

# City of Westminster, Maryland

Fiscal Year 2019 Budget



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

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# Mayor's Budget Message

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July 1, 2018

City of Westminster Residents:

I am pleased to present the adopted Fiscal Year (FY) 2019 operating budget and Capital Improvements Program for the City of Westminster. The City's annual budget determines the manner in which services will be delivered to the community during the coming year, and its adoption is the most important legislative action that my Common Council colleagues take each year.

The total budget for all funds in FY 2019 equals \$67.11 million, a decrease of 15 percent over last year's total budget, as amended. The reduction in expenses is attributable primarily to several significant capital projects that will not re-occur in FY 2019.

The FY 2019 budget was prepared with a focus on the long-term financial health of the City and the recently adopted *City of Westminster Strategic Plan 2018-2021*. Guiding financial principles include the following:

- Maintenance of adequate financial reserves; and,
- Maintenance of Westminster's infrastructure, the City's vehicle and equipment fleet, and City facilities.

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

A major focus in crafting the FY 2019 budget was to begin the implementation of the Compensation and Classification Study results. The City undertook this assessment of its salary and benefit structure in early FY 2018 to ensure its ability to attract and retain a quality workforce, which is essential to our mission as a service provider to the community. I'm pleased that we were able to allocate funding for the first phase of the implementation process, as well as provide an across-the-board wage adjustment to all benefited staff.

The FY 2019 budget includes funding to advance certain initiatives included in the City's Strategic Plan, formally adopted by the Mayor and Common Council in February 2018. They include increasing the City's supply of new allocatable water through completion of Phase 2 of the Gesell Well Project, addressing inflow and infiltration into the City's sewer system, and the development of a Westminster brand to serve as the foundation for the City's marketing and economic development efforts.

The multi-year Capital Improvements Program reflects a significant investment in the City's infrastructure. Projects include increased funding for street improvements, replacement of vehicles and equipment, and repairs and enhancements to City-owned facilities.

The preparation of the budget is a significant undertaking by the City's Management Team and other staff members, and I offer my sincere thanks to all who played a role in its development. I would particularly like to acknowledge the efforts of City Administrator Barbara B. Matthews and Finance Director Tammy Palmer for their contributions in developing the FY 2019 budget.

Sincerely,

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

Joe Dominick  
Mayor, City of Westminster

# About Westminster

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## **DIRECTORY OF OFFICIALS AND ADVISORY BODIES**

### Mayor

Mr. Joe Dominick

### Common Council

Dr. Robert Wack, Council President  
Dr. Mona Becker, Councilmember  
Mr. Tony Chiavacci, Councilmember  
Mr. Gregory Pecoraro, Councilmember  
Mr. Benjamin Yingling, Councilmember

### Management Team

#### Title

City Administrator  
Chief of Police  
Director of Finance and Administrative Services  
Director of Housing Services  
Director of Community Planning and Development  
Director of Public Works  
Director of Recreation and Parks  
Director of Human Resources

#### Name

Barbara B. Matthews  
Jeff Spaulding  
Tammy Palmer  
Cindy Valenzisi  
William Mackey  
Jeff Glass  
Abby Gruber  
Darlene Childs

## 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, Maryland and Harrisburg, Pennsylvania), and Washington, D.C. The City is approximately 35 miles northwest of Baltimore, 32 miles east of Frederick, 56 miles north of Washington D.C., 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 6.5 square miles, primarily since the 1970s. While the City's land area was expanding, its population was also growing, from a little over 7,000 people in 1970 to over 16,000 people in 2000. Today, the City's population is just under 20,000 people and continues to grow every year.

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

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, as reflected in its two National Register Districts. The City's first National Register District, established in 1980, encompasses much of the older residential areas of Westminster and its downtown. The second 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 restaurateurs 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 City's small town atmosphere. Westminster is home to the largest community events in Carroll County – FallFest, the Flower and Jazz Festival, and the 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. Other musical offerings include the Month of Sundays Concert Series held each July, Common Ground on the Town at numerous venues downtown, and 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 parking lot. The Market offers produce, meats, sweets, plants, flowers, prepared foods, and even dog treats.

**McDaniel College**



Westminster is home to McDaniel College, a private, liberal arts and sciences institution founded in 1867 as Western Maryland College. Over 3,000 undergraduate and graduate students 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.

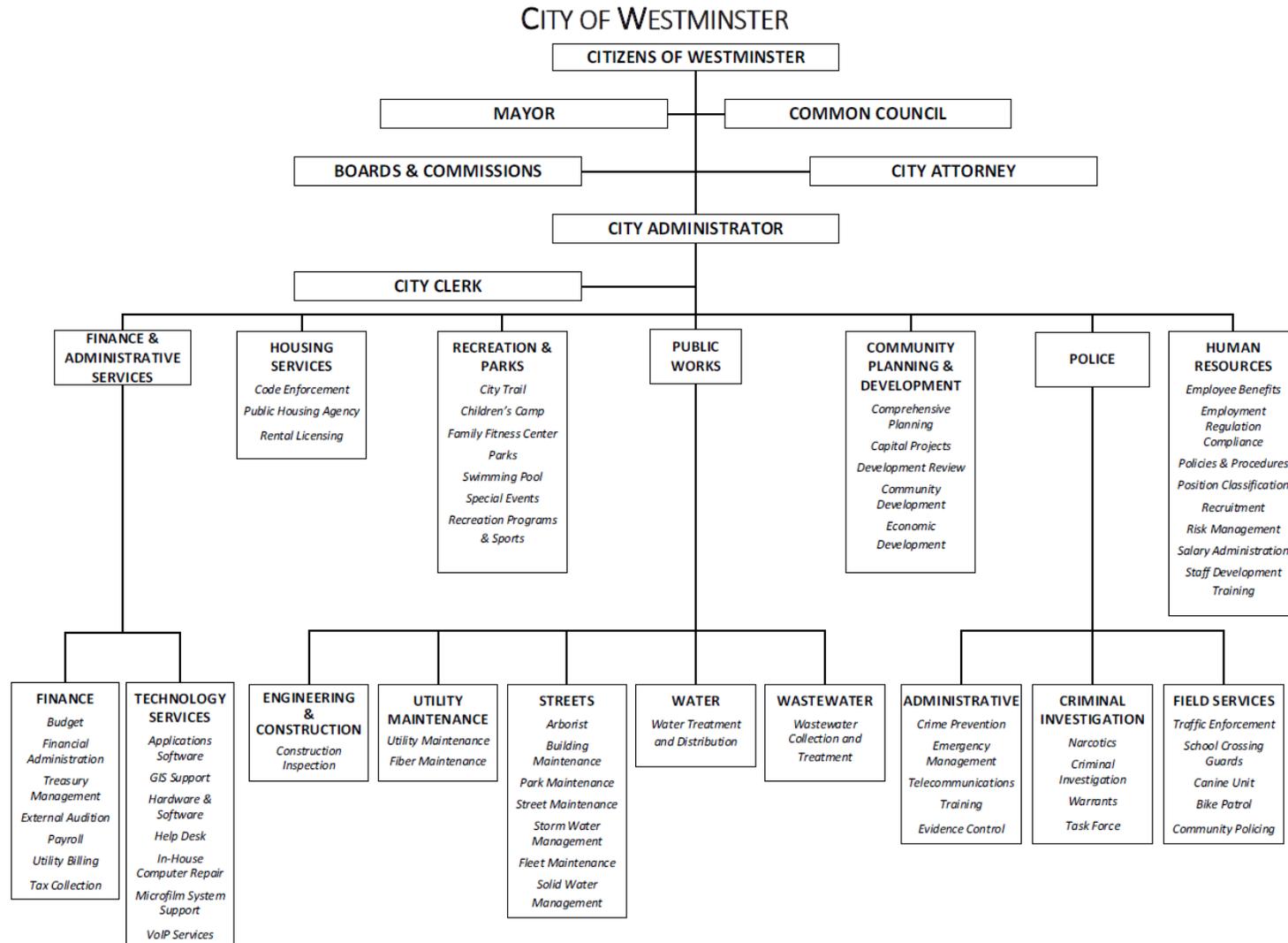
The City of Westminster operates under a Mayor-Council form of government. The Mayor is elected at-large to a four-year term. The Common Council is composed of five members who also are elected at-large to serve four-year terms. The qualified voters of Westminster vote for three members of the Common Council on the Tuesday after the second Monday of May, while the Mayor and the remaining two Councilmembers 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. They include planning and zoning, community and economic development, police protection, water and sewer services, refuse collection, street maintenance, snow removal, public housing assistance, and recreation and parks facilities and services.

# ORGANIZATIONAL CHART



# Budget Background

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## **DEVELOPMENT, ADOPTION, AND STRUCTURE OF THE BUDGET**

### ***DEVELOPMENT***

The Budget Document is the key fiscal planning document for the City. It is developed as a product of goals and objectives established via the City's strategic plan.

The City's budget plan incorporates the vision of the City of Westminster Strategic Plan:

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

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

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

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

The FY 2019 budget addresses the projects in several areas: through the operating budget, through the capital budget, through the enterprise budgets, and through the revenue fund budgets. Below are the goals and defined projects listed in the Strategic Plan:

- **Strong Partnerships and an Engaged Community**
  - **Enhance downtown partners** - provided in the General Fund's Planning and Community Development operating budget in the form of Farmer's Market contract, new holiday decorations, wayfinding signage, and ambassador program.
  - **Identify leadership of various homeowners' associations** - provided in the General Fund's Planning and Community Development operating budget in the form of salaries and office supplies.
  - **Build upon existing initiatives** - provided in the General Fund's Planning and Community Development and Legislative operating budgets in the form of salaries and the ambassador program.
  - **Create a Communications Coordinator** - not funded in FY 2019.
  - **Engage the community in the City election** - provided through the General Fund's Legislative operating budget in the form of salaries and office supplies.

- **Water and Sewer Capacity for Future Generations**
  - **Adopt a new water and sewer allocation policy** - funded and achieved in FY 2018.
  - **Complete water and sewer rate studies** - funded and achieved in FY 2018.
  - **Develop an intergovernmental strategy to pursue water re-use** - provided in the Water Fund operating budget in the form of contractual expense.
  - **Explore technology for water conservation** - provided in the Water Fund operating budget in the form of salaries and operating expense.
  - **Retrofit City-owned facilities to model best practices in water conservation** - provided in the General Fund capital budget in the 45 W Main improvements.
  
- **Economic Activity and Growth**
  - **Create an Economic Development position** - not funded in FY 2019.
  - **Streamline City's Zoning Code, remove barriers for development** - provided in the General Fund operating budget in the form of salaries and contractual expense.
  - **Conduct a market analysis and develop a marketing strategy** - provided in the General Fund operating budget in the form of salary expense and contractual expense.
  - **Meet with Westminster employers** - provided in the General Fund Planning and Community Development budget in the form of salaries and operating expense.
  - **Promote private/public partnerships** - provided in the General Fund operating budget in the form of salary expense.
  - **Pursue targeted annexations** - provided in the General Fund operating budget in the form of salary and operating expense.
  - **Develop a brand** - provided in the General Fund operating budget in the form of salary expense and contractual expense.
  
- **Responsible Stewardship of City Resources**
  - **Perform a Compensation and Classification Study** - the study was completed in FY 2018; Phase I implementation is provided in FY 2019 in all funds in the form of salary and benefit expense.
  - **Implement a comprehensive performance evaluation system** - not funded in FY 2019.
  - **Invest in professional development of workforce** - provided in all funds' operating budgets in the form of tuition reimbursement, dues, and training expenses.
  - **Refine City's existing reserve, debt management, and investment policies** - provided in each fund's operating budget in the form of salary expense.
  - **Improve City services with new technology** - provided in Technology operating and capital budgets in the form of hardware and software expense.
  - **Develop a Parks Ordinance** - provided in the Recreation and Parks operating budget in the form of salary expense.
  - **Conduct citizen survey and review of City open space** - funded in the Recreation and Parks operating budget.
  - **Determine use of Wakefield undeveloped open space** - funded in Recreation and Parks operating budget.
  - **Relocate Street Maintenance facility** - not funded in FY 2019.
  
- **A Safe and Livable Community**
  - **Link bicycle and walking trails** - not funded in FY 2019.
  - **Increase community engagement in public safety** - funded in the General Fund Public Safety operating expense.
  - **Enhance crime analysis capabilities** – funded in the General Fund's Public Safety operating expense.

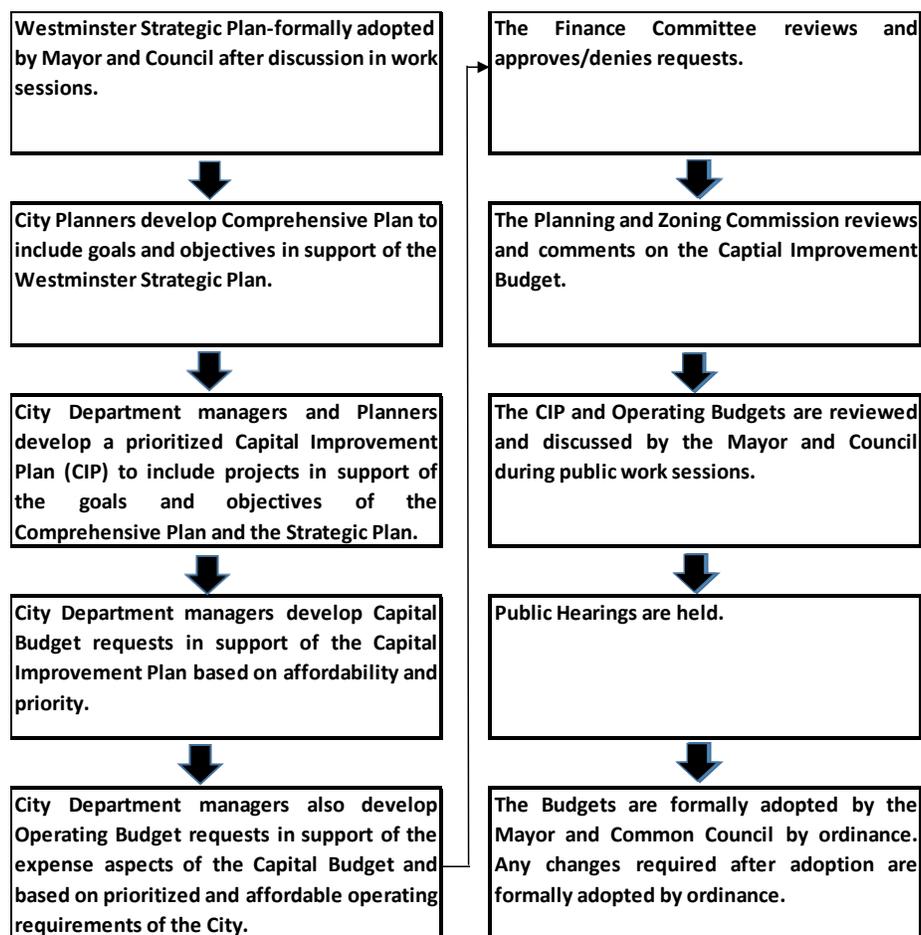
- **Enhance recruiting and retention for public safety positions** - funded in the General Fund’s Public Safety operating budget in the form of salary and benefit expense as a result of the Phase I implementation of the Compensation and Classification Study.
- **Enhance Tree Commission** - funded in the General Fund Planning and Community Development operating budget.
- **Review rental property licensing program** - funded in the General Fund’s Housing Services operating budget.
- **Enhance property maintenance enforcement** - funded in the General Fund’s Housing Services operating budget.

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 Improvements Plan is submitted for review and comment by the Planning and Zoning Commission prior to adoption of the operating budget.

The City’s budget reflects both operating and capital items in single form, although the expenditure requirements for each are designated separately. The Finance Director prepares the revenue budgets. Please refer to 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 Common Council requires the adoption of a budget amendment.

### **BUDGET DEVELOPMENT FLOW CHART**



## ***FISCAL YEAR***

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

## ***BUDGET SCHEDULE***

### ***FY 2019 Budget Schedule***

Jan - March 2018	Reviewed in regular Department Head meetings
February 21, 2018	Review preliminary budget with Finance Committee
March 9, 2018	Review with Finance Committee and Personnel Committee
March 26, 2018	City Administrator Presentation at Mayor and Council Public Meeting
April 9, 2018	Constant Yield Tax Rate Public Hearing, Mayor and Council Public Meeting
April 9, 2018	Budget Presentation, Public Hearing, Introduction of Budget Ordinance
April 9, 2018	Budget Work Session #1, Mayor and Council Public Meeting
April 23, 2018	Public Hearing, Mayor and Council Public Meeting
April 23, 2018	Budget Work Session #2, Mayor and Council Public Meeting
May 14, 2018	Adoption of Budget Ordinance

## ***ADOPTION***

The budget ordinance was formally adopted on May 14, 2018.

## ***STRUCTURE***

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

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

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

## DEPARTMENTAL MATRIX

	General Fund	Capital Fund	Water Fund	Sewer Fund	Housing Fund	Fiber Fund
COMMUNITY SUPPORT	60%	0%	20%	20%	0%	0%
FACILITIES	10%	86%	2%	2%	0%	0%
FINANCE	24%	0%	38%	38%	0%	0%
EXECUTIVE & LEGISLATIVE	51%	0%	24%	25%	0%	0%
HUMAN RESOURCES	29%	0%	35%	36%	0%	0%
PLANNING DEVELOPMENT	60%	0%	20%	20%	0%	0%
HOUSING SERVICES	100%	0%	0%	0%	0%	0%
PUBLIC SAFETY	49%	51%	0%	0%	0%	0%
PUBLIC WORKS	42%	51%	3%	3%	0%	1%
RECREATION AND PARKS	100%	0%	0%	0%	0%	0%
TECHNOLOGY	28%	3%	33%	33%	0%	3%
PUBLIC HOUSING AGENCY	0%	0%	0%	0%	100%	0%
UTILITIES	0%	0%	52%	48%	0%	0%
WASTEWATER	0%	0%	0%	100%	0%	0%
WATER	0%	0%	100%	0%	0%	0%
FIBER	0%	0%	0%	0%	0%	100%

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

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

Information on the City's FY 2019 adopted budget is provided below, followed by a discussion of each fund budget. Thereafter, information is provided for each City department, delineating the functions and resource requirements of each department and the significant performance measures by which progress is measured for its key programs and initiatives. Following the department discussions are appendices that highlight key aspects of the City's operations.

# FY 2019 Adopted Budget

## SUMMARY

### ***BUDGET OVERVIEW***

#### **Economic Climate**

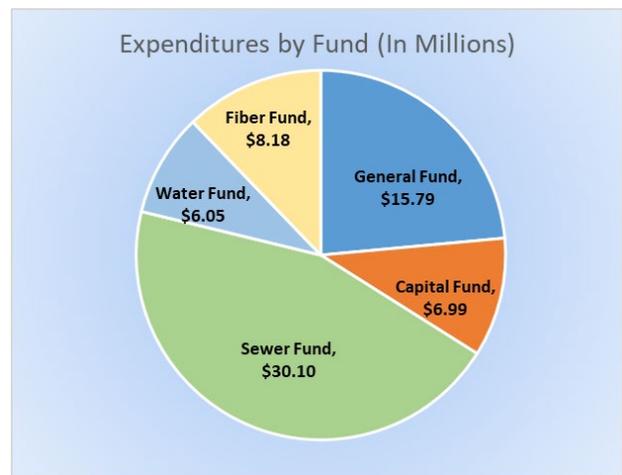
The City's budget is impacted by the national economic climate, as well as the state and local economy. The national economy continues to improve, with a decline in the national unemployment rate and increases in wage and salary rates.

Locally, Carroll County is experiencing a slight uptick in housing sales and increases in property assessments.

#### **Budget Overview**

The FY 2019 budget accounts for the City's financial activities through five primary funds, or fiscal entities. They are the General Fund, the Water Fund, the Sewer Fund, the Fiber Fund, and the Capital Projects Fund. The accompanying chart breaks down FY 2019 expenditures by fund.

The General Fund accounts for the day-to-day operational activities of the City, such as planning, police protection, snow removal, and general administration. Approximately 24 percent of the City's spending is accounted for in the General Fund.



Other major funds include the City's enterprise funds: Water, Sewer, and Fiber. These enterprise funds operate and account for their transactions in a manner similar to private businesses. By policy, they are to be self-supporting, with their fees and charges covering operating costs, capital projects, and debt service costs. Utility rates and other user fees charged to Westminster households and businesses and those outside the City limits support the Water and Sewer funds. The Fiber Fund is supported by payments from the City's fiber network operator (Ting) for lease payments; it is partially supported by an operating transfer/loan from the General Fund.

The Capital Projects Fund accounts for the City's non-enterprise capital expenditures. Projects include street improvements, acquisition of vehicles and equipment, and repairs and enhancements to City facilities.

Combined revenues for all funds total approximately \$64.74 million. Combined expenditures for all funds for FY 2019 equal about \$67.11 million. The variance is comprised of allocations from the Capital Projects Fund reserve and the General Fund reserve.

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

Real property in Maryland is assessed on a triennial basis. All real property in Westminster was reassessed during FY 2018.

According to the Maryland Department of Assessments and Taxation, the City's assessable real property base (net) for FY 2019 is estimated to increase by approximately \$54.59 million, or 3.2% from the prior year.

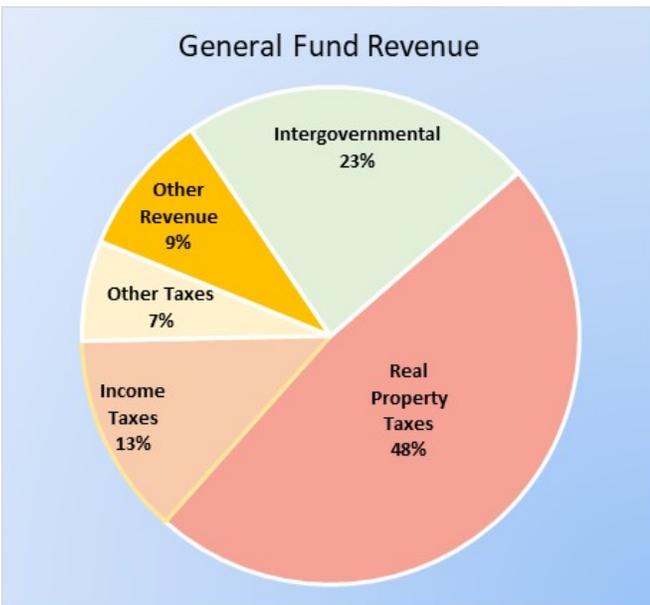
The State Homestead Property Tax Credit limits the increase in taxable assessments each year to seven percent for residential property owners that meet certain criteria. The Homestead Credit does not limit the market value of the property as determined by the Department of Assessments and Taxation but limits the increase on the amount to be taxed to seven percent. The seven percent cap effectively delays the impact of significant escalations in residential property assessments.

The adopted budget for FY 2019 continues the FY 2018 real property tax rate of \$0.56 per \$100 of assessed valuation. At this rate, real property tax revenues will increase by about \$305,723 compared to FY 2018 budgeted revenues. Pursuant to Maryland State Law, the Constant Yield Tax Rate is calculated by the Department of Assessments and Taxation for each taxing authority in the State. It represents the property tax rate for the coming tax year that will generate the same amount of revenue that was generated during the current tax year. The Constant Yield Tax Rate is \$0.5424 per \$100 of assessed valuation.

**Staffing and Personnel Costs**

As part of this year’s budget development process, the results of the Compensation and Classification Study undertaken in FY 2019 were partially implemented. The City’s salary range minimums were found, overall, to be under the market average by 11.6%. The Mayor and Council placed a high priority on ensuring that all benefited staff received a salary increase for FY 2019, providing a 2% across-the-board wage adjustment, based on the employee’s FY 2018 salary, at the start of the new fiscal year. In addition, if an employee’s salary was below the minimum of the new salary range after receiving the 2% wage adjustment, an additional salary adjustment was made. Approximately 90 employees received a secondary adjustment to align their salaries with the new FY 2019 pay structure. Approximately \$400,000 was budgeted in FY 2019 for employee wage adjustments. The study indicated the City’s benefits structure is generally comparable to its peer organizations.

The number of full-time equivalent (FTE) positions in FY 2019 will remain relatively flat. The overall FTE count increased by 1.0 compared to FY 2018. A new full-time position was added to the Fiber Fund for in-house maintenance of the Westminster Fiber Network.



**General Fund Revenues**

The General Fund supports many of the City’s core services and administrative functions. Fund revenues for FY 2019 are projected to total \$13.65 million – less than a 1% change from the prior year budget. This graph reflects fund revenues by source. The single largest General Fund revenue source is real property tax revenue, representing 48 percent of fund revenues in FY 2019. This revenue source is expected to generate approximately \$7.70 million. As mentioned earlier, the City’s real property tax rate will remain the same.

Income tax revenue is the second largest individual source of revenue in the General Fund, accounting for about 13 percent of operating revenues in FY 2019. This revenue source, budgeted at \$2.1 million, is the City’s share of income taxes received by the State of Maryland for returns filed from Westminster.

Other significant operating revenues that support General Fund expenditures include personal property tax revenues, monies received from Carroll County under the County/Town agreement, and charges for services.

## General Fund Expenditures

Personnel costs are the major cost driver for the General Fund, accounting for 60 percent of fund expenditures. As mentioned previously, the FY 2019 budget includes funding for implementing the first phase of the FY 2018 Compensation and Classification Study results, as well as a 2% across-the-board wage adjustment for all benefited employees. The budget also reflects an increase of 3.9% in the cost of employee health insurance coverage.

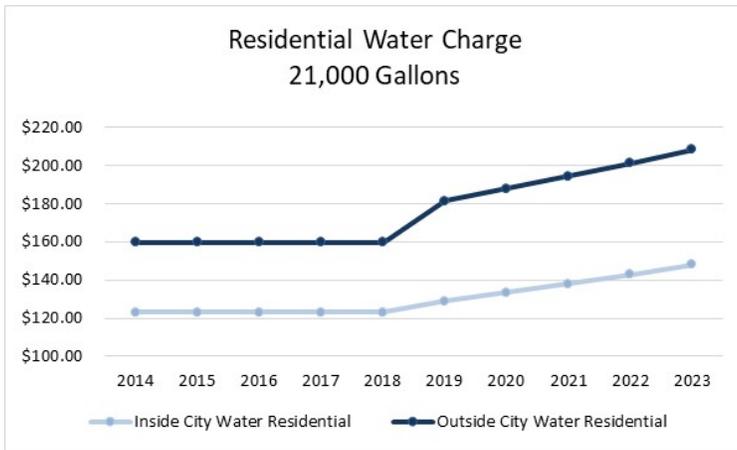
The adopted FY 2019 budget reflects the continuation of the City's complement of services. An overview of FY 2019 initiatives is provided below:

- Survey of City residents - The National Citizen Survey gathers residents' opinions across a range of community issues. Communities using The National Citizen Survey have reported that the tool improved service delivery, strengthened communications with community stakeholders, and helped leaders identify clear priorities for use in strategic planning and budget setting. The proposed sample size is 1,500 households. Although this project was budgeted for FY 2018, insufficient staffing resources were available to undertake it. Project funding is re-allocated in the FY 2019 budget.
- Main Street Refocus - Funding is provided to continue the replacement of the City's holiday decorations, which got underway in FY 2018. The purchase of additional decorations will allow for a uniform design throughout the downtown area.
- Bike Racks - In keeping with the Mayor and Council's desire to promote alternative modes of transportation as part of its Safe and Livable Community initiative, funding has been allocated for the purchase of bike racks for installation in the downtown area.
- Market Analysis - Funding is included in the Community Planning and Development budget for a marketing analysis to strengthen and enhance the downtown Westminster commercial district. The market analysis is included as a priority project in the adopted City of Westminster Strategic Plan 2018-2021. Study objectives include a better understanding of Westminster's market definition, as well as a sales and retail leakage analysis for the community.
- Branding Initiative - One of the City's strategic planning initiatives is the development of a brand to serve as the foundation for the City's marketing and economic development efforts. Funding has been allocated to retain a consultant for this purpose.

## Water Fund

The Water Fund is used to account for all financial activity associated with the production, treatment, and distribution of potable water. The City provides service to approximately 6,200 service locations in Westminster and 3,800 outside the City limits.

A rate study was performed in FY 2018. The goals in setting the City's utility rates are to keep rates as low as possible while meeting operating and capital expenditure requirements and maintaining reserves. The study recommends setting rates on a multi-year basis to maintain consistency and reduce volatility for customers. The rate structure will remain the same and includes a fixed quarterly rate and rates for consumption. Consumption rates for accounts with meters less than 1" are broken into two steps. The threshold for the higher step remains at 18,000 gallons. Consumption rates for accounts with meters 1" and higher will remain on one step. A rate increase of 8% in FY 2019 and a 3.5% annual increase for fiscal years 2020 - 2023 was recommended and adopted in conjunction with the FY 2019 budget.



Water Fund revenues are projected to total about \$6.3 million. The FY 2019 budget includes a 9% increase in rates.

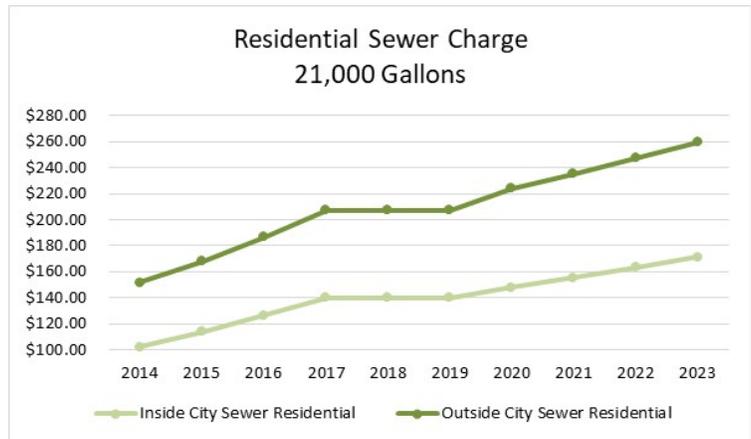
Fund expenditures will total approximately \$6.05 million. Expenditures include \$400,000 to complete the Gesell Well project, which will provide the City with a new water source. Other Water Fund capital expenditures are described in the Capital Improvement Program.

The variance between fund revenues and expenditures will be used to replenish reserves.

### Sewer Fund

The Sewer Fund accounts for the financial activity associated with the collection and delivery of sewage for treatment and disposal. Charges are based on water consumption. A significant portion of the City’s customers are outside Westminster’s corporate boundaries.

Sewer Fund revenues are projected to total about \$31.0 million. The adjacent chart shows the history of residential sewer rates. Sewer rates will remain the same for FY 2019.



Fund expenditures will total approximately \$30.10 million. The single largest cost in FY 2019 is associated with the upgrade/ENR project at the City’s Wastewater Treatment Plant, at a cost of \$23.92 million; the balance of the project cost is accounted for in FY 2020 and FY 2021. Other capital expenditures are described in the Capital Improvement Program.

