium, if any, of the bonds or other obligations, or any of them, being refunded and of the refunding bonds, or any of them, and of any other related costs, as the issuer, in its discretion, may prescribe. Proceeds of refunding bonds shall be so invested and applied as to assure that the principal, interest and redemption premium, if any, on the bonds or other obligations being refunded shall be paid in full on their respective maturity, redemption or interest payment dates. Bonds or other obligations being refunded that are subject to redemption prior to their stated maturity dates may be called by the bond holder. (a) (1) In this section, the following words have the meanings indicated.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

(b) Notwithstanding any public general law, public local law, charter or code of any public body, or other provision of law to the contrary, any public body authorized by law to issue and sell bonds may issue and sell bonds in registered form and may establish such procedures for the registration and transfer of bonds as it may find necessary or appropriate. The power to issue bonds in registered form includes, without limitation, the power to appoint corporate or other authenticating trustees, transfer agents, registrars, and paying or other agents, and the power to enter into agreements with custodian banks and financial intermediaries, and

nominees of any of them, in connection with the establishment and maintenance by others of a central depository system for the transfer or pledge of bonds.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

(1) Take any other or further actions;

- (2) Enter into any agreement or covenant regarding the use of proceeds, including any investment earnings on proceeds, the deposit of moneys to the rebate fund and the making of rebate payments; and
- (3) Provide certifications of facts and estimates, that may be necessary or appropriate from time to time to comply with the Code and to establish or maintain certifications.

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

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

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

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

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

(c) Notwithstanding any limitations or other provisions to the contrary of Articles 23A, 25A, or 25B of the Annotated Code of Maryland, the charter or other authorizing legislation of the issuer, or any other local or general laws within the State, and without in any way limiting the generality of the foregoing, at the discretion of the legislative or other governing body of the issuer, pension liability funding bonds (i) may be issued without regard to any provisions of the issuer's charter or any other laws requiring public referendum before the issuance of public debt by the issuer or requiring that debt be issued only for the purpose of financing certain projects such as capital projects defined in any charter, or any other provisions that may be inconsistent with this section, (ii) may be sold by the issuer on a negotiated basis without solicitation of bids at a price at, above or below par, (iii) may be issued in one or more series, each series being in the principal amount that the issuer determines to be required to achieve the purpose for the issuance of the pension liability funding bonds, (iv) shall bear interest at fixed rates determined by the issuer or at floating or variable

rates established from time to time by a method of determination approved by the issuer, (v) may be issued as serial bonds or as term bonds with provisions for mandatory sinking fund or other annual principal redemption, provided that the principal and interest installments on the bonds need not be equal from year to year and may be consistent with the general financial plan of the issuer, and (vi) shall have a final maturity date not more than 30 years from the date of issue. The first principal installment or mandatory redemption of any pension liability funding bonds shall be payable not more than 3 years from the date of issue.

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

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

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

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

(3) "County" means:

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

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

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

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

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

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

(ii) Has not been advanced to the county.

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

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

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

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

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

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

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

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

(3) (i) The county may pledge its full faith, credit, and taxing power to the payment of the principal and interest on the notes in the authorizing resolution.

(ii) If the county makes a pledge under the provisions of this paragraph, in each fiscal year that any of the notes are outstanding, the county shall levy or cause to be levied ad valorem taxes on all the assessable property within the corporate limits of the county in rate and amount sufficient to provide for or assure the payment of, when due, the principal and interest on the notes maturing in each fiscal year.

(iii) If the proceeds from the taxes levied in any fiscal year prove inadequate for the payment, the county shall levy or cause to be levied additional taxes in the succeeding fiscal year to make up any deficiency.

Appendix B – Revenue Book



Revenue Book

PURPOSE

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

GENERAL FUND REVENUES

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

TAXES – REAL PROPERTY

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

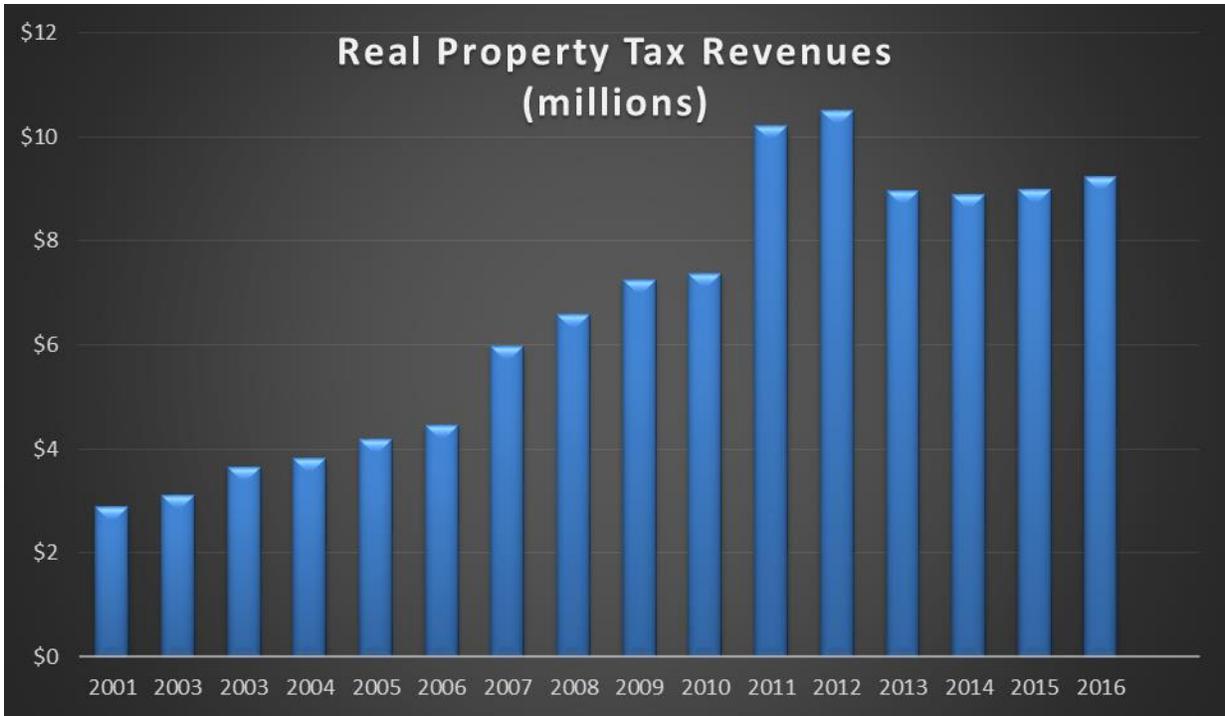
- (1) Government property;
- (2) Leasehold interests;
- (3) Operating property of railroads and public utilities;
- (4) Stock in business of manufacturing or commercial business;
- (5) **Real property**; and
- (6) Tangible personal property.

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

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

Real property taxes are assessment based with a 2017 rate of \$.56 per \$100 of assessed value for the City. The assessments are determined by the Maryland Department of Assessments and Taxation every three years. New assessments were distributed through the County for FY2013 which resulted in a 17% reduction in assessed value. Combined with a \$.01 reduction in the tax rate in consecutive years 2013 and 2014, the real property tax revenue saw a decrease of 20% in FY2013. FY2014 and FY2015 resulted in tax revenue which held steady. The 2016 assessment resulted in a 3% increase which is distributed 1% a year for three consecutive years. The FY 2017 budget expects a 1% increase in real property taxes.

The current adjusted assessable base is \$1,658,311,258, resulting in a revenue expectation of \$9,286,543. For the fiscal year 2016, the projected tax revenue is \$9,242,325 in revenues for real property taxes. The previous year's results were:



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

BUSINESS PERSONAL PROPERTY TAXES

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

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

The tax rate on real property of \$.56/\$100, the personal property rate of \$1.10/\$100 and the utility operating property rate of \$1.40/\$100 of assessed value remain the same for FY2017. In FY 2016, the City expects \$855,000 in business, personal property and utility operating taxes.

INCOME TAXES

STATUTE CITATION: Tax General Article, Section 2-607

SOURCE: Local Income Tax

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

income tax liability to the respective governments or .37% of the State taxable income of municipal or taxing district residents.

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

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

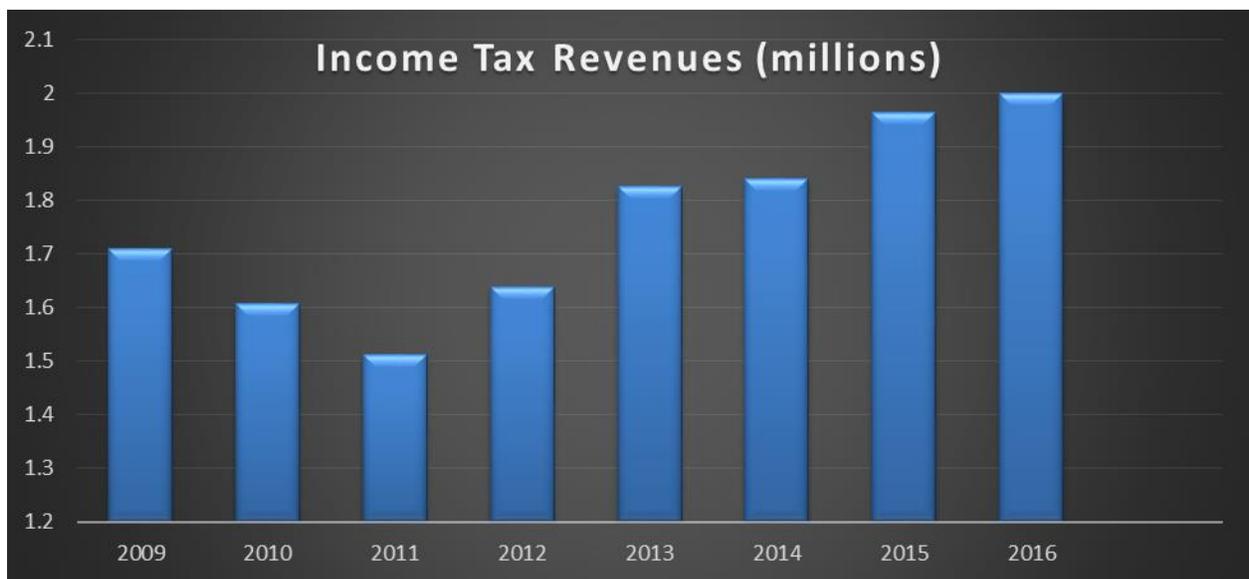
DISTRIBUTION: The State Comptroller pays each municipality and special taxing district its share of the local income tax quarterly. The Comptroller also makes other payments throughout the year to account for delinquent tax returns and finalization of the individual accounts at the end of the fiscal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

CONDITIONS: None.

CONTACT:

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

After a sharp increase in unemployment during 2009-2012, income taxes are starting to restore to earlier levels and steady. However, a recent decision regarding Maryland’s Income Tax may result in the City refunding amounts of income tax. At this time, the estimate for the Income Tax Liability is less than \$30,000 per eligible tax year.



ADMISSIONS & AMUSEMENTS TAX

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

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

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

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

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

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

CONDITIONS:

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

CONTACT:

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

HIGHWAY USERS TAX REVENUES

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

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

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

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

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

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

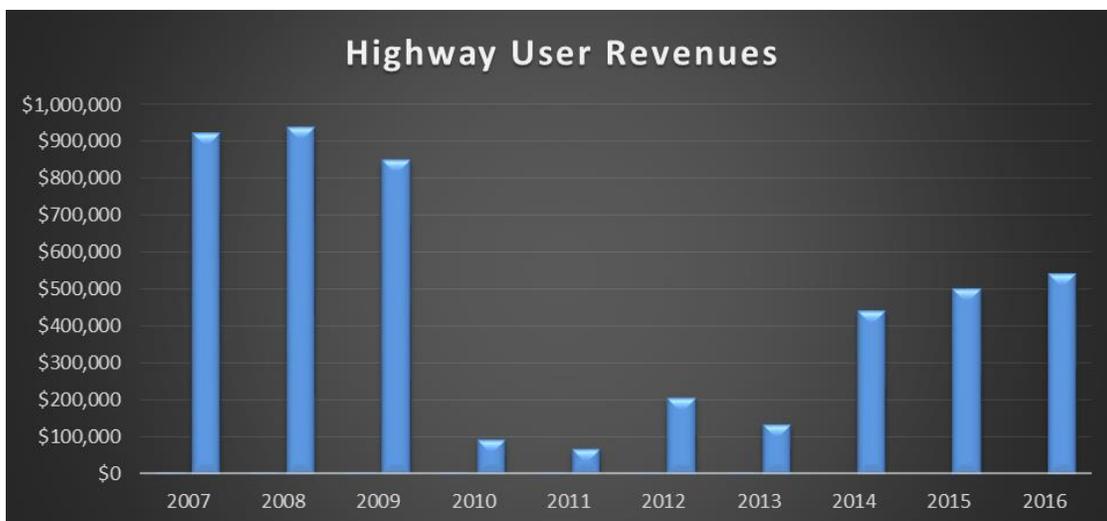
DISTRIBUTION: Distributions are made monthly to municipalities by the State Comptroller.

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

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

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

From FY2010 to FY2013, the State cut Highway User's Funds significantly in order to fund its own transportation projects. The City has seen a 90% reduction in this revenue. In order for the City to have enough funding to complete its own transportation (and other) projects, the Mayor and Council adopted a Capital Tax of \$.12 for FY2017. Expected revenue for FY2017 is \$542,673.



LICENSES & PERMITS REVENUES

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

GRANTS FROM FEDERAL GOVERNMENT

The City's Public Housing Agency receives approximately \$2,000,000 each year in housing assistance and administrative funding from the US Department of Housing and Urban Development.