### Fiber Fund

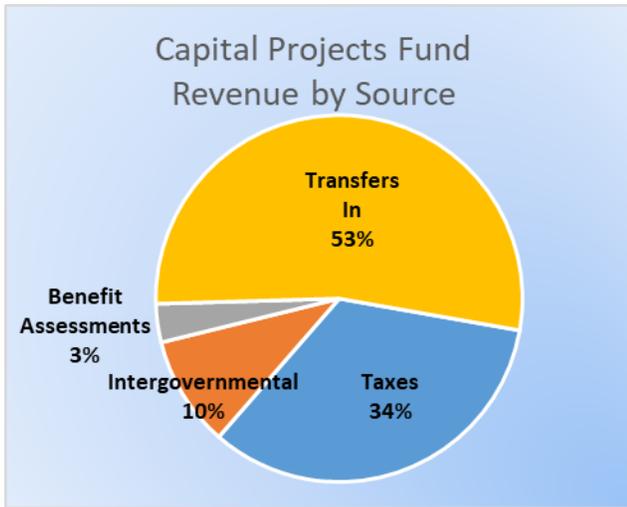
The Fiber Fund accounts for the financial activity associated with the City’s construction of a community-wide gigabit fiber network. Fund revenues are projected to total \$7.5 million in FY 2018. Of this amount, \$7.30 million represents the anticipated drawdown of loan proceeds used to finance the network’s construction. Other fund revenues include payments from Ting, the network operator, and a transfer from the General Fund.

Fund expenditures are estimated to total approximately \$8.18 million. Of this amount, \$7.3 million represents capital costs for the continued construction of the City’s fiber network and \$0.548 million is estimated for debt service. Fund FTEs will increase by 1.0. A full-time position has been added for network maintenance.

### Capital Projects Fund

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

Fund revenues for FY 2019 total \$6.24 million.



As reflected in the adjacent graph, the single largest funding source in FY 2019 will be transfers from both the General Fund and the Capital Fund Reserves. Transfers from the General Fund include \$2.75 million for the renovation of 45 W. Main Street and \$0.07 million for the installation of public safety cameras in the downtown area. The Capital Projects Fund reserve will be reduced by \$0.503 million. The Capital Projects Fund's share of the real property tax revenue collected by the City accounts for \$2.10 million of total fund revenues. Highway User Revenue is budgeted at \$.609 million.

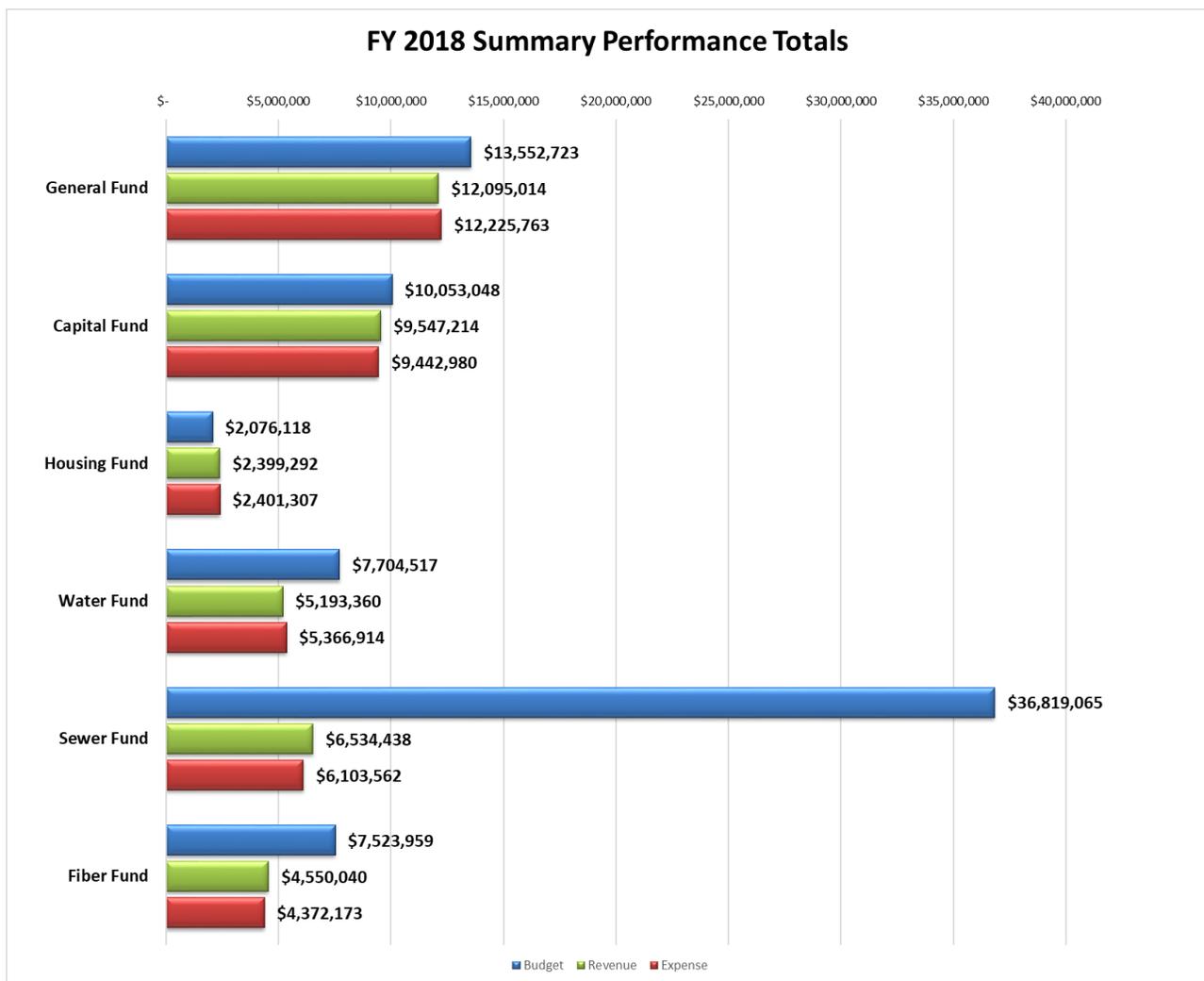
Fund expenditures total \$6.94 million. Highlighted below are some of the more significant FY 2019 projects:

- \$2.75 million for renovation of 45 W. Main Street
- \$1.57 million for road paving
- \$1.38 million for debt service
- \$0.49 million for vehicles
- \$0.23 million for retaining wall repairs
- \$0.19 million for storm water maintenance

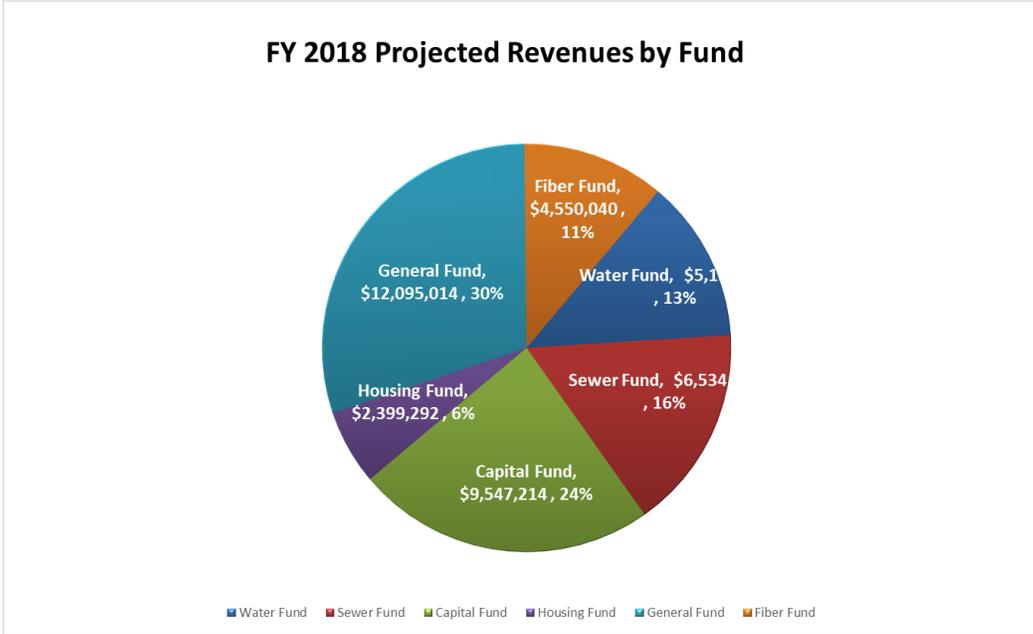
More information on these and other projects is available in the Capital Improvement Program.

## FY 2018 IN REVIEW – PROJECTED RESULTS

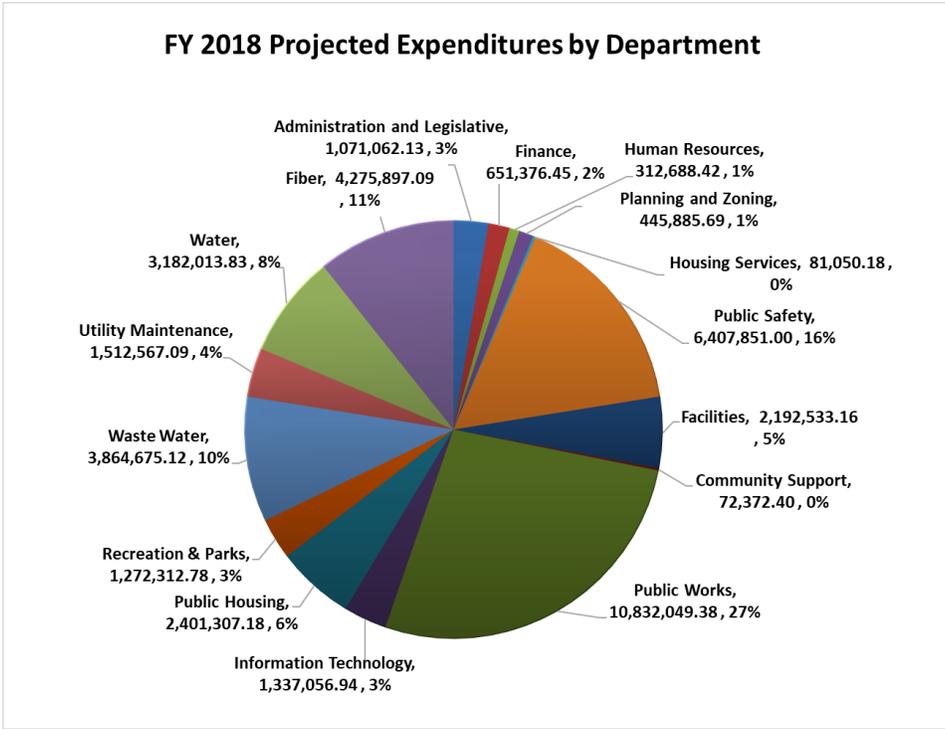
General Fund expenses are projected to exceed fund revenues by \$130,748. Income tax revenues fell when they were expected to grow, coming in 12% below budget. Capital Projects Fund revenues are expected to exceed fund expenditures. Non-enterprise benefit assessment revenues are anticipated to exceed budget by \$107,577; development activity resumed with a new water source coming online in the latter part of FY 2018. Sewer Fund revenues are projected to exceed expenses by \$430,876, with sewer-related benefit assessments exceeding the budgeted amount by \$200,000. Although water-related benefit assessments exceeded the budget, Water Fund expenses are still projected to exceed revenues. During FY 2018, the City engaged a consultant to review and recommend updates to the City’s water and sewer rates. New, multi-year rates were developed for both funds and were adopted in conjunction with the FY 2019 budget. Fiber Fund revenues exceeded expenses by \$177,867. With further construction of the Westminster Fiber Network completed, new subscribers generated higher lease revenue from Ting Internet, the Network operator.



The following charts display the projected results for FY 2018. Please refer to *Appendix B – Revenue Book* for additional information.



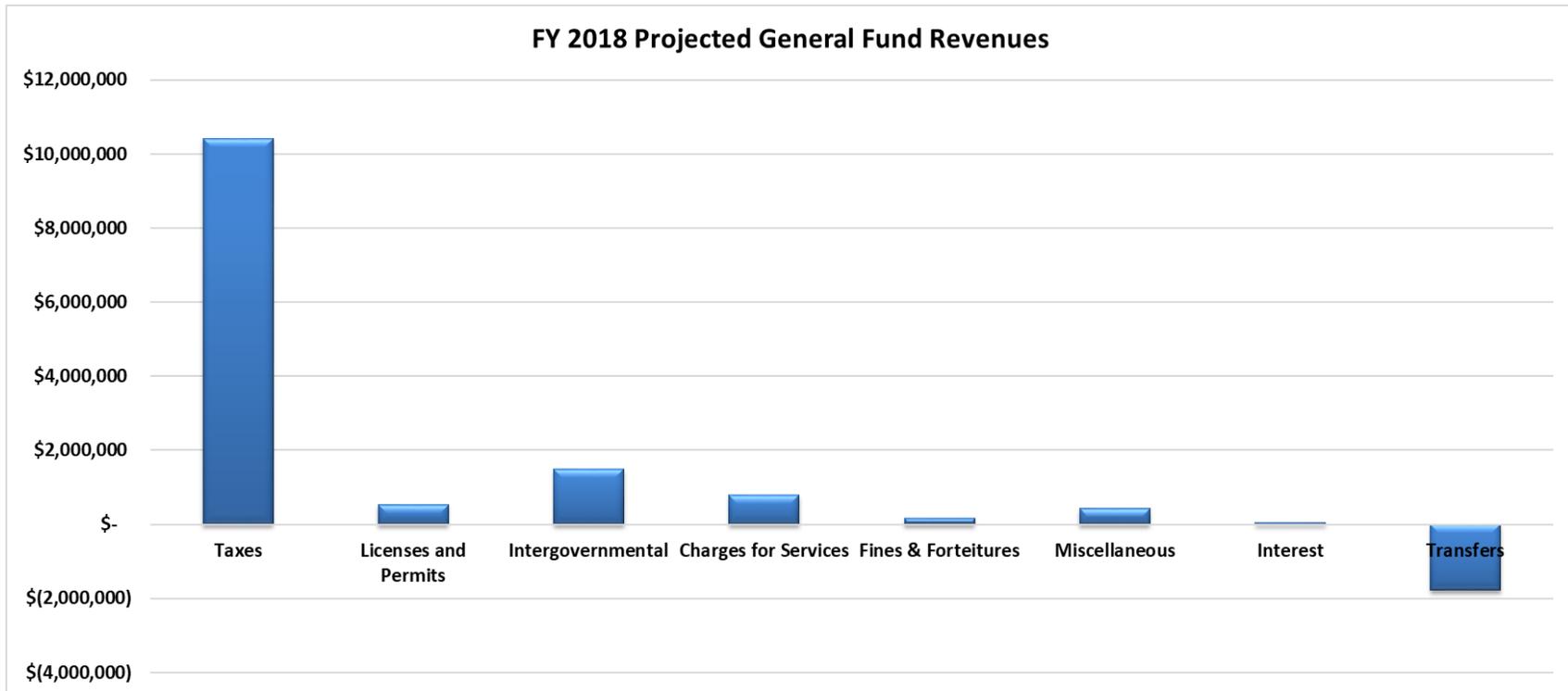
The following charts display the projected results for FY 2018. With Public Safety and Public Works being the City’s two largest departments, these two departments will have the largest percentage of expenditures.



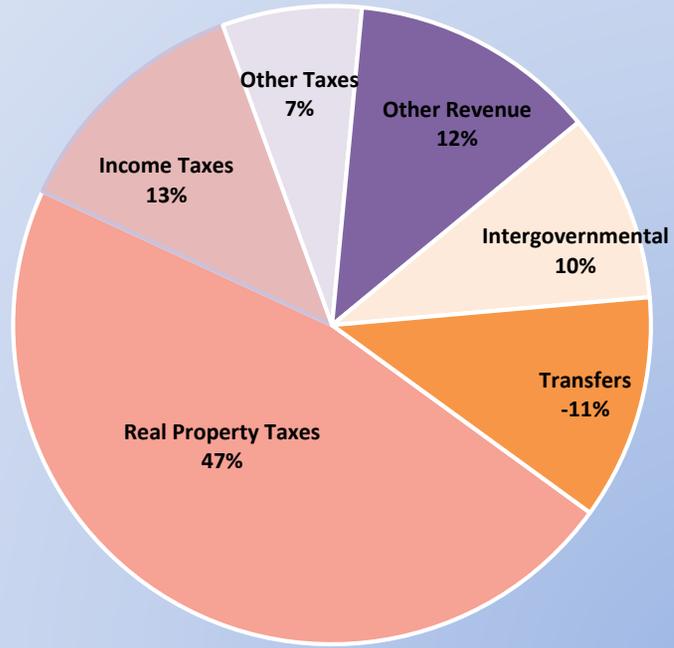
## GENERAL FUND

### GENERAL FUND PROJECTED REVENUES

The General Fund's largest revenue source is tax receipts, accounting for 86% of fund revenues. Real property tax revenues make up 47% of total General Fund projected revenues for FY 2019. The next largest revenue source is intergovernmental funding, comprising 10% of estimated FY 2018 fund revenues.

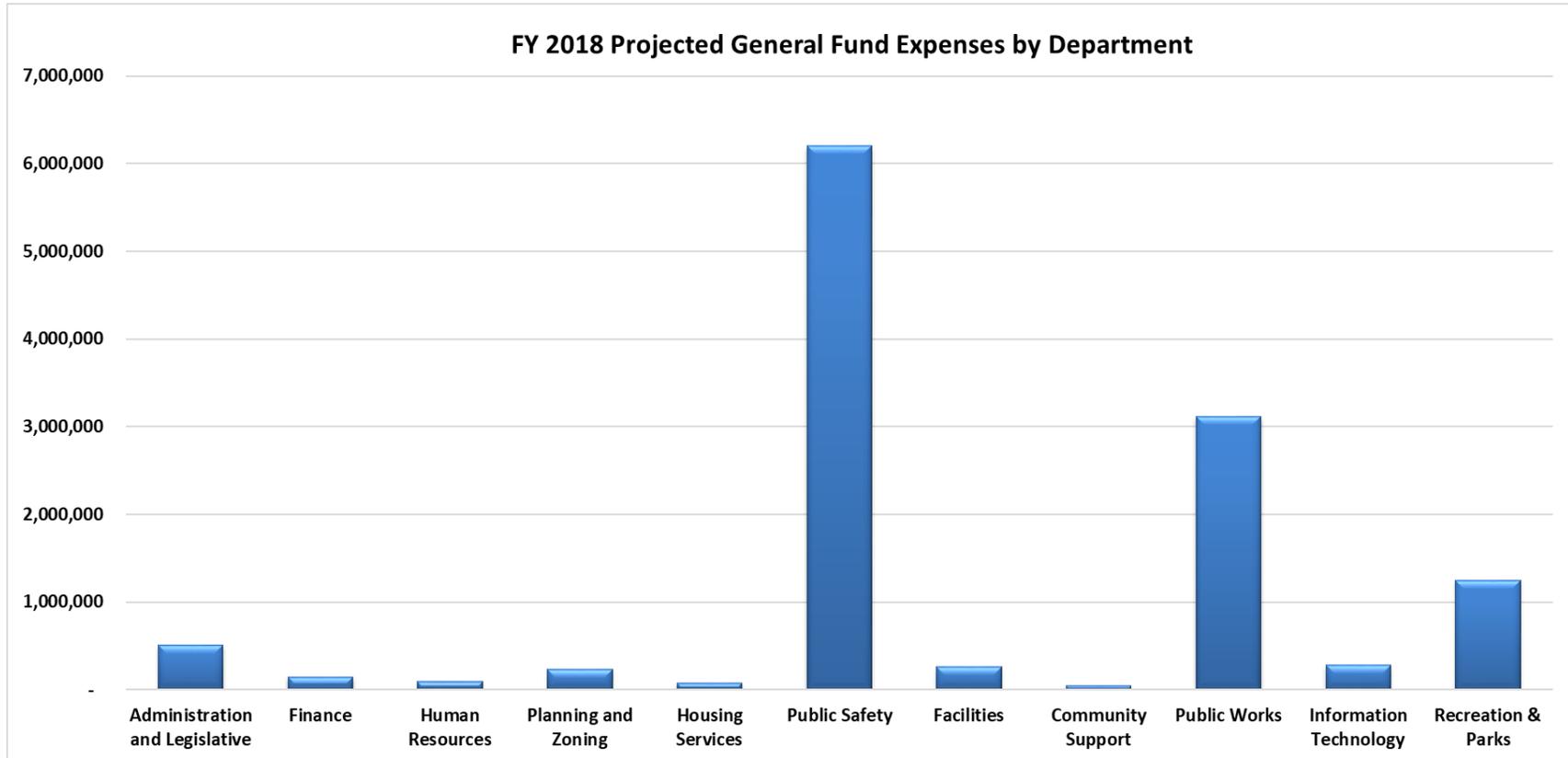


### FY 2018 Projected General Fund Revenue



## **GENERAL FUND PROJECTED EXPENSES**

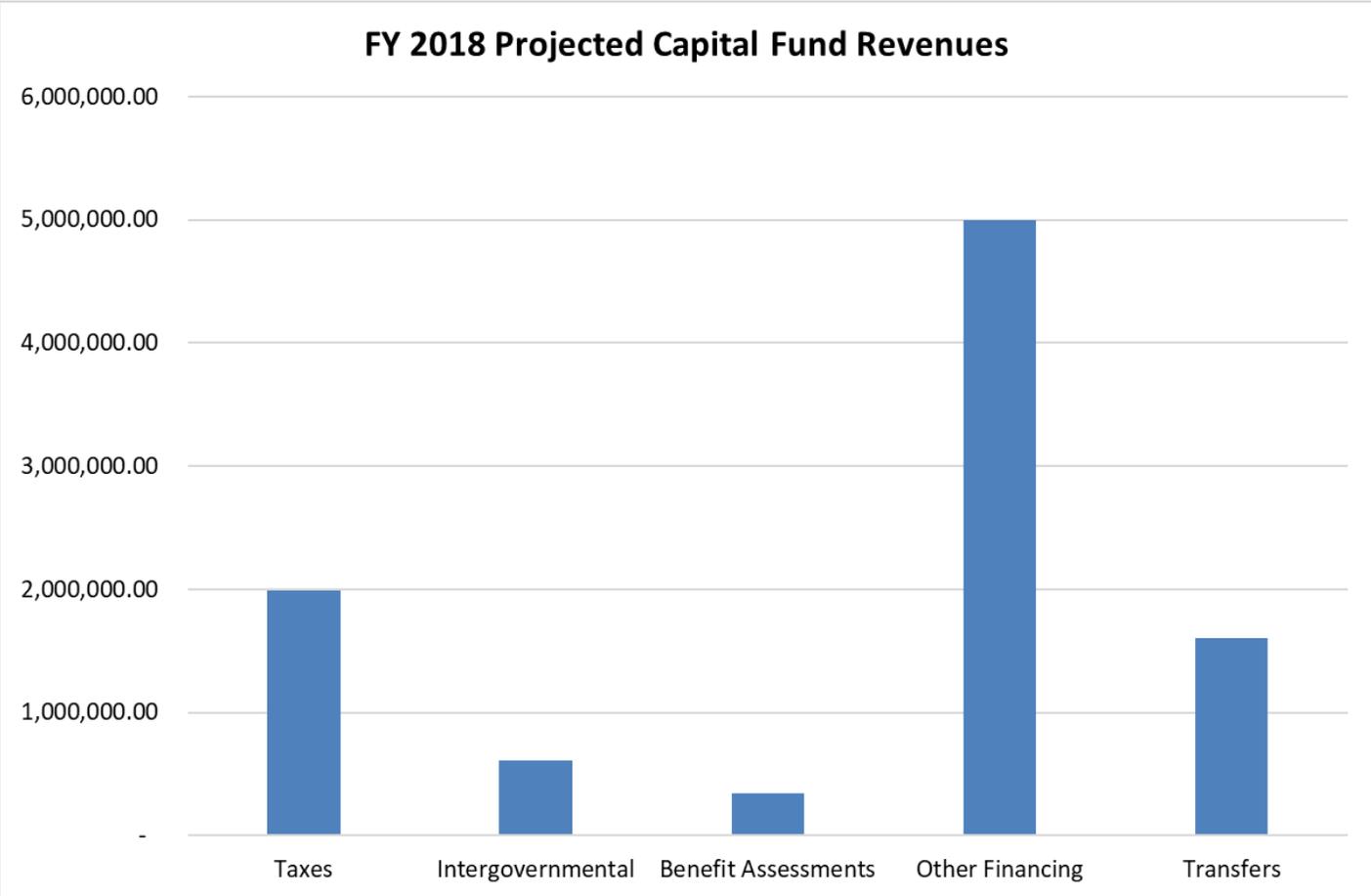
General Fund projected expenses are made up mostly of Public Safety (51%), Public Works (26%), and Recreation and Parks (10%) expenses. All other expenses are supporting departments (Administration, Finance, Human Resources, Planning and Zoning, Housing Services, and Information Technology).



**CAPITAL PROJECTS FUND**

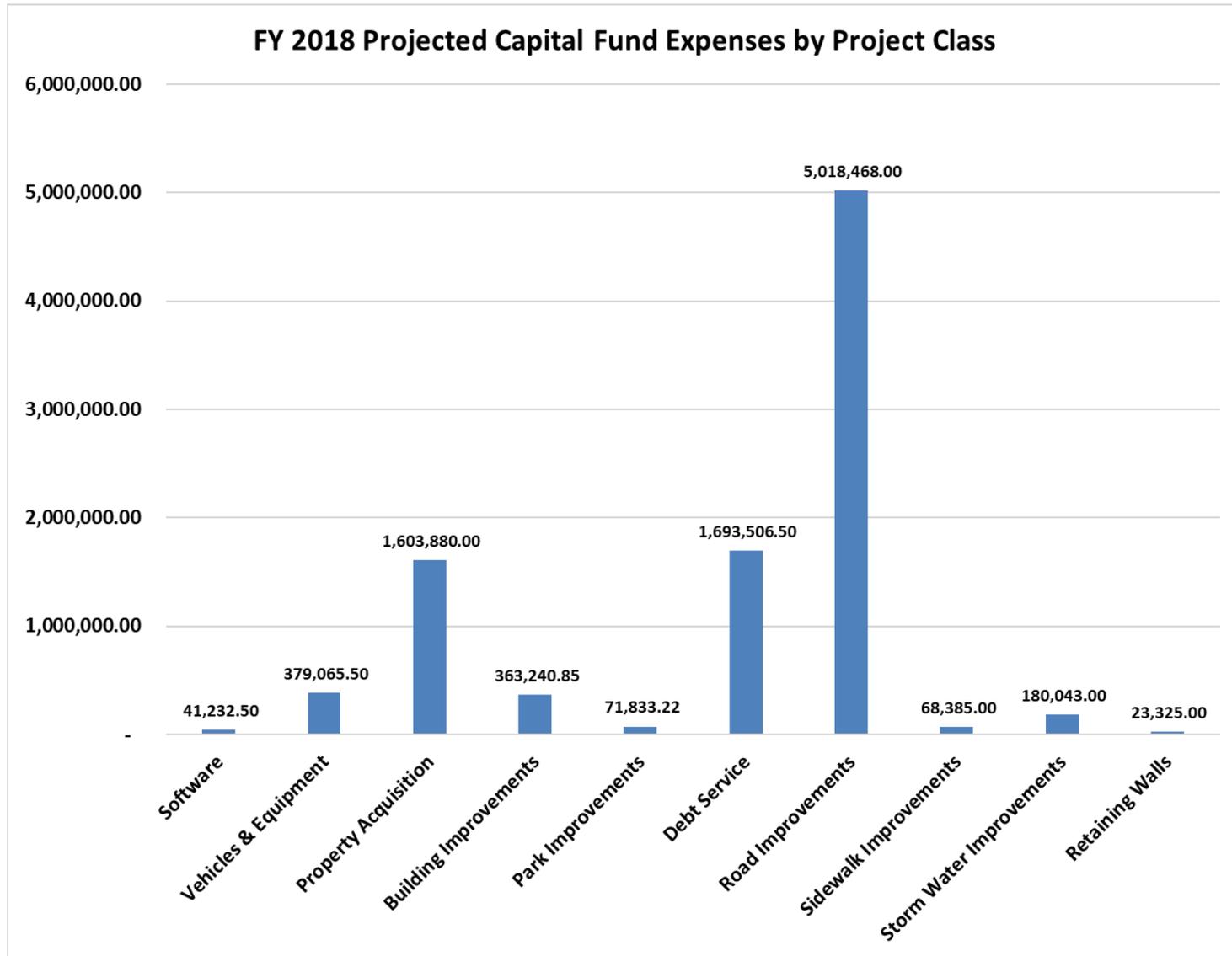
**PROJECTED CAPITAL FUND REVENUES**

The Capital Projects Fund saw an infusion of revenue in FY 2018 due to a \$5.0 million bond issue for paving projects. The Capital Projects Fund also saw increased revenue from a General Fund transfer in the amount of \$1.6 million for the purchase of 45 W. Main Street, which will house the City’s administrative offices following renovation of the building. In FY 2018, intergovernmental revenues, such as Highway User Revenue and non-enterprise benefit assessments, were included in the Capital Projects Fund rather than the General Fund. The movement of these two revenue streams provides a more transparent picture of how projects expenses are funded in the Capital Projects Fund.



**PROJECTED CAPITAL FUND EXPENSES**

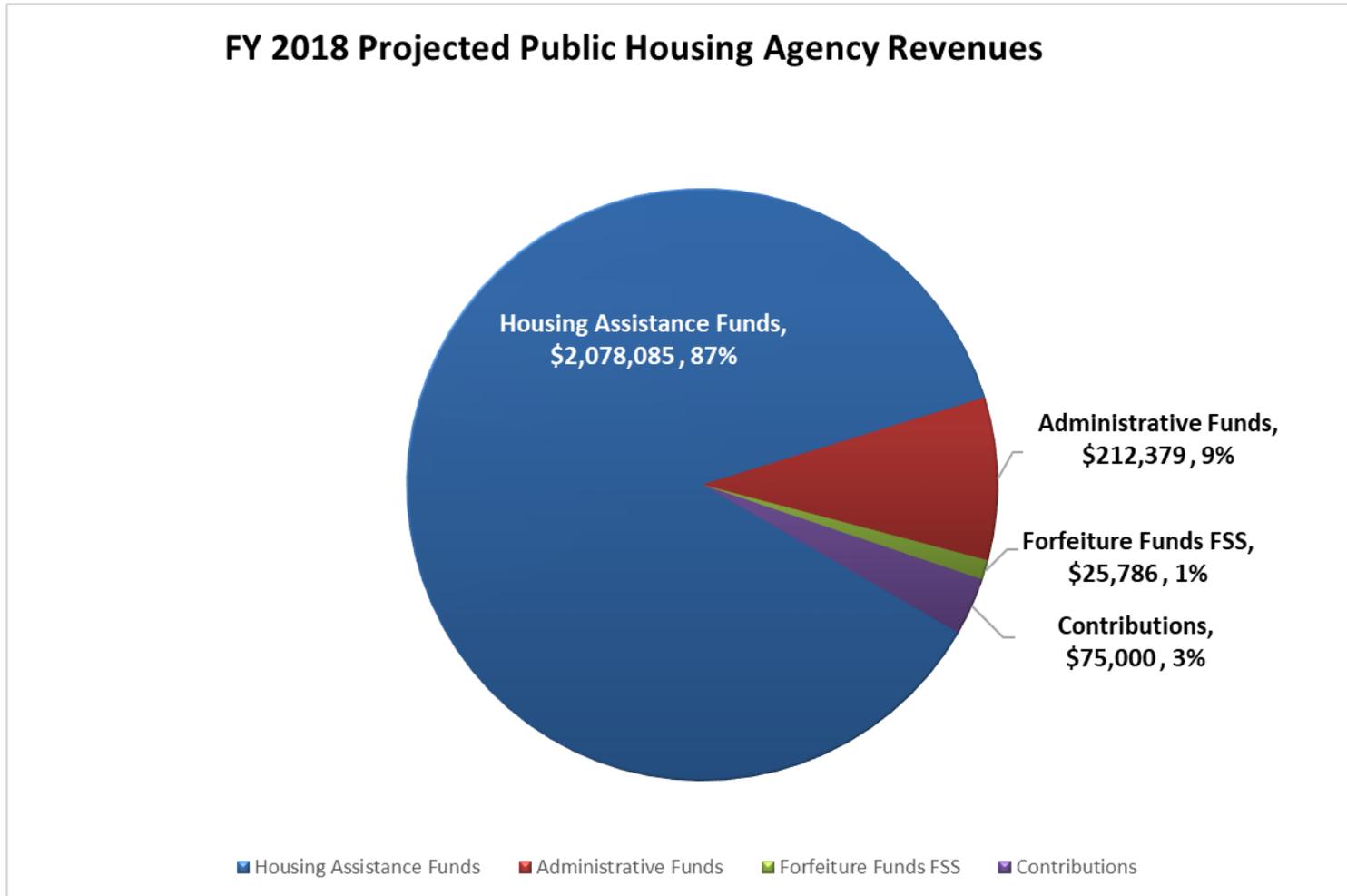
Improvement of the City’s road infrastructure was a high priority in FY 2018, with the City issuing \$5.0 million in bonds for that purpose. Debt service and the acquisition of 45 W. Main Street were the other two largest expenses in the Capital Projects Fund.