POLICE PROTECTION GRANT

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

SOURCE: State Grant

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

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

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

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

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

CONTACT:

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

OVERTIME FUNDING

TRAFFIC SAFETY

16.727 COMBATING UNDERAGE DRINKING

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

DOMESTIC VIOLENCE GRANT

16.738 BYRNE– JUSTICE ASSISTANCE GRANT

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

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

PROGRAM OPEN SPACE

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

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

GENERAL FEES

GENERAL GOVERNMENT

Special Capital Benefit Assessment

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

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

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

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

Type of Use

Amount of Assessment

Dwellings and Dwelling Units (including mobile homes)

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

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

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

Industrial Manufacturing

Minimum (includes buildings containing up to 5,000 square feet total floor space)	\$3,200
Next 10,000 square feet	\$0.64 per square foot
Next 15,000 square feet	\$0.61 per square foot
All over 30,000 square feet	\$0.58 per square foot

Industrial Warehousing

Minimum (including buildings containing up to 2,000 square feet total floor space)	\$3,200
Next 3,000 square feet	\$0.64 per square foot
Next 5,000 square feet	\$0.58 per square foot
Next 20,000 square feet	\$0.49 per square foot
All over 30,000 square feet	\$0.38 per square foot

Schools and Colleges, Including Dormitories (students and staff)

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

Hospitals, Care Homes and Nursing Homes

1 to 20 beds	\$5,440
21 to 60 beds	\$9,600
Each additional bed over 60	\$224

Hotels and Motels

1 to 10 rooms	\$3,200
11 to 50 rooms	\$5,440
Each additional bed over 50	\$256

Commercial (retail, wholesale and business offices)

Minimum (includes building containing up to 5,000 square feet total floor space)	\$3,200
Next 5,000 square feet	\$0.64 per square foot
Next 10,000 square feet	\$0.58 per square foot
All over 20,000 square feet	\$0.49 per square foot

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

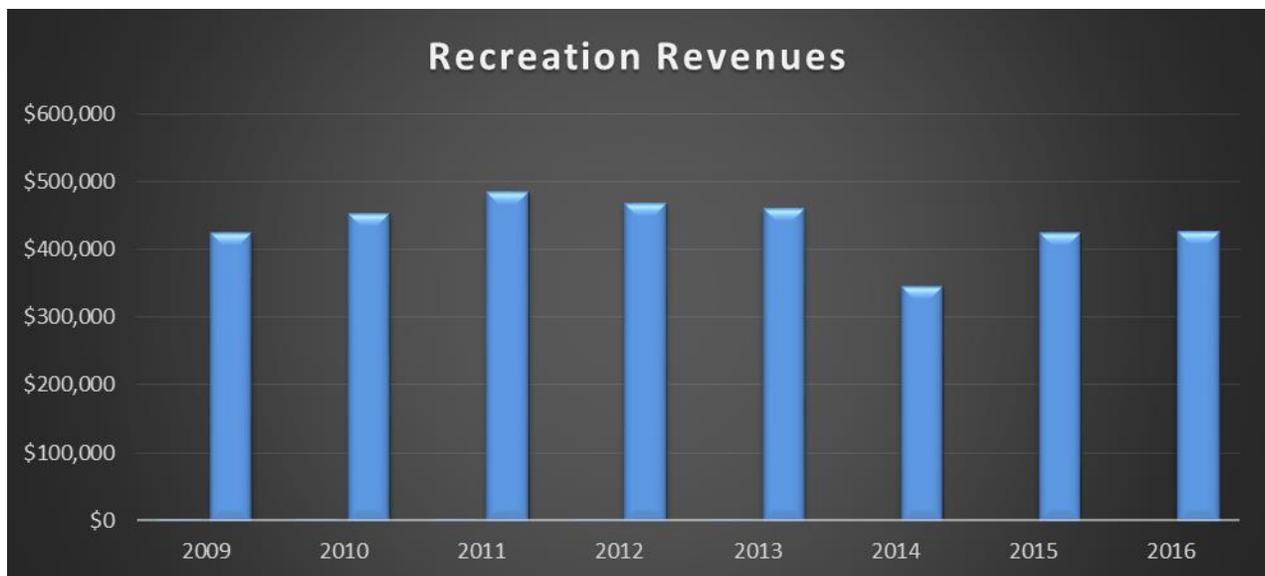
[Amended 6-14-2004 by Ord. No. 716 Editor's Note: This ordinance also provided that it take effect 1-1-2005.]

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

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

RECREATION PROGRAMS

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



SEWER AND WATER REVENUES

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

- Commodity Consumption
- Capital Benefit Assessments

COMMODITY CONSUMPTION

RATE MODEL STRUCTURE OVERVIEW

- Model is “driven” by expenditure level compared to consumption levels
 - Operating Budget Expenditures
 - Capital Improvement Program Projects
 - 90% consumption of anticipated levels
- Model is consumer driven
 - The consumers that “drive” the costs of the systems are the “1 EDU” population, 5/8” and 3/4” meters
 - In peak periods these are the consumers that stress the system thereby driving the costs upward
 - 85% of the consumption is by 81% of the customers; they consume under 18,000 gallons/quarter
- Model has a pricing component
 - 1 EDU is the base pricing, 5/8” and 3/4” meter sizes, assumes 250 gallons consumed each day
 - 1 EDU pricing structure also provides conservation incentive
 - +1 EDU customers (large meters) are priced lower than conservation levels, but higher than small meter consumers
- Revenue balances to operating budget
 - There is a 10% conservation assumption built into the model
 - 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 FY2017 water rates remained the same. The FY2017 sewer rates increased 11%.

[City of Westminster](#)
Water and Sewer Rates 2017

Fixed Quarterly Charge

Meter Size	AWWA Meter Eqv.	<u>Inside City</u>			<u>Outside City</u>		
		<u>Water</u>	<u>Sewer</u>	<u>Reclaimed</u>	<u>Water</u>	<u>Sewer</u>	<u>Reclaimed</u>
Tier 1 - 5/8	1.00	\$23.09	\$26.16		\$24.71	\$36.75	
Tier 1 - 3/4	1.00	\$23.09	\$26.16		\$24.71	\$36.75	
Tier 2 - 1	2.50	\$57.72	\$65.40	\$53.08	\$61.78	\$91.89	\$74.58
Tier 2 - 1 1/2	5.00	\$115.44	\$130.80	\$106.16	\$123.57	\$183.79	\$149.17
Tier 2 - 2	8.00	\$184.70	\$209.27	\$169.85	\$197.71	\$294.06	\$238.67
Tier 2 - 3	16.00	\$369.39	\$418.55	\$339.70	\$395.41	\$588.13	\$477.34
Tier 2 - 4	25.00	\$577.18	\$653.99	\$530.79	\$617.83	\$918.96	\$745.85
Tier 2 - 6	50.00	\$1,154.35	\$1,307.97	\$1,061.58	\$1,235.66	\$1,837.94	\$1,491.71
Tier 2 - 8	80.00	\$1,846.96	\$2,092.73	\$1,698.53	\$1,977.06	\$2,940.69	\$2,386.73

Water Usage Charge

Tier 1 Rates

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

Tier 2 Rates

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

Sewer Usage Charge

	<u>Inside City</u>	<u>Outside City</u>
Unit Rate		
(per 1,000 gallons)	<u>Sewer</u>	<u>Sewer</u>
	\$6.34	\$9.48

Reclaimed Water Charge

	<u>Inside City</u>	<u>Outside City</u>
Unit Rate		
(per 1,000 gallons)	<u>Reclaimed</u>	<u>Reclaimed</u>
	\$2.58	\$3.85

Appendix C – Three Year Comparison – Staffing Schedule

DEPARTMENT	FISCAL YEARS					
	2014/2015		2015/2016		2016/2017	
	FULL-TIME	PART-TIME	FULL-TIME	PART-TIME	FULL-TIME	PART-TIME
City Administrator	3	0	3	0	3	0
Housing & Preservation Services	5	0	5	0	5	0
Technology Services	4	0	4	1	4	1
Fiber	0	0	0	0	1	0
Finance	6	0	6	0	6	0
Human Resources	3	0	3	0	3	0
Community Planning & Development	5	0	4	0	4	0
Engineering	3	0	3	0	3	0
Recreation & Parks	10	2	10	2	9	3
Police Administrative/Civilian	14	0	14	0	14	0
Police Sworn	44	0	44	0	44	0
Public Works Administration	3	0	4	0	4	0
Streets	19	0	19	0	19	0
Utilities	13	0	13	0	13	0
Wastewater	13	0	13	0	13	0
Water	10	0	10	0	11	0
CITY STAFFING LEVELS	155	2	155	3	156	4

DEPARTMENT	FISCAL YEARS					
	2014/2015		2015/2016		2016/2017	
	FULL-TIME	PART-TIME	FULL-TIME	PART-TIME	FULL-TIME	PART-TIME
Fiber	0	0	0	0	1	0
General Operations	39	2	38	3	37	4
Public Safety	58	0	58	0	58	0
Public Works	58	0	59	0	60	0
FUND TOTALS	157		158		160	

	FT	PT	Position	Department
2013/14 – 2014/15	-1		Cashier	Finance
Total Staffing Change	-1			
	FT	PT	Position	Department
2014/15 – 2015/16	-1		Administrator, Economic Development	Community Planning & Development
	1		Administrator, Community Development	Community Planning & Development
	-1		Community Program Specialist	Community Planning & Development
	1		Deputy Director	Public Works
	-1		Director, Finance	Finance
	1		Director, Finance & Administrative Services	Finance & Administrative Services
		1	GIS Specialist	Technology Services
Total Staffing Change	1			
	FT	PT	Position	Department
2015/16 – 2016/17	1		Project Leader – Fiber	Fiber
	-1		Cadet	Police
	1		Communications Specialist	Police
	-1		Family Center Manager	Recreation
		1	Recreation Assistant II	Recreation
	-1		Senior Technical Support Specialist (Certified)	Technology
	1		Technical Trainer/Support Specialist	Technology
	1		Non-Certified Operator	Water
Total Staffing Change	2			



Appendix D – Salary Structure

Grade	Job Title	Titles	Positions
A	Custodian, Recreation Assistant I	2	5
B	Recreation Assistant II	1	1
C	Equipment Operator, Housing Specialist, Non-Certified Operator, Parking Enforcement Officer, Recreation Assistant III	5	22
D	Administrative Coordinator, Certified Operator, Communications Specialist, Meter Reader, Senior Equipment Operator	5	31
E	Accounting Specialist, Administrative Assistant – Certified, Code Inspector, Family Center Manager, Mechanic, Police Officer Candidates, Program Coordinator, Property Management Specialist, Senior Communications Specialist, Shift Supervisor	10	13
F	Arborist, Assistant City Clerk, Chemist, Group Leader, Probationary Police Officer/Private First Class, Senior Accounting Specialist, Senior HR Specialist, Technical Trainer/Support Specialist	8	35
G	Communications Supervisor, Corporal, Engineering Specialist, GIS Technician, Senior Construction Inspector, Senior Operator	6	8
H	Assistant Superintendent, Comprehensive Planner, Project Leader – Fiber, Sergeant	4	14
I	Administrator - Community Development, GIS Specialist, Lieutenant, Superintendent	4	12
J	Accounting Manager, Captain, Manager – Human Resources, Manager – Housing, Senior Engineer, Manager – Technology, Senior Technical Support Analyst	7	8
K	N/A	0	0
L	Deputy Director of Finance	1	1
M	Deputy Chief (Major), Deputy Director – Public Works, Director – Housing & Preservation Services, Director – Planning & Community Development, Director – Recreation & Parks,	5	6
N	N/A	0	0
O	N/A	0	0
P	Chief of Police, Director Finance & Administrative Services, Director – Public Works	3	3
Q	City Administrator	1	1
		62	160