## ***HOUSING FUND***

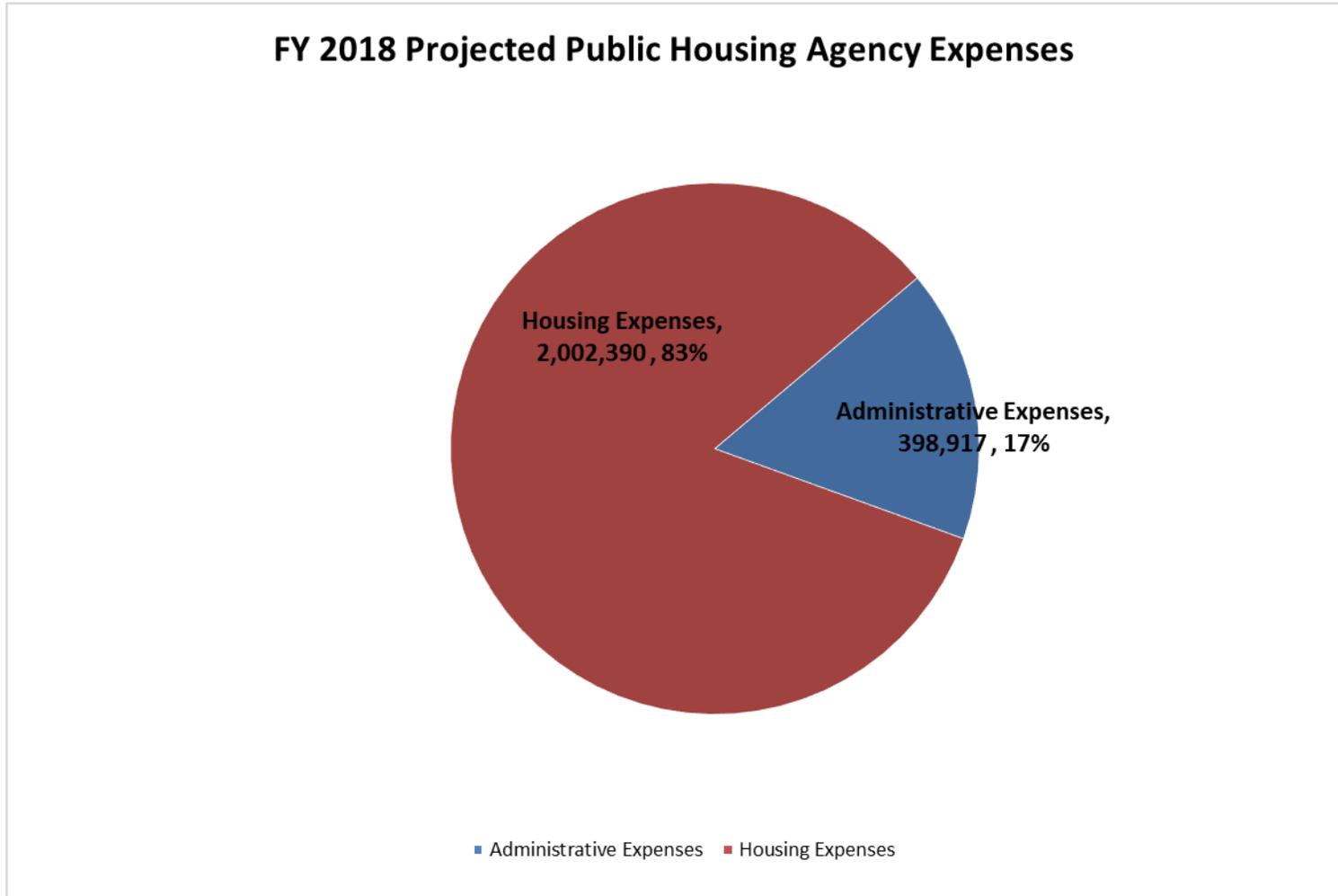
### ***HOUSING FUND PROJECTED REVENUES***

The Public Housing Agency's largest projected revenue source is federal Housing Assistance Funds.



**PROJECTED PUBLIC HOUSING AGENCY EXPENSES**

Projected Housing expenses amount to \$2,002,390. Administrative expenses amount to \$398,917.



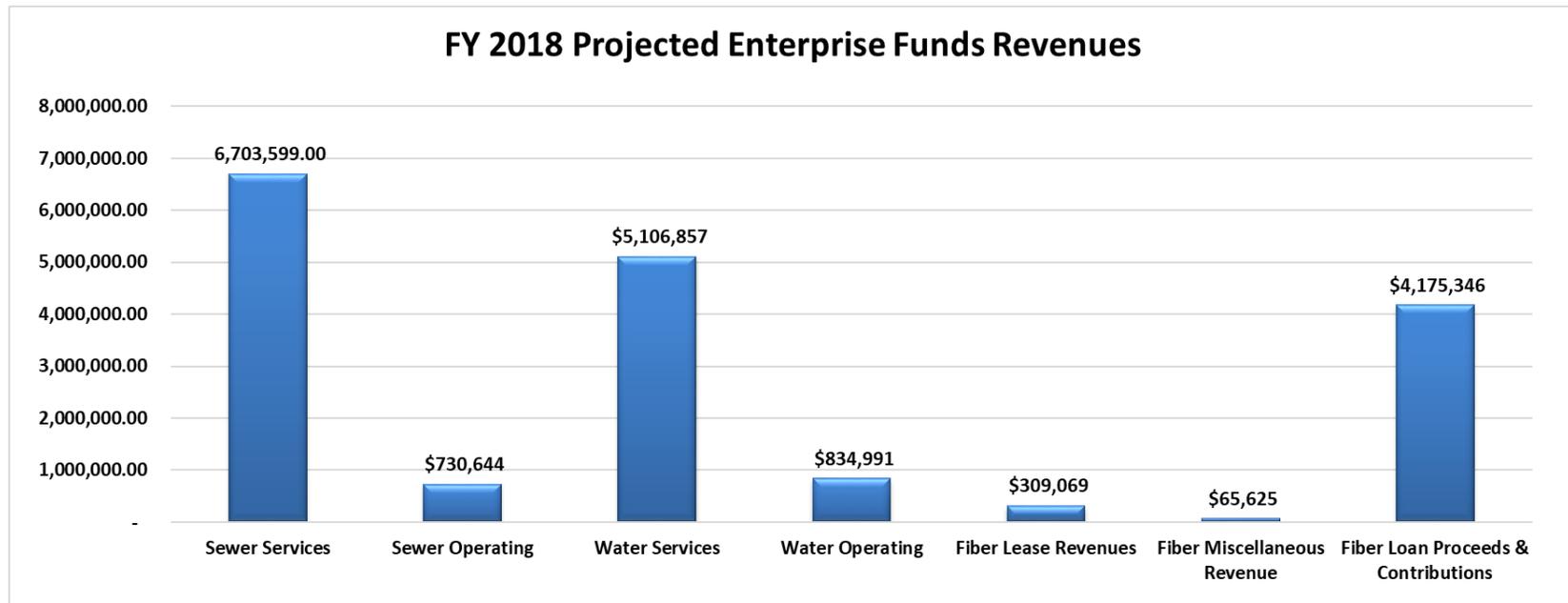
**GENERAL GOVERNMENT FUNDS – PROJECTED CHANGES IN EQUITY-INCLUDES GENERAL FUND, CAPITAL FUND AND HOUSING FUND**

General Government Fund	Actual FY 2012	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Actual FY 2017	Projected FY 2018	Budgeted FY 2019
<b>Net Position - Beginning</b>	<b>40,053,317</b>	<b>44,093,809</b>	<b>45,255,511</b>	<b>40,728,690</b>	<b>44,835,903</b>	<b>48,983,708</b>	<b>49,076,152</b>	<b>49,047,623</b>
Taxes	13,134,343	11,795,180	11,846,750	12,335,060	12,038,803	12,057,925	12,408,909	12,941,511
Charges for Services	1,443,285	1,420,942	1,236,061	1,418,408	1,144,123	1,254,812	1,829,323	1,569,916
Intergovernmental	4,643,433	3,364,268	4,380,290	5,798,481	8,854,276	5,050,240	4,397,436	4,223,454
Interest	34,368	19,900	11,478	15,876	26,550	42,233	52,046	40,000
Miscellaneous	145,750	259,471	30,563	187,336	704,408	615,868	463,807	115,000
Transfers and Other Financing					(2,055,923)	(35,000)	4,890,000	323,674
<b>Total</b>	<b>19,401,179</b>	<b>16,859,761</b>	<b>17,505,142</b>	<b>19,755,161</b>	<b>20,712,237</b>	<b>18,986,078</b>	<b>24,041,521</b>	<b>19,213,555</b>
General Government	1,658,564	1,619,659	2,033,740	2,279,392	2,044,804	1,958,923	1,160,979	1,344,765
Public Safety	5,537,316	5,849,529	5,698,822	5,917,816	6,077,097	7,779,910	6,407,851	7,313,504
Public Works	4,176,521	4,395,239	4,668,285	4,990,363	4,833,127	5,288,557	12,135,254	9,907,659
Recreation and Culture	1,231,756	1,142,296	1,267,334	1,229,001	1,363,735	1,406,611	1,272,313	1,347,277
Community Dev & Housing	2,510,928	2,364,831	2,218,483	2,179,252	2,067,003	2,293,036	2,762,152	2,641,778
Interest	245,602	218,755	196,380	190,055	178,666	166,597	331,501	228,572
<b>Total</b>	<b>15,360,687</b>	<b>15,590,309</b>	<b>16,083,044</b>	<b>16,785,879</b>	<b>16,564,432</b>	<b>18,893,634</b>	<b>24,070,050</b>	<b>22,783,555</b>
Change in Position	4,040,492	1,269,452	1,422,098	2,969,282	4,147,805	92,444	(28,529)	(3,570,000)
<b>Net Position Ending</b>	<b>44,093,809</b>	<b>45,363,261</b>	<b>46,677,609</b>	<b>43,697,972</b>	<b>48,983,708</b>	<b>49,076,152</b>	<b>49,047,623</b>	<b>45,477,623</b>

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

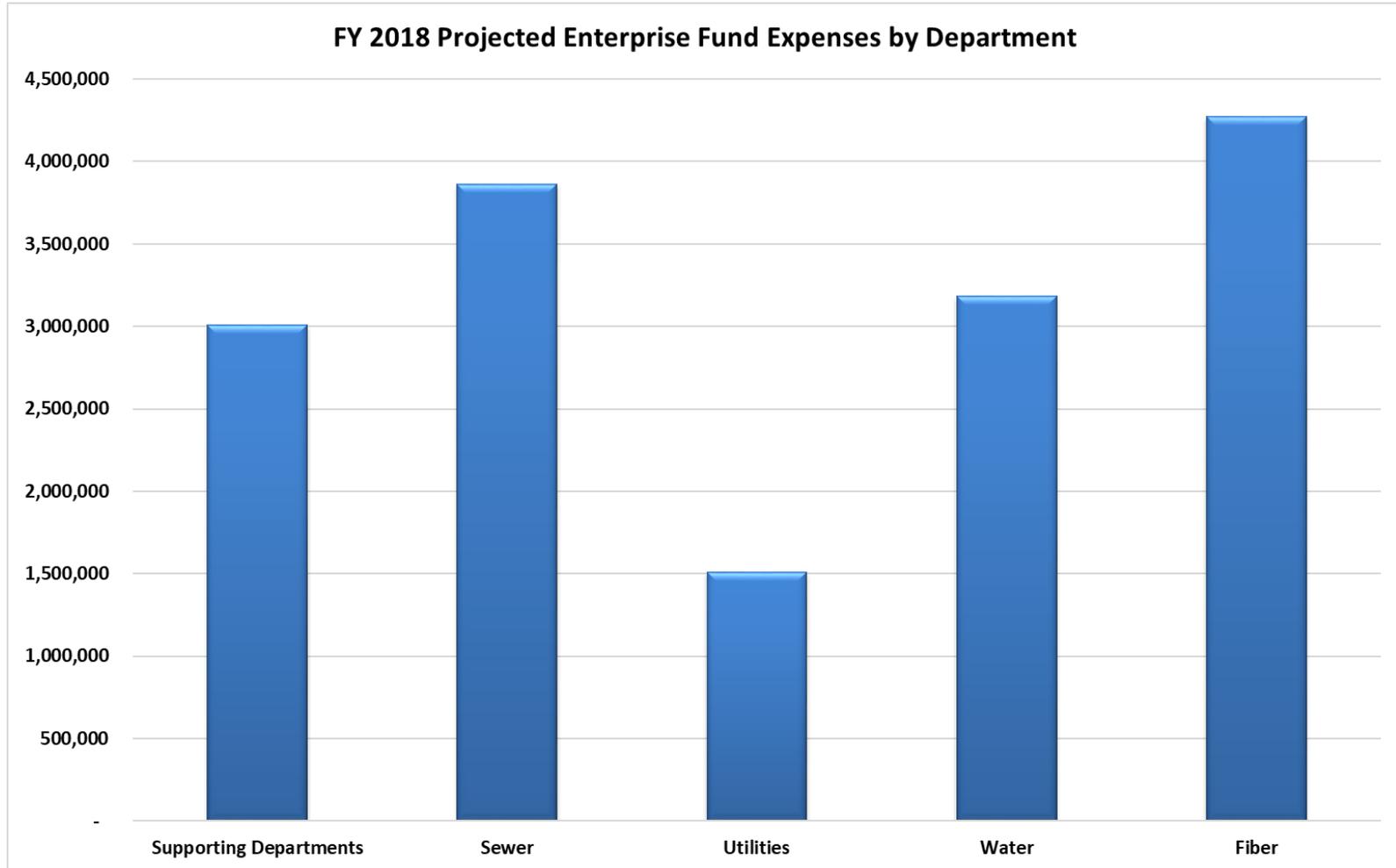
### ***ENTERPRISE FUNDS – WATER, SEWER AND FIBER REVENUES***

Both the Water and Sewer Funds saw charges for services come in under budget. This is primarily due to conservation efforts. Fiber Fund revenues continue to increase with the progression of the Westminster Fiber Network project, which is still under construction.



**ENTERPRISE FUND EXPENSES**

Enterprise Fund expenses consist mainly of Water (20%), Sewer (24%), Utilities (10%), and Fiber (27%). All other expenses are attributable to supporting departments, comprising less than 19% of overall expenses.



**ENTERPRISE FUND CHANGES IN EQUITY**

Enterprise Funds	Actual FY 2012	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Actual FY 2017	Projected FY 2018	Budgeted FY 2019
<b>Net Position - Beginning</b>	<b>52,338,811</b>	<b>55,012,354</b>	<b>56,973,811</b>	<b>57,554,943</b>	<b>60,855,345</b>	<b>65,430,242</b>	<b>68,599,829</b>	<b>70,770,093</b>
Charges for Services	10,756,362	10,620,457	10,819,233	10,830,889	11,502,435	11,698,090	12,119,525	12,664,385
Capital Contributions	995,845	480,407	872,369	1,615,385	419,379	941,831	1,236,556	24,855,030
Interest	16,730	17,379	14,547	31,694	53,066	84,466	153,951	85,000
Miscellaneous	60,182	29,399	17,565	14,059	228,452	373,012	327,535	267,530
Transfers & Other Financing				-	2,055,923	35,000	4,175,346	7,656,978
<b>Total</b>	<b>11,829,119</b>	<b>11,147,642</b>	<b>11,723,714</b>	<b>12,492,027</b>	<b>14,259,255</b>	<b>13,132,399</b>	<b>18,012,913</b>	<b>45,528,923</b>
Sewer Services	4,990,870	4,762,370	4,877,723	4,944,571	4,839,774	5,036,757	6,103,562	30,095,842
Water Services	4,164,706	4,417,165	4,549,011	4,424,143	4,496,897	4,548,024	5,366,914	6,051,976
Fiber Services					347,687	378,031	4,372,173	8,253,801
<b>Total</b>	<b>9,155,576</b>	<b>9,179,535</b>	<b>9,426,734</b>	<b>9,368,714</b>	<b>9,684,358</b>	<b>9,962,812</b>	<b>15,842,649</b>	<b>44,401,619</b>
Change in Position	2,673,543	1,968,107	2,296,980	3,123,313	4,574,897	3,169,587	2,170,264	1,127,304
<b>Net Position Ending</b>	<b>55,012,354</b>	<b>56,980,461</b>	<b>59,270,791</b>	<b>60,678,256</b>	<b>65,430,242</b>	<b>68,599,829</b>	<b>70,770,093</b>	<b>71,897,397</b>

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

Fund balances have increased due to delays in implementing planned capital projects, including the Enhanced Nutrient Removal project at the Wastewater Treatment Plant. User rates, benefit assessments, and property tax rates were set in anticipation of these projects. It is expected that fund balances 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	Actual FY 2016	Actual FY 2017	Projected FY 2018	Budgeted FY 2019
<b>Net Position - Beginning</b>	<b>92,392,128</b>	<b>99,106,163</b>	<b>102,343,722</b>	<b>106,062,800</b>	<b>112,155,395</b>	<b>120,878,097</b>	<b>124,140,128</b>	<b>126,281,863</b>
Taxes	13,134,343	11,795,180	11,846,750	12,335,060	12,038,803	12,057,925	12,408,909	12,941,511
Charges for Services	12,199,647	12,041,399	12,055,294	12,249,297	12,646,558	12,952,902	13,948,848	14,234,301
Intergovernmental	5,639,278	3,844,675	5,252,659	7,413,866	9,273,655	5,992,071	5,633,992	29,078,484
Interest	51,098	37,279	26,025	47,570	79,616	126,699	205,997	125,000
Miscellaneous	205,932	288,870	48,128	201,395	932,860	988,880	791,342	382,530
Transfers and Other Financing					-	-	9,065,346	7,980,652
<b>Total</b>	<b>31,230,298</b>	<b>28,007,403</b>	<b>29,228,856</b>	<b>32,247,188</b>	<b>34,971,492</b>	<b>32,118,477</b>	<b>42,054,434</b>	<b>64,742,478</b>
General Government	1,658,564	1,619,659	2,033,740	2,279,392	2,044,804	1,958,923	1,160,979	1,344,765
Public Safety	5,537,316	5,849,529	5,698,822	5,917,816	6,077,097	7,779,910	6,407,851	7,313,504
Public Works	4,176,521	4,395,239	4,668,285	4,990,363	4,833,127	5,288,557	12,135,254	9,907,659
Recreation and Culture	1,231,756	1,142,296	1,267,334	1,229,001	1,363,735	1,406,611	1,272,313	1,347,277
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Interest	245,602	218,755	196,380	190,055	178,666	166,597	331,501	228,572
Sewer Services	4,990,870	4,762,370	4,877,723	4,944,571	4,839,774	5,036,757	6,103,562	30,095,842
Water Services	4,164,706	4,417,165	4,549,011	4,424,143	4,496,897	4,548,024	5,366,914	6,051,976
Fiber Services	-	-	-	-	347,687	378,031	4,372,173	8,253,801
<b>Total</b>	<b>24,516,263</b>	<b>24,769,844</b>	<b>25,509,778</b>	<b>26,154,593</b>	<b>26,248,790</b>	<b>28,856,446</b>	<b>39,912,699</b>	<b>67,185,174</b>
Change in Position	6,714,035	3,237,559	3,719,078	6,092,595	8,722,702	3,262,031	2,141,735	(2,442,696)
<b>Net Position Ending</b>	<b>99,106,163</b>	<b>102,343,722</b>	<b>106,062,800</b>	<b>112,155,395</b>	<b>120,878,097</b>	<b>124,140,128</b>	<b>126,281,863</b>	<b>123,839,167</b>

## 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	July 1, 2016	July 1, 2017	July 1, 2018
• General Operating Funds:	\$ 2,165,255	\$ 4,161,830	\$ 5,988,153	\$ 7,868,076	\$ 8,154,993	\$ 10,867,627	\$ 11,186,431	\$ 15,579,323	\$ 9,675,162
• Police Forfeiture Funds:	\$ 61,190	\$ 63,305	\$ 54,210	\$ 55,061	\$ 63,078	\$ 109,161	\$ 106,426	\$ 93,877	\$ 159,866
• Capital Projects Funds:	\$ 118,891	\$ 928,273	\$ 1,579,781	\$ 1,899,612	\$ 1,830,180	\$ 1,631,040	\$ 3,492,548	\$ 1,372,001	\$ 1,690,016
• Benefit Assessment Funds:	\$ 695,510	\$ 819,421	\$ 870,266	\$ 985,652	\$ 1,061,557	\$ -	\$ 37,548	\$ 171,958	\$ 171,958
• Other Restricted Funds:	\$ 253,625	\$ 255,739	\$ 474,891	\$ 475,953	\$ 475,953	\$ 475,953	\$ 475,953	\$ 475,953	\$ 5,778,159
○ Total General Fund:	<b>\$ 3,294,471</b>	<b>\$ 6,228,568</b>	<b>\$ 8,967,301</b>	<b>\$ 11,284,354</b>	<b>\$ 11,585,761</b>	<b>\$ 13,083,781</b>	<b>\$ 15,298,906</b>	<b>\$ 17,693,112</b>	<b>\$ 17,475,161</b>

### 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	\$ 6,733,279	\$ 8,123,711	\$ 8,525,105
• Benefit Assessment Funds:	\$ 3,159,634	\$ 3,390,595	\$ 3,638,037	\$ 3,868,050	\$ 4,158,771	\$ 4,413,804	\$ 4,593,252	\$ 4,878,625	\$ 5,386,822
○ Total Sewer Fund:	<b>\$ 4,446,199</b>	<b>\$ 5,913,608</b>	<b>\$ 7,028,790</b>	<b>\$ 8,352,815</b>	<b>\$ 9,227,592</b>	<b>\$ 9,882,540</b>	<b>\$ 11,326,531</b>	<b>\$ 13,002,336</b>	<b>\$ 13,911,927</b>

### 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	\$ 6,502,129	\$ 6,630,279	\$ 6,736,557
• Benefit Assessment Funds:	\$ 3,225,036	\$ 3,452,259	\$ 3,685,835	\$ 3,705,480	\$ 3,977,749	\$ 2,691,211	\$ 1,520,429	\$ 616,929	\$ (206,861)
○ Total Water Fund:	<b>\$ 5,427,284</b>	<b>\$ 6,820,030</b>	<b>\$ 7,959,071</b>	<b>\$ 8,789,410</b>	<b>\$ 9,181,982</b>	<b>\$ 8,420,477</b>	<b>\$ 8,022,558</b>	<b>\$ 7,247,208</b>	<b>\$ 6,529,697</b>

### Public Housing Agency Opening Balances:

• PHA Operating Funds:	\$ 459,223	\$ 67,048	\$ 3,536	\$ -	\$ -	\$ 81,353	\$ 124,316	\$ 188,329	\$ 184,529
• 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	\$ 36,483	\$ 9,240	\$ 2,130
○ Total PHA Fund:	<b>\$ 682,005</b>	<b>\$ 842,684</b>	<b>\$ 582,871</b>	<b>\$ 425,775</b>	<b>\$ 318,983</b>	<b>\$ 103,780</b>	<b>\$ 160,799</b>	<b>\$ 197,569</b>	<b>\$ 186,659</b>

### Fiber Fund Opening Balances:

• Fiber Operating Funds:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 128,942	\$ 299,275	\$ 717,514	\$ 283,713
○ Total Fiber Fund:	<b>\$ -</b>	<b>\$ 128,942</b>	<b>\$ 299,275</b>	<b>\$ 717,514</b>	<b>\$ 283,713</b>				

### Total City of Westminster Balance:

<b>\$ 13,849,959</b>	<b>\$ 19,804,890</b>	<b>\$ 24,538,033</b>	<b>\$ 28,852,354</b>	<b>\$ 30,314,318</b>	<b>\$ 31,619,522</b>	<b>\$ 35,108,069</b>	<b>\$ 38,857,739</b>	<b>\$ 38,387,157</b>
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**DEBT SERVICE**

The General Fund carries debt for the development of the City’s two public parking garages and the 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 in 2012. The 2002 bond is now referred to as the 2012 bond. In FY 2018, the City refunded \$750,000 of the 2005 bond. The FY 2019 budget calls for an additional refunding of \$750,000 of the 2005 bond.

In FY 2018, a new \$5.0 million bond was issued for road paving. Since the lapse in Highway User Revenue from the State of Maryland, the City has fallen behind on its road maintenance. It is not anticipated that the increased spending in road improvements will bring the necessary road improvements up to date, but will significantly reduce the number of roads classified as 40 and below on the Pavement Condition Index.

The City issued General Obligation Bonds in the amount of \$21.0 million in FY 2016 for the Fiber Project. As of June 30, 2018, the City had drawn \$9,874,377 of the bond. It is expected that the City will complete construction in FY 2019. Debt service is expected to be paid with dark fiber lease revenues and subsidies from the General Fund, if necessary.

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 2019 budget calls for the Sewer Fund to incur debt in the amount of \$10,440,140 for improvements related to the Enhanced Nutrient Removal project and other improvements at the Wastewater Treatment Plant. The current schedule calls for 42 months of construction and a total project cost of \$71,756,917. Additional funding streams are the Bay Restoration Grant and Carroll County will be funding approximately \$5.3 million for the septage facility component of the project. The project is scheduled to start construction in 2019 and be completed by 2022. The sewer rate structure has been modeled to build sufficient reserve funding for the annual debt service requirements.

Debt Instrument	Project Name	Balance June 30, 2018	FY 2019		FY2020	
			Principal	Interest	Princippal	Interest
<b>General</b>						
2005 Infrastructure Bond A	Green Street Bridge	2,151,800	190,500	94,890	199,300	86,889
2012 Infrastructure Bond B	Parking Garages	642,400	156,000	11,434	158,500	8,766
2017 Infrastructure Bond A	Road Paving	4,168,324	167,500	138,373	202,500	134,580
		<b>6,962,524</b>	<b>514,000</b>	<b>244,696</b>	<b>560,300</b>	<b>230,235</b>
<b>Water</b>						
Drinking Water Bond 2000	Westminster Carfaro Well	234,395	76,134	10,183	78,114	8,203
Drinking Water Bond 2007	Cranberry WTP Upgrade	4,877,196	580,516	81,568	586,321	75,820
Drinking Water Bond 2008	Medford Quarry Emergency	2,596,161	230,375	75,619	235,903	70,090
		<b>7,707,752</b>	<b>887,025</b>	<b>167,370</b>	<b>900,338</b>	<b>154,113</b>
<b>Fiber</b>						
Fiber Infrastructure Bond A	Westminster Fiber Network	9,441,186	-	596,400	700,000	596,400

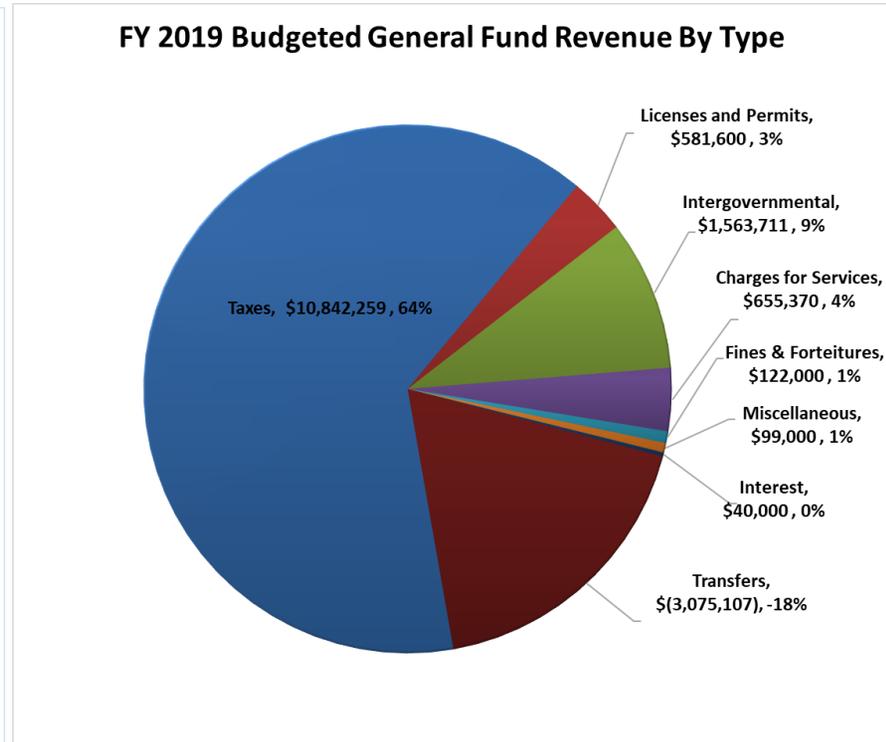
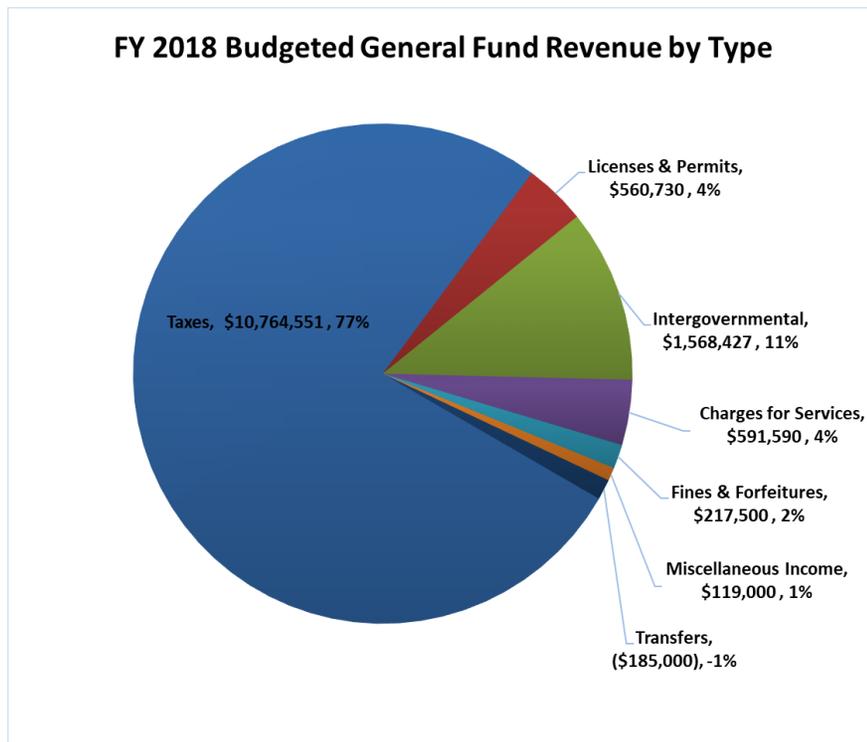
# GENERAL FUND FY 2019 BUDGET

## GENERAL FUND REVENUES

The charts below compare FY 2018 to FY 2019 General Fund revenues. The City held its real estate tax rate at \$0.56 per \$100 of assessed value. Tax revenues will increase slightly as property assessments rose. The most substantial changes from FY 2018 to FY 2019 is the Transfers Out. In FY 2019, the General Fund will transfer the following amounts to the Capital Projects Fund: \$2,750,000 for the renovation of 45 W. Main Street, \$70,000 for downtown cameras, \$75,000 to the Housing Fund and \$356,978 to the Fiber Fund. The General Fund is budgeted to add \$176,871 to reserves.