GRADE AND STEP TABLES

40 Hour Week, 26 Pays, 3% Steps

	Grade	Step															
		base															
		01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16
Annual	A	25,001.59	25,751.64	26,524.19	27,319.92	28,139.52	28,983.70	29,853.21	30,748.80	31,671.27	32,621.40	33,600.05	34,608.04	35,646.29	36,715.68	37,817.15	38,951.67
Bi-Weekly	A	961.60	990.45	1,020.16	1,050.77	1,082.29	1,114.76	1,148.20	1,182.65	1,218.13	1,254.67	1,292.31	1,331.08	1,371.01	1,412.14	1,454.51	1,498.14
Hourly	A	12.02	12.38	12.75	13.13	13.53	13.94	14.36	14.78	15.22	15.69	16.15	16.64	17.14	17.65	18.18	18.73
Annual	B	27,605.46	28,433.62	29,286.63	30,165.24	31,070.19	32,002.30	32,962.37	33,951.24	34,969.78	36,018.87	37,099.43	38,212.42	39,358.78	40,539.55	41,755.74	43,008.41
Bi-Weekly	B	1,061.75	1,093.60	1,126.41	1,160.20	1,195.01	1,230.86	1,267.78	1,305.82	1,344.99	1,385.34	1,426.90	1,469.71	1,513.80	1,559.21	1,605.99	1,654.17
Hourly	B	13.28	13.67	14.08	14.50	14.94	15.39	15.85	16.33	16.81	17.31	17.84	18.38	18.92	19.49	20.08	20.68
Annual	C	30,452.07	31,365.63	32,306.60	33,275.80	34,274.07	35,302.29	36,361.36	37,452.20	38,575.77	39,733.04	40,925.03	42,152.78	43,417.37	44,719.89	46,061.49	47,443.34
Bi-Weekly	C	1,171.23	1,206.37	1,242.56	1,279.84	1,318.23	1,357.78	1,398.51	1,440.47	1,483.68	1,528.19	1,574.04	1,621.26	1,669.90	1,720.00	1,771.60	1,824.74
Hourly	C	14.64	15.08	15.53	16.00	16.48	16.97	17.48	18.00	18.55	19.11	19.67	20.27	20.88	21.50	22.15	22.82
Annual	D	33,629.69	34,638.57	35,677.73	36,748.06	37,850.49	38,986.02	40,155.60	41,360.26	42,601.07	43,879.10	45,195.47	46,551.33	47,947.87	49,386.32	50,867.91	52,393.95
Bi-Weekly	D	1,293.45	1,332.25	1,372.22	1,413.39	1,455.79	1,499.46	1,544.45	1,590.78	1,638.50	1,687.66	1,738.29	1,790.44	1,844.15	1,899.47	1,956.46	2,015.15
Hourly	D	16.17	16.66	17.15	17.67	18.20	18.75	19.30	19.89	20.49	21.09	21.73	22.38	23.05	23.74	24.45	25.19
Annual	E	37,050.03	38,161.52	39,306.37	40,485.56	41,700.12	42,951.13	44,239.65	45,566.85	46,933.86	48,341.88	49,792.14	51,285.89	52,824.47	54,409.20	56,041.48	57,722.72
Bi-Weekly	E	1,467.00	1,511.78	1,557.14	1,603.85	1,651.97	1,701.53	1,752.57	1,805.15	1,859.30	1,915.08	1,972.53	2,031.71	2,092.66	2,154.44	2,218.15	2,283.75
Hourly	E	17.81	18.34	18.90	19.47	20.04	20.65	21.27	21.91	22.57	23.24	23.94	24.66	25.40	26.16	26.95	27.75
Annual	F	40,911.70	42,139.04	43,403.21	44,705.31	46,046.48	47,427.86	48,850.70	50,316.23	51,825.71	53,380.48	54,981.89	56,631.35	58,330.30	60,080.20	61,882.62	63,739.09
Bi-Weekly	F	1,573.53	1,620.73	1,669.35	1,719.44	1,771.02	1,824.15	1,878.87	1,935.24	1,993.30	2,051.10	2,114.69	2,178.13	2,243.47	2,310.78	2,380.10	2,451.50
Hourly	F	19.67	20.26	20.87	21.50	22.14	22.80	23.48	24.20	24.92	25.67	26.43	27.22	28.05	28.88	29.76	30.64
Annual	G	44,994.05	46,343.86	47,734.18	49,166.21	50,641.19	52,160.43	53,725.24	55,336.99	56,997.10	58,707.01	60,468.22	62,282.27	64,150.75	66,075.26	68,057.52	70,099.25
Bi-Weekly	G	1,730.54	1,835.93	1,891.01	1,947.74	2,006.17	2,066.36	2,128.35	2,192.20	2,257.96	2,325.70	2,395.47	2,467.34	2,541.36	2,617.60	2,696.13	2,777.00
Hourly	G	21.63	22.28	22.95	23.64	24.35	25.08	25.83	26.61	27.40	28.22	29.08	29.94	30.84	31.77	32.72	33.70
Annual	H	49,539.79	51,025.98	52,556.75	54,133.46	55,757.45	57,430.18	59,153.09	60,927.69	62,755.51	64,638.18	66,577.33	68,574.65	70,631.89	72,750.85	74,933.37	77,181.37
Bi-Weekly	H	1,905.38	1,962.54	2,021.41	2,082.06	2,144.52	2,208.85	2,275.12	2,343.37	2,413.67	2,486.08	2,560.67	2,637.49	2,716.61	2,798.11	2,882.05	2,968.51
Hourly	H	23.81	24.54	25.27	26.03	26.81	27.61	28.44	29.29	30.17	31.08	32.01	32.97	33.96	34.98	36.03	37.11
Annual	I	54,548.93	56,185.39	57,870.96	59,607.08	61,395.30	63,237.16	65,134.28	67,088.31	69,099.95	71,173.98	73,309.20	75,508.48	77,773.73	80,106.93	82,510.15	84,985.46
Bi-Weekly	I	2,098.04	2,160.98	2,225.81	2,292.58	2,361.36	2,432.20	2,505.16	2,580.32	2,657.73	2,737.46	2,819.58	2,904.17	2,991.30	3,081.04	3,173.47	3,268.67
Hourly	I	26.22	27.02	27.82	28.66	29.52	30.41	31.31	32.26	33.22	34.22	35.25	36.31	37.39	38.51	39.67	40.86
Annual	J	60,242.15	62,049.42	63,910.88	65,828.22	67,803.07	69,837.15	71,932.27	74,090.24	76,312.95	78,602.34	80,960.40	83,389.21	85,890.89	88,467.62	91,121.65	93,855.30
Bi-Weekly	J	2,317.01	2,386.52	2,458.11	2,531.85	2,607.81	2,686.04	2,766.63	2,849.62	2,935.11	3,023.17	3,113.86	3,207.28	3,303.50	3,402.60	3,504.68	3,609.82
Hourly	J	28.96	29.83	30.73	31.65	32.60	33.58	34.59	35.62	36.69	37.79	38.92	40.09	41.29	42.53	43.81	45.12
Annual	K	66,376.69	68,367.99	70,419.03	72,531.60	74,707.55	76,948.78	79,257.24	81,634.96	84,084.01	86,606.53	89,204.72	91,880.87	94,637.29	97,476.41	100,400.70	103,412.72
Bi-Weekly	K	2,552.95	2,629.54	2,708.42	2,789.68	2,873.37	2,959.57	3,048.36	3,139.81	3,234.00	3,331.02	3,430.95	3,533.88	3,639.90	3,749.09	3,861.57	3,977.41
Hourly	K	31.91	32.87	33.86	34.88	35.92	37.00	38.11	39.24	40.43	41.64	42.89	44.18	45.50	46.87	48.27	49.72
Annual	L	72,731.91	74,913.87	77,161.28	79,476.12	81,860.40	84,316.21	86,845.70	89,451.07	92,134.60	94,898.64	97,745.60	100,677.97	103,698.31	106,809.26	110,013.54	113,313.95
Bi-Weekly	L	2,797.38	2,881.30	2,967.74	3,056.77	3,148.48	3,242.93	3,340.22	3,440.43	3,543.64	3,649.95	3,759.45	3,872.23	3,988.40	4,108.05	4,231.29	4,358.23
Hourly	L	34.97	36.02	37.10	38.21	39.36	40.54	41.76	43.00	44.30	45.63	46.99	48.40	49.85	51.36	52.89	54.48
Annual	M	79,550.53	81,937.05	84,395.15	86,927.01	89,534.82	92,220.85	94,987.48	97,837.12	100,772.21	103,795.39	106,909.25	110,116.53	113,420.03	116,822.63	120,327.30	123,937.12
Bi-Weekly	M	3,059.64	3,151.43	3,245.97	3,343.35	3,443.65	3,546.96	3,653.36	3,762.97	3,875.85	3,992.13	4,111.89	4,235.25	4,363.31	4,495.18	4,631.97	4,769.71
Hourly	M	38.24	39.40	40.57	41.80	43.04	44.34	45.67	47.04	48.45	49.90	51.40	52.94	54.53	56.17	57.86	59.59
Annual	N	83,632.87	86,141.86	88,726.11	91,387.89	94,129.53	96,953.42	99,862.02	102,857.87	105,943.61	109,121.92	112,395.58	115,767.45	119,240.47	122,817.67	126,502.21	130,297.28
Bi-Weekly	N	3,216.65	3,313.15	3,412.54	3,514.92	3,620.37	3,728.98	3,840.85	3,956.07	4,074.75	4,197.00	4,322.91	4,452.59	4,586.17	4,723.76	4,865.47	5,011.43
Hourly	N	40.21	41.42	42.65	43.94	45.26	46.62	48.01	49.45	50.93	52.46	54.03	55.66	57.33	59.05	60.82	62.65
Annual	O	87,825.55	90,460.32	93,174.12	95,969.34	98,848.42	101,813.87	104,868.29	108,014.34	111,254.77	114,592.41	118,030.18	121,571.09	125,218.22	128,974.77	132,844.01	136,829.33
Bi-Weekly	O	3,377.91	3,479.24	3,583.62	3,691.13	3,801.86	3,915.92	4,033.40	4,154.40	4,279.03	4,407.40	4,539.62	4,675.81	4,816.09	4,960.57	5,109.39	5,262.67
Hourly	O	42.22	43.49	44.80	46.14	47.52	48.95	50.42	51.93	53.49	55.10	56.74	58.45	60.20	62.01	63.87	65.79
Annual	P	92,238.89	95,006.06	97,856.23	100,791.92	103,815.68	106,930.15	110,138.06	113,442.20	116,845.46	120,350.82	123,961.35	127,680.19	131,510.60	135,455.92	139,519.60	143,705.18
Bi-Weekly	P	3,547.65	3,654.08	3,763.70	3,876.61	3,992.91	4,112.70	4,236.08	4,363.16	4,494.06	4,628.88	4,767.74	4,910.78	5,058.10	5,209.84	5,366.14	5,527.12
Hourly	P	44.34	45.68	47.05	48.46	49.91	51.41	52.95	54.54	56.18	57.87	59.60	61.39	63.23	65.13	67.07	69.09
Annual	Q	106,030.59	109,211.51	112,487.85	115,862.49	119,338.37	122,918.50	126,606.07	130,404.25	134,316.37	138,345.87	142,496.24	146,771.14	151,174.26	155,709.49	160,380.78	165,192.20
Bi-Weekly	Q	4,078.10	4,200.44	4,326.46	4,456.25	4,589.94	4,727.63	4,869.46	5,015.55	5,166.01	5,321.00	5,480.62	5,645.04	5,814.39	5,988.83	6,168.49	6,353.55
Hourly	Q	50.98	52.51	54.09	55.70	57.37	59.09	60.87	62.70	64.57	66.52	68.51	70.57	72.68	74.86	77.11	79.42

35 Hour Week, 26 Pays, 3% Steps

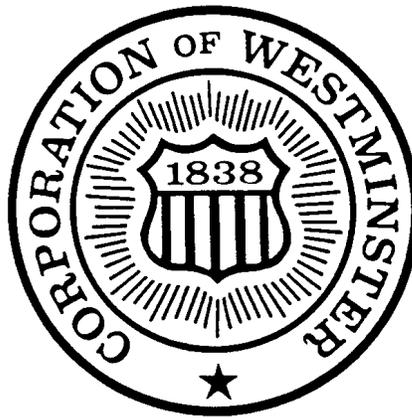
Grade		Step															
		base															
		01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16
Annual	A	21,876.40	22,532.68	23,208.66	23,904.92	24,622.07	25,360.73	26,121.55	26,905.20	27,712.36	28,543.73	29,400.04	30,282.04	31,190.50	32,126.22	33,090.01	34,082.71
Bi-Weekly		841.40	866.64	892.64	919.42	947.00	975.41	1,004.68	1,034.82	1,065.86	1,097.84	1,130.77	1,164.69	1,199.63	1,235.62	1,272.69	1,310.87
Hourly		12.02	12.38	12.75	13.13	13.53	13.94	14.36	14.78	15.22	15.69	16.15	16.64	17.14	17.65	18.18	18.73
Annual	C	26,645.56	27,444.93	28,268.28	29,116.33	29,989.81	30,889.50	31,816.19	32,770.69	33,753.80	34,766.41	35,809.40	36,883.68	37,990.20	39,129.91	40,303.81	41,512.91
Bi-Weekly		1,024.83	1,055.57	1,087.24	1,119.86	1,153.45	1,188.06	1,223.70	1,260.41	1,298.22	1,337.17	1,377.28	1,418.60	1,461.16	1,505.00	1,550.15	1,596.65
Hourly		14.64	15.08	15.53	16.00	16.48	16.97	17.48	18.00	18.55	19.11	19.67	20.27	20.88	21.50	22.15	22.82
Annual	D	29,425.97	30,308.75	31,218.01	32,154.55	33,119.19	34,112.77	35,136.14	36,190.22	37,275.93	38,394.22	39,546.04	40,732.42	41,954.39	43,213.02	44,509.41	45,844.70
Bi-Weekly		1,131.77	1,165.72	1,200.69	1,236.71	1,273.82	1,312.03	1,351.39	1,391.93	1,433.69	1,476.70	1,521.00	1,566.63	1,613.63	1,662.04	1,711.90	1,763.26
Hourly		16.17	16.66	17.15	17.67	18.20	18.75	19.30	19.89	20.49	21.09	21.73	22.38	23.05	23.74	24.45	25.19
Annual	E	32,418.77	33,391.33	34,393.07	35,424.86	36,487.61	37,582.24	38,709.71	39,870.99	41,067.12	42,299.13	43,568.10	44,875.15	46,221.41	47,608.05	49,036.29	50,507.38
Bi-Weekly		1,246.88	1,284.28	1,322.81	1,362.49	1,403.37	1,445.47	1,488.84	1,533.50	1,579.50	1,626.89	1,675.70	1,725.97	1,777.75	1,831.08	1,886.01	1,942.59
Hourly		17.81	18.34	18.90	19.47	20.04	20.65	21.27	21.91	22.57	23.24	23.94	24.66	25.40	26.16	26.95	27.75

25 Hour Week, 26 Pays, 3% Steps

Grade		Step															
		base															
		01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16
Annual	A	15,625.99	16,094.78	16,577.62	17,074.95	17,587.20	18,114.81	18,658.26	19,218.00	19,794.54	20,388.38	21,000.03	21,630.03	22,278.93	22,947.30	23,635.72	24,344.79
Bi-Weekly		601.00	619.03	637.60	656.73	676.43	696.72	717.63	739.15	761.33	784.17	807.69	831.92	856.88	882.59	909.07	936.34
Hourly		12.02	12.38	12.75	13.13	13.53	13.94	14.36	14.78	15.22	15.69	16.15	16.64	17.14	17.65	18.18	18.73
Annual	B	17,253.41	17,771.01	18,304.14	18,853.28	19,418.87	20,001.44	20,601.48	21,219.53	21,856.11	22,511.79	23,187.14	23,882.76	24,599.24	25,337.22	26,097.34	26,880.26
Bi-Weekly		663.59	683.50	704.01	725.13	746.88	769.29	792.36	816.14	840.62	865.84	891.81	918.57	946.12	974.51	1,003.74	1,033.86
Hourly		13.28	13.67	14.08	14.50	14.94	15.39	15.85	16.33	16.81	17.31	17.84	18.38	18.92	19.49	20.08	20.68
Annual	D	21,018.56	21,649.11	22,298.58	22,967.54	23,656.56	24,366.26	25,097.25	25,850.16	26,625.67	27,424.44	28,247.17	29,094.58	29,967.42	30,866.45	31,792.44	32,746.22
Bi-Weekly		808.41	832.66	857.64	883.37	909.87	937.16	965.28	994.24	1,024.06	1,054.79	1,086.43	1,119.02	1,152.59	1,187.17	1,222.79	1,259.47
Hourly		16.17	16.66	17.15	17.67	18.20	18.75	19.30	19.89	20.49	21.09	21.73	22.38	23.05	23.74	24.45	25.19
Annual	G	28,121.28	28,964.91	29,833.86	30,728.88	31,650.74	32,600.27	33,578.28	34,585.62	35,623.19	36,691.88	37,792.64	38,926.42	40,094.22	41,297.04	42,535.95	43,812.03
Bi-Weekly		1,081.59	1,114.04	1,147.46	1,181.88	1,217.34	1,253.86	1,291.47	1,330.22	1,370.12	1,411.23	1,453.56	1,497.17	1,542.09	1,588.35	1,636.00	1,685.08
Hourly		21.63	22.28	22.95	23.64	24.35	25.08	25.83	26.61	27.40	28.22	29.08	29.94	30.84	31.77	32.72	33.70

Appendix E – Capital Improvements Program FY 2017 to FY 2022

City of Westminster, Maryland Capital Improvements Program FY 2017 to FY 2022



Mayor and Common Council of Westminster

Kevin R. Utz, Mayor
Suzanne Albert
Tony Chiavacci

Dr. Robert P. Wack, Council President
Dr. Mona Becker
Gregory Pecoraro

City Administrator

Marge Wolf

INTRODUCTION

As part of the overall budget process, the City Administrator, in coordination with the directors of the City's various departments, prepares a six-year Capital Improvement Program (CIP), which must be approved by the Mayor and Common Council on or before June 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. Impacts on the operating budget are also considered and quantified.

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.
4. Impact on operating budget.

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

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

The CIP for FY 2011 to 2016 General Fund requirements resulted in the assessment of a \$.14/\$100 "Capital Tax". The Capital Tax was intended to raise approximately \$2.6 million in revenue that was targeted for Priority 1 capital projects. Without the additional revenue, these projects would not be completed. Priority 1 capital projects and purchases include street repair, storm drains upgrades, vehicle replacements and equipment replacements. Any Capital Tax revenue that carries over to future years will be accounted for in a capital reserve fund, to keep these funds segregated from the rest of the budget. In FY 2013, the Capital Tax was reduced to \$.13 and further reduced to \$.12 in FY 2014. The \$.12 Capital Tax is expected to raise \$1.98 million in revenue for Priority 1 capital projects in FY 2017.

A major initiative of the City is the Broadband Fiber Project. This project is two-fold. The pilot project was completed in the 2015 fiscal year. This project included engineering and construction for a select group of residential and commercial projects. The City-Wide project is contained in the Fiber Fund in the amount of \$9.64 million in FY2017. This project will provide fiber to all other addresses in the City. The Fiber Pilot Project was funded with Benefit Assessment funds. The City-wide project is funded with a subsidy from the General Fund and bond proceeds resulting from a FY2016 general obligation bond issuance. It is expected that the Fiber Fund will produce enough revenue after two years to pay all bond repayments.