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

### REVENUE COMPARISON FY 2018 vs. FY 2019



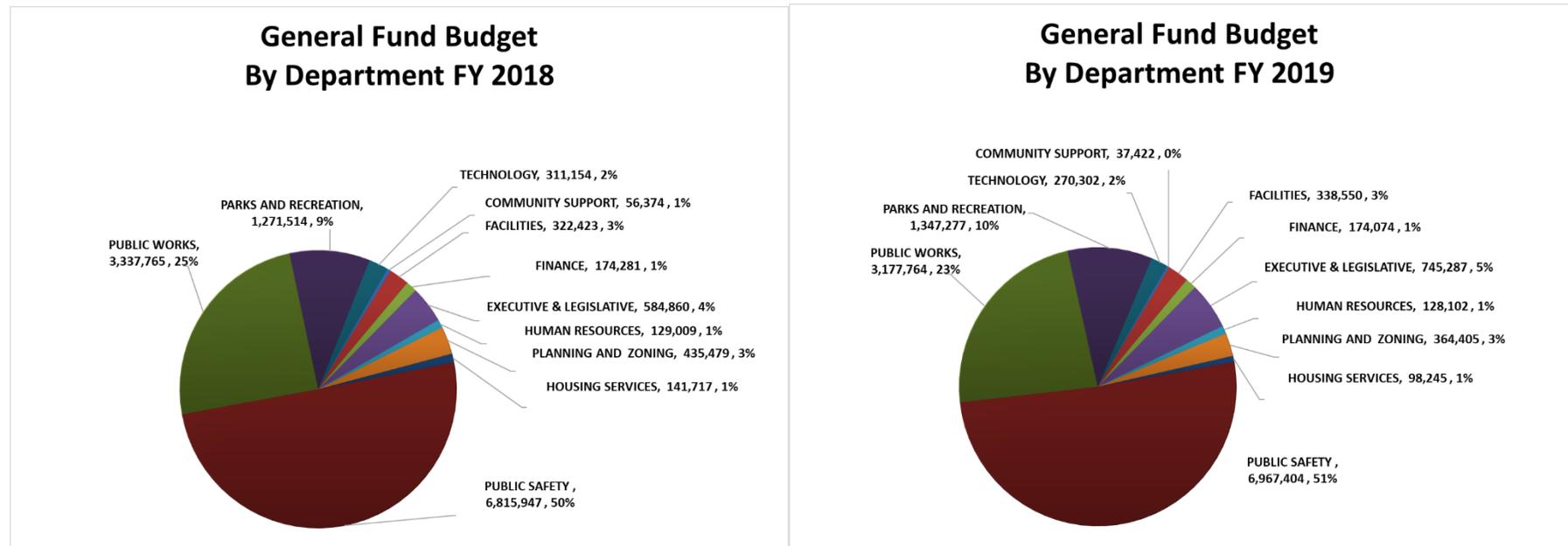
**REVENUE COMPARISON – GENERAL FUND FY 2014 – FY 2019 BUDGET AND ACTUAL**

General Fund	FY 2014 Budget	FY 2014 Actual	FY 2015 Budget	FY 2015 Actual	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	FY 2018 Actual	FY 2019 Budget
Taxes	11,396,848	11,665,535	11,845,703	11,943,094	12,151,325	12,250,654	12,286,091	12,058,463	10,764,551	10,417,540	10,842,259
Licenses & Permits	488,000	522,590	513,990	534,137	491,350	525,886	500,800	606,307	560,730	538,021	581,600
Intergovernmental	2,820,677	2,451,848	3,086,012	2,490,436	2,946,697	2,393,759	4,451,637	2,390,419	1,568,427	1,497,543	1,563,711
Charges for Services	816,195	579,614	621,500	563,579	795,895	722,721	796,265	775,162	611,590	783,692	655,370
Fines & Forfeitures	120,000	188,521	145,000	201,139	175,000	222,351	185,000	141,899	217,500	161,194	122,000
Miscellaneous Income	86,000	76,623	75,855	232,064	95,200	432,098	82,200	382,352	84,000	429,979	99,000
Interest Income	9,200	10,317	10,000	15,876	13,000	26,550	13,000	42,233	35,000	52,046	40,000
Transfers	661,862	-	1,378,824	(1,507,955)	731,194	(405,305)	1,026,706	(110,000)	(185,000)	(1,785,000)	(3,075,107)
<b>Total</b>	<b>16,398,782</b>	<b>15,495,047</b>	<b>17,676,884</b>	<b>14,472,370</b>	<b>17,399,661</b>	<b>16,168,714</b>	<b>19,341,699</b>	<b>16,286,833</b>	<b>13,656,798</b>	<b>12,095,014</b>	<b>10,828,833</b>

**GENERAL FUND EXPENSES**

The Operating Budget saw little change from FY 2018 to FY 2019.

**By Department**



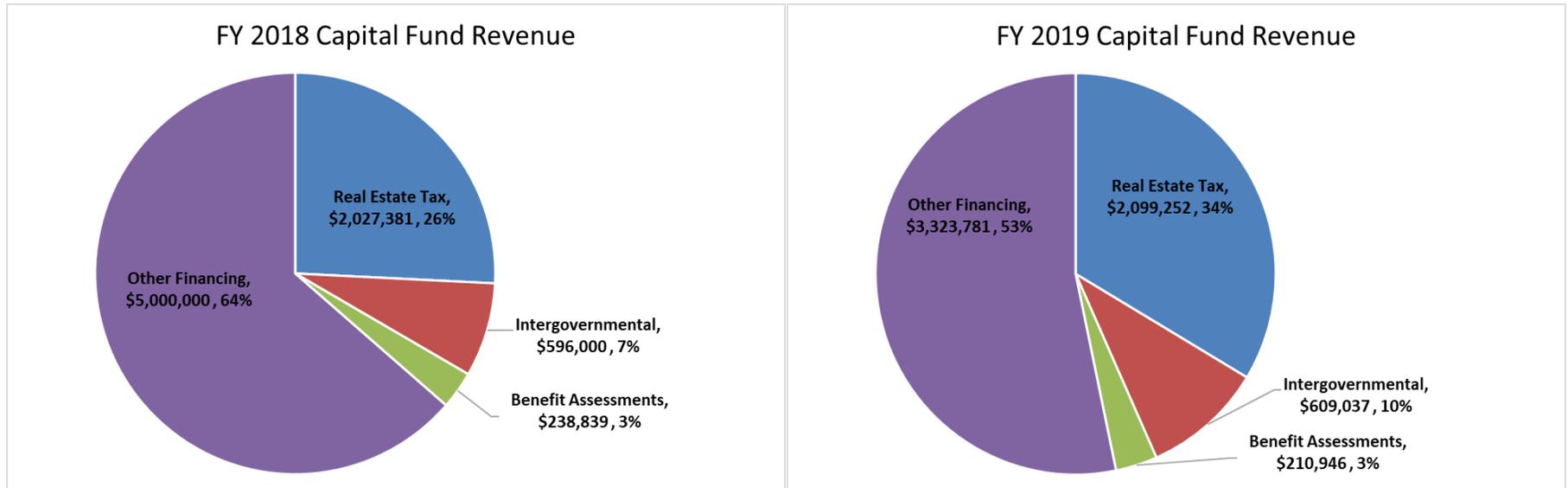
# CAPITAL PROJECTS FUND FY 2019 BUDGET

## CAPITAL PROJECTS FUND REVENUES

The charts below compare FY 2018 to FY 2019 Capital Projects Fund revenues. The City held its real estate tax rate at \$0.56 per \$100 of assessed value. Tax revenues will increase slightly as property assessments rose. The most substantial changes from FY 2018 to FY 2019 is the Other Financing category. In FY 2018, the Capital Fund saw an infusion of revenue in the form of bond proceeds for paving. In FY 2019, the General Fund will transfer \$2,750,000 to the Capital Projects Fund for the renovation of 45 W. Main Street and \$70,000 for downtown cameras. Capital Projects Fund reserves will provide \$503,781.

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

### REVENUE COMPARISON FY 2018 vs. FY 2019



**REVENUE COMPARISON – CAPITAL FUND FY 2014 – FY 2019 BUDGET AND ACTUAL**

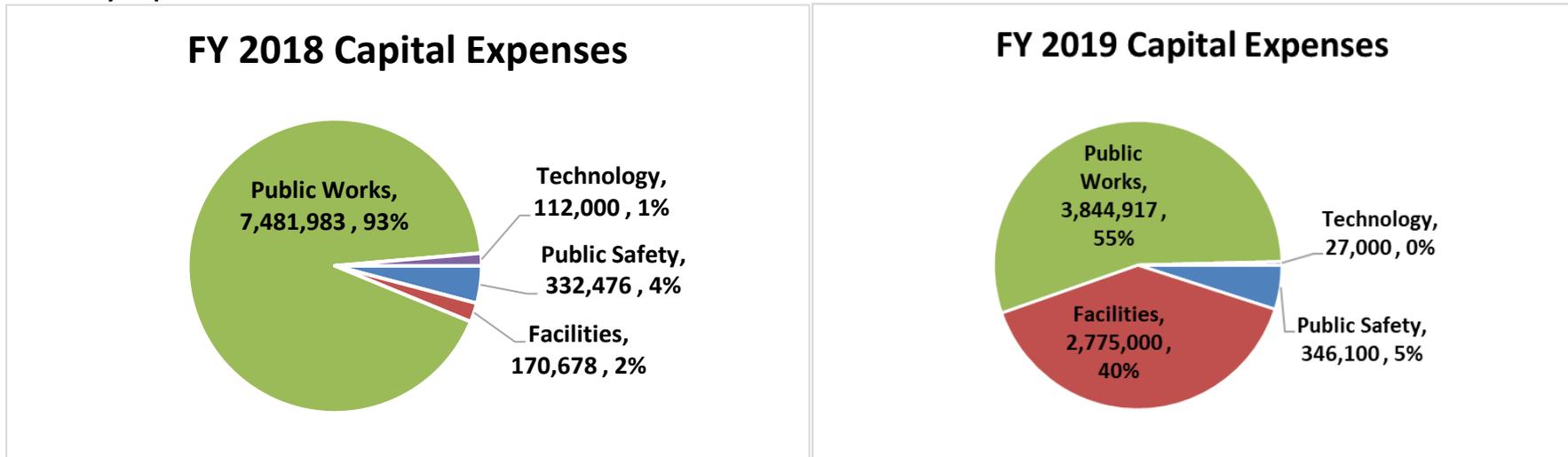
Capital Fund	FY 2014 Budget	FY 2014 Actual	FY 2015 Budget	FY 2015 Actual	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	FY 2018 Actual	FY 2019 Budget
Taxes									2,027,381	1,991,369	2,099,252
Intergovernmental									617,838	609,429	609,037
Charges for Services									238,839	346,416	210,946
Other Financing & Transfers									5,000,000	6,600,000	3,323,781
<b>Total</b>	-	-	-	-	-	-	-	-	7,884,058	9,547,214	6,243,016

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

**CAPITAL PROJECTS FUND EXPENSES**

The FY 2018 budget included a one-time increase of \$5.0 million for road paving, which accounts for the decrease in spending in Public Works from FY 2018 to FY 2019. The renovation of 45 W. Main Street and improvements to the Pool and City Park account for the increased spending in Facilities in FY 2019.

By Department



## HOUSING FUND FY 2019 BUDGET

### HOUSING FUND REVENUES

Public Housing Agency revenues will not materially change from FY 2018. The City has budgeted a subsidy from the General Fund for FY 2019 in the amount of \$75,000 to cover ineligible costs and unfunded expenses.

### REVENUE DETAIL COMPARISON – FY 2014 – FY 2018 BUDGET AND ACTUAL

	FY 2014	FY 2014	FY 2015	FY 2015	FY 2016	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018	FY 2019
Public Housing Fund	Budget	Actual	Budget								
Intergovernmental	1,800,500	1,769,259	1,968,026	1,966,975	1,985,191	1,874,730	1,989,706	2,168,588	1,991,118	2,290,464	2,050,706
Other Revenue	302,711	85,921	25,500	21,236	10,000	100,259	10,000	41,959	10,000	33,828	16,000
Transfers	-	-	75,000	75,000	75,000	-	75,000	75,000	75,000	75,000	75,000
<b>Total</b>	<b>2,103,211</b>	<b>1,855,180</b>	<b>2,068,526</b>	<b>2,063,211</b>	<b>2,070,191</b>	<b>1,974,989</b>	<b>2,074,706</b>	<b>2,285,547</b>	<b>2,076,118</b>	<b>2,399,292</b>	<b>2,141,706</b>

### HOUSING FUND EXPENSES

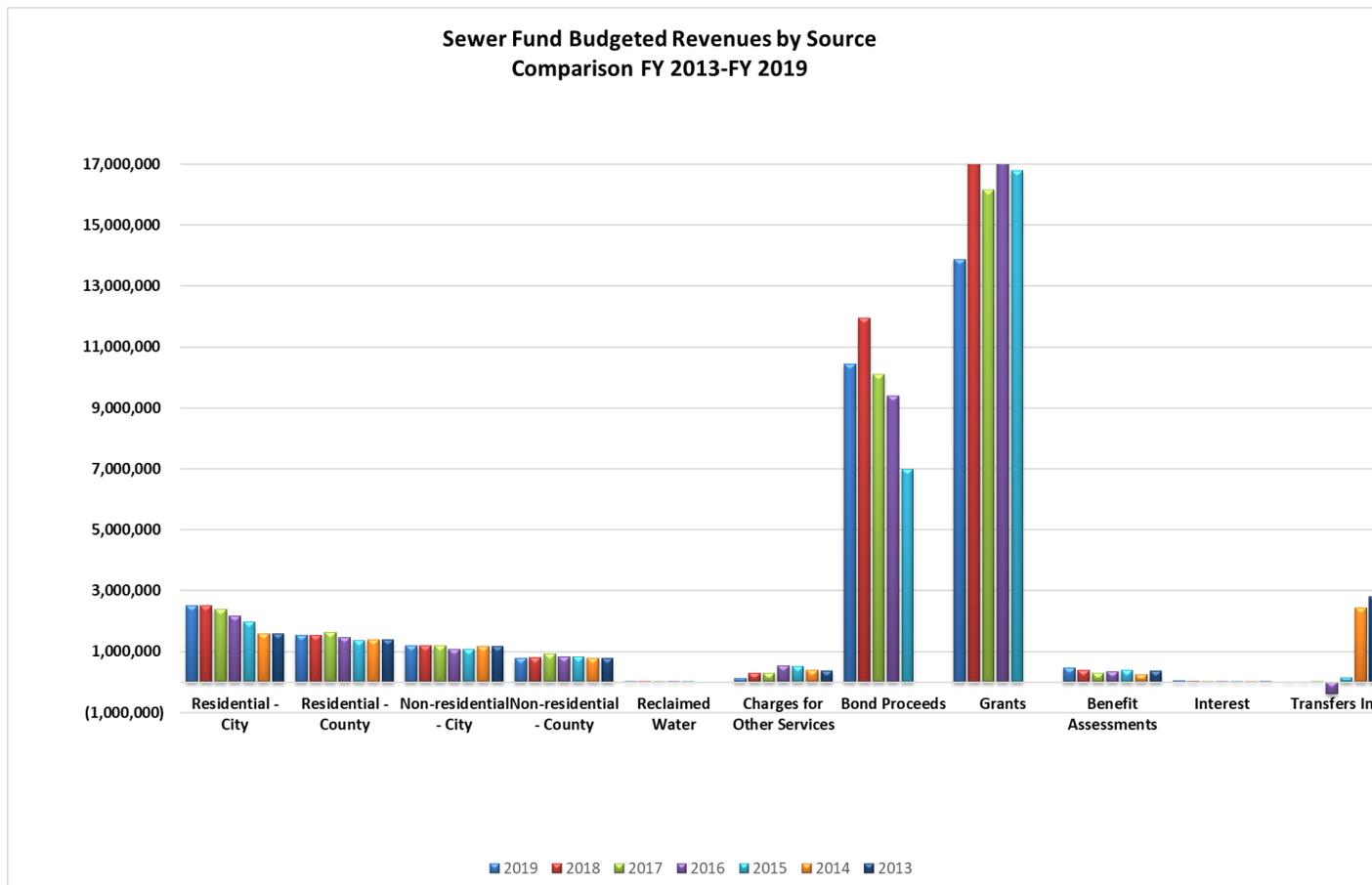
Public Housing Agency expenses will not materially change from FY 2018.

	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018		FY 2019
	Budget	Actual	Budget								
FTE	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	3.0	3.0	3.0
Salary	132,118	131,690	136,015	131,357	144,697	133,063	149,354	165,996	148,623	138,247	148,027
Benefits	58,609	58,359	66,917	64,902	68,098	63,813	73,491	71,208	70,176	67,688	72,745
Operating	1,904,281	1,918,123	1,859,594	1,844,457	1,855,396	1,809,372	1,850,262	1,992,051	1,857,319	2,195,372	1,920,934
Capital	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>2,095,008</b>	<b>2,108,173</b>	<b>2,062,526</b>	<b>2,040,716</b>	<b>2,068,191</b>	<b>2,006,248</b>	<b>2,073,107</b>	<b>2,229,255</b>	<b>2,076,118</b>	<b>2,401,307</b>	<b>2,141,706</b>

# SEWER FUND FY 2019 BUDGET

## SEWER FUND REVENUES

The FY 2019 budget calls for no change in sewer rates. A rate study was performed during FY 2018, and rates for the next five years were adopted as part of the FY 2019 budget process. Rates will increase 5% per year over the next four years. The largest capital project in the Sewer Fund is the Enhanced Nutrient Removal project, which includes sweeping changes in the sewer treatment plant. Although prior years' budgets included funding for this project, to date the project has not started other than engineering. The project was bid in FY 2018, and a contract award is expected in FY 2019; construction is expected to commence prior to year-end. Related to this project, the FY 2019 budget calls for a bond issuance of \$10,440,140 for improvements to the sewer treatment plant and Bay Restoration Grant proceeds in the amount of \$11,711,814. Construction is expected to be substantially complete in 42 months. Carroll County will be fully funding the portion of the project that pertains to its septage facility, representing \$1,766,685 in FY 2019.



**REVENUE DETAIL COMPARISON – FY 2014 – FY 2019 BUDGET AND ACTUAL**

	FY 2014	FY 2014	FY 2015	FY 2015	FY 2016	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018	FY 2019
Sewer Fund	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
Charges for Services	5,334,786	5,291,974	5,752,652	5,556,134	6,069,516	6,214,019	6,455,843	6,587,898	6,355,150	5,803,794	6,546,500
Capital Contributions	2,678,067	611,573	24,192,704	1,112,039	26,858,839	312,836	26,576,421	223,035	29,850,118	665,168	24,396,760
Other Revenue	17,200	13,835	15,200	13,959	18,200	23,215	12,000	10,285	13,000	10,169	13,800
Interest Revenue	7,000	7,164	7,000	15,847	12,000	26,533	12,000	42,233	35,000	50,953	45,000
Gains/Loss on Assets	-	2,969	3,000	-	3,000	429	3,000	-	3,000	4,355	-
Transfers	(130,548)	-	157,229	16,596	(364,313)	-	23,352	-	-	-	-
<b>Total</b>	<b>7,906,505</b>	<b>5,927,514</b>	<b>30,127,785</b>	<b>6,714,576</b>	<b>32,597,242</b>	<b>6,577,033</b>	<b>33,082,616</b>	<b>6,863,451</b>	<b>36,256,268</b>	<b>6,534,438</b>	<b>31,002,060</b>

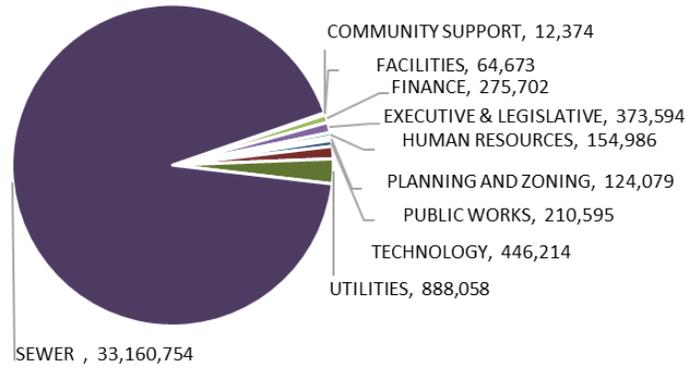
**SEWER FUND EXPENSES**

The only material change between the FY 2018 and FY 2019 Sewer Fund budgets relates to the ENR project and associated improvements at the sewer treatment plant. The annual cost of these projects went down because the construction schedule went from a two-year span to a 42-month timeline. Even though the annual costs are lower, the overall project cost went up.

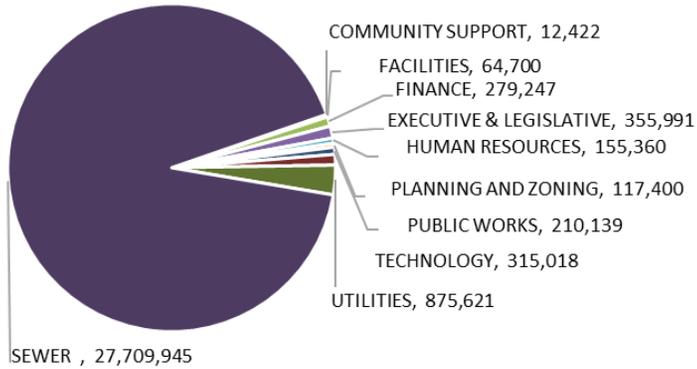
**EXPENSE DETAIL COMPARISON BY DEPARTMENT – FY 2014 – FY 2019**

Department	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Legislative & Admin	312,695	326,860	342,405	408,294	373,527	355,991
Finance	239,620	262,103	250,158	263,501	278,102	279,247
Human Resources	101,166	104,585	110,282	119,314	154,986	155,360
Planning	113,978	106,326	145,923	123,448	124,079	117,400
Facilities	97,666	60,756	63,550	64,343	64,673	64,700
Community Support	6,200	6,200	6,200	11,668	12,374	12,422
Public Works	271,299	252,950	251,001	232,688	210,595	210,139
Technology	297,550	300,092	359,055	429,780	534,063	315,018
Sewer	5,693,759	27,874,152	30,197,536	31,135,942	34,178,563	27,709,945
Utility Maintenance	777,405	833,759	871,135	867,530	888,103	875,621
<b>Total</b>	<b>7,911,338</b>	<b>30,127,783</b>	<b>32,597,245</b>	<b>33,656,508</b>	<b>36,819,065</b>	<b>30,095,842</b>

### FY 2018 Sewer Fund Expenses By Department



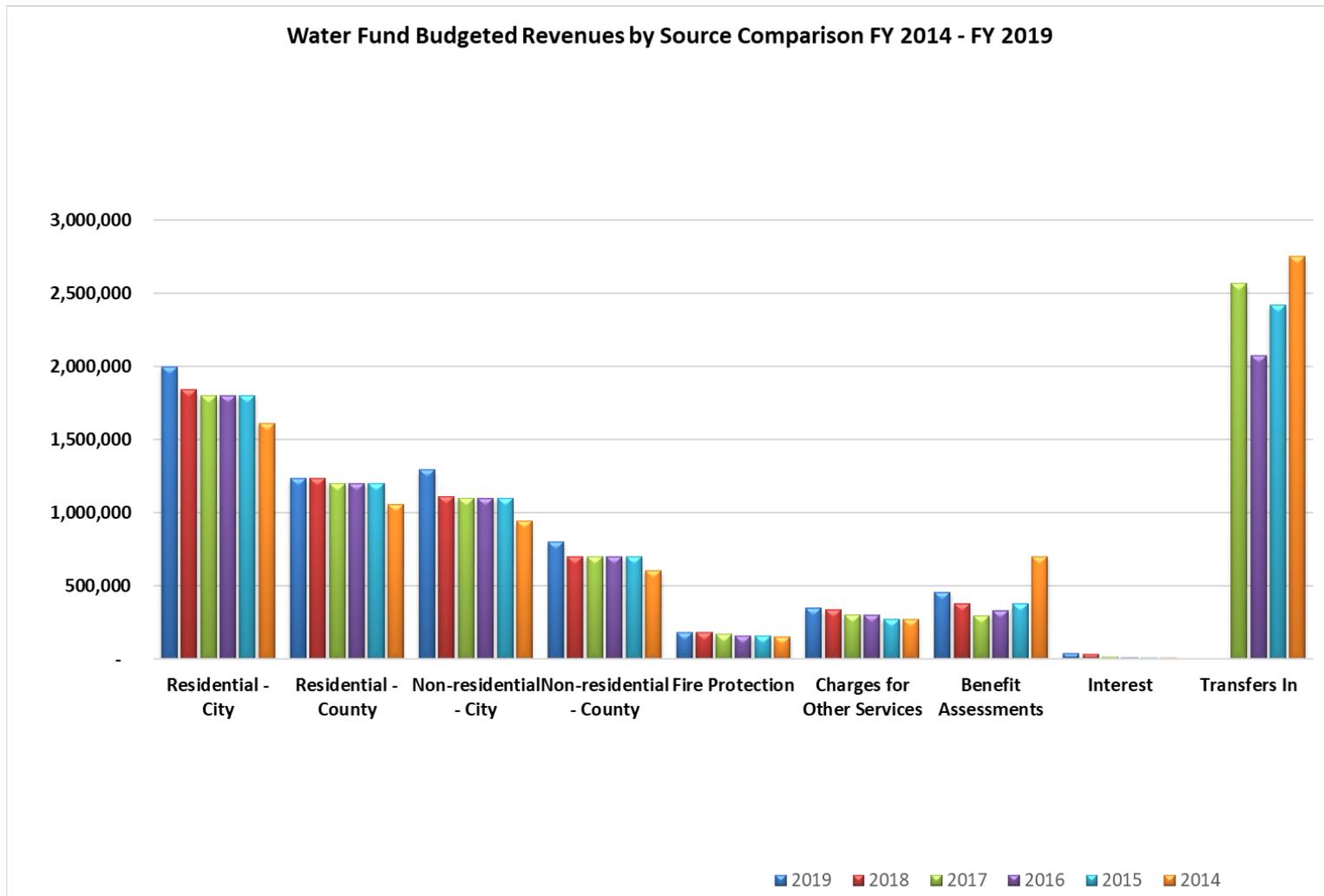
### FY 2019 Sewer Fund Expenses By Department



# WATER FUND FY 2019 BUDGET

## WATER FUND REVENUES

Water Fund revenues are expected to increase by 9% in FY 2019. A rate study was performed in FY 2018, and five-year rates were adopted during the FY 2019 budget process. The largest increase occurs in FY 2019, with an overall increase of 8% in rates. A 3.5% increase will take place in each of the following four years.



**REVENUE DETAIL COMPARISON – FY 2014 – FY 2019 BUDGET AND ACTUAL**

As mentioned above, an increase in rates results in higher revenues for FY 2019. Rental revenue continues to increase as a result of increasing lease contract amounts and additional cell tower renters.

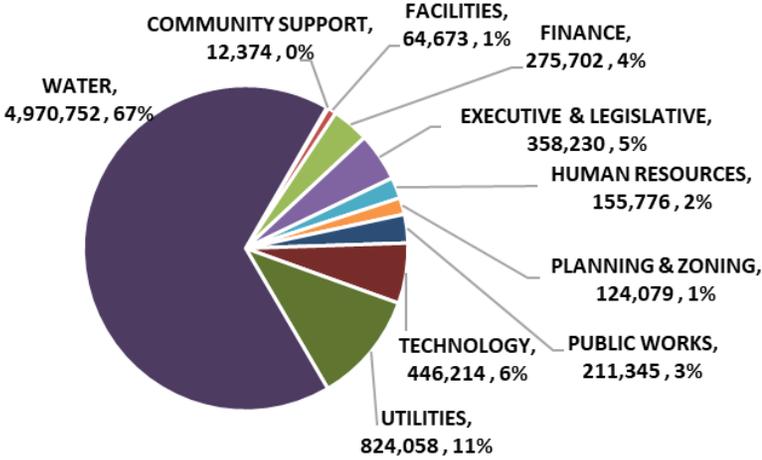
	FY 2014	FY 2014	FY 2015	FY 2015	FY 2016	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018	FY 2019
Water Fund	Budget	Actual	Budget								
Charges for Services	4,447,086	5,352,421	5,041,525	5,085,557	5,060,165	5,264,257	5,073,650	5,045,374	5,157,267	4,358,369	5,604,750
Capital Contributions	240,740	260,796	377,084	503,346	330,606	296,281	296,007	182,796	379,539	571,388	458,270
Rental Revenue	180,000	174,835	179,470	189,197	186,665	182,479	194,161	199,714	236,772	207,796	244,910
Other Revenue	9,200	3,730	8,200	100	9,200	883	3,000	71,157	3,000	500	-
Interest Revenue	8,000	7,383	8,000	15,847	12,000	26,533	15,000	42,233	35,000	50,953	40,000
Gains/Loss on Assets	-	2,000	2,000	-	2,000	-	2,000	-	2,000	4,355	-
Transfers	3,815,564	-	2,602,721	(16,596)	2,103,408	-	2,641,257	-	-	-	-
<b>Total</b>	<b>8,700,590</b>	<b>5,801,165</b>	<b>8,219,000</b>	<b>5,777,451</b>	<b>7,704,044</b>	<b>5,770,434</b>	<b>8,225,075</b>	<b>5,541,274</b>	<b>5,813,578</b>	<b>5,193,360</b>	<b>6,347,930</b>

**WATER FUND EXPENSES**

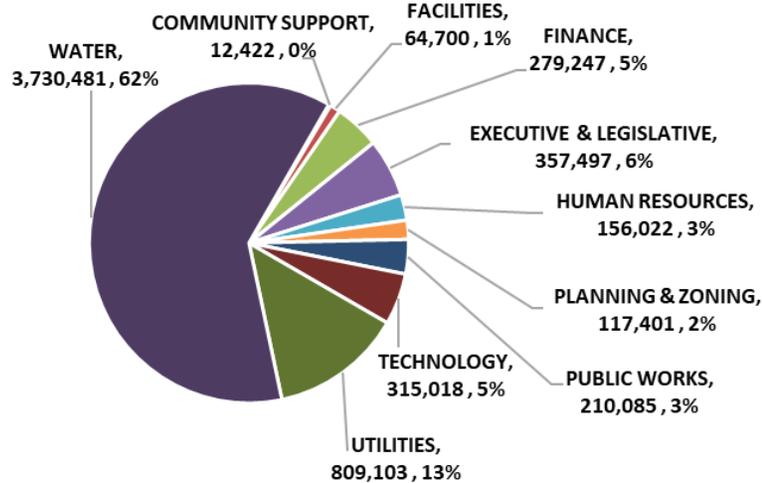
The decrease in expenses is a result of the completion of the Gesell Well project. In FY 2018, \$1,250,000 was budgeted for the Gesell Well project. Most other Water Fund expenses stay static in FY 2019.

Department	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Legislative & Admin	313,760	335,085	327,604	386,424	358,163	357,497
Finance	238,310	262,104	250,158	263,501	278,102	279,247
Human Resources	101,165	104,589	110,282	119,314	155,776	156,022
Planning	113,978	106,327	145,923	123,448	124,079	117,401
Facilities	98,505	60,956	63,550	64,343	64,673	64,700
Community Support	6,200	6,200	6,200	11,668	12,374	12,422
Public Works	271,299	253,700	251,759	233,438	211,345	210,085
Technology	297,550	300,091	359,055	429,780	534,063	315,018
Utility Maintenance	714,422	751,288	796,135	788,530	824,103	809,103
Water	6,513,491	6,038,661	5,393,381	5,804,630	5,141,839	3,730,481
<b>Total</b>	<b>8,668,680</b>	<b>8,219,001</b>	<b>7,704,047</b>	<b>8,225,076</b>	<b>7,704,517</b>	<b>6,051,976</b>

### FY 2018 Water Fund Expenses by Department



### FY 2019 Water Fund Expenses by Department



## **FIBER FUND FY 2019 BUDGET**

The Fiber Fund was established in FY 2015, so there is no historical data to present prior to 2015. In FY 2018, Phases 1 and 2 of construction were complete. Phases 3 and 4 of construction are expected to be completed in FY 2019. The construction project is funded with loan proceeds from a FY 2016 general obligation bond. Other funding includes fiber lease revenues and General Fund subsidies.

### ***FIBER FUND REVENUES***

As phases are completed, more lease revenue is realized. The City's fiber network operator (Ting Fiber Inc.) pays lease fees when the City has completed construction on a street and when it can provide service. In FY 2019, the City expects to receive \$513,135 in lease revenue.

	<b>FY 2015</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2018</b>	<b>FY 2019</b>
<b>Fiber Fund</b>	<b>Budget</b>	<b>Actual</b>	<b>Budget</b>	<b>Actual</b>	<b>Budget</b>	<b>Actual</b>	<b>Budget</b>	<b>Actual</b>	<b>Budget</b>
<b>Charges for Services</b>	384,345	-	129,495	24,161	360,128	64,817	328,894	309,069	513,135
<b>Capital Contributions</b>	244,235	108,918	-	-	-	-	-	-	-
<b>Other Revenue</b>	-	-	-	21,875	-	88,499	85,065	65,625	8,820
<b>Transfers</b>	1,505,765	1,507,955	405,305	1,903,158	333,805	35,000	110,000	110,000	356,978
<b>Other Financing</b>	5,500,000	-	5,000,000	908,852	8,946,733	4,466,989	7,000,000	4,065,346	7,300,000
<b>Total</b>	<b>7,634,345</b>	<b>1,616,873</b>	<b>5,534,800</b>	<b>2,858,046</b>	<b>9,640,666</b>	<b>4,655,305</b>	<b>7,523,959</b>	<b>4,550,040</b>	<b>8,178,933</b>

### ***FIBER FUND EXPENSES***

Construction of the Westminster Fiber Network is expected to be completed by January 2019. Once the project is complete, the City will begin paying debt service. It is expected that the City will pay six months' debt service in FY 2019. The City will also incur additional salary and benefit expense as a new full-time equipment operator position is budgeted.

<b>Department</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
Public Works	-	-	-	61,139	63,579
Technology	-	-	14,270	30,766	110,894
Fiber	7,634,345	5,534,800	9,626,396	7,432,054	8,079,328
	<b>7,634,345</b>	<b>5,534,800</b>	<b>9,640,666</b>	<b>7,523,959</b>	<b>8,253,801</b>

# Departmental Information

## **LEGISLATIVE AND ADMINISTRATIVE SERVICES**

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

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



(left to right) Councilmember Yingling, Councilmember Chiavacci, Council President Wack, Mayor Dominick, Councilmember Becker, and Councilmember Pecoraro

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

The Mayor and members of the Common Council are elected at-large for four-year staggered terms; municipal elections take place on the Tuesday following the second Monday in May. The salaries

of the Mayor and members of the Common Council are established in the City Code and have not been changed since June 1985.

The Mayor receives an annual salary of \$10,000. The Council President receives \$3,000 while other members of the Common Council each receive \$2,400 per year.

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

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

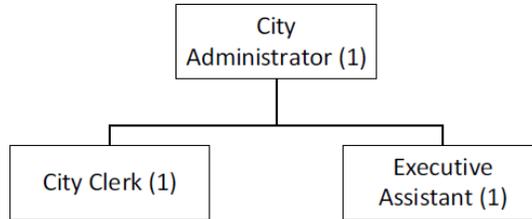
Staffing in the City Administrator's Office includes the City Clerk. The position of City Clerk manages the preparation of Mayor and Council meeting agenda and creates meeting minutes. The position also serves as the election administrator for all municipal elections, ensures proper codification of City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

### ***LEGAL SERVICES***

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

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

**POSITION SUMMARY SCHEDULE**



	Grade	Authorized FY '15	Authorized FY '16	Authorized FY '17	Authorized FY '18	Authorized FY '19
City Administrator	123	1.0	1.0	1.0	1.0	1.0
Assistant City Clerk	N/A	1.0	1.0	0.0	0.0	0.0
City Clerk	114	0.0	0.0	1.0	1.0	1.0
Executive Assistant	110	1.0	1.0	1.0	0.5	0.5

**MAYOR AND COUNCIL ACCOMPLISHMENTS FOR FY 2018**

- Adopted a Strategic Plan to focus the efforts of the City organization and City staff for 2018 - 2021.
- Adopted a new Water and Sewer Allocation Policy to manage the City’s water and sewer resources in a manner that ensures the continued growth and prosperity of the community.
- Acquired 45 W. Main Street to serve as the future home of the City’s administrative offices, upon completion of the property’s renovation.
- Awarded contract for conduct of a Compensation and Classification Study to ensure the City’s market competitiveness in the hiring and retention of qualified staff. Authorized funding as part of the FY 2019 budget for implementing the first phase of the Study results.
- Adopted water and sewer rates for FY 2019 – FY 2023 to reduce volatility for customers, address operating and capital expenditure requirements, and maintain an appropriate level of reserve funding.

**CITY ADMINISTRATOR ACCOMPLISHMENTS FOR FY 2018**

- Proposed creation of a Strategic Plan for the City and facilitated its development through retention of a consultant.
- Negotiated terms of the City’s acquisition of 45 W. Main Street with the property owner.

- Negotiated a lease extension for the City’s administrative offices at 56 W. Main Street to minimize operational disruptions until renovations to 45 W. Main Street are completed.
- Provided oversight and support to the Human Resources Department for the Compensation and Classification Study.
- Provided oversight and support to the Community Planning and Development Department in the development of a proposed Water and Sewer Allocation for consideration by the Mayor and Common Council.
- Retained intergovernmental relations/lobbying firm to assist the City with advancing its water re-use initiative with the Maryland Department of the Environment.

## **GOALS**

- Oversee contract with the National Research Center for a statistically valid survey of Westminster residents. Evaluate survey results and work with department directors to address areas of customer concern.
- Assess current format of City newsletter and, working with staff, restructure document to provide more substantive information on City programs and activities and make more visually appealing.
- Evaluate the effectiveness of the City’s rental licensing program and, as warranted, modify its provisions to ensure appropriate maintenance of Westminster’s housing stock
- Continue community discussion concerning Wakefield Valley property and determine its future use.
- Enhance the City’s community engagement efforts through outreach with the various homeowners’ associations in Westminster, establishing a two-way communication mechanism.
- Build upon existing initiatives, such as McDaniel and Main, to enrich the City’s partnership with McDaniel College. Continue to identify opportunities for collaboration between the City and the College.
- Modernize the City’s election procedures and processes through City Code revisions. Engage the community in the City’s election process by sharing information on election-related matters through multiple communication channels.
- Initiate regularly scheduled meetings between the City government and the largest employers in Westminster to enhance communication and to determine how the City can support these employers in their continued growth.
- Continue to pursue water re-use through an intergovernmental strategy and coordination with the Maryland Department of the Environment.

## **BUDGET**

	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018		FY 2019
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	11 mo Actual	Budget
<b>FTE</b>	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	2.5	2.5	2.5
<b>Salary</b>	203,534	215,049	226,021	229,207	234,230	245,821	425,836	305,134	263,962	218,083	275,837
<b>Benefits</b>	178,106	165,787	122,386	101,991	109,555	117,419	148,480	159,195	159,707	141,578	165,068
<b>Operating</b>	948,132	696,221	1,003,228	728,984	1,021,268	717,923	878,654	764,909	892,881	532,648	1,017,870
<b>Capital</b>	496,181	496,181	495,500	495,493	494,525	494,523	492,985	492,984	-	-	-
<b>Total</b>	1,825,953	1,573,239	1,847,135	1,555,675	1,859,578	1,575,686	1,945,955	1,722,223	1,316,550	892,309	1,458,775

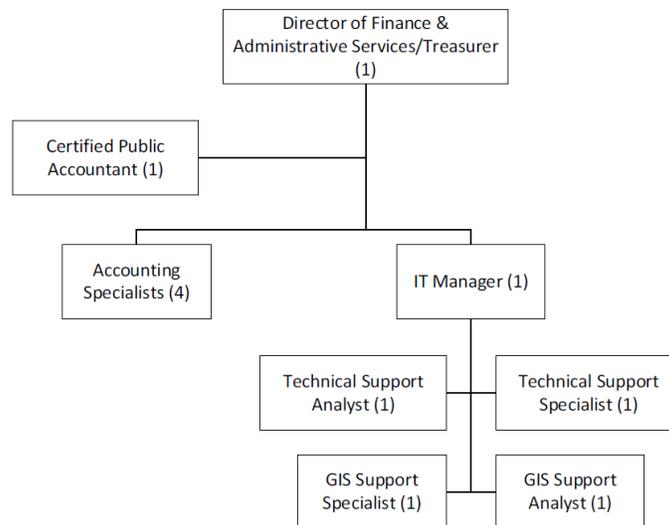
## FINANCE AND ADMINISTRATIVE SERVICES

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;
- Procurement;
- 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; and,
- Supervision of debt, investments, and cash flow.

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



	Grade	Authorized FY '14	Authorized FY '15	Authorized FY '16	Authorized FY '17	Authorized FY '18	Authorized FY '19
Director of Finance and Administrative Services	121	1.0	1.0	1.0	1.0	1.0	1.0
Deputy Director of Finance	N/A	1.0	1.0	1.0	1.0	1.0	0.0
Assistant City Treasurer	N/A	1.0	1.0	1.0	1.0	1.0	0.0
City Accountant	115	0.0	0.0	0.0	0.0	0.0	1.0
Accounting Specialist	110	3.0	3.0	3.0	3.0	3.0	4.0
Manager Technology	118	1.0	1.0	1.0	1.0	1.0	1.0
Technical Support Analyst	114	1.0	1.0	1.0	1.0	1.0	1.0
Technical Support Specialist I	113	1.0	1.0	1.0	1.0	1.0	1.0
GIS Support Analyst	114	1.5	1.0	1.0	1.0	1.0	1.0
GIS Technician	113	0.0	0.5	0.5	1.0	1.0	1.0

## **FINANCE ACCOMPLISHMENTS**

### **Audit**

Cohn Reznick completed the FY 2017 audit and reported no findings. The firm also evaluated the IT General Controls in accordance with Generally Accepted Auditing Standards. All recommendations were implemented.

The department applied for the Certificate of Excellence in Financial Reporting and received the award from the Government Finance Officers Association for FY 2017. This is the first year that the City has been awarded the Certificate of Excellence in Financial Reporting.

### **Budget**

Position budgeting was achieved by utilizing the Position Budgeting module within the Eden application software. New budget enhancement forms were created and utilized by Directors and Supervisors.

### **Cash Management**

The City invested cash in several instruments in separate banks for diversity and best return on investment.

### **Reporting**

Financial Performance Reports were distributed to the City Administrator, Mayor and Common 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.

### **Payroll**

Weaknesses were identified in the payroll system for complying with State and Federal mandates. Appropriate policy changes were made. However, the system is limited in dealing with the complex formulas required by new mandates.

### **Accounts Payable**

The department developed and implemented a Purchase Card Program. The program is meant to reduce 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. In addition, pre-coding was implemented, reducing the time for staff to code invoices. All purchase card transactions are uploaded

through an import function, further increasing the efficiency of the process. The Department processed 2,930 transactions totaling over \$615,000 in purchases for 2017.

The department improved the use of automated, in-house purchase orders for capital projects. This application manages contract amounts and catches overages prior to invoices being paid. In addition, the application tracks change orders and manager approvals. The check process is more efficient because the invoice is already coded and manager approval is one-time. The process was transferred to the Accounting Specialist.

The department utilized import functions to create efficiencies with certain vendors. Electricity utility bills, worker’s compensation bills, and the electricity supply bills are now imported, resulting in several hours of time savings for entry and proofing. In addition, all purchase card transactions are uploaded directly from the banking software.

### **Rental Housing Licensing**

The department assisted the Housing Services Department by importing Rental Housing Licensing data from a prior software application. The department produced and mailed 688 invoices for rental housing customers. The Housing Services Department was able to collect past due balances as a result of better record-keeping and late notice automation. The Housing Services Department was able to collect over \$8,000 in penalties as a result.

### **Procurement**

The department assisted all other departments with procurement by centralizing the process. Efficiencies were realized in time-management, advertising costs, and consistency. The department will write a procedures manual for procurement and will recommend Code changes to the Mayor and Council to reflect the new process.

## ***FINANCE PERFORMANCE MEASURES***

	FY2013	FY2014	FY2015	FY2016	FY2017	Projected
Utility Bills Issued	42,557	45,513	45,231	45,200	45,544	45,600
Utility Bills – Charges for Services	\$10,620,457	\$10,819,233	\$10,830,889	\$11,502,435	\$11,245,661	\$11,250,247
90 day outstanding amount-Utility Bills	\$63,988	\$79,329	\$100,261	\$89,800	\$78,528	\$78,000
Payment agreements executed-Utility Bills	12	59	111	155	112	100
Shut off notices mailed-Utility Billing	2,215	1,978	2,536	2,456	2,554	2,400
Number of customers-Utility Billing	9,757	9,905	9,906	9,907	9,947	9,970
Payments made by website	2,563	2,380	2,419	2,425	2,434	2,600
Payments made by credit card	5,996	4,356	4,011	5,058	4,525	5,500
Accounts Payables Checks Issued	4,480	4,020	3,299	3,325	3,060	1,500
Number of Vendors Used-Accounts Payable	934	920	776	794	755	500
1099's issued	147	134	34	60	53	55
Payroll Checks Issued	5,041	5,026	5,194	5,190	5,270	5,250
Number of Employees	234	234	250	250	270	270
W2's Issued	234	234	250	279	270	270
Personal Property Tax Bills Issued	1,004	979	989	1,081	1,015	1,100
Personal Property Tax Delinquent Amount	\$52,511	\$40,219	\$23,207	\$13,163	\$12,540	\$12,000
On-time delivery of paychecks	100%	100%	100%	100%	100%	100%
On-time filing of Annual Audit	100%	100%	100%	100%	100%	100%
On-time billing of Taxes (all)	100%	100%	100%	100%	100%	100%

## ***FINANCE GOALS***

- 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 that will improve leak identification by 95%.
- Receive the GFOA Certificate of Achievement for Excellence in Financial Reporting.
- Receive the GFOA Distinguished Budget Presentation Award.
- Issue a Popular Annual Finance Report.
- Improve payroll processes and procedures. Explore out-sourcing opportunities to allow online time entry by supervisors and to accommodate fast-changing State and Federal regulations regarding deductions for time worked, sick pay, and Affordable Care Act changes.
- Implement ACH payment system that will reduce number of checks printed by 10%.
- Explore alternative solutions to parking permits.
- Maintain and report on Fiber Fund.
- Create and implement a five-year succession plan for departmental staff.
- Utilize templates within the financial software system to create efficiencies with setting up new customers and employees.
- Utilize the import feature of financial software system to create efficiencies with the business personal tax billing. Reduce the time to produce bills by 50%.
- Document procurement processes to create efficiencies and consistency.

## ***TECHNOLOGY SERVICES***

This division provides a single focus for all computing and network communications technology infrastructure in the City of Westminster's organization and provides additional resources 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. Technical Support Analysts provide high level technical and application support in addition to helpdesk assistance. Geographical Information Systems (GIS) application support is provided to the user community by GIS Specialists.

## ***TECHNOLOGY ACCOMPLISHMENTS***

- Provided support for the additions to the Financial Accounting System.
- Implemented a new Disaster Recovery server environment.
- Implemented Barracuda email advanced threat protection, archiving and O365 backups.
- Implemented evidence cloud storage (Veripic).
- Assisted Carroll County Government with the cut-over to a new police reporting software.
- Added additional features to the GIS Server environment and provide a higher level of GIS services to both City Staff and our citizens.
- Continued efforts to bring fiber to the premises to Westminster businesses and residents.
- Implement a new backup and recovery program (Veeam).
- Provided devices to City employees and provided training to utilize ArcGIS online.
- Implemented auditing software (Netwrix).
- Implemented new Public Works work order program (MaintenanceEdge and Mobile 311).
- Implemented Code Enforcement software (Citizenserve).
- Obtained high quality GIS imaging by a flyover of the City.

## **TECHNOLOGY PERFORMANCE MEASURES**

<b>Performance Measures</b>	<b>FY - 2014</b>	<b>FY - 2015</b>	<b>FY - 2016</b>	<b>FY - 2017</b>	<b>FY -2018</b>	<b>FY – 2019 est.</b>
IT Helpdesk Requests	-	1325	1225	735		1250
Number of Staff (IT)	3	3	3	3	3	3
Number of Staff (GIS)	1.5	1.5	2	2	2	2
Number of Users Supported	174 est.	174	177	177	180+	170+
Number of Users/IT Staff	58 est.	58	59	59	60+	57+
IT Budget Total	\$2,653,109	\$1,080,877	\$1,225,684	\$1,273,179	\$1,346,348	\$914,997

<b>Performance Indicators</b>	<b>FY – 2015</b>	<b>FY – 2016</b>	<b>FY – 2017</b>	<b>FY – 2018</b>	<b>FY – 2019 Projected</b>
Citizen Help Requests	-	225	300	80	200
Employee Help Requests	-	1,100	925	655	750
Number of PCs	197	199	201	203	205
Number of Mobile Devices	36	38	67	67	67
Number of Servers	35	38	37	37	39
Managed City Facilities	39	40	40	41	41
GIS Map Layers Created	-	325+	350+	200	350+
Converted As-Built Blueprints	-	-	10,000+	2,500+	-
Maps Created by GIS	-	-	250+	300+	-
Emails Sent/Received	-	1,110,000	1,040,000	714,000	-
Webpage Total Users	131,862	192,613	222,209	97,317	-
Utility Bill Online Payments	8,294	10,556	12,271	6,162	-

## **TECHNOLOGY GOALS**

- Continue efforts to bring fiber to the premises to Westminster businesses and residents.
- Implement new core switching and networking infrastructure.
- Continue efforts to meet security audit guidelines and secure the City's system.
- Create a secondary server system to act as a test environment to test patches and updates before pushing them out to the live system.
- Add additional features to the GIS Server environment and provide a higher level of GIS services to both City Staff and our citizens (Police Dispatch, Fire Department, Salt Truck Tracking).
- Implement GPS/GIS mapping of street signs for federal requirements.
- Implement internal crime mapping in real-time.
- Continue to digitize as-builts and add to GIS map layers.
- Provide security penetration testing of the City's network.

## BUDGET

Finance Dept	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018		FY 2019
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	11 mo Actual	Budget
FTE	10.5	10.5	10.5	10.5	10.5	10.5	11.0	11.0	11.0	11.0	11.0
Salary	356,503	365,876	381,038	385,590	416,073	400,266	379,420	350,502	378,125	276,298	379,142
Benefits	134,677	127,326	140,688	133,529	136,114	134,679	130,901	134,756	134,710	118,431	141,477
Operating	206,538	192,067	229,300	161,724	183,900	102,268	202,050	107,809	217,650	130,579	211,950
Capital	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>697,718</b>	<b>685,268</b>	<b>751,026</b>	<b>680,843</b>	<b>736,087</b>	<b>637,214</b>	<b>712,371</b>	<b>593,067</b>	<b>730,485</b>	<b>525,308</b>	<b>732,569</b>

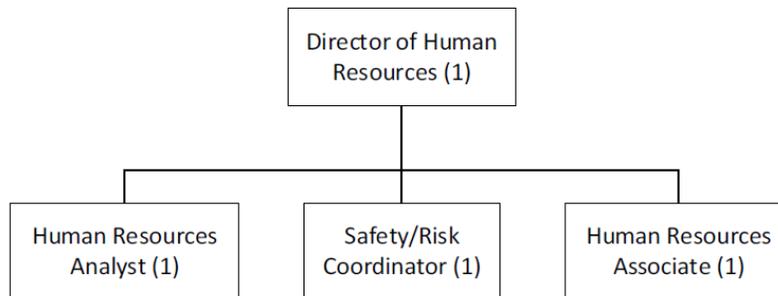
Technology Dept	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018		FY 2019
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	11 mo Actual	Budget
FTE											
Salary	229,273	209,987	224,966	228,806	281,127	238,201	242,743	227,290	255,149	193,396	267,051
Benefits	108,780	95,858	125,724	123,329	144,450	117,572	120,211	109,583	129,508	107,462	138,992
Operating	447,030	397,023	468,420	347,136	570,300	496,765	530,025	375,816	665,691	484,207	530,340
Capital	252,000	152,530	584,000	36,536	85,000	32,780	380,200	65,862	490,187	382,941	27,000
<b>Total</b>	<b>1,037,083</b>	<b>855,398</b>	<b>1,403,110</b>	<b>735,808</b>	<b>1,080,877</b>	<b>885,318</b>	<b>1,273,179</b>	<b>778,551</b>	<b>1,540,535</b>	<b>1,168,006</b>	<b>963,384</b>

## HUMAN RESOURCES

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

- Benefits
- Employee/Management Relations
- Liability, Property, & 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	Authorized FY '18	Authorized FY '19
Director, HR	120	0.0	0.0	0.0	0.0	1.0
Manager, HR	N/A	1.0	1.0	1.0	1.0	0.0
Safety & Risk Coordinator	112	0.0	0.0	0.0	1.0	1.0
Human Resources Analyst	112	1.0	1.0	1.0	1.0	1.0
Human Resources Associate	110	1.0	1.0	1.0	1.0	1.0

### COMPENSATION

The City desires to be competitive in its identified market in providing compensation to attract and retain qualified employees. In FY 2018, the City retained a consultant to conduct a compensation/classification and benefits study, make recommendations for the City's pay plan, update job descriptions and develop a new performance evaluation program. A market survey compared the City's salaries and benefits to similarly situated peer jurisdictions for selected benchmark positions. A Job Assessment Tool (JAT) for all regular City positions was completed by each employee and was reviewed by the applicable supervisor. The consultant utilized the JAT and the market data collected to develop a new salary structure. In addition, the completed JATs provided information to update job descriptions to accurately represent current job duties. The consultant presented options for a new classification and pay plan system. A new system was selected and approved by the Mayor and Common Council. Implementation of changes to the City's salary structure will begin in FY 2019, and will be phased in over a period of time.

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

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

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

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

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

Joining the cooperative has proven to be beneficial to the City by stabilizing the plan design and premiums. By participating in the cooperative, the City has the potential to receive a refund if there is a claims fund surplus at the end of the plan year. A claims fund surplus occurs if medical claims fall below the actuarial projections for claims within a plan year. The City has received a surplus refund for six of the seven years the City has participated in the plan, with refunds totaling \$1,170,000.

The Benecon Group provides various services to LGIT Health 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. The fees now include only the Patient Centered Outcomes Research Fee (PCOR). The PCOR fee is a Federal tax on group health plans to fund comparative effectiveness research. The FY 2019 PCOR fee is \$2.26 per participant insured under the City's health plan.

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. Beginning July 1, 2018, Benecon added an online portal to process enrollments and make changes to health plans. This portal will allow both Human Resources staff and employees to update employee data.

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

In FY 2019, the City will continue to offer employees and dependents a remote health care program through Teladoc. This program is offered at no cost to the employee, and provides immediate access to board-certified, state-licensed primary care physicians via telephonic or video consultations. The remote physician is able to diagnose many illnesses and injuries that fall under the category of general medicine. During the call, the doctor discusses the issue with the patient, answers questions, recommends next steps, and, if medically necessary, submits a prescription to a local pharmacy chosen by the patient. Employees and dependents can consult with a physician at any time of the day or night, 365 days a year, anywhere in the U.S. with no co-pay for the patient. It

is anticipated that, over time, this program will decrease the number of primary care, urgent care, and emergency room visits, resulting in claims reductions in the City's self-insured medical plan.

The dental plan 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 or contacts. Life and accidental death and dismemberment insurance provide an employee with a death benefit amount equal to the employee's annual salary. The disability plans provide income to employees who are unable to work because of a disability caused by illness or non-work related injury. Human Resources staff provides claims coordination for life, short and long-term disability insurance. Human Resources staff administers the Family Medical Leave Act (FMLA) which provides job protection to eligible employees during leave for certain personal illness and family medical reasons.

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

### ***WELLNESS PROGRAM***

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

In addition, Human Resources plans and promotes employee participation in various wellness activities, health assessments, preventive health screenings, challenges, and educational workshops throughout the program year. A Wellness Committee, comprised of employee members from various departments, supports the wellness initiatives through the planning and promoting of activities. The City encourages employees to utilize the Family Fitness Center gym and the City's outdoor swimming pool by offering free memberships. Human Resources produces a monthly wellness electronic newsletter for distribution to all employees.

The Cigna medical plan contributes \$20 per insured employee to assist with the cost of various wellness initiatives. In FY 2018, Cigna provided \$2,400 in wellness funds. At the end of each plan year, CIGNA presents the City with a Consultative Analytics Report that covers plan costs, trends, population demographics, summary claims information, pharmacy utilization, summaries of risks based on health assessments, a summary of disease management outcomes, and an overall medical snapshot. This report is used as a tool in determining the overall health needs of plan participants and gives the Wellness Program direction for the best return on investment.

The Human Resources staff organizes an annual Employee Expo, a wellness and benefits event held in the Family Center Gym. This is a coordinated effort with planning assistance from Wellness Committee members. The goal of the Expo is to promote health and wellness, offer preventive screenings, and to give employees the opportunity to speak with insurance providers about coverage and benefits. Each year, the Expo promotes a theme to add excitement and fun to the event, and it continues to be a success year after year. In FY 2018, 23 vendors participated in the Expo, and 103 employees and retirees attended. The event included the opportunity for participants to get a flu shot, have their vision tested, complete a health risk assessment, get blood pressure checks, have an upper body massage, and observe the preparation of a healthy cooking recipe.

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

The City provides pension benefits to employees through participation in the Maryland State Retirement and Pension System. This State system requires that all eligible employees become a member in the pension system

upon employment with the City. Effective July 1, 2011, all regular full-time and part-time employees except sworn police officers are enrolled in the Reformed Contributory Pension Benefit (RCPB). Employees hired prior to July 1, 2011 are enrolled in the Alternate Contributory Pension Selection Plan (ACPS). Sworn police officers are enrolled in the Law Enforcement Officers Pension System (LEOPS).

The City’s contribution is based on the employee’s base salary at the end of the fiscal year in June. Payment is made to the State once per year, and is due by December 31<sup>st</sup>. 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 is projected to be \$205.17 in FY 2019. The various State pension plans, service retirement years and age, and employee and City contribution rates are shown in the chart below.

Plan	Service Retirement Years	Service Retirement Age	Enrolled as of June 2016	Employee Contribution Rate			City Contribution Rate		
				FY 2017	FY 2018	FY 2019	FY 2017	FY 2018	FY 2019
<b>RCPB (Employees enrolled effective 7/1/11)</b>	Rule of 90 (age plus years of service)	65 (with 10 years of service)	42	7%	7%	7%	8.17%	8.56%	9.00%
<b>ACPS (Employees enrolled prior to 7/1/11)</b>	30	62	61	7%	7%	7%	8.17%	8.56%	9.00%
<b>LEOPS</b>	25	50	38	7%	7%	7%	31.18%	30.75%	31.43%

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 who are not enrolled in the LEOPS plan a 2% matching contribution through a 401(a) Matching Program.

***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. In February 2018, the State of Maryland passed the Healthy Working Families Act. Under this Act, employers with 15 or more employees must provide paid sick and safe paid to qualified employees. The Act requires that leave be accrued for employees regularly working 12 hours or more a week, and accrual is based on the numbers of hours worked per week. Employees may use sick and safe leave for their own personal illness or for that of a covered family member. The City’s sick and family sick leave policies will be updated in FY 2019 to comply with the Act.

***EMPLOYEE RECOGNITION***

**Service and Retirement Awards**

The City highly values its employees, and provides an employee recognition program to acknowledge employee service milestones. Employees receive a framed service award certificate along with a City emblem key chain at year five in addition to a monetary award of \$50. Beginning at year 10, and each five-year milestone until retirement, employees receive a service award certificate and a monetary award. In FY 2018, the City held an awards ceremony at the holiday luncheon at which 22 employees were honored. Upon retirement, employees receive a gift award and a commemorative City plate to honor their years of service with the City.

## **Public Service Recognition**

In FY 2018, the City honored all its employees during Public Service Recognition Week in May. The Mayor issued a proclamation, and a small token of appreciation delivered to each City location. In addition, an Employee Appreciation Picnic was held in June.

## ***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 website to attract a diverse group of applicants. The Human Resources Department has created an Employment Opportunities Information brochure that is provided to each applicant. The City's website allows persons interested in advertised positions to complete applications online. In addition, applications can be requested in person or by phone, and can be mailed, emailed, or faxed to applicants to allow for ease in the process. Active regular full-time and part-time employees may apply for vacant positions through an internal application process.

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

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

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

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 City's Workers' Compensation provider.