In FY 2011, the City began a number of significant water supply projects including engineering for the combined Gesell Well (which is partially funded with private dollars) and the Little Pipe Creek Intake project, and some preliminary work on the Big Pipe Creek Pipeline and Wellfield project. These projects are projected to provide significant new water resources to the City. The City has also completed a portion of the preliminary engineering work on the Enhanced Nutrient Removal (ENR) upgrade to the Wastewater Treatment Plant. This proposed \$56 million project will be funded by the Maryland Department of the Environment (MDE), with approximately \$29 million in grant funds, Carroll County Government with \$5 million, and the remaining \$18 million in bond proceeds. The City has also proposed a separate, but related, \$9 million project named the Wastewater Treatment Plant expansion project. The City conducted a Rate Study for both the Water and Sewer Funds in 2009. The adoption of increases in utility rates and various fees and charges in FY 2009 provide a strong local funding source for future water and sewer projects. The City updated the Rate Study in FY2014 which resulted in a recommended 11% increase in sewer rates. The rate increase is included in the FY2017 budget and helps to offset the increase in the ENR projected cost and to pay bond repayments.

SUMMARY OF FUNDING SOURCES

GENERAL FUND REVENUES

The list below indicates the General fund revenues used to fund the City's CIP for FY 2017 to FY 2022. General fund revenues consist mainly of taxes and charges for services. Grants consist of funding sources from various Maryland and Federal agencies. There is no additional debt scheduled in the current CIP for the General Fund.

- General Revenue (GEN)
- Grant (GR)

FIBER FUND REVENUES

The list below indicates the Fiber fund revenues used to fund the City's CIP for FY 2017 to FY 2022. Fiber revenues are a result of lease and miscellaneous revenues.

- Fiber Revenues (FF)
- Fiber Debt (FD)

SEWER FUND REVENUES

The list below indicates the Sewer fund revenues used to fund the City's CIP for FY 2017 to FY 2022. Borrowed funds are repaid from sewer rates.

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

WATER FUND REVENUES

The list below indicates the water fund revenues used to fund the City's CIP for FY 2017 to FY 2022. Borrowed fund are repaid from water rates.

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

FUNDING REQUIREMENTS - ALL PROJECTS							
	(000's)						
	2017	2018	2019	2020	2021	2022	Total
GF Revenues	\$ 2,284	\$ 2,123	\$ 2,385	\$ 2,103	\$ 1,984	\$ 1,857	\$ 12,737
GF Cash Balance	\$ 381	\$	\$	\$			\$ 381
GF Benefit Assessment	\$	\$	\$	\$			\$
GF Debt	\$	\$	\$	\$			\$
GF Grants	\$ 3,166	\$ 820	\$ 500	\$ 350	\$ 376	\$ 550	\$ 5,762
Total General Fund	\$ 5,831	\$ 2,943	\$ 2,885	\$ 2,453	\$ 2,360	\$ 2,407	\$ 18,879
SF Revenues	\$ 1,082	\$ 2,024	\$ 2,365	\$ 2,155	\$ 2,025	\$ 2,395	\$ 12,046
SF Cash Balance	\$ 969	\$	\$	\$	\$	\$	\$ 969
SF Benefit Assessment	\$	\$ 250	\$ 500	\$ 8,500	\$	\$	\$ 9,250
SF Debt	\$ 13,724	\$ 15,706	\$	\$	\$	\$	\$ 29,430
SF Grants	\$ 12,549	\$ 14,409	\$	\$	\$	\$	\$ 26,959
Total Sewer Fund	\$ 28,324	\$ 32,389	\$ 2,865	\$ 10,655	\$ 2,025	\$ 2,395	\$ 78,653
WF Revenues	\$ 470	\$ 140	\$ 95	\$ 665	\$ 465	\$ 495	\$ 2,330
WF Cash Balance	\$ 2,194	\$	\$	\$			\$ 2,194
WF Benefit Assessment	\$ 448	\$ 460	\$ 1,075	\$ 735	\$ 665	\$ 1,250	\$ 4,633
WF Debt	\$	\$	\$	\$			\$
WF Grants	\$	\$	\$	\$			\$
Total Water Fund	\$ 3,112	\$ 600	\$ 1,170	\$ 1,400	\$ 1,130	\$ 1,745	\$ 9,157
FF Revenues	\$ 160	\$ 160	\$ 290	\$ 320	\$ 400	\$ 1,228	\$ 2,558
FF Cash Balance							\$
FF Benefit Assessment							\$
FF Debt	\$ 8,947	\$ 5,000	\$ 5,000	\$ 1,000	\$	\$	\$ 19,947
FF Grants							\$
Total Fiber Fund	\$ 9,107	\$ 5,160	\$ 5,290	\$ 1,320	\$ 400	\$ 1,228	\$ 22,504
Grand Total	\$ 46,374	\$ 41,092	\$ 12,210	\$ 15,828	\$ 5,915	\$ 7,775	\$ 129,194

INDIVIDUAL CAPITAL IMPROVEMENT PROJECTS

Capital Improvement Program FY 2017 to FY 2022 (In Thousands of Dollars)

General Government

Mandatory Projects	Project	Fund	Pri	CO\$	2017	2018	2019	2020	2021	2022	Total
VOIP System	INF08-5	Gen	1	\$	\$ 7	\$	\$	\$	\$ 70	\$	\$ 77
Servers	INF13-1	Gen	1	\$	\$ 15	\$ 45	\$	\$	\$	\$	\$ 59
Reconstruct SWMP	ST11-01	Gen	1		\$ 171	\$ 189	\$ 198	\$ 208	\$ 210	\$ 215	\$ 1,191
Wakefield Development	FA16-16	Gen	1	\$ 360	\$ 37	\$	\$	\$	\$	\$	\$ 397
ADA Traffic Light Upgrades	ST16-05	Gen	1	\$	\$	\$	\$ 250	\$ 250	\$ 250	\$ 250	\$ 1,000
Mandatory Projects Total				\$ 360	\$ 230	\$ 233	\$ 448	\$ 458	\$ 530	\$ 465	\$ 2,724
One Time Priority One Projects	Project	Fund	Pri	CO\$	2017	2018	2019	2020	2021	2022	Total
West End Place Renovations	FA17-01	Gen	1	\$	\$ 36	\$	\$	\$	\$	\$	\$ 36
Permit & License Software	INF17-02	Gen	1		\$ 115	\$ 100					\$ 215
Wakefield Property Grant Match	FA17-03	Gen	1		\$ 223	\$					\$ 223
One Time Priority One Projects Total				\$	\$ 374	\$ 100	\$	\$	\$	\$	\$ 474
Priority One Projects		Fund	Pri	CO\$	2017	2018	2019	2020	2021	2022	Total
Broadband Project Subsidy	INF13-2	Gen	1	\$	\$ 300	\$ 300	\$ 400	\$ 300	\$ 200	\$ 100	\$ 1,600
Vehicles-Police	POL16-1	Gen	1		\$ 140	\$ 140	\$ 140	\$ 140	\$ 140	\$ 140	\$ 840
Police Evidence Room Impr.	POL17-1	Gen	1		\$ 27	\$	\$	\$	\$	\$	\$ 27
Street Overlay Prog.	ST08-2	Gen	1		\$ 900	\$ 700	\$ 500	\$ 500	\$ 500	\$ 500	\$ 3,600
Longwell Bldg. Family Ctr Upgrades	FA08-4	Gen	1		\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 60
Ve./Equip. Replacement Prog.-PW	ST08-1	Gen	1		\$ 225	\$ 350	\$ 315	\$ 265	\$ 274	\$ 205	\$ 1,634
Repainting Garages-Pipes, doors	ST16-03	Gen	1		\$	\$	\$ 50	\$	\$	\$ 50	\$ 100
St. Dept Building Repairs & Maint	ST16-04	Gen	1		\$ 40	\$ 40	\$	\$	\$ 50	\$ 50	\$ 180
Com. Trail Ph. 3 Resurface	REC08-2	Gen	1		\$	\$	\$	\$	\$	\$ 15	\$ 15
Priority One Projects Total				\$	\$ 1,642	\$ 1,540	\$ 1,415	\$ 1,215	\$ 1,174	\$ 1,070	\$ 8,056

Priority Two and Three Projects		Fund	Pri	CO\$	2017	2018	2019	2020	2021	2022	Total	
Public Works												
Sidewalk Retrofit	ST08-20	Grant	2	\$	\$ 550	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 2,050	
West Main St. Lighting	ST08-5	Grant	2	\$	\$	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 500	
East Main St. Lighting	ST08-6	Grant	2	\$	\$	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 500	
Stamped Crosswalks	ST08-16	Gen	2	\$	\$	\$	\$ 30	\$ 30	\$ 30	\$ 30	\$ 120	
Pool Parking Lot Resurface	ST16-01	Gen	2	\$	\$	\$	\$	\$ 150	\$	\$	\$ 150	
Dutterer Parking Lot Resurface	ST16-02	Gen	2	\$	\$	\$	\$ 200	\$	\$	\$	\$ 200	
Salt Barn Door Replacement	FA08-5	Gen	2	\$	\$	\$	\$ 42	\$	\$	\$ 42	\$ 84	
Sleeping Quarters-Snow Removal	FA17-04	Gen	2	\$	\$ 10	\$	\$	\$	\$	\$	\$ 10	
City-Wide Information Kiosks	FA17-03	Grant	2	\$	\$ 300	\$	\$	\$	\$	\$	\$ 300	
Community Dev. Project	FA17-02	Grant	2	\$	\$ 1,975	\$	\$	\$	\$	\$	\$ 1,975	
Parks											\$	
Pool Community Building Imps.	REC10-4	Grant	2	\$	\$	\$ 20	\$	\$	\$ 20	\$	\$ 40	
City Park Improvements	REC10-10	Grant	3	\$	\$ 300	\$	\$ 100	\$ 100	\$	\$	\$ 500	
Municipal Pool	REC09-01	Grant	2	\$	\$	\$ 50	\$ 50	\$	\$ 50	\$	\$ 150	
Dutterer Park Improvements	REC10-5	Grant	2	\$	\$	\$ 100	\$	\$	\$	\$ 100	\$ 200	
Jaycee Park Improvements	REC10-7	Grant	2	\$ 21	\$ 30	\$ 300	\$	\$	\$	\$ 100	\$ 451	
King Park Improvements	REC10-8	Grant	2	\$	\$	\$ 100	\$ 100	\$	\$	\$ 100	\$ 300	
Green's Tot Lot Imps.	REC17-01	Grant	2	\$	\$ 40	\$	\$	\$	\$ 28	\$	\$ 68	
Charles Street Tot Lot Imps.	REC10-3	Gen	2	\$	\$	\$	\$	\$	\$ 28	\$	\$ 28	
Priority Two and Three Projects Total					\$ 21	\$ 3,205	\$ 1,070	\$ 1,022	\$ 780	\$ 656	\$ 872	\$ 7,626

Summary Totals				CO\$	2017	2018	2019	2020	2021	2022	Total	
Mandatory Projects Total					\$ 360	\$ 230	\$ 233	\$ 448	\$ 458	\$ 530	\$ 2,724	
One Time Priority One Projects Total					\$	\$ 374	\$ 100	\$	\$	\$	\$ 474	
Priority One Projects Total					\$	\$ 1,642	\$ 1,540	\$ 1,415	\$ 1,215	\$ 1,174	\$ 8,056	
Priority Two and Three Projects Total					\$ 21	\$ 3,205	\$ 1,070	\$ 1,022	\$ 780	\$ 656	\$ 872	\$ 7,626
General Government Total					\$ 381	\$ 5,450	\$ 2,943	\$ 2,885	\$ 2,453	\$ 2,407	\$ 18,879	

Water Capital Improvements		Fund	Pri	CO\$	2017	2018	2019	2020	2021	2022	Total
MD27 Water Main Upgrade	WA03-04	WR	1	\$	\$	\$	\$	\$ 530	\$	\$	\$ 530
Gessell Well/Little Pipe Crk.	WA08-9	WBA/PD	M	\$ 1,356	\$ 426	\$	\$	\$	\$	\$	\$ 1,782
VOIP System	INF08-5	WR	1	\$	\$ 7	\$	\$	\$	\$ 70	\$	\$ 77
Servers	INF13-1	WR	1	\$	\$ 15	\$ 45	\$	\$	\$	\$	\$ 60
Engineering GIS Layers	INF17-1	WR	1	\$	\$ 100	\$	\$	\$	\$	\$	\$ 100
Veh.&Equip. Replacement	WA92-91	WR	2	\$ 112	\$ 218	\$ 45	\$ 45	\$ 45	\$ 45	\$ 45	\$ 555
Main St. Water Main Upgrade	WA92-35	WBA	2	\$ 235	\$	\$	\$	\$ 295	\$	\$	\$ 530
Ralph&Church Water Main	WA93-06	WBA	3	\$	\$	\$ 100	\$	\$	\$	\$	\$ 100
Park Ave. Water Main	WA93-08	WBA	2	\$	\$	\$	\$	\$ 20	\$ 50	\$ 50	\$ 120
Winter St. Water Main	WA93-11	WBA	3	\$	\$	\$	\$	\$ 50	\$ 145	\$	\$ 195
Hollow Rock/City View Wtr. Main	WA93-13	WBA	3	\$ 180	\$	\$	\$	\$	\$	\$	\$ 180
Ridge Rd. Water Main	WA96-08	WBA	2	\$	\$	\$	\$ 25	\$ 60	\$ 60	\$ 60	\$ 205
Sophia Ave. Water Main	WA98-01	WR	3	\$	\$	\$	\$	\$	\$ 25	\$ 150	\$ 175
W. George St. Water Main	WA99-05	WBA	3	\$	\$	\$	\$	\$ 10	\$ 50	\$ 50	\$ 110
John St. Wtr. Main Repl.	WA99-06	WBA	3	\$	\$	\$	\$	\$	\$ 10	\$ 40	\$ 50
James St. Wtr. Main Repl.	WA99-07	WBA	3	\$ 25	\$	\$ 10	\$	\$	\$	\$	\$ 35
Watershed Esmt. Purchase Prog.	WA00-03	WBA	2	\$ 100	\$	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 600
Interzone Main	WA01-06	WBA	2	\$	\$	\$ 50	\$ 750	\$	\$	\$	\$ 800
New Wtr. Supply Source Dev.	WA02-03	WBA	2	\$ 178	\$ 22	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 1,200
MD140 Parallel Wtr. Main	WA02-05	WBA	2	\$	\$	\$	\$	\$	\$ 50	\$ 750	\$ 800
WTP Storage Buildings	WA15-02	WR	3	\$	\$ 30	\$	\$	\$ 40	\$ 300	\$ 300	\$ 670
Maintenance Facility Floor Replaceme	WA16-03	WR	1	\$ 8	\$	\$	\$	\$	\$ 25	\$	\$ 33
New Meter Software and Meter Upgr	WA17-01	WR	2	\$	\$ 100	\$ 50	\$ 50	\$ 50	\$	\$	\$ 250
Water Fund Total				\$ 2,194	\$ 918	\$ 600	\$ 1,170	\$ 1,400	\$ 1,130	\$ 1,745	\$ 9,157