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

The City has a Safety Committee in place, with representation from the various departments. The Committee provides an interdepartmental communication mechanism that promotes continuity for safety procedures and training. In addition, the Committee reviews safety policies on an annual basis to ensure that they are up-to-date with current standards and procedures. The Safety Committee also reviews motor vehicle accidents, property damage, and injury claims to look for possible ways to avoid the same type of incidents in the future. Training

initiatives may result in these reviews. This proactive approach is an important factor in minimizing future employee injuries, vehicle accidents, property and liability claims. An online safety training service is utilized by all City departments. Each Safety Committee member monitors the online safety training for his/her department to ensure that safety training is completed for each employee.

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

The City has been holding an annual safety day for employees in June during National Safety Month for four years. Safety demonstrations and topics are presented, safety gift bags are distributed, and lunch for attendees follows the trainings. In FY 2018, Baltimore Gas and Electric provided a demonstration on electrical dangers, and gave a presentation on digging safely. In addition, the City partnered with ConnectCare3 to provide employees with information on the Healthy Goals program at the Safety Day event. ConnectCare3 tailored the presentation to CDL holders to show these employees how ConnectCare3 could assist them with setting and reaching goals to maintain Department of Transportation (DOT) physical standards.

## ***TRAINING***

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

- Cardiopulmonary Resuscitation (CPR)/First Aid/Automated External Defibrillator (AED )
- National Safety Council Defensive Driving Course
- Employee Assistance Program (EAP)
- 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 by Chesapeake Employers' Insurance for Administrative and Recreation personnel in FY 2018. This same training will be provided to all Public Works employees in FY 2019. 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 FY 2018, LGIT provided the National Safety Council's 6-hour defensive driver training for new CDL and authorized driver employees. In addition, OSHA required annual safety training for all administrative staff is coordinated by Human Resources. In FY 2018, this training included disaster planning, fire safety, and blood borne pathogens.

## PERFORMANCE MEASURES

<b><i>Recruitment</i></b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018 (projected)</b>
Full & Part-Time External Employment Advertisements	16	29	21	<b>25</b>
Temporary/Contractual/Seasonal External Advertisements	14	18	10	<b>10</b>
Employment Applications Processed	411	428	385	<b>350</b>
Full & Part-Time New Hires	19	26	29	<b>30</b>
Temporary/Seasonal New Hires	44	44	55	<b>54</b>
Full & Part-Time Separations and Retirements	24	22	27	<b>20</b>
Temporary/Seasonal Separations	37	36	48	<b>32</b>
<b><i>Wellness Program</i></b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018 (projected)</b>
Wellness Program Participants Meeting 30 Point Goal (Target 50)	28	39	39	<b>42</b>
Employees Completing Health Risk Assessments (Target 50)	47	25	50	<b>30</b>
Wellness Points Earning Activities (Target 16)	10	16	16	<b>14</b>
Wellness Educational Sessions (Target 12)	6	10	15	<b>14</b>
Flu Shots Provided to Employees (Target 50)	58	56	52	<b>58</b>
<b><i>Risk Management</i></b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018 (projected)</b>
Liability, Property & Automobile Claims	27	28	14	<b>22</b>
Worker's Compensation Claims	29	23	22	<b>30</b>
D.O.T. Physicals	35	40	35	<b>44</b>
D.O.T. Random Drug/Alcohol Tests	28	21	16	<b>16</b>
Hearing Conservation Testing	0	55	62	<b>58</b>
Respirator Fit Tests	55	54	59	<b>62</b>
<b><i>Training (Employees Attending)</i></b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018 (projected)</b>
CPR/AED/First-Aid	55	54	78	<b>75</b>
Defensive Driving	10	3	11	<b>12</b>
Supervisor Reasonable Suspicion Drug and Alcohol	3	2	3	<b>1</b>
Preventing Harassment in the Workplace	58	64	67	<b>65</b>

## ***HUMAN RESOURCES ACCOMPLISHMENTS***

- Employee Benefits/Wellness Program
  - Managed the annual renewal of all employee insurance benefits, including the open enrollment process for employees and the Medicare renewal for retirees
  - Coordinated the annual renewal of the AFLAC voluntary insurance benefits program
  - Implemented a new debit card system for employees participating in the Health Flexible Spending Account
  - Coordinated an amendment of the Cigna Prescription Drug Plan agreement for the retiree Medicare supplemental insurance plan
  - Updated the Sick and Family Sick Leave policy to meet the requirements of the Maryland Healthy Working Families Act
  - Implemented Teladoc, a new telemedicine employee benefit
  - Updated the Tuition Assistance Policy; distributed to employees
  - Facilitated three (3) Nationwide Retirement Solutions on-site visits by the representative to meet with employees
  - Distributed and promoted the points-based incentivized Wellness Program available to all employees participating in the City's medical plan; added a spouse annual physical exam requirement
  - Planned and held the annual Employee Expo
  
- Employee Recognition
  - Planned and held the City's annual Employee Appreciation Picnic
  - Coordinated the service awards ceremony at the annual holiday luncheon
  
- Employment and Recruitment
  - Facilitated the Request For Proposal (RFP) process to hire a consultant to perform a compensation and classification study; managed the project through working with the selected consultant; implemented the approved structure and employee salary changes; coordinated the revision of job descriptions, and the implementation of a new performance evaluation system
  - Conducted employee orientations for all new hires, including regular full-time and part-time, temporary and seasonal employees
  - Performed required fingerprinting for criminal background checks for all employees that have access to children through their jobs
  
- Policies and Compliance
  - Performed an I-9 compliance audit
  - Coordinated with a subject matter expert to create and implement new drug and alcohol policies for CDL and non-CDL employees
  
- Risk Management and Safety
  - Received a Risk Management Services Award from the Local Government Insurance Trust (LGIT), given to members that consistently demonstrate excellence in committing to loss reduction, ongoing training, adhering to LGIT's risk management guidelines, and using LGIT resources
  - Requested a quote on property coverage insurance through the LGIT; transitioned the City's coverage to the LGIT program; coordinated the professional appraisal of all City properties; updated the Insurance Claim Procedures, and revised the Citizen Report form to accommodate the change to LGIT
  - Researched, purchased, and distributed Deer Whistles for all City vehicles
  - Coordinated the annual review of safety policies by Safety Committee members

- Performed 2 audits of the employment posters at each City location
- Coordinated a Safety Day lunch with safety presentations
- Training
  - Coordinated the Carroll Community College Momentum (training program for local government employees) and management training programs
  - Coordinated 2 sessions of mandatory Citizen’s Response to Active Shooter Event (CRASE) trainings for 12 new employees
  - Transitioned the City’s online safety training to Chesapeake Employers’ Insurance Safety Flicks program

## **GOALS**

- Monitor the City’s medical insurance to determine Wellness Plan initiatives.
- Continue to monitor health care regulations and reporting requirements under the Affordable Care Act by attending educational sessions.
- Monitor and continue to improve the effectiveness of the points-based incentivized Wellness Program, and utilize the Wellness Committee to:
  - Promote the plan benefits to employees to increase participation
  - Promote, create, and select wellness points earning education sessions and activities
  - Utilize local resources to provide support to the program
  - Utilize all wellness funds provided by the Cigna plan to support program activities
- Monitor employment policies to:
  - Contract with a consultant to draft a new drug and alcohol policy for all employees, including those that are regulated by the Department of Transportation
  - Identify the critical areas where policies need to be updated or established
  - Continue to update Employee Handbook
- Continue to promote a safe working environment through:
  - 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
  - Coordinate training opportunities for Safety Committee members
  - Utilizing the Safety Committee to monitor accidents and incidents in an effort to prevent recurrence in the future, and to determine future training needs
- Finalize any remaining tasks from the FY 2018 compensation/classification study
- Coordinate employment law training for managers and supervisors to provide up-to-date information on regulations and knowledge on legal consequences when making employment decisions

## **BUDGET**

	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018		FY 2019
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	11 mo Actual	Budget
FTE	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	4.0	4.0	4.0
Salary	145,354	145,377	149,630	149,352	158,267	154,215	145,739	139,996	192,512	110,555	203,920
Benefits	67,787	54,222	74,857	66,216	74,507	62,030	81,982	70,559	117,244	69,311	101,605
Operating	93,485	66,856	91,525	69,153	100,350	84,315	113,800	69,356	130,015	75,223	133,960
Capital	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>306,626</b>	<b>266,455</b>	<b>316,012</b>	<b>284,721</b>	<b>333,124</b>	<b>300,559</b>	<b>341,521</b>	<b>279,912</b>	<b>439,771</b>	<b>255,089</b>	<b>439,485</b>

## COMMUNITY PLANNING AND DEVELOPMENT

**Overview.** The Department of Community Planning and Development (DCPD) is responsible for facilitating the planning and physical development of the City of Westminster in a professional and sustainable manner. Departmental functions are organized into three, distinct service groups – comprehensive planning and zoning, plans and permit review, and community planning and economic development.



*Main Street in Downtown is one example of positive outcomes from the City's long-term investment in planning.*

The four-member DCPD team coordinates efforts to provide departmental services. Every member serves as a project manager in some area of responsibility. The team provides staffing for the City's four planning-related boards and commissions. The team also provides assistance, as directed by the City Administrator, at meetings of the Mayor and Common Council. Additionally, DCPD staff respond to hundreds of in-person and telephone inquiries as well as thousands of email received every month.

**Comprehensive planning and zoning** provides research, staff reports, advertising, agendas, summaries of meetings, and maintenance of public records for the Board of Zoning Appeals, Westminster Planning and Zoning Commission, Historic District Commission and the City's Tree Commission. The Director and the Comprehensive Planner provide customer service for applicants; members of the public; and County, State, and federal agencies, such as the U.S. Census Bureau. Planning and zoning manages a variety of processes related to signage applications, re-zonings, planned unit developments, special exceptions, variances, zoning map amendments, and text amendments. Planning and zoning ensures compliance with the zoning code and applicable Maryland law; manages the City's water and wastewater allocation process, good cause waivers, and annexations; prepares required revisions to the comprehensive plan and zoning code; oversees the Tree Commission's annual urban forestry workshop and annual Arbor Day celebration; drafts budgets and budget proposals; and responds to inquiries daily. Additionally, the Comprehensive Planner acts as the planning liaison to County government and collaborates with the City Arborist. Tree-related grants secured by the Comprehensive Planner total more than \$3,000.

**Plans and permit review** provides services via both DCPD and Public Works. The Development Review Coordinator facilitates reviews of deeds and easements, floodplain management, and public works agreements in conjunction

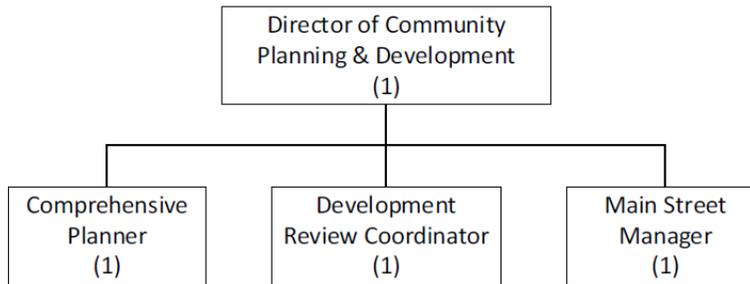
with Public Works. The Development Review Coordinator also establishes the amount of bonded work to be completed by applicants for the Department of Public Works. For DCPD, the Development Review Coordinator facilitates reviews of building permits, construction drawings, final plats, subdivisions, site plans, and simplified site plans with City and County agencies. The Development Review Coordinator also provides general development information to the public regarding the development design preferences and landscape manuals; standard specifications for construction of public utility systems, roads, and storm drains; and standard details for roads, sidewalks, water, sewer, site entrances, traffic circulation, and parking.



*Point Breeze Credit Union under construction - new construction benefits the entire Westminster community.*

**Community planning and economic development** provides services via City programs, County programs, and the Heart of the Civil War Heritage Area. The Main Street Manager manages community grant programs by which the City has successfully obtained grants since 2006 for a total of \$2,657,228 to date. The Main Street Manager also manages the City's Downtown façade improvement grant program, which provide funds to invest in Downtown. The Main Street Manager is lead staff to the Downtown Partners, Carroll County Downtowns, and the Heart of the Civil War Heritage Area. The Main Street Manager manages the City's restaurant week in spring and Small Business Saturday in the fall, visits small businesses quarterly, works with the Farmers' Market Manager, and collaborates with other City departments regarding major events and social media outreach.

## POSITION SUMMARY SCHEDULE



<b>Administration</b>	<b>Grade</b>	<b>Authorized FY '15</b>	<b>Authorized FY '16</b>	<b>Authorized FY'17</b>	<b>Authorized FY'18</b>	<b>Proposed FY'19</b>
Director	121	1.0	1.0	1.0	1.0	1.0
<b>Planning and Zoning</b>						
Comprehensive Planner	114	1.0	1.0	1.0	1.0	1.0
Development Review Coordinator	113	1.0	1.0	1.0	1.0	1.0
<b>Economic and Community Development</b>						
Main Street Manager	114	0.0	1.0	1.0	1.0	1.0
Economic Development Administrator	N/A	1.0	0.0	0.0	0.0	0.0
Administrative Assistant	110	0.0	0.0	0.0	0.5	0.5

## ACCOMPLISHMENTS

DCPD's long-standing mission is to serve all members of the community in a professional, fair, consistent, and efficient manner. Since September 2015, the DCPD team has focused on improving processes and services provided to the public, applicants, and the City's four planning-related boards and commissions.

In FY 2016, these efforts resulted in new forms, formats, and protocols for documents such as applications, agendas, minutes, mailings, advertisements, staff reports, email responses, etc. Other early initiatives included creating new ways to track allocations, re-establishing processes and communications for and with boards and commissions that had not met regularly for some time, and investing in improving team communication. Overall, the work involved weaving together the various standards in Maryland law, the City Code, and current practice into a workable, reasonable, and defensible system of procedures.

In FY 2017 and FY 2018, efforts were focused on staff development, a water capacity study, a wastewater study, and initiatives to increase effectiveness. Goals achieved included FEMA education for staff development, two capacity studies, participation in the City's strategic planning process, mid-cycle review of the Comprehensive Plan, and continuing support for community events, such as the *Snow in Love with Main Street* program.



*Rocksalt Grille - winner of the 2017 Mayor's Cup in the Snow in Love with Main Street program.*

Additionally, DCPD pursued efforts to increase access to public records. Also, a project to verify the City's boundaries and create a legal description for the City, as required by Charter, is near completion. The City's deed records were indexed and a variety of documents were scanned. These efforts yielded hundreds of newly scanned documents, including annexations since 1898, Board of Zoning Appeals decisions since 1972, deed list, and irrevocable consents to annexation since 2002, all of which only existed in paper form before these DCPD initiatives.

In FY 2018, a major focus has been the review and revamping of the City's water and sewer allocation policy in light of the changing expectations regarding yield for the Gesell Well. DCPD worked with the Mayor and the Council's Economic Development Committee to construct an updated approach and methodology for the allocation system. The City's latest studies show that there is capacity, but it is limited. That being said, the Council's Public Works Committee is constantly in the process of looking for, and securing, new water resources and water rights. That process is ongoing, and includes coordination with Carroll County and the State of Maryland.

As part of daily efforts of resource management, DCPD has been requesting that all new projects attempt to fit within the existing water envelope of current use. DCPD plans to continue this practice in order to allocate the minimum of new water required to complete a development project. For all new allocations moving forward, there will be a concentrated focus on promoting economic development within the City via new commercial and industrial projects, while also providing for new multi-family residential to ensure that the City's wider economic health and its young workforce are supported and continue to thrive.

## ***WORK PLAN OVERVIEW***

The City is guided by its adopted *2009 Comprehensive Plan*. The goals presented in the section that follows are also summarized below with the relevant *2009 Comprehensive Plan Goals* reproduced for reference.

The *2009 Comprehensive Plan's* Municipal Growth chapter envisions updating the zoning code to add new and innovative approaches. Goal M2, Objective 2 b. states: "Review and revise the Zoning and Subdivision Regulations for the promotion of development with a mix of uses and densities." Goal L5, Objective 2 b. states: "Review and revise the Zoning and Subdivision Regulations for the promotion of development with a mix of uses and densities." Goals R2 and R4 also contain objectives to support a zoning code update. At some point the Code was revised; however, in addition to the stated updates in the Plan, the zoning code, as contained in Chapter 164 of the City Code, is also in need of a general update and modernization.

- Plan for updating the City's zoning code, as contained in Chapter 164, including the sign code

The *2009 Comprehensive Plan* Goal C5 is to "Promote the arts and culture community as an asset to the Westminster tourism industry and to the quality of life for residents." Plan Goal E4 is to "Support the expansion and enhancement of retail, entertainment, and mixed-use development in Downtown Westminster." The continuation of the Seasonal Decorations Upgrade program as part of the **Main Street Renewal** initiative will further the advancement of these goals.

- Launch continued Seasonal Decorations Upgrade program as part of **Main Street Renewal**

The *2009 Comprehensive Plan's* Economic Development Chapter and the Tourism & Culture Chapter both address marketing and branding of the City of Westminster as a unique destination. In order to assess the market and develop a brand, initial professional studies are required to determine the baseline market conditions and areas for branding to address. The DCPD operating budget includes funding for these economic development activities.

- Fund a Market Analysis to better understand market definition, sales and retail leakage in the sub-market.
- Fund a Branding Initiative to serve as the foundation for marketing and economic development efforts.

Finally, selected performance measures from the last two fiscal years are presented below to highlight the output by the DCPD team, since the recent availability of water at the beginning of FY 2016.

## ***PERFORMANCE MEASURES***

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

<b>PROCESSES TRACKED</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>
Annexations	1	4	1
Board of Zoning Appeals (meetings)	6	6	4
Building permits	244	272	291
Downtown Business (visits)	n/a	n/a	300
Historic District Commission (meetings)	11	9	9
Planning and Zoning Commission (meetings)	11	11	12
Rezoning requests	0	2	3
Tree Commission (meetings)	8	7	6
Water allocations (GPD)	18,362	12,736	8,175
Zoning text amendments	3	2	6

*Note:* Figures for column *FY 2018* are estimates only.

## **GOALS**

The overall goal in FY 2019 is to transition from repositioning the City's water and sewer allocation system to modernizing the City's zoning code, sign code, and related regulatory tools.

For FY 2019, an update to the **City Zoning Code**, which includes the **Sign Code**, is planned. The zoning code is in need of modernization and updating, especially since the City is positioning for growth based on the investment in fiber.

Next, an update to the **Landscape Manual** will be undertaken. The City's current Landscape Manual does not address xeriscape, which is an important water-saving practice. Additionally, the Landscape Manual is nearly 25 years old, and many industry standards have changed. The City's 2016 *Development Design Preferences* manual requires xeriscape for all projects.

Finally, as part of continuing support for the Downtown business community, DCPD will undertake a new initiative entitled **Main Street Renewal** that includes the purchase of an additional 36 seasonal decorations to match the snowflakes from last year. This purchase will follow up on last fiscal year's *Main Street Refocus* initiatives that included 18 new seasonal decorations, a model storefront window initiative, and support for volunteers, education, and professional advice.

- Seasonal Decorations Upgrade - All red and white lanterns will be replaced with new holiday decorations at the 36 locations throughout the Downtown area where lanterns are now featured. Snowflake designs that match the decorations along Main Street will be purchased, so all decorations in the Downtown are themed alike.
- Market Analysis - Funding is included in the Community Planning and Development budget for a marketing analysis to strengthen and enhance the downtown Westminster commercial district. The market analysis is included as a priority project in the adopted City of Westminster Strategic Plan 2018-2021. Study objectives include a better understanding of Westminster's market definition, as well as a sales and retail leakage analysis for the community.
- Branding Initiative - One of the City's strategic planning initiatives is the development of a brand to serve as the foundation for the City's marketing and economic development efforts. Funding has been allocated to retain a consultant for this purpose.

As with the *Main Street Refocus* initiatives in FY 2018, the **Main Street Renewal** initiative will also involve the City's many Downtown partners. The Main Street Manager works with a Downtown focus group to gather input and develop intelligence on what businesses need and want. One of the outcomes of this process has been the re-positioning of the quarterly retailers and restaurateurs group into a bi-monthly gathering of many Downtown partners. Another outcome is the spirit of collaboration and celebration evidenced by window art seen in storefronts across Downtown.



56 West Main by Artist Lisa Walters, courtesy of a donation by Downtown merchants.

Adding value with new programs, revised regulations, and an energized Downtown community is the goal of the FY 2019 budget.

## **BUDGET**

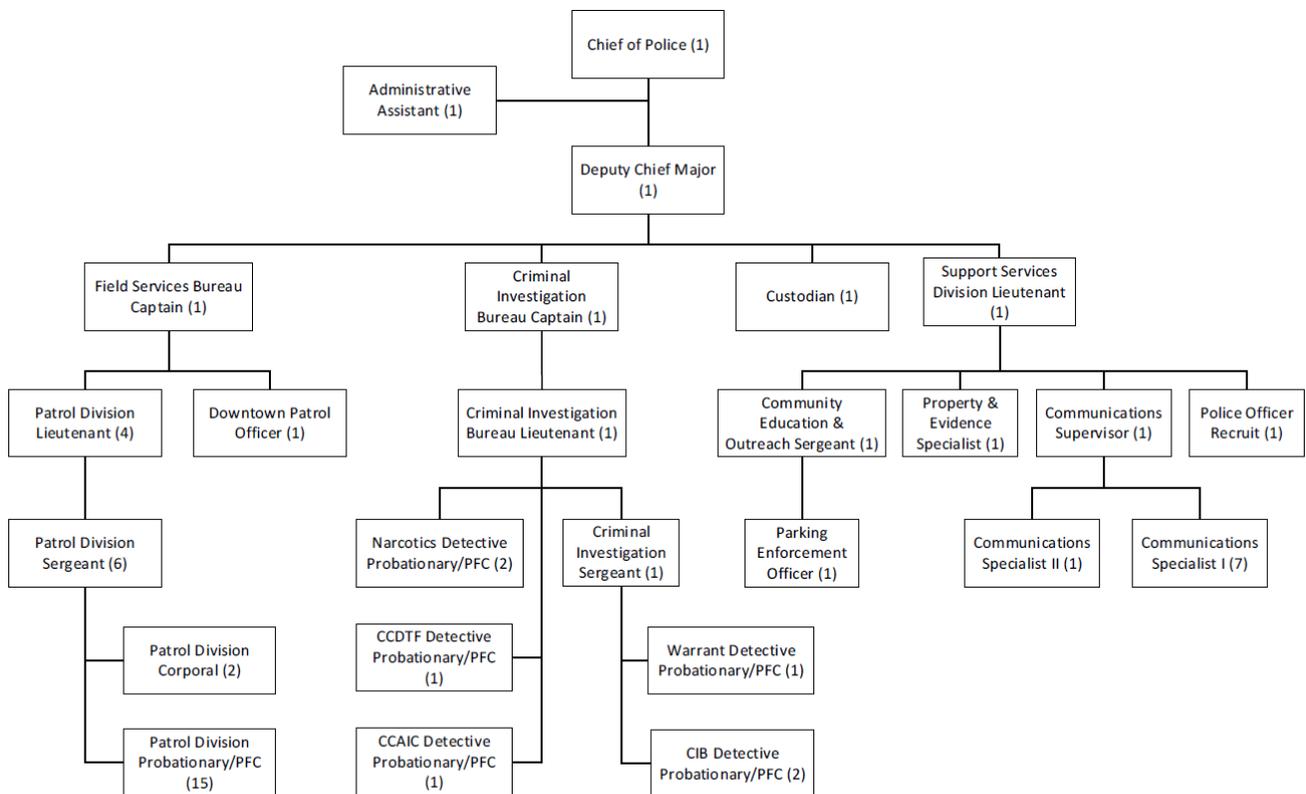
	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018		FY 2019
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	11 mo Actual	Budget
<b>FTE</b>	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.5	4.5	4.5
<b>Salary</b>	366,600	318,982	364,588	242,354	360,628	306,948	277,627	281,085	284,447	224,090	293,211
<b>Benefits</b>	125,390	96,682	123,252	104,939	130,838	118,920	130,654	130,662	133,990	100,273	121,099
<b>Operating</b>	485,275	245,579	706,959	563,177	261,500	163,603	225,168	202,051	265,200	38,848	184,897
<b>Capital</b>	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	977,265	661,244	1,194,799	910,470	752,966	589,471	633,449	613,798	683,637	363,212	599,207

## PUBLIC SAFETY

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

The WPD is comprised of three functional units. 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 patrol duties, 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 **Support Services Division** handles a diverse group of responsibilities critical to the efficient operation of the department to include the Police Communications Division, automated enforcement, fleet and facilities management, staff training and development, and police records functions.

### POSITION SUMMARY SCHEDULE



Civilian	Grade	Authorized FY '15	Authorized FY '16	Authorized FY '17	Authorized FY '18	Proposed FY'19
Communications Supervisor	113	1.0	1.0	1.0	1.0	1.0
Administrative Assistant, Certified	110	1.0	1.0	1.0	1.0	1.0
Property & Evidence Specialist	110	1.0	1.0	1.0	1.0	1.0
Communications Specialist II	111	1.0	1.0	1.0	1.0	1.0
Communications Specialist I	110	7.0	7.0	7.0	7.0	7.0
Parking Enforcement Officer	107	1.0	1.0	1.0	1.0	1.0
Custodian	105	1.0	1.0	1.0	1.0	1.0
<b>Sworn</b>						
Chief of Police	121	1.0	1.0	1.0	1.0	1.0
Deputy Chief (Major)	120	1.0	1.0	1.0	1.0	1.0
Captain	118	2.0	2.0	2.0	2.0	2.0
Lieutenant	116	6.0	6.0	6.0	6.0	6.0
Sergeant	115	7.0	8.0	8.0	8.0	8.0
Corporal	114	5.0	3.0	2.0	2.0	2.0
Probationary Police Officer/ Private First Class	110/112	22.0	23.0	24.0	24.0	24.0

*\*The rank of Corporal was eliminated by the City Administrator in FY 2013. As existing Corporals are promoted or retire, those positions are being converted to Police Officer/Private First Class positions.*

## ACCOMPLISHMENTS

### PERSONNEL

A number of departmental personnel were recognized for their dedication and professionalism. PFC Michael Beaumont was selected as "Police Officer of the Year", Communications Supervisor Lisa Cooper was selected as "Civilian Employee of the Year," and Auxiliary Sergeant Deborah Pujals Keyser was selected as "Volunteer of the Year". Additionally, Lieutenant Thomas Kowalczyk was selected as the "Crisis Intervention Team Officer of the Year" for the State of Maryland and PFC Beaumont was selected as "Carroll County Police Officer of the Year" by the American Legion. PFC Timothy Rife and DFC Vincent Rizzo were presented with "Exceptional Performance Awards" by the State's Attorney for their exemplary actions during the investigation and arrest of a kidnapping/rape suspect.

Lieutenant Nikki Heuer successfully completed the F.B.I. National Academy, a 10-week residential senior management and leadership training program hosted by the F.B.I. at their training academy in Quantico, Virginia.

Sergeant Stephen Launchi was promoted to the rank of Lieutenant, and PFC Adam Laser was promoted to the rank of Sergeant.

### ADMINISTRATIVE

The Department completed the renovation of the Property/Evidence Section, which included the installation of a more efficient property storage system, enhanced security measures, and the implementation of a bar coding process for all evidence, equipment, and supplies.

The S.C.O.R.E. uniformed volunteer program was reorganized into a Police Auxiliary Program. Auxiliary Officers are uniformed civilian volunteers who receive a higher level of training to allow them to handle a broader array of non-enforcement related duties, relieving sworn officers of those duties.

The Police Department partnered with the Carroll County Sheriff's Office and three other Carroll County municipalities on the implementation of new Computer-Aided Dispatch (CAD) and Police Records Management (RMS) Systems. These computer systems, which were funded by the County, allow the partner agencies to share a common call-dispatching platform that provides enhanced capabilities to include in-car display of calls for service, automated call routing, a chat feature, and automatic vehicle location. The RMS system allows partner agencies to share police report, arrest, and criminal intelligence information real-time. This information sharing has enhanced countywide crime analysis and investigative efforts.

The Police Department partnered with the Mayor and Council in the establishment of the Westminster Public Safety Advisory Council, comprised of ten to twelve community members from various areas of the City. The Advisory Council's mission is to provide advice and counsel to the Chief, Mayor, and Council on matters relating to law enforcement and public safety in the City. Advisory Council members also serve as a conduit for open communication and community engagement on issues relating to crime and public safety.

### **OPERATIONS**

The Department partnered with the Maryland Motor Vehicle Administration (MVA) on the Outstanding Warrant Flagging Program. Through this program, flags are placed against the MVA accounts of those for whom the Department is holding open arrest warrants. Wanted persons are not permitted to transact business with the MVA, such as license or tag renewals, until all open warrants have been satisfied.

The Department obtained a new police canine. Canine "Foxy" is a female Belgian Malinois. She was purchased with grant funds provided by the Department of Homeland Security. Foxy has been certified to conduct drug scans, and she is currently receiving patrol dog training with the Frederick Police Department Canine Unit.

The Department partnered with the Carroll County Health Department to develop, train, and implement a Critical Incident Stress Management (CISM) Team for law enforcement in the County. CISM teams provide officers and citizens involved in traumatic events with peer support and crisis intervention services immediately following the event, thus minimizing the potential for long-term emotional and psychological harm. Fourteen (14) law enforcement officers representing six (6) County law enforcement agencies received the training.

The Department also partnered with the Carroll County Health Department to train the fourth class of Crisis Intervention Team (CIT) officers in the County. CIT officers receive specialized training to help them recognize and safely assist individuals who are suffering from a mental health crisis or mental illness. There are now more than 45 CIT officers in Carroll County, representing nearly every law enforcement agency as well as the Detention Center. The Westminster Police Department currently has thirteen (13) CIT officers in its ranks.