Wastewater Capital Improvement	Project	Fund	Pri	CO\$	2017	2018	2019	2020	2021	2022	Total
Sewer System Rehab.	SE08-1	SR	1	\$ 443	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 4,043
WWTP Upgrade/ENR	SE08-3	DE39, GR6	1	\$ 23,835	\$	\$ 27,277	\$	\$	\$	\$	\$ 51,112
WWTP Upgrade-Septage (County)	SE15-01	GR100	1	\$ 2,438	\$	\$ 2,840					\$ 5,278
WWTP Plant Expansion	SE10-3	SBA	2		\$	\$	\$ 500	\$ 8,500	\$	\$	\$ 9,000
Veh.& Equip. Replacement Prog.	SE08-6	SR	1	\$ 66	\$ 205	\$ 45	\$ 160	\$	\$	\$	\$ 476
Replace Clarifier 1&2 Drives	SE13-1	SR	2		\$	\$ 125	\$			\$ 125	\$ 250
Replace BNR Mixers	SE14-1	SR	1	\$	\$ 25	\$ 25	\$	\$	\$	\$	\$ 50
Roof Replacement-Bldg 3	SE14-2	SR	2		\$		\$ 50				\$ 50
Pump Station Upgrades	SE15-1	SR	1	\$ 32	\$ 30	\$ 30	\$ 30	\$ 30	\$ 30	\$ 30	\$ 212
VOIP System	INF08-5	SR	1	\$	\$ 7	\$	\$	\$	\$ 70	\$	\$ 77
Servers	INF13-1	SR	1	\$	\$ 15	\$ 45	\$	\$	\$	\$	\$ 60
Engineering GIS Layers	INF17-1	SR	1	\$	\$ 100	\$	\$	\$	\$	\$	\$ 100
Upgrade Pump Sta. No. 12	SE08-4	SR50, SBA	2		\$	\$ 500	\$	\$	\$	\$ 300	\$ 800
Rehab. Pump Sta. No. 15	SE08-7	SR	1	\$ 90	\$	\$ 190	\$ 150	\$ 150	\$	\$	\$ 580
Portable Emergency Pump	SE16-1	SR	1	\$ 80	\$			\$	\$	\$	\$ 80
Sewer Lateral Inspection Camera	SE16-2	SR	1		\$			\$	\$	\$ 15	\$ 15
Maintenance Facility Floor Replacement	SE16-3	SR	1	\$ 8	\$			\$	\$	\$	\$ 8
Debt Service	SE17-02	SR	1	\$ 250	\$	\$ 663	\$ 1,325	\$ 1,325	\$ 1,325	\$ 1,325	\$ 6,213
New Meter Software & Meter Upgrade	SE17-01	SR	1	\$	\$ 100	\$ 50	\$ 50	\$ 50			\$ 250
Sewer Fund Total				\$ 27,242	\$ 1,082	\$ 32,389	\$ 2,865	\$ 10,655	\$ 2,025	\$ 2,395	\$ 78,653

Capital Improvement Program FY 2017 to FY 2022 (In Thousands of Dollars)

FIBER FUND											
Fiber Capital Improvements	Project	Fund	Pri	CO\$	2017	2018	2019	2020	2021	2022	Total
Construction & Engineering	FI15-01	DE	1	\$ 3,947	\$ 5,000	\$ 5,000	\$ 5,000	\$ 1,000			\$ 19,947
Debt Service	FI17-01	FR	1	\$ 150	\$ 10	\$ 160	\$ 290	\$ 320	\$ 400	\$ 1,228	\$ 2,558
Fiber Fund Total				\$ 4,097	\$ 5,010	\$ 5,160	\$ 5,290	\$ 1,320	\$ 400	\$ 1,228	\$ 22,504
ALL FUNDS				CO\$	\$ 2	\$ 2	\$ 2	\$ 2	\$ 2	\$ 2	Total
Water Fund Total				\$ 2,194	\$ 918	\$ 600	\$ 1,170	\$ 1,400	\$ 1,130	\$ 1,745	\$ 9,157
Sewer Fund Total				\$ 27,242	\$ 1,082	\$ 32,389	\$ 2,865	\$ 10,655	\$ 2,025	\$ 2,395	\$ 78,653
Water and Sewer Fund Total				\$ 29,436	\$ 2,000	\$ 32,989	\$ 4,035	\$ 12,055	\$ 3,155	\$ 4,140	\$ 87,810
General Government Total				\$ 381	\$ 5,450	\$ 2,943	\$ 2,885	\$ 2,453	\$ 2,360	\$ 2,407	\$ 18,879
Fiber Fund Total				\$ 4,097	\$ 5,010	\$ 5,160	\$ 5,290	\$ 1,320	\$ 400	\$ 1,228	\$ 22,504
All Funds				\$33,914	\$12,460	\$41,092	\$12,210	\$15,828	\$ 5,915	\$ 7,775	\$129,194

The following charts show the impact of capital projects to the operating budget.

Impact to Operating Budget								
<u>General Government</u>								
<u>Mandatory Projects</u>								
	Project	Fund	Pri	Year 1 Cost	Recurring Salary & Benefits	Recurring Other Costs	Recurring Annual Revenues	Recurring Annual Savings
VOIP System	INF08-5	Gen	1	\$ 7		\$ 3		
Servers	INF13-1	Gen	1	\$ 15		\$ 3		
Reconstruct SWMP	ST11-01	Gen	1	\$ 171		\$ 180		
Wakefield Development	FA 16-16	Gen	1	\$ 397	\$ 65	\$ 20		
ADA Traffic Light Upgrades	ST16-05	Gen	1					
<u>One Time Priority One Projects</u>								
	Project	Fund	Pri	Year 1 Cost	Recurring Salary & Benefits	Recurring Other Costs	Recurring Annual Revenues	Recurring Annual Savings
Longwell Bldg. Window /Insulation Re	FA08-2	Gen	1	\$ 118				\$ 3
City Hall Bldg. Renovations	FA08-6	Gen	1	\$ 9			\$ 4	\$ 2
West End Place Renovations	FA 17-01	Gen	1	\$ 36				
Energov - Permit & License Software	INF17-02	Gen	1	\$ 115		\$ 20	\$ 41	\$ 65
Wakefield Property Grant Match	FA 17-03	Gen	1	\$ 223				
One Time Priority One Projects Total				\$ 500	\$	\$ 20	\$ 45	\$ 70
<u>Priority One Projects</u>								
	Project	Fund	Pri	Year 1 Cost	Recurring Salary & Benefits	Recurring Other Costs	Recurring Annual Revenues	Recurring Annual Savings
Broadband Project Subsidy	INF13-2	Gen	1	\$ 300				
Vehicles-Police	POL16-1	Gen	1	\$ 154		\$ 25		\$ 25
Police Evidence Room Impr.	POL17-1	Gen	1	\$ 27				
Street Overlay Prog.	ST08-2	Gen	1	\$ 1,600				
Longwell Bldg. Family Ctr Upgrades	FA08-4	Gen	1	\$ 35		\$ 1		\$ 1
Ve./Equip. Replacement Prog.-PW	ST08-1	Gen	1	\$ 235		\$ 35		\$ 35
Repainting Garages-Pipes, doors	ST16-03	Gen	1	\$ 50				
St. Dept Building Repairs & Maint	ST16-04	Gen	1	\$ 70		\$ 2		\$ 25
Com. Trail Ph. 3 Resurface	REC08-2	Gen	1	\$ 15		\$ 2		
Wakefield Valley Trail Ext.	REC07-4	Gen	1	\$ 225		\$ 10		
Priority One Projects Total				\$ 2,710	\$	\$ 75	\$	\$ 86

Priority Two and Three Projects	Project	Fund	Pri	Year 1 Cost	Recurring Salary & Benefits	Recurring Other Costs	Recurring Annual Revenues	Recurring Annual Savings
Public Works								
Sidewalk Retrofit	ST08-20	Gen	1	\$ 555		\$ 10		
West Main St. Lighting	ST08-5	Grant	2					
East Main St. Lighting	ST08-6	Grant	2					
Stamped Crosswalks	ST08-16	Gen	2					
Pool Parking Lot Resurface	ST16-01	Gen	2					
Dutterer Parking Lot Resurface	ST16-02	Gen	2					
Salt Barn Door Replacement	FA08-5	Gen	2					
Sleeping Quarters-Snow Removal	FA17-04	Gen	2	\$ 10				
Community Dev. Project	FA17-02	Gen	2	\$ 1,975	\$ 100	\$ 185	\$ 10	\$ 161
Parks								
Pool Community Building Imps.	REC10-4	Grant	2					
City Park Improvements	REC10-10	Grant	3	\$ 300		\$ 2		\$ 2
Municipal Pool		Grant	2					
Dutterer Park Improvements	REC10-5	Grant	2					
Jaycee Park Improvements	REC10-7	Grant	2	\$ 51		\$ 2		\$ 2
King Park Improvements	REC10-8	Grant	2					
Green's Tot Lot Imps.	REC17-01	Gen	2	\$ 40				
Charles Street Tot Lot Imps.	REC10-3	Gen	2		\$	\$	\$	\$
Priority Two and Three Projects Total				\$ 2,931	\$ 100	\$ 199	\$ 10	\$ 165

Impact to Operating Budget								
<i>Enterprise Operations</i>								
<u>Water Enterprise Operations</u>		Fund	Pri	Year 1 Cost	Recurring Salary & Benefits	Recurring Other Costs	Recurring Annual Revenues	Recurring Annual Savings
MD27 Water Main Upgrade	WA03-04	WR	1	\$				
Gessell Well/Little Pipe Crk.	WA08-9	WBA/PD	M	\$ 2,023		\$ 5		
VOIP System	INF08-5	WR	1	\$ 7				
Servers	INF13-1	WR	1	\$ 15				
Engineering GIS Layers	INF17-1	WR	1	\$ 100				\$ 5
Veh.&Equip. Replacement	WA92-91	WR	2	\$ 330		\$ 10		\$ 50
Main St. Water Main Upgrade	WA92-35	WBA	2	\$ 235				
Ralph&Church Water Main	WA93-06	WBA	3					
Park Ave. Water Main	WA93-08	WBA	2					
Winter St. Water Main	WA93-11	WBA	3					
Hollow Rock/City View Wtr. Main	WA93-13	WBA	3	\$ 180				
Ridge Rd. Water Main	WA96-08	WBA	2					
Sophia Ave. Water Main	WA98-01	WR	3					
W. George St. Water Main	WA99-05	WBA	3					
John St. Wtr. Main Repl.	WA99-06	WBA	3					
James St. Wtr. Main Repl.	WA99-07	WBA	3	\$ 25				\$ 10
Watershed Esmt. Purchase Prog.	WA00-03	WBA	2	\$ 100				
Interzone Main	WA01-06	WBA	2					
New Wtr. Supply Source Dev.	WA02-03	WBA	2	\$ 200				
MD140 Parallel Wtr. Main	WA02-05	WBA	2					
WTP Storage Buildings	WA15-02	WR	3	\$ 30		\$ 3		
Maintenance Facility Floor Replacement	WA16-03	WR	1	\$ 8				
New Meter Software and Meter Upgr	WA17-01	WR	2	\$ 100	\$ 50	\$ 25		\$ 50
Water Fund Total				\$ 3,352	\$ 50	\$ 43	\$	\$ 115

Impact to Operating Budget								
Enterprise Operations								
Sewer Enterprise Operations	Project	Fund	Pri	Year 1 Cost	Recurring Salary & Benefits	Recurring Other Costs	Recurring Annual Revenues	Recurring Annual Savings
Sewer System Rehab.	SE08-1	SR	1	\$ 1,043				\$ 50
WWTP Upgrade/ENR	SE08-3	DE39, GR61	1	\$23,835				\$ 50
WWTP Upgrade-Septage (County)	SE15-01	GR100	1	\$ 2,438				
WWTP Plant Expansion	SE10-3	SBA	2					
Veh.& Equip. Replacement Prog.	SE08-6	SR	1	\$ 271		\$ 10		\$ 50
Replace Clarifier 1&2 Drives	SE13-1	SR	2					
Replace BNR Mixers	SE14-1	SR	1	\$ 27				\$ 2
Roof Replacement-Bldg 3	SE14-2	SR	2					
Pump Station Upgrades	SE15-1	SR	1	\$ 68				
VOIP System	INF08-5	SR	1	\$ 7				
Servers	INF13-1	SR	1	\$ 15				
Engineering GIS Layers	INF17-1	SR	1	\$ 100				\$ 5
Upgrade Pump Sta. No. 12	SE08-4	SR50, SBA5	2					
Rehab. Pump Sta. No. 15	SE08-7	SR	1	\$ 90				\$ 5
Portable Emergency Pump	SE16-1	SR	1	\$ 80				\$ 5
Sewer Lateral Inspection Camera	SE16-2	SR	1					
Maintenance Facility Floor Replacement	SE16-3	SR	1	\$ 8				
Debt Service		SR	1	\$ 250				
New Meter Software & Meter Upgrade	SE17-01	SR	1	\$ 100				
Sewer Fund Total				\$28,332	\$	\$ 10	\$	\$ 167
Fiber Enterprise Operations	Project	Fund	Pri	Year 1 Cost	Recurring Salary & Benefits	Recurring Other Costs	Recurring Annual Revenues	Recurring Annual Savings
Construction & Engineering	FI15-01	BA/DE	1	\$ 8,947	\$ 80	\$ 1,190	\$ 986	
Debt Service				\$ 160				
Fiber Fund Total				\$ 9,107	\$ 80	\$ 1,190	\$ 986	\$

INDIVIDUAL CAPITAL IMPROVEMENT PROJECT DESCRIPTIONS

CITY OF WESTMINSTER CAPITAL IMPROVEMENTS PROGRAM- GENERAL

Project Name: Information Technology Equipment

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

These items are capital leases for equipment related to Voice over Internet systems and technology servers and systems. These capital leases are expensed evenly between the General, Water and Sewer funds. Recurring costs impacting the operating budget include annual maintenance contract in the amount of \$5,000 in each fund.

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

Project Number: ST11-01

This project is recurring annual expense to repair and replace leaking pipes at Storm Water Management pond overflows and dredge at various locations throughout the City. This project also addresses State-mandated storm water management regulations. The City has partnered with Carroll County Commissioners and other municipalities to address the State mandates. This project is funded with priority one tax revenues. Operating impacts include annual recurring costs of mowing and maintenance in the amount of \$180,000.

Project Name: Wakefield Development – Facilities Dept.

Project Number:

The City acquired a public golf course through an agreement with the foreclosing bank. The Mayor has appointed a Task Force to develop a Request for Proposal for development and funding into a viable use for the City. This project will fund development costs, engineering costs and property maintenance. This project is funded with priority one tax revenues. The project will require one FTE which will result in a \$65,000 annual recurring cost to salary and benefits. In addition, it is expected that the City will incur a recurring mowing expense of \$20,000 per year. Eventually, the project is expected to generate annual revenues. However, those revenues will not be quantified until a use is identified.

Project Name: ADA Pedestrian Upgrades - Street Dept.

Project Number: ST16-05

This project will update audible pedestrian signals at all traffic signs to comply with expected State laws. The City is responsible for nine signalized intersections. This project is funded with priority one tax revenues. This project is scheduled to start in fiscal year 2019. There is no impact to this operating budget.

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

Project Number: FA08-2

This project is to replace windows and insulation in the Longwell Building. The windows are deteriorated to the point they don't open and close. Most are rotten and no longer seal out the weather. The replacements are expected to reduce energy costs by 10%. This project is funded with priority one tax revenues. Recurring impact on the operating budget is a \$2,600 savings in electric costs.

Project Name: City Hall Building Renovations – Facilities Dept.

Project Number: FA08-6

This project is to abate lead, repaint the exterior and add improvements to meet fire code to City Hall. This project will create a safer environment and reduce energy costs by 10%. This project is funded with priority one tax revenues. The building has been leased to the Carroll County Historical Society which results in a recurring annual revenue of \$4,200 and the recurring annual savings is expected to be \$2,100 in electric.

Project Name: West End Place Renovations – Facilities Dept.

Project Number: FA17-01

This project will improve City-owned property located at 7 Schoolhouse Road to include new flooring, new roof and renovation of the greenhouse space. The building is currently leased to Family and Children’s Services. The City will donate the funding to match a grant acquired by Family and Children Services. The improvements are necessary for Family and Children Services to stay in this location. This project is funded with priority one tax revenues. There are no recurring impacts on the operating budget.

Project Name: Energov-Permit and Licensing Software – Technology Department

Project Number: INF17-02

This project is to purchase and implement software to improve efficiency in the City’s permitting and licensing processes. The software also includes code enforcement improvements, inspector assignments and work order software. This project is funded with priority one tax revenues. Recurring annual costs include maintenance in the amount of \$25,000. Recurring annual revenue includes rental housing licensing revenue in the amount of \$30,000 and permit revenue in the amount of \$11,000. Annual recurring savings is expected to be \$65,000 as a result of a reduction of staff.

Project Name: Wakefield Property Grant Match – Facilities Department

Project Number: FA17-03

This project is to reserve funding in the case that a match to a grant would be required for Project FA16-16 Wakefield Development. This project is funded with priority one tax revenues. All impacts to operating budget are described in Project FA16-16.

Project Name: Broadband Project – Technology Department

Project Number: INF13-2

This project is a subsidy to the Fiber Fund from the General Fund for the City-wide Fiber project (FI15-01). This project is funded with priority one tax revenues. The project and its impacts to the operating budget are described in Project FI15-01.

Project Name: Solid Waste Project – Public Works

Project Number: ST17-20

Project Name: Replacement Police Vehicles-Public Safety

Project Number: POL08-1

The Police Department expects to replace five vehicles. These items are funded through the priority one capital tax. Outfitting the vehicles is included in the start-up cost. Recurring annual costs include maintenance, insurance, gasoline, computer parts. Recurring savings includes repairs made had no new purchases been made.

Project Name: Evidence Room Improvements-Public Safety

Project Number: POL17-01

This project includes improving the Evidence Room at the Police Department to include adding cage and shelving to secure evidence to maintain chain of custody and to secure other property. It will also maximize existing space for efficiency while separating property/evidence from quartermaster functions and vehicle supplies. These items are funded through the priority one capital tax. There is no impact to the operating budget for this project.

Project Name: Street Overlay – Street Dept.

Project Number: ST08-2

This project includes design and construction of overlay for various streets and alleys in Westminster and includes upgrades to handicap ramps where required. A street and alley survey has been completed. The City started with the most deteriorated streets that can still be resurfaced. Due to past heavy winters, many streets are in very poor repair. Extensive work is necessary to ensure roads are maintained. This work is completed by outside

contractors. These items and maintenance and additional expenses are funded through highway user revenues and priority one real property taxes. There is no impact to the operating budget for this project.

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

Project Number: FA08-4

This project is to replace the carpet, lockers and showers in the Family Center. Due to constant traffic, carpet is worn, lockers are dented and rusted and showers need to be re-grouted. This project is funded with priority one tax revenues. The annual recurring costs for maintenance for the carpet and showers is expected to be \$1,000. The Family Center expects to improve membership revenue by \$1,000 by providing improved locker room facilities.

Project Name: Vehicle and Equipment Replacement – Street Dept.

Project Number: ST08-1

This is the routine replacement of vehicles and equipment. These items and maintenance and additional expenses are funded through priority one real property taxes. Annual recurring costs of maintenance, insurance and gas of \$35,000 is expected to impact the operating budget. Annual savings of \$35,000 is expected to be realized in vehicle repair costs.

Project Name: Repainting Garages-Pipes and Doors – Street Dept.

Project Number: ST16-03

This project includes painting and sanding all pipes and doors in the Westminster Square Garage. This project was completed in FY2016 and is scheduled again for FY2019 and FY2022. This project is funded with priority one tax revenues. There is no impact on the operating budget.

Project Name: Street Department Building Repairs and Maintenance – Street Dept.

Project Number: ST16-04

This project includes painting the exterior and repairing the floors and walls of the Street Department Building. This project includes and inspection of the floors and lifts and anticipates additional needed repairs. This project is funded with priority one tax revenues. Impacts to the operating budget include \$2,000 maintenance on the lift per year. Annual savings realized is \$25,000 in equipment repairs that would be needed to be made at a commercial garage.

Project Name: Community Trail Phase 3 Resurface

Project Number: REC08-2

This project will resurface the Community Trail. This project is scheduled for 2016 and will be funded by Program Open Space and Community Parks and Playgrounds grants if available or with priority one tax revenues. Impact to the operating budget includes \$2,000 maintenance per year.

Project Name: Wakefield Valley Trail Extension - Recreation Dept.

Project Number: REC07-4

This project is to extend and complete the Wakefield Valley walking trail from Uniontown Road to W. Main Street. This project is funded by Program Open Space and Community Parks and Playgrounds grants and priority one tax revenues. Annual recurring costs to impact the operating budget includes \$10,000 maintenance.

Project Name: Sidewalk Retrofit – Street Dept.

Project Number: ST08-20

Retrofit of city sidewalks and installation of new sidewalks and ADA ramps has been an ongoing goal of the City. Flat work is about \$12.00 per square foot and handicap ramps are \$17.00 per square foot to remove and replace. This project creates safer pedestrian travel routes. These items are funded through priority one real property taxes. Impact to the operating budget includes \$10,000 maintenance costs.

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

Project Number: ST08-5

This project includes installation of pedestrian level lighting at 17 locations as the final phase of the SHA reconstruction project. Lights are \$16,000 per pole, fixture and electric. Lights will be installed at each of the crosswalks along West Main Street from Pennsylvania Avenue to the intersection of West Main Street with Old New Windsor Road and Uniontown Road. During the street reconstruction, the State Highway administration installed hand-boxes which will permit access for the installation of electrical conduit for the light fixtures. This project will improve visibility along the streets and at the crosswalks, thereby improving safety and access for both pedestrians and motorists. This project is scheduled for 2018 and later. There is no impact to this operating budget.

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

Project Number: ST08-6

This project includes installation of pedestrian level lighting at 26 locations as the final phase of the SHA reconstruction project. Lights are \$16,000 per pole, fixture and electric. During the street reconstruction, the State Highway administration installed hand-boxes which will permit access for the installation of electrical conduit for the light fixtures. This project will improve visibility along the streets and at the crosswalks, thereby improving safety and access for both pedestrians and motorists. This project is scheduled for 2018 and later. There is no impact to this operating budget.

Project Name: Stamped Crosswalks – Street Dept.

Project Number: ST08-16

This project is to replace existing brick crosswalks with stamped thermo plastic. The brick crosswalks are deteriorating due to weather and traffic. The stamped thermo plastic will hold up better to snow removal and climate change. The current rate is \$20.00 per square foot. The City has over 12,000 square feet of crosswalks. One major intersection a year will cost \$26,000. This project is scheduled for 2019 and later. It will be funded with priority one real property taxes. There is no impact to this operating budget.

Project Name: Pool Parking Lot Resurface - Street Dept.

Project Number: ST16-01

This project is to mill and overlay the pool park lot on Royer Road. The pavement will be pervious surface to comply with new storm water regulations. This project is scheduled for 2020. This project is funded by priority one tax revenues. There is no impact on the operating budget.

Project Name: Dutterer Parking Lot Resurface - Street Dept.

Project Number: ST16-02

This project is to mill and overlay the Dutterer Park parking lot. The pavement will be pervious surface to comply with new storm water regulations. This project is scheduled for 2019. This project is funded by priority one tax revenues. There is no impact on the operating budget.

Project Name: Salt Barn Door Replacement - Facilities Dept.

Project Number: FA08-5

This project is to replace the doors of two existing salt barns. The doors can no longer be repaired to extend the life. This project is scheduled for 2019. This project is funded with priority one tax revenues. There is no impact to the operating budget.

Project Name: Sleeping Quarters - Street Dept.

Project Number: FA08-5

This project is to create sleeping quarters at the Street Department for use in emergency events. This project is funded with priority one tax revenues. There is no impact to the operating budget.

Project Name: Community Development Project - Facilities Dept.

Project Number: FAC17-02

This project involves property acquisition for community development. This project is funded by restricted reserves and Community Development grants. Impacts to the operating budget include \$100,000 in salary and benefits for one full time equivalent and \$185,000 in maintenance, utilities and insurance. Annual recurring revenues include \$10,000 in rent revenue and annual savings include \$161,372 in current lease expense.

Project Name: Pool Community Building Improvements - Recreation Dept.

Project Number: REC10-4

This project is to replace the kitchen and roof in the Pool Community Building. This project is scheduled for 2019. This project is funded by Program Open Space and Community Parks and Playgrounds grants. There is no impact to this operating budget.

Project Name: City Park Improvements - Recreation Dept.

Project Number: REC10-10

This project is to replace the lights at the Tennis Courts and Ball Fields with energy saving lights and to replace the play equipment. This project is funded by Program Open Space, Community Parks and Playgrounds grants and Maryland Energy grants. Impacts to the operating budget include \$2,000 recurring cost for maintenance and lamp replacements and \$2,000 savings in utilities.

Project Name: Municipal Pool- Recreation Dept.

Project Number:

This project is to replace the parking lot at the Community Pool and make other improvements. This project is scheduled for 2018. This project is funded by Program Open Space, Community Parks and Playgrounds grants. There is no impact on the operating budget.

Project Name: Dutterer Park Improvements- Recreation Dept.

Project Number: REC10-5

This project is to replace the parking lot at Dutterer Park. This project is scheduled for 2019. This project is funded by Program Open Space, Community Parks and Playgrounds grants. There is no impact on the operating budget.

Project Name: Jaycee Park Improvements- Recreation Dept.

Project Number: REC10-7

This project is to repair the parking lot, redevelop the multi-purpose fields, replace fencing and replace the lights with energy saving lights at the Jaycee Park. This project is funded by Program Open Space, Community Parks and Playgrounds grants and Maryland Energy grants. The impact to the operating budget is \$2,000 in maintenance and lamp replacement and savings of \$2,000 in energy costs.

Project Name: King Park Improvements- Recreation Dept.

Project Number: REC10-8

This project is to resurface the tennis and basketball courts at the King Park. This project is scheduled for 2018 and 2019. This project is funded by Program Open Space, Community Parks and Playgrounds grants. There is no impact to this operating budget.

Project Name: Green's Tot Lot Improvements

Project Number: REC17-01

This project will replace the tot lot at the Green Street Park. This project will be funded with the Cunningham Grant. There is no impact to the operating budget.

Project Name: Charles Street Tot Lot Improvements

Project Number: REC10-3

This project will replace the tot lot at the Charles Street Park. This project is scheduled for 2020 and will be funded with Program Open Space and Community Parks and Playgrounds grants.

There is no impact to the operating budget.

CITY OF WESTMINSTER CAPITAL IMPROVEMENTS PROGRAM- FIBER

Project Name: Fiber Project

Project Number: INF13-2

This project will provide dark fiber for lease to provide high speed internet services to residential and commercial sites located in the City. This project is funded with sale of bonds. Annual impact to the operating budget includes \$80,000 in salary and benefits for one full time equivalent and recurring costs of \$25,000 maintenance and \$1,164,915 in debt service. Annual recurring revenues are \$986,460 in lease revenue.

CITY OF WESTMINSTER CAPITAL IMPROVEMENTS PROGRAM- WATER

Project Name: Rt. 27 Water Main

Project Number: WA03-04

This project is for the design and construction of 16" ductile iron water main to replace existing asbestos concrete pipe along Rt. 27 from Hahn Rd. to Tuck Rd. This section of water main on Rt. 27 has broken several times in recent year and is a critical feed line. When this section of main develops a leak, the entire system is affected with great loss of water and pressure. There is no impact to this operating budget.

Project Name: Gessell Well/Little Pipe Creek

Project Number: WA08-9

This project is for a Well Treatment Building for the Gesell property. This project provides a significant contribution, up to 400,000 gallons per day of additional water. Impact on the operating budget includes \$5,000 for utilities and maintenance. Indirect revenues are increase in real property taxes as this project adds capacity to the drinking water system which will increase new building.

Project Name: Engineering GIS Layers

Project Number: INF17-01

This project is split between the water and sewer funds. The project delivers completed GIS layers identifying all assets of the water and sewer systems. Impact to the operating budget include \$5,000 savings in man-power for maintenance of the two systems.

Project Name: Vehicle and Equipment Replacement

Project Number: W92-21

This is the routine replacement of trucks funded from the water fund for water plant and utility Maintenance (water). Impact to the operating system includes \$10,000 in recurring expenses including gas, insurance and maintenance. Annual savings of \$50,000 is realized in maintenance.

Project Name: Main Street Water Main Upgrade

Project Number: W92-35

This project is the design and construction to upgrade and existing water main to 12". This is Main Street from Longwell Ave. to Pennsylvania Ave. Increased water main size is required for fire protection. The main was not

upgraded when the street was reconstructed. The upgrade comprises 2,300 linear feet. There is no impact to the operating budget.

Project Name: Ralph and Church St. Water Main

Project Number: W93-06

For installation of water main in Ralph St. and Church St. This is from Ralph St. to Charles St. and from Church St. to Charles St. This project creates a loop form two dead end lines. Installation includes 700 linear feet of pipe. There is no impact on the operating budget.

Project Name: Park Ave. Water Main

Project Number: W93-08

For design and construction of a 6" water main as a replacement for two 4" mains. This is Park Ave. from W. Green St. to W. George St. Both of the mains were installed before 1934. One of the mains has a blow off valve, but the other doesn't. This contributes to an undesirable taste in the water due to incomplete flushing. The project will create a loop in the system, allowing complete flushing of the line. The length of replacement pipe is 750 feet. The City will maintain only one line instead of two. There is no impact on the operating budget.