### **COMMUNITY OUTREACH**

The Department hosted a number of community outreach activities during the year, including:

- The Carroll County Law Enforcement Torch Run for Special Olympics
- "Camp Cops" (A week-long summer camp for more than 100 local middle school students)
- "National Night Out Against Crime"
- "Shop With A Cop – Back To School" (school supplies were provided to more than 120 local school children)
- "Cops on Rooftops" (A fundraising event in support of Special Olympics Maryland)

- “Shop With A Cop – Holiday Event” (22 local children shopped with officers and staff for holiday gifts for themselves and their family members)

## PERFORMANCE MEASURES

### Review of Uniform Crime Report Statistics – Calendar Year 2013 through 2017

	2013	2014	2015	2016	2017	5-Year Average
Homicide	2	0	0	1*	0	0.6
Robbery	13	16	15	23	7	14.8
Aggravated Assault	72	72	44	29	20	47.4
Burglary	113	100	76	79	77	89
Theft	726	630	649	575	580	632
Auto Theft	10	14	7	11	16	11.6
<b>Total Part 1 Crime</b>	<b>936</b>	<b>832</b>	<b>791</b>	<b>718</b>	<b>700</b>	<b>795.4</b>

*\*An infant death occurred in the City in January 2016, which was handled by the Carroll County Advocacy and Investigation Center and the Maryland State Police Homicide Unit. While not reported by the WPD, the homicide will appear in the annual Uniform Crime Report as having occurred in the City of Westminster.*

### Review of Productivity Indicators – FY 2013 through 2017

	FY2013	FY2014	FY2015	FY2016	FY2017	Projected
Total Police Calls	11,705	11,398	10,654	10,897	11,776	12,718
Emergency Evaluations	119	104	93	95	96	112
DUI Arrests	163	163	127	121	89	80
Foot/Bike/T-3 Patrol Hours	2,134	1,750.25	2,390.5	3,037.75	2,931.1	2,704
Total State Citations	3,321	3,552	3,187	2,656	2,275	2,792
<b>Total Sworn Staffing</b>	<b>44</b>	<b>44</b>	<b>44</b>	<b>44</b>	<b>44</b>	<b>44</b>

### Arrest Data – FY2013 through FY2017

	FY2013	FY2014	FY2015	FY2016	FY2017	Projected
Adult Arrests	653	749	765	528	610	567
Juvenile Arrests	135	110	120	86	104	114
<b>Total Arrests</b>	<b>788</b>	<b>859</b>	<b>885</b>	<b>614</b>	<b>714</b>	<b>681</b>

## GOALS

- Renovate the records storage room to optimize existing space and better organize stored records
- Complete training of existing Police Auxiliary Unit members per existing Standard Operating Procedure and recruit additional Auxiliary members
- Prepare and adopt an Evidence Manual to standardize and codify practices relating to the seizure, packaging, storage, and processing of evidence
- Expand recruiting efforts to ensure a suitable pool of highly qualified candidates for key positions
- Expand the Patrol Rifle Program to ensure adequate resources in the event of an emergency

- Complete the transition of all digital evidence from the existing NAS storage to the new cloud-based storage system
- Develop and implement a network of video cameras in public spaces where problems are known to occur
- Complete the transition to the Keystone Computer-Aided Dispatch and Police Records Management Systems, including the addition of automatic (police) vehicle location technology
- Prepare and adopt Standard Operation Procedures within the Field Services Bureau to codify practices and enhance operating efficiency
- Develop and implement a data-driven approach to crime and traffic safety within the Field Services Bureau to reduce collisions and enhance the effectiveness of Patrol enforcement efforts
- Expand community outreach and collaboration utilizing the resources and expertise of the Westminster Public Safety Advisory Council

## ***BUDGET***

	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018		FY 2019
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	11 mo Actual	Budget
<b>FTE</b>	57.0	57.0	57.0	57.0	57.0	57.0	57.0	57.0	57.0	57.0	57.0
<b>Salary</b>	3,225,023	3,109,094	3,386,662	3,189,048	3,328,961	3,249,160	3,668,846	3,435,260	3,677,076	2,828,814	3,808,347
<b>Benefits</b>	1,687,719	1,648,068	1,820,905	1,694,533	2,029,472	1,740,704	2,180,702	1,908,313	2,166,805	1,757,446	2,158,833
<b>Operating</b>	918,040	817,183	889,550	864,382	956,680	899,447	1,007,607	881,045	972,066	655,058	1,000,224
<b>Capital</b>	215,449	130,469	286,492	224,807	186,526	139,760	188,525	186,529	170,795	170,447	346,100
<b>Total</b>	6,046,231	5,704,814	6,383,609	5,972,771	6,501,639	6,029,072	7,045,680	6,411,146	6,986,742	5,411,765	7,313,504

## 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.

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.

In addition, the City owns the buildings that house the Carroll Arts Center and certain operations of Family and Children’s Services of Central Maryland (West End School). The City has various levels of responsibility for insuring and maintaining the property and structures. The City owns properties including but not limited to the following:

- 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

The City leases the Clock Tower at 66 East Main Street and the building at 56 West Main Street and is responsible for certain maintenance items for each. The clock serves as the unofficial symbol of the downtown business area.

### ACCOMPLISHMENTS

The following facility repairs were completed in FY 2018:

- Painted the interior of the gymnasium at the Armory building.
- Replaced parapet membrane roof at the Armory building.

### GOALS

- Assist in the completion of the Master Study for the pool complex.
- Complete electric upgrade at City Park.

### BUDGET

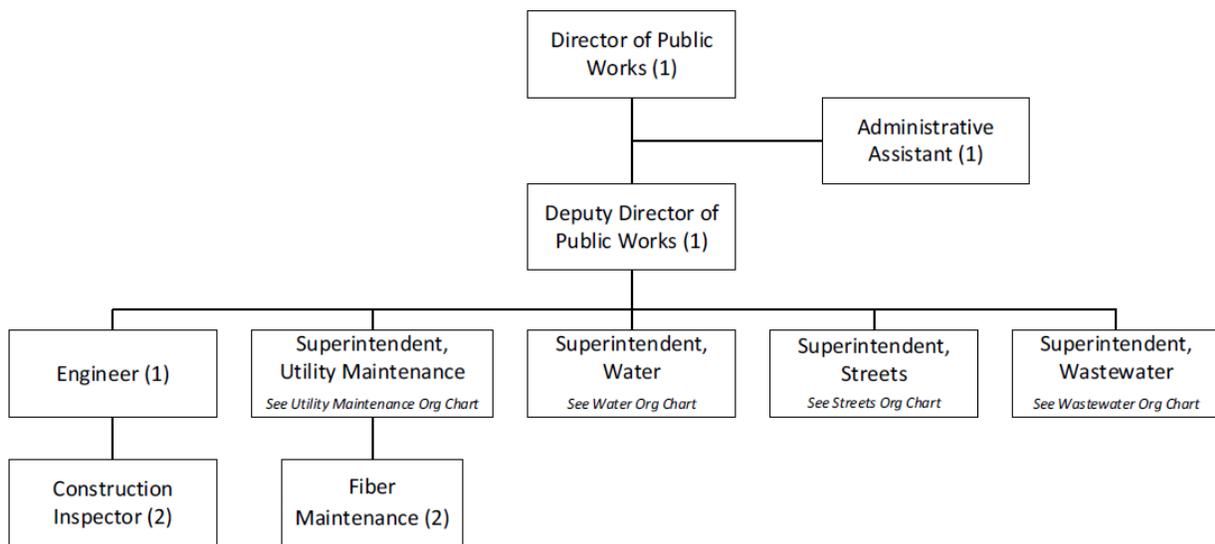
	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018		FY 2019
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	11 mo Actual	Budget
FTE											
Salary	-	-	-	-	-	-	-	-	-	-	-
Benefits	-	-	-	-	-	-	-	-	-	-	-
Operating	386,883	360,614	386,218	358,023	410,400	355,832	458,579	369,280	451,769	320,138	412,950
Capital	971,625	550,990	1,790,957	816,043	1,027,006	470,301	3,538,329	551,736	2,098,206	141,811	2,830,000
<b>Total</b>	<b>1,358,508</b>	<b>911,604</b>	<b>2,177,175</b>	<b>1,174,067</b>	<b>1,437,406</b>	<b>826,133</b>	<b>3,996,908</b>	<b>921,016</b>	<b>2,549,975</b>	<b>461,950</b>	<b>3,242,950</b>

## PUBLIC WORKS

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

Public Works provides assistance to other City departments that ranges from project management, 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	Authorized FY '17	Authorized FY '18	Authorized FY '19
Director of Public Works	121	1.0	1.0	1.0	1.0	1.0	1.0
Deputy Director	119	0.0	0.0	2.0	1.0	1.0	1.0
Administrative Assistant	110	1.0	1.0	1.0	1.0	1.0	1.0
<b>Engineering</b>							
Engineer	116	1.0	1.0	1.0	1.0	1.0	1.0
Construction Inspector	112	2.0	2.0	2.0	2.0	2.0	2.0

### 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 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's annual street 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's operational and maintenance inventory.

## **ACCOMPLISHMENTS**

### **Gesell Property Well (Membrane Filtration Construction)**

Construction of the treatment facility was completed in the summer of 2017. Concurrently, a long-term pumping test was undertaken to determine the well yield, with the goal of obtaining an increase in permitted capacity from the Maryland Department of the Environment (MDE). During the test, a connection between the ground water and a nearby stream was discovered. This connection resulted in the requirement for additional treatment beyond that which was originally designed for and constructed. Membrane filtration was designed and constructed, with commissioning of the well in January 2018. The project provided 165,000 gallons in new, allocatable water.

Relocation or lining of the stream is also required as part of this project. Funding for this work was included in the FY 2019 budget.

### **Enhanced Nutrient Removal Project and Other Wastewater Plant Improvements**

This project will upgrade the Wastewater Treatment Plant to ENR standards and provide for a bio-solids drying system that will 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's septic facility, which will be funded by Carroll County.

Significant discussion with MDE involving final cost share and a revisiting of engineering design approaches was completed, resulting in an agreement with MDE for grant eligibility. Total cost of the ENR project is estimated at \$53 million dollars and represents the largest capital project in Westminster's history. The project bids were opened on January 4, 2018. Award of the project was delayed until storm water management issues with the adjacent property owner can be resolved. Construction is expected to take 42 months after award.

### **Intake Screen Study**

This project entailed the study of all water plant intakes to determine the feasibility of fine screening to exclude fish, fish eggs, and micro-invertebrates from the raw water. The Maryland Department of the Environment and the Department of Natural Resources required that a study be conducted in conjunction with the most recent water allocation permit(s). The City submitted the completed study for review as required by December 31, 2017.

### **Inflow and Infiltration Study**

This ongoing project involves the study of 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. Phase 1 construction of the project was completed in FY 2018. Phase 2 design was also completed, enabling construction to proceed in FY 2019.

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

This project continues to build Fiber Optic Cable to the City in phases as a continuation of the Pilot Phase of the Westminster Fiber Network. Construction of Phases 1 and 2 was completed in FY 2018, as well as individual house connections upon request. A contract for construction of Phases 3 and 4 was awarded, and work got underway in January 2018.

### **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. Just under \$5.0 million of pavement milling and overlay work was completed.

**ADA Sidewalk Ramp Project**

The City budgeted \$65,000 for this project in FY 2018. A number of pedestrian crosswalks on Woodward Road were upgraded. Work is completed in advance of re-paving consistent with the American with Disabilities Act.

**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 on engineering/construction. Engineering work was completed, and permitting approvals are underway. Construction is expected to begin in summer 2018.

**Hydes Quarry Testing**

Hyde’s 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 a joint effort with the County, developed a pumping and testing protocol that 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.

**Gesell Stream Relocation**

This project realigns and lines Little Pipe Creek to eliminate or minimize the communication between the surface water and the ground water. This connection was revealed during a long-term pumping test of the Gesell well resulting in the requirement of additional unbudgeted treatment systems. Extensive environmental protection measures and scrutiny associated with permitting of a project of this nature have slowed progress to a measurable degree. In addition, there are seasonal limitations on construction in stream channel work due to spawning and migration habits of natural fauna. Depending upon the success of this project, additional water could be allocated to the Gesell Well, which was the intent of the original long-term pumping test.

**Clock Tower Rehabilitation**

This project rehabilitated the City’s 122-year-old iconic Clock Tower. Water damage over the years has caused deterioration of the masonry substructures due to freezing and thawing cycles. In addition, portions of the wood substrates have also experienced some decomposition and will need rehabilitation or replacement and protection from the elements as well. Structural evaluations were performed to design a system of shoring as a temporary safety measure until permanent restoration can be completed.

***PERFORMANCE MEASURES***

	CY2015	CY2016	CY2017	CY2018 (Projected)
Daily Inspections	50	70	300	200
Pre-bid Conferences	12	12	15	15
Construction Progress Meetings	30	40	40	100
Construction Change Orders	10	14	10	20

## ***GOALS***

- 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 Wastewater Treatment Plant.
- Ensure adequacy of potable water systems in terms of quantity and quality.
  - Implement priority water supply projects as they become financially feasible.
  - Construct the Gesell Well filtering and stream re-alignment project.
  - Continue to install enhanced mixing and aeration of stored water facilities to reduce disinfection by products.
  - Coordinate with State and County agencies to develop long-term water resource strategies, including water re-use initiatives.
- Link Westminster area parks and open space with a system of trails, pedestrian pathways, and bicycle routes.
- 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, Water Resource Coordination Council (WRCC), City, and other municipalities resulted in a general agreement that 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 countywide. Each municipality would still hold individual responsibility for its jurisdiction's responsibilities. However, the single permit approach will facilitate a more economical compliance, where facilities can be built outside the confines of jurisdictional boundaries and take advantage of economies of scale as well.
- Facility Improvements
  - Continue efforts to restore and repair City-owned structures.
- Complete construction of the Westminster Fiber Network and installation of necessary house connections.
- Purchase equipment and hire staff to implement the City's in-house fiber network maintenance program.

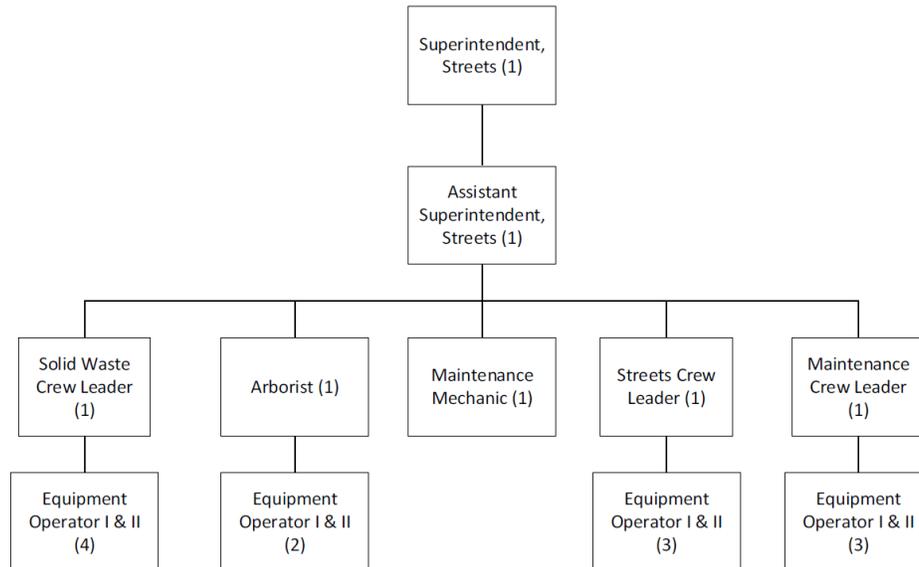
## ***BUDGET***

Included with Streets and Sanitation Budget (Next Section).

## STREETS AND SANITATION

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

### POSITION SUMMARY SCHEDULE



	Grade	Authorized FY '15	Authorized FY '16	Authorized FY '17	Authorized FY '18	Authorized FY '19
Superintendent	116	1	1	1	1	1
Assistant Superintendent	115	1	1	1	1	1
Arborist	113	1	1	1	1	1
Crew Leader	112	3	3	3	3	3
Mechanic	110	1	1	1	1	1
Equipment Operator II	110	4	4	3	3	2
Equipment Operator I	108	12	9	10	10	10

### ACCOMPLISHMENTS

#### Storm Drains

- Maintained and repaired storm drains and inlets; repaired 21 inlets.
- Added storm drain system to GIS.
- Assisted the County with storm drain outfall inspections and illicit discharge detection.
- Updated Storm Water Pollution Prevention Plan.

#### Traffic Controls

- Maintained, repaired, and installed traffic control signs.

- Replaced street signs due to damage from reported accidents and acts of vandalism, in addition to regular maintenance.

### **Streets**

- Installed 220 tons of blacktop in alleys.
- Invested \$5.0 million in the City's street overlay program.
- Maintained and repaired two parking garages, including collection of fees at all parking meters.
- Re-painted parking areas in City parking lots.
- Assisted the County in painting center and edge lane markings.
- Assisted the City's 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.
- Collected GIS information on ADA ramps.
- Collected data from GPS and on-board salt programs, which allowed for tracking salt usage and truck location.
- Repaired retaining wall on Kemper Avenue.

### **Buildings**

- Maintained all City-owned and leased buildings.
- Removed graffiti from parking garages, parks, and other City buildings.
- Purchased new asset management software.
- Repaired wall at Street Shop.
- Coordinated emergency repairs to the historic Clock Tower.

### **Vehicles**

- Maintained City's fleet of vehicles and equipment.
- Purchased new asset management software.

### **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 materials, such as roofing materials.
- 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 holiday decorations and lights (approximately 400 hours).
- Cut, transported, and erected three Christmas trees for decorating (approximately 100 hours).
- Placed additional U.S. 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 Recreation and Parks permits.
- Assisted with the Miracle on Main Street Holiday event.
- Directed one City clean-up day with McDaniel and Carroll Community College.

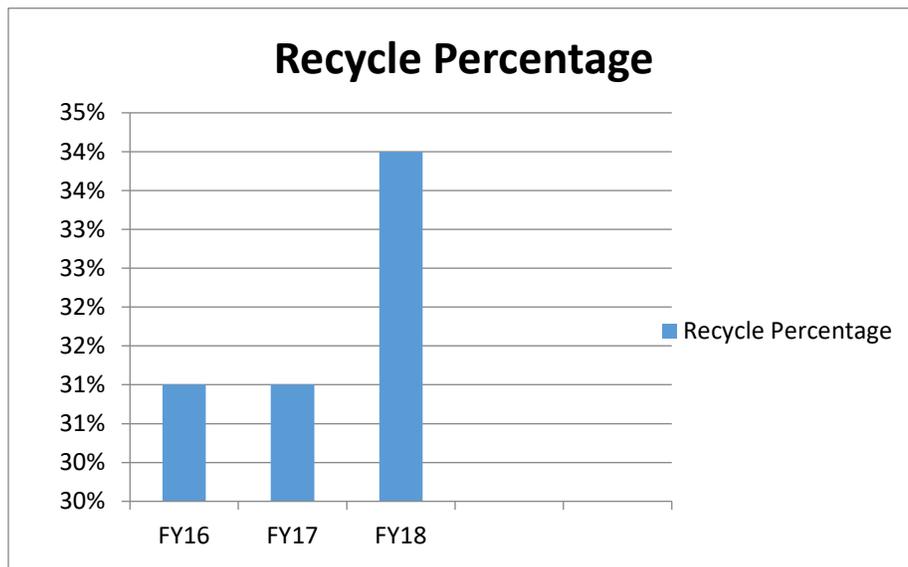
## Parks

- Maintained grounds of all City parks, open spaces, and rights-of-way, including tree planting and replacement.
- 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 Recreation and Parks.
- Removed graffiti from park equipment.
- Turned power on at Wakefield Valley Golf Course club house.
- Mowed perimeter of Wakefield Valley Golf Course.

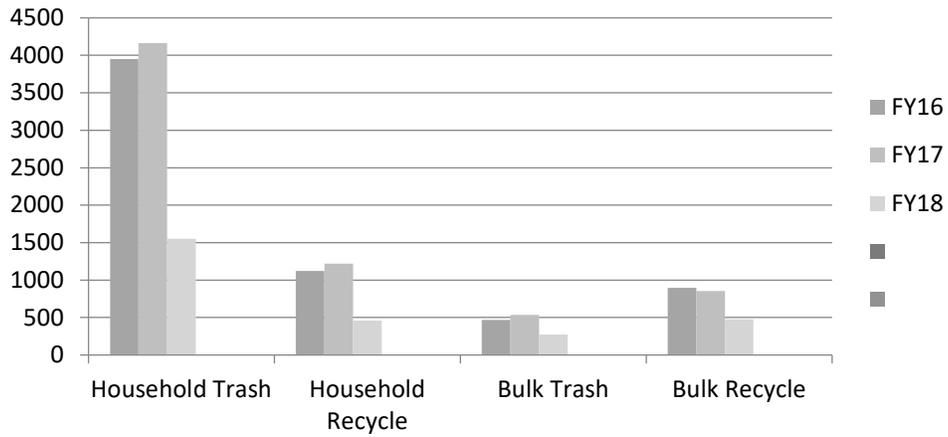
## Lighting

- Replaced bulbs and ballasts on City-maintained streetlights.
- Retrofitted downtown pedestrian lighting to LED.
- Reported in excess of 50 street light outages to BGE.
- Reported traffic light outages in excess of 25 times to the State Highway Administration for repairs.

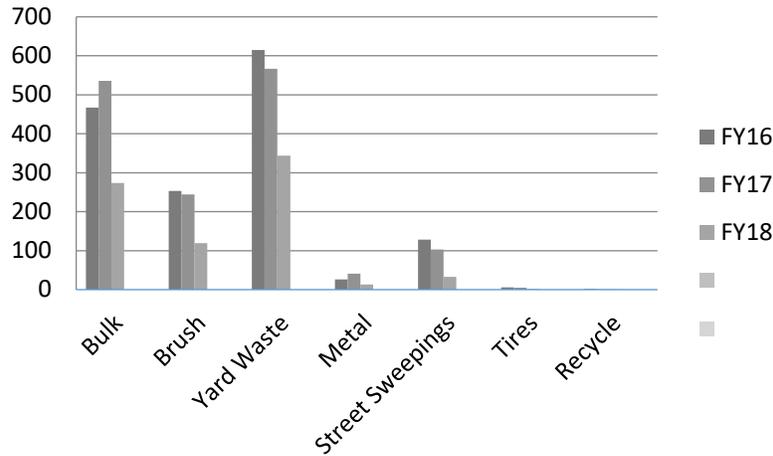
## ***PERFORMANCE MEASURES***



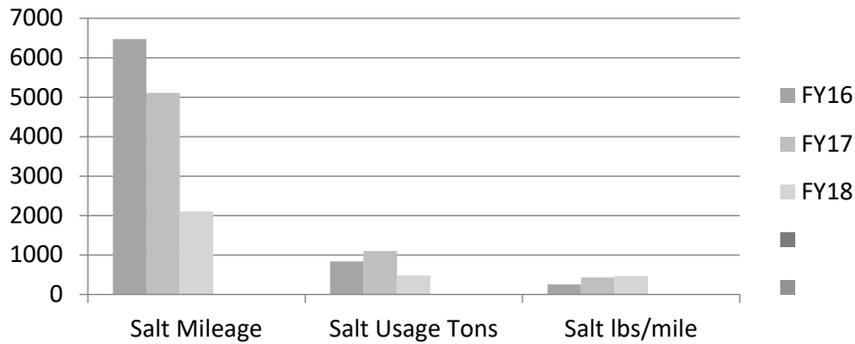
## Trash & Recycling



## Bulk Service



## Snow & Ice Control



	FY16	FY17	FY18 (Projected)
Tons of refuse collected	6,433	6,769	5,520
Tons of recyclable material collected	2,016	2,072	1,870
Recyclable rate	31%	31%	34%
Bulk trash collection	468	536	548
Brush collected	253	244	238
Yard waste/leaves collected	615	567	688
Tons of metal collected	26	41	26
Street lights repaired	52	55	60
Hours provided to special events	2,200	2,500	2,500
Linear feet of yellow curb painted	2,200	1,250	2,000
General information calls	50	25	40
Bulk pickup service calls	0	0	0
Parking meter housing replacements	5	5	5
Vehicle maintenance work orders completed	417	250	500
Linear feet of cracks sealed	0	1,425	1,500
Storm drains repaired	40	21	30
Grates and catch basins cleaned	60	62	65
Storm drain grates opened	5	5	5
Tons of salt spread	833	1102	990
Pounds of salt per lane mile	257	431	462

## **GOALS**

- Use new asset software to better track maintenance issues, including providing citizens with online work order requests.
- Complete entry of sidewalk condition data in GIS for easier use and ability to create work orders.
- Review and monitor the transportation system to provide adequate service to existing and future land uses.
  - Finish the Road Surface Management System to track and plan for needed repairs to streets to track work completed.
- Promote energy efficiency in all Westminster government facilities.
  - Work with energy audit information to make City buildings more energy efficient.
- Prepare for the new storm water regulations and associated discharge permit issues.
- Increase use of salt brine for pre-treatment of roads during winter storm events.
- Research cost of upgrading field lighting at various parks.

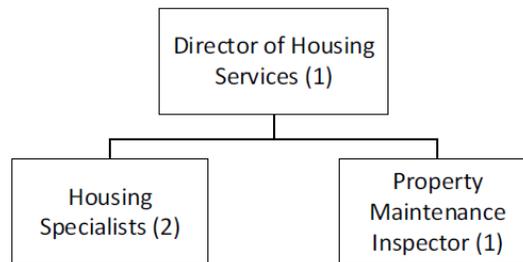
## **BUDGET**

	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018		FY 2019
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	11 mo Actual	Budget
<b>FTE</b>	28.0	28.0	28.0	28.0	27.0	27.0	26.0	26.0	26.0	26.0	25.0
<b>Salary</b>	1,312,710	1,215,113	1,335,945	1,258,989	1,537,159	1,410,299	1,271,595	1,267,206	1,350,427	1,069,417	1,390,299
<b>Benefits</b>	610,310	553,660	657,741	606,442	644,952	605,009	665,912	578,746	608,515	487,900	588,352
<b>Operating</b>	1,934,347	1,781,459	1,941,200	1,804,028	1,952,308	1,724,560	1,958,150	1,656,482	1,861,902	1,267,790	1,682,895
<b>Capital</b>	1,725,895	1,647,798	1,126,235	812,513	2,069,578	1,248,539	1,386,469	1,368,176	7,627,880	3,901,336	3,844,917
<b>Total</b>	5,583,261	5,198,029	5,061,121	4,481,973	6,203,997	4,988,408	5,282,126	4,870,611	11,448,724	6,726,442	7,506,463

## HOUSING SERVICES

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

### POSITION SUMMARY SCHEDULE



	Grade	Authorized FY '14	Authorized FY '15	Authorized FY '16	Authorized FY '17	Authorized FY '18	Authorized FY '19
Director of Housing Services	119	1.0	1.0	1.0	1.0	1.0	1.0
Manager, Housing	N/A	1.0	1.0	1.0	1.0	0.0	0.0
Property Maintenance Inspector	111	1.0	1.0	1.0	1.0	1.0	1.0
Housing Specialist	108	2.0	2.0	2.0	2.0	2.0	2.0

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. The Director also administers the City's rental housing license program.

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 \$1,864,042 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 \$207,336, based on the average unit months leased. Use of these funds provides housing assistance for 500+ citizens of Westminster, in addition to providing home ownership opportunities to several qualified recipients.

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

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

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

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 Property Maintenance 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.

## ***ACHIEVEMENTS***

- 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 2017, the PHA identified over \$86,659 in payments made based on fraudulent activities by voucher holders, and collected over \$23,661 in repayments. One-half of the fraud payment collections are returned to the HUD subsidy payment fund, and the remainder is directed to the PHA to cover the costs of operating the program. Since 2007, a total of \$354,508 in fraudulent payments has been identified and a total of \$173,951.00 has been received.
- 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.
- Total compliance rate of roughly 97%.
- Continued use of outside contractor to complete code-related mowing services.
- Property maintenance liens have been recorded to insure that the taxpayers were made whole, plus interest, for code enforcement expenses.
- Worked closely with homeowner associations to promote and ensure local code enforcement.
- Implemented a Code Enforcement software product that will allow data collection and produce reports that can demonstrate trends and highlight problem areas.
- Obtained membership in the International Code Council to further professional development.
- Continued partnership with the Carroll County Bureau of Permits and Inspections to locate illegal rental apartments and bring them into compliance.
- Purchased latest update International Code Council manual to provide updated Code Enforcement services.

## PERFORMANCE MEASURES

Violation Type	Number of Violations	Compliances	Number of Fines	% of Total Violations
Grass/Weeds	55	55	3 liens	25.8%
Untagged Vehicles	19	19	0	8.9%
Trash/Rubbish	36	36	0	16.9%
Snow Removal	33	33	0	15.5%
Property Maintenance	65	63	1	30.5%
Condemnations	4	4	0	1.9%
Winter Waivers	1	0	0	.5%
<b>Totals</b>	<b>213</b>	<b>210</b>	<b>4</b>	<b>100.00%</b>

## GOALS

- Maintain rating as High Performing agency via Section 8 Management Assessment Program (SEMAP) ratings.
- Maintain the number of unit months leased in order to continue to receive the current Administrative funding.
- Synchronize and integrate PHA activities with the City's rental housing license program.
- Continue to build a working relationship with other municipalities, homeowner associations, the Carroll County Landlord association, and other businesses in the City of Westminster.
- Assist the Housing Choice Program with Quality Assurance inspections.
- Continue integration of inspection activities with rental housing license program.
- Use a web-based application, payment, and licensing process for the entire rental licensing process.
- 100% registration of rental units.

## BUDGET

Housing Services	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018		FY 2019
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	11 mo Actual	Budget
FTE	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Salary	174,328	54,011	156,950	38,319	178,635	39,628	87,932	54,756	78,130	34,258	57,011
Benefits	49,957	37,133	58,294	42,128	49,989	34,647	48,777	39,847	49,874	28,620	32,684
Operating	62,050	29,111	60,500	6,338	40,000	5,535	39,500	3,397	13,713	3,719	8,550
Capital	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>286,335</b>	<b>120,256</b>	<b>275,744</b>	<b>86,785</b>	<b>268,624</b>	<b>79,811</b>	<b>176,209</b>	<b>98,000</b>	<b>141,717</b>	<b>66,598</b>	<b>98,245</b>

Housing Agency	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018		FY 2019
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	11 mo Actual	Budget
FTE	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	3.0	3.0	3.0
Salary	132,118	131,690	136,015	131,357	144,697	133,063	149,354	165,996	148,623	115,022	148,027
Benefits	58,609	58,359	66,917	64,902	68,098	63,813	73,491	71,208	70,176	58,178	72,745
Operating	1,904,281	1,918,123	1,859,594	1,844,457	1,855,396	1,809,372	1,850,262	1,992,051	1,857,319	1,822,509	1,920,934
Capital	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>2,095,008</b>	<b>2,108,173</b>	<b>2,062,526</b>	<b>2,040,716</b>	<b>2,068,191</b>	<b>2,006,248</b>	<b>2,073,107</b>	<b>2,229,255</b>	<b>2,076,118</b>	<b>1,995,709</b>	<b>2,141,706</b>

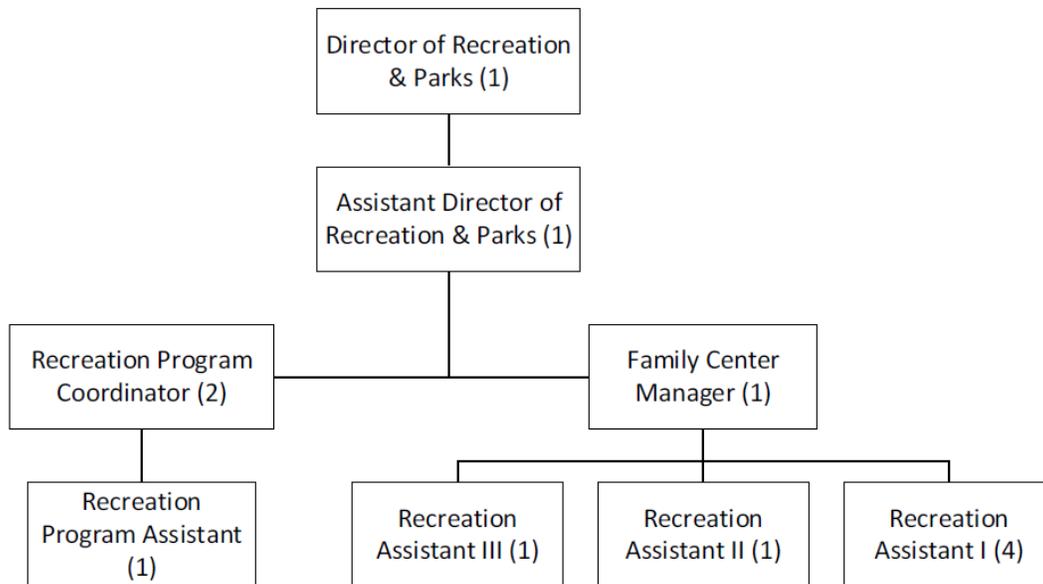
## RECREATION AND PARKS

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

With 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 residents the tools to maintain their health; the group fitness program offers more than 80 fun-filled classes weekly, including cardio, yoga, spinning, and Zumba.