Project Name: Winter St. Water Main

Project Number: W93-11

For the replacement of an existing 4" main with a 6" main. This is for Winter St. from Railroad Ave. to John St. The existing main is high maintenance and problematic due to old dead end lines. In addition, this project will supply a fire hydrant that is currently fed from Main St., thereby increasing its flow rate if other hydrants on Main St. are used. The project also completes a loop in the distribution system. The design and engineering was funded in FY 98-99. There is no impact to the operating budget.

Project Name: Hollow Rock/ City View Water Main

Project Number: W93-13

This project is to install a 6" water main as a replacement for an old 2" main. This is for Hollow Rock Ave. from Liberty St. to end and City View Ave. from Hollow Rock to Goodwin Quarry Rd. The existing 2" line is inadequate to supply the area, and it is a dead end line. This project will complete a loop in the system, allowing more efficient distribution and flushing of the line. The length of replacement pipe is 1,600 feet. There is no impact to the operating budget.

Project Name: Ridge Road Water Main

Project Number: W96-08

For design and construction of an 8" and 6" water main as a replacement for an old 2" and 4" main. This is for Old New Windsor Rd. to Westmoreland St. to the dead end of the line on Ridge Rd. The existing mains are old, and tapped on a fire hydrant lateral. Some of it is asbestos concrete pipe, and some of the line is under trees. The length of replacement pipe is 1,882 feet. There is no impact to the operating budget.

Project Name: Sophia Ave. Water Main

Project Number: W98-01

For design and construction of 8" ductile iron water main, replaces existing asbestos concrete pipe. This is for Fairfield Ave. to Gist and Washington Rd. This water main on Sophia Ave. broke three times in 1999, and numerous times in the last five years. This job will replace 2,172 feet of pipe. There is no impact to the operating budget.

Project Name: W. George Street Water Main

Project Number: W99-05

For design and construction of a 4" water main. This is from W. George St. to Chase St. This water main in the alley serves two apartment buildings on Chase St. and is in need of replacement. This project will replace about 350 ft. of pipe with P.V.C. pipe. There is no impact on the operating budget.

Project Name: John Street Water Main Replacement

Project Number: W99-06

This is for design and construction of a 6" water main replacement. This will be along John Street, between its intersections with W. Main Street and Winters Alley. This will lower our maintenance and increase our supply to the area. We will have one tap on W. Main when the W. Main St. water main is upgraded under W92-35. This project will be about 350 feet of pipe. There is no impact on the operating budget.

Project Name: James Street Water Main Replacement

Project Number: W99-07

This project is for the design and construction of 6" water main replacement. This will be along James Street, from Kemper Ave. to the alley. We have made repairs here in the past and this is a fragile line. This will be about 350 feet of pipe. This will result in a \$10,000 annual savings in maintenance.

Project Name: Watershed Easement Purchase Program

Project Number: W00-03

This is for the purchase of water quality protection easements in the Cranberry Branch and West Branch watersheds. This is for Cranberry Branch and West Branch watersheds. The Cranberry Branch and West Branch are two tributaries which are surface water supplies for the City's public drinking water, and drain directly to the Water Treatment Plant. Easements adjacent to the tributaries would allow the City to protect the public drinking water from such events as the summer 1999 sludge spill in the Cranberry Branch. Watershed protection is also one of the options available to meet EPA standards for the Water Treatment Plant. There is no impact to the operating budget.

Project Name: Interzone Main

Project Number: W01-06

This is for the design and construction of a water main connecting various water zones in the service area along Maryland Route 140. Construction of an interzone connector is necessary to better equalize pressure and system operations. This may also lessen pumping requirements. There is no impact to this operating budget.

Project Name: New Water Supply Source Development

Project Number: W02-03

This project is for new water supply source development. The project includes Big, Little Pipe Creek and potential ground water sources. The City must continually search for new water supply sources in order to increase capacity. There is no impact to the operating budget.

Project Name: MD 140 Parallel Water Main

Project Number: W02-05

This is for the design and construction of water main connection various water zones in the service area along the MD Route 140 area. Construction of a parallel main is necessary to better equalize pressure and system operations. There is no impact to this operating budget.

Project Name: Storage Building

Project Number: WA15-02

This project includes design and construction of a storage building at the existing facility. Impact to the operating budget is \$3,000 in annual recurring costs for insurance and maintenance.

Project Name: Maintenance Facility Floor Replacement

Project Number: WA16-03

This project includes replacing the floor at the existing facility. This project is split 50/50 with the sewer fund. There is no impact to the operating budget.

Project Name: New Meter Software and Meter Upgrade

Project Number: WA17-01

This project includes purchasing and implementing new meter reading software which will be cloud-based and implementation of a meter replacement plan. This project will result in adding one full time equivalent to implement the replacements and will result in a savings in a reduction of one full time equivalent (meter reader). It will also result in a recurring maintenance expense of \$25,000 in software maintenance and cloud services costs.

CITY OF WESTMINSTER CAPITAL IMPROVEMENTS PROGRAM- SEWER

Project Name: Sewer System Rehabilitation

Project Number: SE08-1

This project includes design and construction of the sewer system rehab projects though out the entire collection system. This reduces inflow and infiltration into the sanitary sewer from ground water and other sources due to the leaks in old pipes. An Inflow and Infiltration televising study was performed in FY 2013 that identified specific areas of rehabilitation listed below. Estimates are per the completed report. The entire collection system covers approximately 40 miles.

2015: Joint grouting \$ 36,613. Series 14 rehabilitation \$ 190,000, Series 17, 12 and 15 rehabilitation \$ 220,000

2016: Series 13 replacement mainline 50% cost \$ 600,000

2017: Series 13 replacement mainline 50% cost \$ 600,000

This reduces flow surges during storm events so that only sewerage is treated instead of groundwater and storage. Corrective work will lower operating costs due to decreased flows. This will extend the life of the facility for treatment of only sewage. Impact to the operating budget includes a savings of \$50,000 of operating costs.

Project Name: WWTP Upgrade/ENR

Project Number: SE08-3

This project is to remove enhanced nutrients at the wastewater treatment plant. Currently the Maryland Department of the Environment requires the wastewater plant to meet a total nitrogen (TN) limit of 8 mg/l on a yearly average and a total phosphorous (TP) limit of 2mg/l on a monthly average. Newly proposed TN and TP limits are going to be 3.0 mg/l and .03 mg/l. An Enhanced Nutrient Removal upgrade will be needed to meet the new regulation. This project is funded through Bay Restoration grants and Maryland Water Quality Revolving loans. A \$50,000 savings is expected as a result of energy saving components.

Project Name: WWTP Upgrade/ENR County Portion

Project Number: SE15-01

This is at the wastewater treatment plant. Currently the Maryland Department of the Environment requires the wastewater plant to meet a total nitrogen (TN) limit of 8 mg/l on a yearly average and a total phosphorous (TP) limit of 2mg/l on a monthly average. Newly proposed TN and TP limits are going to be 3.0 mg/l and .03 mg/l. An Enhanced Nutrient Removal upgrade will be needed to meet the new regulation. This portion is for upgrades to the part of the facility that Carroll County utilizes. Carroll County is funding this project. There is no impact to the operating budget.

Project Name: Wastewater Plant Expansion

Project Number: SE10-3

This project will increase the capacity of the treatment plant from 5.0 MGD to 6.5 MGD at the wastewater treatment plant. Currently the treatment plant is greater than 80% of its capacity. An expansion will be required when plant flows reach 5.0 MGD. There is no impact to this operating budget.

Project Name: Vehicle and Equipment Replacement Program

Project Number: SE08-6

This is for routine replacement of vehicles for Wastewater Treatment Plant and Utility Maintenance (sewer). Routine replacement of vehicles is required to minimize operation and maintenance cost, and to ensure that equipment and vehicles are reliable. Recurring annual costs include \$10,000 for insurance, gas and maintenance. Annual savings of \$50,000 are realized in maintenance costs.

Project Name: Wastewater Treatment Clarifier Drives

Project Number: SE13-1

This project is for secondary treatment at the wastewater treatment plant. Secondary clarifiers one and two have been in service since 1990. The clarifiers are critical to the operation of the treatment plant. The clarifiers are approaching 25 years in service. Replacing the drives is in order based on their age. There is no impact to this operating budget.

Project Name: BNR Mixers

Project Number: SE14-1

This project replaces BNR Mixers. Annual savings of \$2,000 is realized in maintenance of older mixers.

Project Name: Roof Replacement Building 3

Project Number: SE14-2

This project replaces the roof on Building 3. There is no impact to this operating budget.

Project Name: Pump Station Upgrades

Project Number: SE15-1

This project is a recurring project to make various pump station upgrades as the facilities age. There is no impact to this operating budget.

Project Name: Engineering GIS Layers

Project Number: INF17-01

This project is split between the water and sewer funds. The project delivers completed GIS layers identifying all assets of the water and sewer systems. Impact to the operating budget include \$5,000 savings in man-power for maintenance of the two systems.

Project Name: Upgrade Pump Station # 12

Project Number: SE08-4

This project is to upgrade pump station 12 to install two new submersible pumps, a new wet well, valve vault and piping. Pump station # 12 is located on Old Bachman's Valley Road, adjacent to the West Branch Trade Center Industrial Park. These upgrades are recommended in the December 2000 "Infrastructure Assessment Report" conducted for the City by Stearns and Wheler, LLC, for economic development in the Route 97 Corridor. This project could be funded by contributors to the sewer shed and development. There is no impact to this operating budget.

Project Name: Rehabilitate Pump Station # 15

Project Number: SE08-7

This project proposes the replacement of the existing pump at station # 15. This pump is located on Poole Road of Route 97. The pumps have been repaired in the past, but now replacement is necessary. Additionally, the

development of new homes in the area will result in increased flows. Development in the area could necessitate relocation of the entire facility. Relocation costs would be born by the developer. Impact to the operating budget is a savings of \$5,000 in maintenance costs.

Project Name: Portable Emergency Pump

Project Number: SE16-1

This equipment will help prevent sewage spills at the pump stations. The impact to the operating budget is a savings of \$5,000 in maintenance related to spills.

Project Name: Sewer Lateral Inspection Camera

Project Number: SE16-2

This equipment is used to locate problems in lateral lines. There is no impact to this operating budget.

Project Name: Maintenance Facility Floor Replacement

Project Number: SE16-03

This project includes replacing the floor at the existing facility. This project is split 50/50 with the water fund. There is no impact to this operating budget.

Appendix F – Budget Ordinance

Sponsored By: Kevin R. Utz, Mayor
Robert Wack, Council President

ORDINANCE NO. 865

OF THE MAYOR AND COMMON COUNCIL OF WESTMINSTER, MARYLAND APPROVING AND ADOPTING A BUDGET FOR THE FISCAL YEAR BEGINNING JULY 1, 2016 AND ENDING JUNE 30, 2017 AND AMENDING SECTION A175-1 OF THE CITY CODE

WHEREAS, in accordance with the requirements of Md. Code Ann., Title 5 of the Local Government Article, and Section 41 of the Charter of the City of Westminster and Chapter 20 of the Code of the City of Westminster, it is the determination of the Mayor and Common Council that an ordinance should be enacted to budget and appropriate funds for the several programs and purposes for which the City of Westminster must provide in the fiscal year beginning July 1, 2016, and ending June 30, 2017 (“Fiscal Year 2017”) and to set the property tax rates for the said Fiscal Year 2017; and,

WHEREAS, the Mayor, as required by the City Charter, on or before the 15th of June, 2016 prepared and presented to the Common Council a proposed budget outlining the anticipated expenditures and transfers for Fiscal Year 2017. The budget includes the estimated revenues and other financing sources required and establishes the proposed tax rate for all real property taxes; and,

WHEREAS, the Common Council will hold and a public hearing on May 9, 2016 after notice thereof in a newspaper having general circulation in Westminster.

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

Section 1: That from and out of the moneys and balances known to be in the General Fund, Water Fund, Sewer Fund, Fiber Fund, and Public Housing Fund of the City of Westminster, Maryland, and from all moneys anticipated to come into all funds during the twelve (12) month period ending June 30, 2017, there shall be, and hereby are, appropriated the

following sums for use by the several departments and offices of the City, and for the objects and purposes for which the City must provide during Fiscal Year 2017.

GENERAL FUND REVENUES

Taxes	\$10,296,116
Licenses and Permits	503,530
Intergovernmental	4,948,907
Charges for Services	590,000
Fines & Forfeitures	185,000
Miscellaneous Income	301,465
Transfers	463,953
Capital Fund	2,605,496

GENERAL FUND APPROPRIATIONS BY ACTIVITY

Community Support	\$ 60,668
Facilities	3,610,091
Finance	231,649
Executive & Legislative	1,141,923
Human Resources	121,603
Planning, Zoning & Development	386,553
Housing & Preservation Services	252,940
Public Safety Department	6,767,270
Public Works	5,439,542
Recreation & Parks	1,145,353
Technology	736,875
Total General Fund Revenues	<u>\$19,894,467</u>
Total General Fund Appropriations	<u>\$19,894,467</u>
Difference	<u>\$ NONE</u>

WATER AND SEWER FUNDS

WATER FUND REVENUES

Small Meter – City	1,800,000
Small Meter - County	1,200,000
Large Meter - City	1,100,000
Large Meter – County	700,000
Penalties and Fees	273,650
Miscellaneous Income	214,161
Benefit Assessment Fees	296,007
Transfers	2,566,482

WATER FUND APPROPRIATIONS BY ACTIVITY

Community Support	\$ 11,668
Facilities	64,343
Finance	263,501
Executive & Legislative	322,723
Human Resources	119,314
Planning, Zoning & Development	123,448
Public Works	233,438
Technology	418,705
Utilities	788,530
Water	5,804,630

Total Water Fund Revenues	<u>\$8,150,300</u>
Total Water Fund Appropriations	<u>\$8,150,300</u>
Difference	<u>\$ NONE</u>

SEWER FUND REVENUES

Small Meter – City	\$2,400,490
Small Meter – County	1,623,768
Large Meter – City	1,207,339
Large Meter – County	923,796
Reclaimed Water-County	20,000
Penalties and Fees	292,450
Miscellaneous Income	15,000
Benefit Assessment Fees	303,136
Grants	16,162,325
Bond Proceeds	10,110,960
Transfers	17,417

SEWER FUND APPROPRIATIONS BY ACTIVITY

Community Support	\$ 11,668
Facilities	64,343
Finance	263,501
Executive & Legislative	344,593
Human Resources	119,314
Planning, Zoning & Development	123,448
Public Works	232,688
Technology	418,705
Utilities	867,530
Wastewater	30,630,891

Total Sewer Fund Revenues	<u>\$33,076,681</u>
Total Sewer Fund Appropriations	<u>\$33,076,681</u>
Difference	<u>\$ NONE</u>

PUBLIC HOUSING FUNDS

The City receives Federal funds to provide Federal rental assistance to limited income residents.

PUBLIC HOUSING FUND REVENUES

Housing Assistance Payments	\$1,778,976
HUD Administrative Fee Distribution	210,730
Miscellaneous Income	10,000
Transfers	75,000

PUBLIC HOUSING FUND EXPENDITURES

Salaries & Benefits	\$ 222,875
Administration	31,300
Housing Assistance Payments	1,777,288
Facilities	43,243

Total Housing Fund Revenues	<u>\$2,074,706</u>
Total Housing Fund Expenditures	<u>\$2,074,706</u>
Difference	

FIBER INFRASTRUCTURE FUND REVENUES

Provider Fees	\$ 360,128
Loan Proceeds	8,946,733
General Fund Subsidy	300,000
Transfers	33,805

FIBER INFRASTRUCTURE FUND EXPENDITURES

Salaries & Benefits	\$ 105,000
Operating Expenses	429,000
Debt Service	159,933
Capital Improvements	8,946,733

Total Fiber Fund Revenues	<u>\$9,640,666</u>
Total Fiber Fund Expenditures	<u>\$9,640,666</u>
Difference	<u>\$ NONE</u>

Section 2. That the water and sewerage rate structure effective for all water consumption and sewerage service used between July 1, 2016 and June 30, 2017 shall be as set forth below, and Section A175-1 of the City Code shall be and hereby is amended as follows.

Fixed Quarterly Charge

Meter Size	AWWA Meter Eqv.	<u>Inside City</u>			<u>Outside City</u>		
		<u>Water</u>	<u>Sewer</u>	<u>Reclaimed</u>	<u>Water</u>	<u>Sewer</u>	<u>Reclaimed</u>
Tier 1 - 5/8	1.00	\$23.09	\$[23.57] <u>26.16</u>		\$24.71	\$[33.11] <u>36.75</u>	
Tier 1 - 3/4	1.00	\$23.09	\$[23.57] <u>26.16</u>		\$24.71	\$[33.11] <u>36.75</u>	
Tier 2 - 1	2.50	\$57.72	\$[58.92] <u>65.40</u>	\$[47.82] <u>53.08</u>	\$61.78	\$[82.78] <u>91.89</u>	\$[67.19] <u>74.58</u>
Tier 2 - 1 1/2	5.00	\$115.44	\$[117.84] <u>130.80</u>	\$[95.64] <u>106.16</u>	\$123.57	\$[165.58] <u>183.79</u>	\$[134.39] <u>149.17</u>
Tier 2 - 2	8.00	\$184.70	\$[188.53] <u>209.27</u>	\$[153.02] <u>169.85</u>	\$197.71	\$[264.92] <u>294.06</u>	\$[215.02] <u>238.67</u>
Tier 2 - 3	16.00	\$369.39	\$[377.07] <u>418.55</u>	\$[306.04] <u>339.70</u>	\$395.41	\$[529.85] <u>588.13</u>	\$[430.04] <u>477.34</u>
Tier 2 - 4	25.00	\$577.18	\$[589.18] <u>653.99</u>	\$[478.19] <u>530.79</u>	\$617.83	\$[827.89] <u>918.96</u>	\$[671.94] <u>745.85</u>
Tier 2 - 6	50.00	\$1,154.35	\$[1,178.35] <u>1,307.97</u>	\$[956.38] <u>1,061.58</u>	\$1,235.66	\$[1,655.80] <u>1,837.94</u>	\$[1,343.88] <u>1,491.71</u>
Tier 2 - 8	80.00	\$1,846.96	\$[1,885.37] <u>2,092.73</u>	\$[1,530.21] <u>1,698.53</u>	\$1,977.06	\$[2,649.27] <u>2,940.69</u>	\$[2,150.21] <u>2,386.73</u>

Water Usage Charge

Tier 1 Rates

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

Tier 2 Rates

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

Sewer Usage Charge

Unit Rate	<u>Inside City</u>	<u>Outside City</u>
(per 1,000 gallons)	<u>Sewer</u>	<u>Sewer</u>
	\$[5.71] <u>6.34</u>	\$[8.54] <u>9.48</u>

Reclaimed Water Charge

Unit Rate	<u>Inside City</u>	<u>Outside City</u>
(per 1,000 gallons)	<u>Reclaimed</u>	<u>Reclaimed</u>
	\$[2.32] <u>2.58</u>	\$[3.47] <u>3.85</u>

Section 3: That the Tax Levy for the tax year beginning July 1, 2016 and ending June 30, 2017 shall be: (a) a tax of FIFTY FOUR AND FIFTY-SIX HUNDREDTHS CENTS (54.56) on every One Hundred Dollars of the assessed value of all real property within the corporate limits of the City of Westminster, Maryland, and a tax of ONE HUNDRED SIX AND FOURTY HUNDREDTHS CENTS (106.40 CENTS) on every One Hundred Dollars of the assessed value of all personal property and a tax of ONE HUNDRED THIRTY SIX AND FOURTY HUNDREDTHS CENTS (136.40 CENTS) on every One Hundred Dollars of the assessed value of all public utility operating property within the corporate limits of the City of Westminster, Maryland, subject to assessment and taxation, shall be levied for the use of The Mayor and Common Council of Westminster, for its general purposes as authorized by Section 41 of the Charter of the City of Westminster.

(b) That a special tax of ONE AND FORTY-FOUR HUNDREDTHS CENTS (1.44 CENTS) on every One Hundred Dollars of the assessed value of all real property within the corporate limits of the City of Westminster, Maryland, and a special tax of THREE AND SIXTY HUNDREDTHS CENTS (3.60 CENTS) on every One Hundred Dollars of the assessed value of all personal property and public utility operating property within the corporate limits of the City of Westminster, Maryland, subject to assessment and taxation, shall be levied for the purposes of paying for the light and water used by The Mayor and Common Council of Westminster, as authorized and directed by Section 31 of the Charter of the City of Westminster.

Section 3. That the taxes levied for the aforesaid respective purposes for the tax year beginning July 1, 2016 and ending June 30, 2017, shall be due and payable July 1, 2016 and shall be subject to interest beginning October 1, 2016 at the rate of $\frac{2}{3}$ of 1 per centum for each month or fraction thereof until paid, and additionally, a $\frac{1}{2}$ of 1 per centum penalty assessment for each

month or fraction thereof until paid, provided that taxes paid by owner-occupants of residential property shall be due and payable as provided in § 10-204.3 of the Tax-Property Article of the Annotated Code of Maryland and § 143-3 of the City Code which authorize semiannual and annual payments of taxes. Additionally, taxes paid by owner-occupants of residential property on a semiannual basis as provided in § 10-204.3 of the Tax Property Article of the Annotated Code of Maryland and § 143-3 of the City Code shall also be subject to a service charge in an amount equal to the service charge adopted by the Board of County Commissioners of Carroll County as to its County property taxes, which charge may include an administrative fee as permitted by law.

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

Section 5: That outstanding encumbrances at Fiscal Year 2016 year end shall be considered revenues for Fiscal Year 2017 at June 30, 2016 and re-appropriated, by this budget ordinance, in Fiscal Year 2016 for the purposes set forth in the budget ordinance for the Fiscal Year 2016, unless otherwise appropriated by the Common Council.

Section 6: That any transfer of funds between appropriations must be approved by the Common Council in the form of an ordinance by a vote of at least 2/3 of the members of the Common Council.

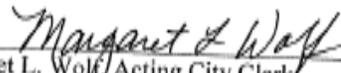
Section 7: That the City Administrator is hereby directed to transfer to the Priority Capital Projects subfund of the General Fund any proceeds received from property tax revenues attributable to the levy of taxes at a rate by which the current property tax rate exceeds the property tax rate established in the FY 2011 budget, provided that any expenditure of the funds so appropriated shall be subject to the approval of the Mayor and Common Council.

Section 8: BE IT FURTHER ORDAINED, that this ordinance shall become effective ten days after its enactment by the Common Council of the City of Westminster, Maryland.

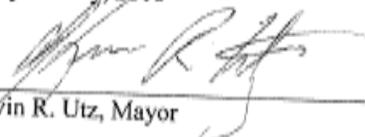
INTRODUCED this 25th day of April, 2016


Margaret L. Wolf, Acting City Clerk

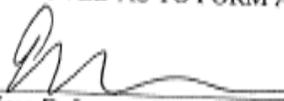
ADOPTED this 9th day of May, 2016


Margaret L. Wolf, Acting City Clerk

APPROVED this 9th day of May, 2016


Kevin R. Utz, Mayor

APPROVED AS TO FORM AND SUFFICIENCY this 9th day of May, 2016


Elissa D. Levan, City Attorney

Appendix G – Glossary of Terms

Accounting System – The total structure of records and procedures which identify, record, classify, summarize, and report information on the financial positions and results of operations of a government.

Accrual Basis of Accounting – The method of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.

ADA – See Americans with Disabilities Act.

Americans with Disabilities Act (ADA) – This federal act gives civil rights protections to individuals with disabilities, similar to those provided to individuals on the basis of race, sex, national origin, and religion.

Annexation – The incorporation of additional territory within the domain of the City.

Appropriation – An authorization made by the Mayor and Council that permits City departments to make expenditures of governmental resources for specific purposes within a specific time frame.

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

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

Balance Budget – A budget in which revenues equal expenditures.

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

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

Bonds issued – Bonds sold.

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

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

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

CAFR – See Comprehensive Annual Financial Report.

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

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

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

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

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

CDBG – See Community Development Block Grant

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

CIP – See Capital Improvements Program.

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

COBRA – See Consolidated Omnibus Budget Reconciliation Act.

Commingle – Refers to materials included in the City’s recycling program, specifically glass jars and bottles, aluminum and steel cans, and plastic containers.

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

Comprehensive Annual Financial Report (CAFR) – The official annual report of a government.

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

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

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

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

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

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

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

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

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

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

Disbursement – The expenditure of monies from an account.

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

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

Empowerment – A managerial style which places emphasis on decentralized problem-solving in an effort to allow employees and citizens who are affected by policy decisions to participate extensively in the decision-making process.

Encumbrance – A firm commitment to pay for future goods and services, formally documented with a contract or agreement that may extend over more than one budget year. Both encumbrances and planned expenditures on a project must fit within an agency's appropriation.

ENR – Enhanced Nutrient Removal

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

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

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

Fees and Credits – Income from any billing for services or sale made by the City; for example athletic program registration fees, building permit fees, and animal licenses.

Fiscal Policy - The City's policies with respect to revenues, spending and debt management as these relate to governmental services, programs and capital investment. Fiscal policy provides a set of principles for the planning and programming of government budgets and their funding.

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

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

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

Front-Foot Benefit – See Capital Facilities Assessment.

FTE – See Full-Time Equivalent.

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

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

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

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

FY – See Fiscal Year.

GAAP – See Generally Accepted Accounting Principles.

GASB – See Governmental Accounting Standards Board.

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

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

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

GFOA – An abbreviation for Government Finance Officers Association.

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

Governmental Accounting Standards Board (GASB) – This organization was established as an arm of the Financial Accounting Foundation in April, 1984, to promulgate standards of financial accounting and reporting with respect to activities and transactions of state and local governmental entities.

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

Gross Bonded Debt – The total amount of direct debt of a government represented by outstanding bonds before deduction of any assets available and earmarked for their retirement.

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

ICMA – An abbreviation for International City Manager's Association.

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

Interfund Operating Transfers – Payments made from one operating fund to another as a contribution to defray a portion of the recipient fund's costs.

Intergovernmental Revenues – Revenues from other governments in the form of grants, entitlement, shared revenues, or payments in lieu of taxes.

Investments – Securities, bonds, and real property (land and buildings) held for the production of revenues in the form of interest, dividends, rentals, or lease payments. The term does not include fixed assets as used in the normal course of governmental operations.

Levy – (Verb) To impose taxes or special assessments for the support of governmental activities. (Noun) The total amount of taxes or special assessments imposed by a government.

Liabilities – Debts or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances.

Long-Term Debt – Debt with a maturity of more than one year after the date of issuance.

Management Indicators – Specific quantitative and qualitative measures of work performed as an objective of a department.

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

Measurement Focus – The accounting convention which determines (1) which assets and liabilities are included on an entity’s balance sheet and (2) whether its operating statement presents “financial flow” information (revenues and expenditures) or “capital maintenance” information (revenues and expenses).

Modified Accrual Basis of Accounting – The accrual basis of accounting adapted to the governmental fund type. It is a modified version of the full accrual basis of accounting in that it, in general measure financial flow (tax and spend) of an organization, rather than capital accumulation (profit or loss).

Net Bonded Debt – Gross bonded debt less any cash or other assets available and earmarked for its retirement.

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

Object Expense Code – As used in expenditure classification, this term applies to the article purchased to the service obtained.

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

Obligations – Amounts which a government may be required legally to meet out of its resources. They include not only actual liabilities, but also un-liquidated encumbrances.

Operating Budget – See Budget.

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

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

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

Outside Agency – An independent non-profit community organization working on behalf of the community that request funding contributions from the City.

Overlapping Debt – The proportionate share of the debts of local governments located wholly or in part within the limits of the reporting government which must be borne by property within each government.

Pay-As-You-Go – Capital expenditures included in the Capital Improvements Program which are funded by a contribution from an operating fund.

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

Performance Measurements – See Management Indicators.

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

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

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

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

Program Area – A group of activities and/or work programs based primarily upon measurable performance.

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

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

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

Re-appropriation – Statutory action to continue the availability, whether for the same or different purposes, of all or part of the unobligated portion of a budget into the next fiscal year.

Re-appropriations Ordinance – Changes made to the appropriation ordinance during the fiscal year to reflect encumbered amounts added to the current budget from the prior fiscal year.

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

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

Repurchase Agreement – An agreement in which a governmental entity transfers cash to a broker-dealer or financial institution; the broker-dealer or financial institution transfers securities to the entity and promises to repay the cash plus interest in exchange for the same securities.

Resolution – A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

Retained Earnings – The accumulated gains and losses of an enterprise fund to date, reduced by amounts transferred to permanent capital accounts.

Revenue – Monies received or collected by the City as income, including such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, shared revenues, and interest income.

Revenue Anticipation Notes – Notes (sometimes called warrants) issued in anticipation of collection of non-tax revenues, retired after the collection of such revenues.

Revenue Bonds – Bonds whose principal and interest are payable exclusively from earnings from an Enterprise Fund. In addition to a pledge of revenues, such bonds sometimes contain mortgages on Enterprise Fund Property.

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

Self-Insurance – Refers to the City's participation in a self insurance fund. Self-insurances allows an organization to closely realize its actual claim experience, as well as pool its insurance buying power with other participating agencies.

Special Assessment – A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

Special Revenue Fund – A fund used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or for major capital projects) that are legally restricted to expenditure for specified purposes.

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

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

Tax Anticipation Notes – Notes, sometimes called warrants, issued in anticipation of collection of taxes, retired from tax collections, and frequently from the proceeds of the tax levy whose collection they anticipate.

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

Tax Duplication – A state of affairs whereby both County and City levy property taxes on citizens to pay for services rendered by the City.

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

Temporary Employee – An employee who is hired to fill a position anticipated to have a continuous service duration of less than one year, whose compensation is not derived from the City's Administrative, Police or Union classification tables, and whose position is not established in the Position Control System.

Transfer – See Revision.

Undesignated Fund Balance – Funds remaining from the prior year which are available for appropriation and expenditure in the current year.

Unreserved Fund Balance – That portion of a fund balance for which no binding commitments have been made.

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

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