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



	Grade	Authorized FY '15	Authorized FY '16	Authorized FY '17	Authorized FY '18	Authorized FY '19
Director	120	1.0	1.0	1.0	1.0	1.0
Assistant Director	115	0.0	0.0	0.0	1.0	1.0
Program Coordinator	111	2.0	2.0	2.0	2.0	2.0
Administrative Coordinator	N/A	1.0	1.0	1.0	0.0	0.0
Family Center Manager	114	2.0	2.0	2.0	2.0	1.0
Recreation Program Assistant	108	0.0	0.0	0.0	0.0	1.0
Recreation Assistant III	108	1.0	2.0	2.0	2.0	1.0
Recreation Assistant II	106	0.0	0.0	0.0	0.0	1.0
Recreation Assistant I	105	4.0	4.0	4.0	4.0	4.0

## **RECREATION AND PARKS SPECIAL EVENTS**

### **SHOW SOME LOVE WESTMINSTER**

Show Some Love Westminster is a social media photo contest held during the month of February. Participants are encouraged to submit photos of things they love about Westminster. Submitted photos are then posted on the Recreation and Parks Facebook page for public voting. The winner receives a downtown restaurant prize package.

### **CELTIC CANTER 5K AND DOWNTOWN IRISH CELEBRATION**

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

### **COMMUNITY GARDEN PLOTS**

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

### **CORBIT'S CHARGE DANCE**

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

### **EGG HUNT**

This traditional egg hunt for children ages one to eight is an annual event held at Westminster City Park. The egg hunt features over 15,000 treat-filled eggs and 200 special prize eggs. The Westminster 4-H Rabbit Club provides 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 to participate in the traditional egg hunt but still enjoy the excitement of hunting eggs. The Twilight Egg Hunt, held at King Park, begins at dusk. The first 100 participants receive a flashlight to help with the hunt for thousands of eggs.

### ***WINE STROLL***

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

### ***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, and a commemorative photo and gift. Mother/Son and Daddy/Daughter Date Nights are held annually at Martin's of Westminster.

### ***BBQ STROLL***

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

### ***SUMMER CAMP***

The City of Westminster's Summer Camp Program provides a safe and enjoyable environment for children 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.

### ***CORBIT'S CHARGE ENCAMPMENT & REENACTMENT***

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

### ***RECREATION AND PARKS MONTH***

During the month of July, the City of Westminster celebrates Recreation and Parks Month. A nationwide 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. 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.

### ***POOCH POOL PARTY***

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

### ***WESTMINSTER FALLFEST***

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

### ***OYSTER STROLL***

This annual festival is far more than oysters, music, food, and fun for the community. It is an event designed to raise awareness about Chesapeake farmed-raised oysters and how Westminster is working to restore wild oysters back into the bay while creating new oyster reefs from recycled oyster shells and concrete reef balls.

### ***DOWNTOWN HALLOWEEN PARTY***

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

### ***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. Many 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. 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.

### ***SATURDAYS WITH SANTA & HORSE DRAWN CARRIAGE RIDES***

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

### ***ACCOMPLISHMENTS***

- Event visitation continues to climb, with special events boasting a 30% overall average increase in attendance as compared to FY 2017.
- The fitness center experienced a 32% increase in monthly check-ins.
- The group fitness program accomplished a 164% increase in participation.
- Marketing and promotional efforts continued to be effective, with the Recreation and Parks Facebook page reaching a milestone of 5,000 likes during FY 2018 compared to 3,000 likes achieved during FY 2017.
- Stroll success was unparalleled during FY 2018 resulting in the expansion of stroll layouts, an increase in the quality of live entertainment and the addition of online ticket sales all of which were instituted to meet the growing demand and expectations in order to ensure continued visitor satisfaction.
- A new event was added at the beginning of FY 2018 as part of the celebration of Recreation and Parks Month. Interest in the Kids Ninja Warrior Challenge exceeded expectations; with an anticipated attendance of 40 children, over 1,000 aspiring ninjas showed up on event day to test their skills on an exciting obstacle course spanning across City Park.

- Improvements throughout the Westminster Family Center continue. The group fitness program benefited from the acquisition of 18 new, state of the art, spin bikes. In addition, an engineering firm was selected to study and design a new HVAC system for the facility. The fitness center also added new medicine balls, eight Olympic bars and bumper plates, plus a myriad of new and replacement group fitness equipment. Lastly, the addition of two, new water bottle filling, drinking fountains continue to please members and increase customer satisfaction.
- To meet the growing demand for group fitness, the weekly instructor-led fitness scheduled has increased by 100%. During FY 2017, approximately 40 group fitness classes were offered per week. Currently, the FY 2018 schedule provides approximately 80 group fitness opportunities per week.
- The City of Westminster was the benefactor of Program Open Space funding for improvements to the Green's Tot Lot. Over \$68,000 was awarded to the City for rehabilitation of this neighborhood park, located on Stacy Lee Drive behind the Westminster Municipal Pool. Improvements include removal of outdated playground equipment, removal of sand volleyball court and concrete borders, site work and re-grading, and installation of new playground equipment appropriate for children ages 2-12 and a swing set. New fencing, a picnic table, and an attractive new park sign will complete this much anticipated, greatly appreciated facility upgrade. In addition to the Program Open Space grant, a community grant was awarded through the Westminster Lions Club; the Club also provided in-kind re-grading and site preparation services.

## ***PERFORMANCE MEASURES***

	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019 (Projected)</b>
Park, Field & Facility Rentals	112	120	130
Pool Memberships (individually counted)	1,496	1,537	1,800
Swim Team Members	117	133	140
Swim Lesson Participants	122	115	115
Summer Camp Enrollments	750	880	880
Total Family Fitness Center Members	1,600	1,700	1,750
Number of Check-ins	45,050	59,466	60,000
Group Fitness Class Attendance	17,056	45,190	46,000
Gym Rental Hours	605	678	690
Number of Rental Patrons	7,012	8,500	8,600
Approximate Yearly Traffic (Fitness Center)	56,781	67,540	68,000
Volunteer Hours	816	1,360	1,400
Celtic Canter & Irish Celebration	3,000	4,000	4,500
Parent Date Nights	569	575	600
Egg Hunts	2,000	2,500	2,600
Wine Stroll	1,000	4,000	9,000
Flower and Jazz Festival	6,000	7,000	7,500
Flower and Jazz 5K	253	200	200
Pooch Pool Party	89	110	120
BBQ Stroll	2,500	4,500	5,000
Oyster Stroll	3,000	5,000	7,000
Downtown Halloween Party & Parade	5,000	5,500	6,000

Electric Holiday Parade	7,000	8,000	9,000
Santa's Treat	350	400	450
Tree Lighting Ceremony	1,000	1,000	1,000
Visits with Santa/Horse Drawn Carriage Rides	1,200	2,000	2,000
Month of Sundays Summer Concert Series	7,000	12,000	12,000
Westminster Fallfest	35,000	40,000	40,000
Recreation & Parks Month	1,500	3,000	3,000

## **GOALS**

- Identify and determine innovative strategies to re-purpose parks and facilities to continue to meet the needs of the community.
  - Study and identify upgrades necessary for continued, successful operation of the Westminster Municipal Pool; explore opportunities for major improvements such as renovations to community room, locker rooms, pool office, and mechanical/chemical storage areas as well as the future installation of a splash park or spray ground.
  - Evaluate Jaycee Park and Whispering Meadows for the potential development of a sports complex, including the installation of turf fields and adequate parking.
- Identify opportunities for development and construction of multi-use trails and mobility plans to link parks and neighborhoods together.
- Continue improvements to the Westminster Family Center, including HVAC upgrades and other renovation projects to maximize space utilization.
- Produce high quality special events to meet the growing expectations of attendees while containing costs.
- Implement the use of performance measurement data for all programs within the department.
- Seek additional funding opportunities through sponsorships and grants.
- Provide a wide variety of diverse opportunities for volunteers to assist in the provision of services.
- Maintain all facilities to their highest levels to ensure customer satisfaction.
- Review summer camp demographics, participant feedback, staff evaluations, and registration levels to evaluate and adjust camp offerings, transportation, and staff training.
- Increase the number of facility rentals by 10 percent through increased marketing and by providing attractive, affordable, and well maintained community facilities.
- Support a well-trained staff that provides the public with the best customer service and user experience possible.

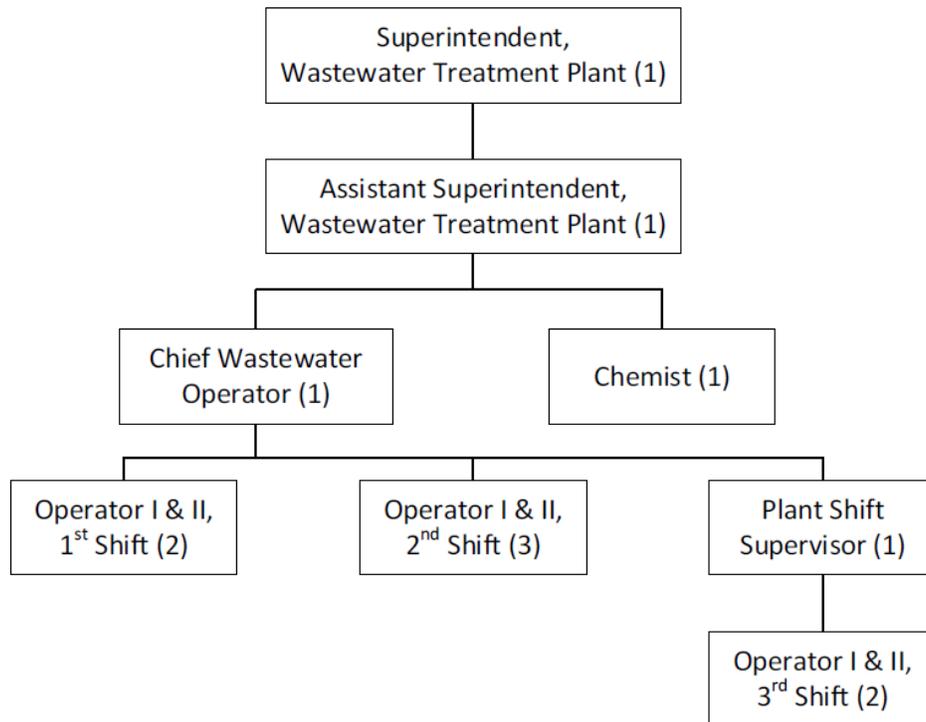
## **BUDGET**

	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018		FY 2019
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	11 mo Actual	Budget
<b>FTE</b>	11.0	11.0	11.0	11.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0
<b>Salary</b>	567,434	501,124	566,399	521,975	674,847	571,718	615,965	603,820	684,207	553,900	729,858
<b>Benefits</b>	243,596	210,831	250,847	232,902	285,465	237,172	269,621	228,750	256,466	210,386	258,103
<b>Operating</b>	167,440	142,115	184,875	191,678	236,558	218,943	263,933	237,625	330,841	242,867	359,316
<b>Capital</b>	46,636	110,002	-	-	-	-	-	-	25,678	21,627	-
<b>Total</b>	1,025,106	964,071	1,002,121	946,554	1,196,870	1,027,833	1,149,519	1,070,195	1,297,192	1,028,780	1,347,277

## SEWER DEPARTMENT

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 million gallons per day (MGD), 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	Authorized FY '18	Authorized FY '19
Superintendent	116	1.0	1.0	1.0	1.0	1.0
Assistant Superintendent	115	1.0	1.0	1.0	1.0	1.0
Chief Operator	114	1.0	1.0	1.0	1.0	1.0
Chemist	114	1.0	1.0	1.0	1.0	1.0
Shift Supervisor	112	1.0	1.0	2.0	0.0	1.0
Operator II	110	6.0	6.0	4.0	5.0	4.0
Operator I	108	2.0	2.0	3.0	4.0	3.0

## **ACCOMPLISHMENTS**

### **Maintenance**

- Completed the replacement of the process tank BNR mixers with new floating mixers.
- Purchase a replacement 4-inch portable emergency pump.
- Replaced septage facility blower #3.
- Cleaned and removed 60 tons of grit from the septage facility tanks.
- Performed routine maintenance on treatment plant equipment.
- Replaced the skimmer on Clarifier #1.
- Relined the inside of the Sodium Hypochlorite bulk storage tank.
- Replaced Return Sludge Pump #4 VFD.
- Replaced the Effluent 24-hour composite sampler.

### **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.
- 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.

### **Analysis**

- Conducted quarterly and bi-annual raw wastewater analysis on selected industrial sewer customers and provided the Finance Department with billing information for sewer surcharges.
- Conducted nutrient analysis.
- Collected and recorded quarterly storm water sampling.
- Schedule annual Biological Monitoring and Toxic Chemical analysis on the treatment Plant Effluent.

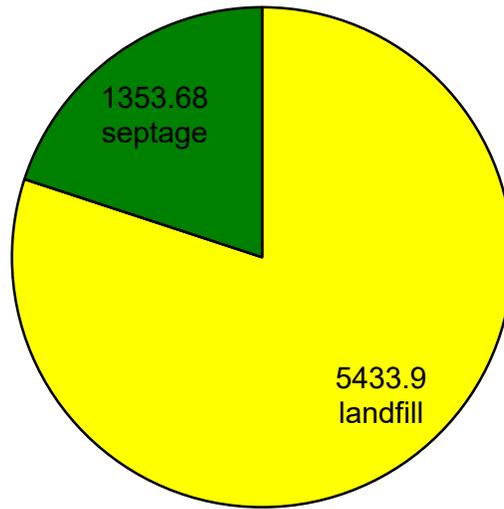
### **Plant Operations**

- Performed inspections of industrial sewer customer discharges.
- Worked with the Technology Department to integrate new asset management and work order program.
- Contracted with Whitman Requardt and Associates to update the Wastewater Sewer Capacity Management Plan. The completed Plan was submitted to the Maryland Department of the Environment.

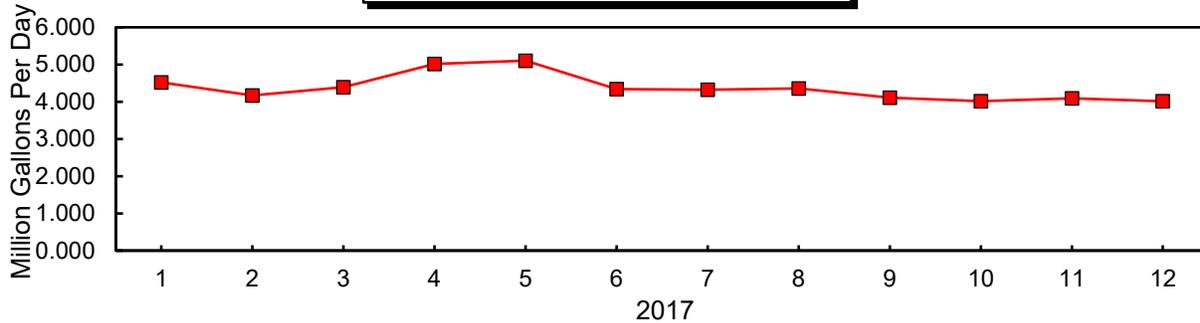
## **PERFORMANCE MEASURES**

	<b>2016</b>	<b>2017</b>	<b>2018 (Projected)</b>
Wastewater analysis conducted	35,000	35,000	35,000
Average Daily Flow (MGD)	4.8	4.37	4.8
Annual Sludge Production (wet tons)	5,187	5434	5,400
Annual Septage Received (MG)	15.7	16.92	19

### Sludge Production 2017



### Average Monthly Flow



### GOALS

- 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 (I&I) study to determine specific areas with high Inflow and Infiltration.

### BUDGET

	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018		FY 2019
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	11 mo Actual	Budget
FTE	13.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0	12.0
Salary	620,310	588,232	625,692	576,787	628,039	558,821	621,355	606,520	639,351	448,156	607,141
Benefits	312,299	281,003	321,647	282,529	298,532	252,008	279,886	314,063	308,403	266,420	313,164
Operating	1,476,150	1,262,533	2,025,200	1,324,767	1,800,200	1,259,768	1,777,700	1,212,886	1,505,022	953,066	1,429,500
Capital	3,285,000	1,009,264	24,901,613	1,155,312	27,470,765	638,411	28,457,001	1,098,167	31,725,787	822,482	25,360,139
<b>Total</b>	<b>5,693,759</b>	<b>3,141,032</b>	<b>27,874,152</b>	<b>3,339,395</b>	<b>30,197,536</b>	<b>2,709,007</b>	<b>31,135,942</b>	<b>3,231,637</b>	<b>34,178,563</b>	<b>2,490,124</b>	<b>27,709,945</b>

## UTILITY MAINTENANCE

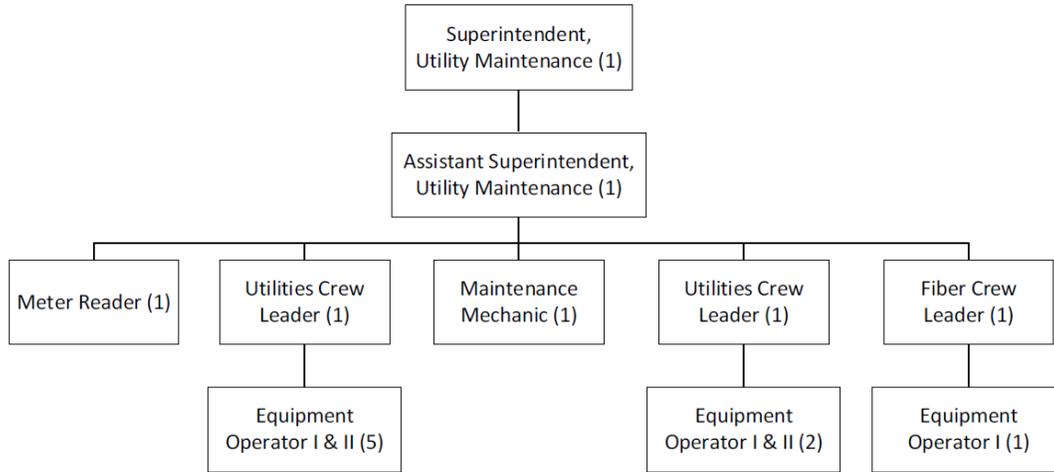
Tasked with the job of maintaining the water distribution and wastewater collection systems, the Utility Maintenance department is funded equally by the Water and Sewer Funds.

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 2,300 manholes. Maintenance duties include video inspection of sewer mains and appurtenances; flushing, cleaning, and repair of sewer mains and manholes; and cleaning and repair of 9,324 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 '15	Authorized FY '16	Authorized FY '17	Authorized FY '18	Authorized FY '19
Superintendent	116	1.0	1.0	1.0	1.0	1.0
Assistant Superintendent	115	1.0	1.0	1.0	1.0	1.0
Crew Leader	112	2.0	2.0	2.0	2.0	2.0
Mechanic	110	1.0	1.0	1.0	1.0	1.0
Meter Reader	109	1.0	1.0	1.0	1.0	1.0
Equipment Operator II	110	7.0	7.0	7.0	7.0	7.0
Equipment Operator I	108	0.0	0.0	0.0	0.0	2.0

## **PERFORMANCE MEASURES**

	<b>CY2017</b>	<b>CY2018</b>	<b>CY2019 (Projected)</b>
Feet of sewer main cleaned/flushed	89,682	64,495	70,000
Feet of sewer main Televised		40,774	60,000
Sewer laterals excavated and repaired	3	4	3
New sewer service installations	1	2	1
Sewer Lateral Service calls	60	46	50
Private and Miscellaneous Service Call responses	55	44	50
Sewer Main repairs	10	2	10
Work Orders completed	2,136	2,136	2,136
Water Meter readings	40,952	40,952	40,000
Miss Utility Tickets completed	9,252	9,320	9,000
High Water Bill Inspections (HWB)	220	178	150
New Water Service installations	2	3	3
Water Services renewed	7	2	5
Water Meter/meter top replacements	210	210	100
Hours of leak detection conducted	832	832	832
Number of Fire Hydrants repaired and serviced	161	241	75
Main leak responses	16	20	10
House Service leak responses	9	6	5
Private house service leak responses	25	18	20

### **ACCOMPLISHMENTS FOR WATER**

- Completed startup of the Facility Dude preventive maintenance program.
- Completion of James Street, City View Avenue, and Hollow Rock Avenue water main replacement projects.
- Took delivery of the replacement truck for the Vac-Tron.
- Replaced the office floors at the Utility Maintenance Facility .
- Installed new control panel and VFD's at the High Zone Tank.
- Replaced 5 fire hydrants.

### **ACCOMPLISHMENTS FOR SEWER**

- Completed startup of the Facility Dude preventive maintenance program.
- Took delivery of the new sewer televising truck.
- Replaced pump impellers at stations 3 and 4.
- Replaced VFD at station #5.
- Replaced the harmonic balancer on the generator at station #6.
- Installed Omnisite used for alarms at stations 6,12,13,14, and 15.
- Replaced the starter on the generator at station #7.
- Chemical root treatment of 3,000 feet of sewer main.

- Rebuilt the diesel engine on the generator at station #14.
- Installed piping for the emergency pump at station #14.
- Installed piping for the emergency pump at station #15.

## **GOALS**

- Finish installing Omnisites at the pumpstations.
- Replace the roof on pumpstation #7.
- Continue televising sewer mains throughout the system and complete necessary repairs.
- Initiate infiltration monitoring of the sewer collection system.
- Install piping for emergency pump at stations 6, 12, and 13.
- Replace roof on High Zone Booster Station.
- Continue to reduce water loss in the water distribution system with leak detection equipment.
- Utilize Mobile 311 for service calls.
- Inflow and Infiltration investigation with flow equipment

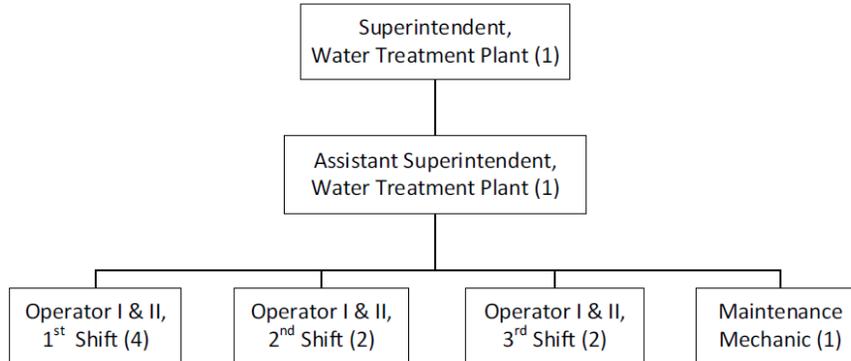
## **BUDGET**

	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018		FY 2019
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	11 mo Actual	Budget
<b>FTE</b>	13	13	13	13	13	13	13	13	13	13	15
<b>Salary</b>	648,742	670,565	688,020	622,530	706,860	659,864	723,616	678,431	743,674	527,954	770,562
<b>Benefits</b>	300,933	292,699	338,698	318,603	364,610	310,971	339,044	358,163	382,642	306,996	380,262
<b>Operating</b>	542,153	465,539	558,329	516,106	595,800	454,308	593,400	492,948	585,890	396,048	533,900
<b>Capital</b>	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	1,491,828	1,428,803	1,585,047	1,457,239	1,667,270	1,425,144	1,656,060	1,529,542	1,712,206	1,230,998	1,684,724

## WATER DEPARTMENT

The Water Treatment Plant department is responsible for the operation of five filter plants - four 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 '14	Authorized FY '15	Authorized FY '16	Authorized FY '17	Authorized FY '18	Authorized FY '19
Superintendent	116	1.0	1.0	1.0	1.0	1.0	1.0
Assistant Superintendent	115	1.0	1.0	1.0	1.0	1.0	1.0
Mechanic	110	1.0	1.0	1.0	1.0	1.0	1.0
Operator II	110	7.0	6.0	7.0	8.0	8.0	8.0
Operator I	108	0.0	0.0	0.0	0.0	0.0	0.0

### ***PERFORMANCE MEASURES***

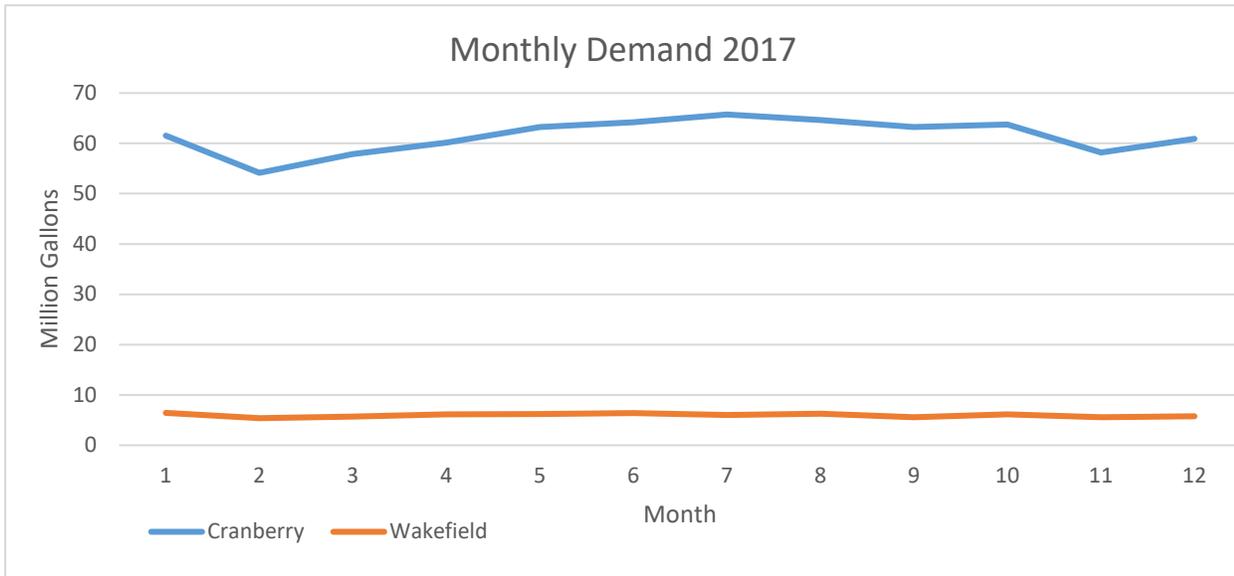
	2016	2017	2018 (Projected)
Millions of gallons delivered to Cranberry System	791	738	800
Millions of gallons delivered to Wakefield System	71	72	72
Number of incidents/interruptions	0	0	0
Quality control tests conducted	21,900	21,900	21,900

### ***ACCOMPLISHMENTS***

- Construction of the Gesell Well Membrane Filtration addition
- Installation of security fencing at Well 8 and the Old Water Treatment Plant
- Implementation of Facility Dude Work Order Program to improve maintenance of equipment and facilities
- Staff attended Electrical Safety Training Seminar provided by BGE
- Conducted Source Water Tests for Cryptosporidium and Giardia Lamblia

## GOALS

- Upgrade Krider’s Church Well piping and controls
- Install new piping, flow meter, and data collection system at Well 4
- Design and construct the Little Pipe Creek Raw Water Pump Station
- Install High Zone Storage Tank mixing system to improve water quality
- Refine treatment processes to further improve the quality of the finished water provided to customers



## BUDGET

	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018		FY 2019
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	11 mo Actual	Budget
<b>FTE</b>	10.0	10.0	9.0	9.0	10.0	10.0	11.0	11.0	11.0	11.0	11.0
<b>Salary</b>	409,833	453,066	477,657	466,469	498,249	513,175	571,254	546,698	584,531	393,792	610,559
<b>Benefits</b>	217,850	210,942	245,585	233,882	245,582	234,638	253,188	254,612	246,071	208,936	274,272
<b>Operating</b>	1,030,942	904,395	896,850	751,286	891,850	740,801	941,500	716,135	916,522	592,397	820,000
<b>Capital</b>	4,854,866	713,681	4,418,569	2,217,825	3,757,700	1,705,335	4,038,688	1,898,103	3,394,715	1,544,475	2,025,650
<b>Total</b>	6,513,491	2,282,083	6,038,661	3,669,462	5,393,381	3,193,949	5,804,630	3,415,548	5,141,839	2,739,601	3,730,481

## FIBER DEPARTMENT

The Fiber Fund accounts for all financial transactions related to the Westminster Fiber Network construction and operations. The City sees the Fiber Infrastructure as a separate Fund where it will eventually create revenues and expenses separate from the General Fund. Currently, the General Fund provides a subsidy to the Fiber Fund due to the ongoing construction of the Westminster Fiber Network. The City plans to provide dark fiber for lease to all residents of the City.

### ACCOMPLISHMENTS

- Completed construction of Phase 2 of the Westminster Fiber Network.
- Completed engineering for Phases 3 and 4 of the Network.
- Awarded contract for construction of Phases 3 and 4 of the Network.
- Secured all required pole leases.
- Put a small portion of Phase 3 of the Network into service for customer sign ups.
- Network operator achieved a 20% take/subscriber rate citywide.

### GOALS

- Complete construction of the Westminster Fiber Network.
- Support marketing efforts of the City's Network operator to increase take/subscriber rates, thereby minimizing required General Fund subsidy of the Fiber Fund.
- Finalize hiring and training of in-house staff for Network maintenance, reducing need for outside contractual assistance.
- Explore refinancing Fiber Fund debt to secure a fixed rate debt instrument.

### BUDGET

	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018		FY 2019
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
FTE	-	-	-	-	-	-	-	-	1	-	2
Salary	-	-	20,250	4,760	30,000	2,920	54,530	-	50,000	-	65,835
Benefits	-	-	40,000	364	30,000	223	30,000	0	35,501	6,098	35,048
Operating	-	-	301,372	64,733	294,800	130,608	435,200	135,365	165,553	101,572	130,250
Capital	-	-	7,272,723	1,574,251	5,180,000	1,043,721	9,106,666	6,264,280	7,181,000	4,168,227	7,848,196
<b>Total</b>	-	-	7,634,345	1,644,108	5,534,800	1,177,472	9,626,396	6,399,645	7,432,054	4,275,897	8,079,328

# Appendix A – Financial Policies

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## **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. The City's Finance Department personnel will carry out all policies responsibly, ethically, and professionally for the betterment of the City of Westminster.

## **BUDGET**

1. The budget will be developed by the City Department Heads, correlated by the Finance Director, recommended by the City Administrator, and presented by the Mayor to the Common Council for adoption.
2. The budget will be prepared using Government Finance Officer Association (GFOA) budget document development guidelines as a planning document, and will present key economic issues for public discussion.
3. As required by State law, the 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 Common 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. 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. 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.

## **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 5 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 of the Common Council requires an independent audit to 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 \$25,000 are approved by the Mayor, City Administrator, or Department Head.
  - Purchases above \$25,000 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 and the legal limits set by the State of Maryland as set forth in §19-308 of the Annotated Code of the State of Maryland and the Charter of the Westminster as set forth in §13, §13.1, §29, and §42. (<https://ecode360.com/12119283> )

# Appendix B – Revenue Book

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## 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.

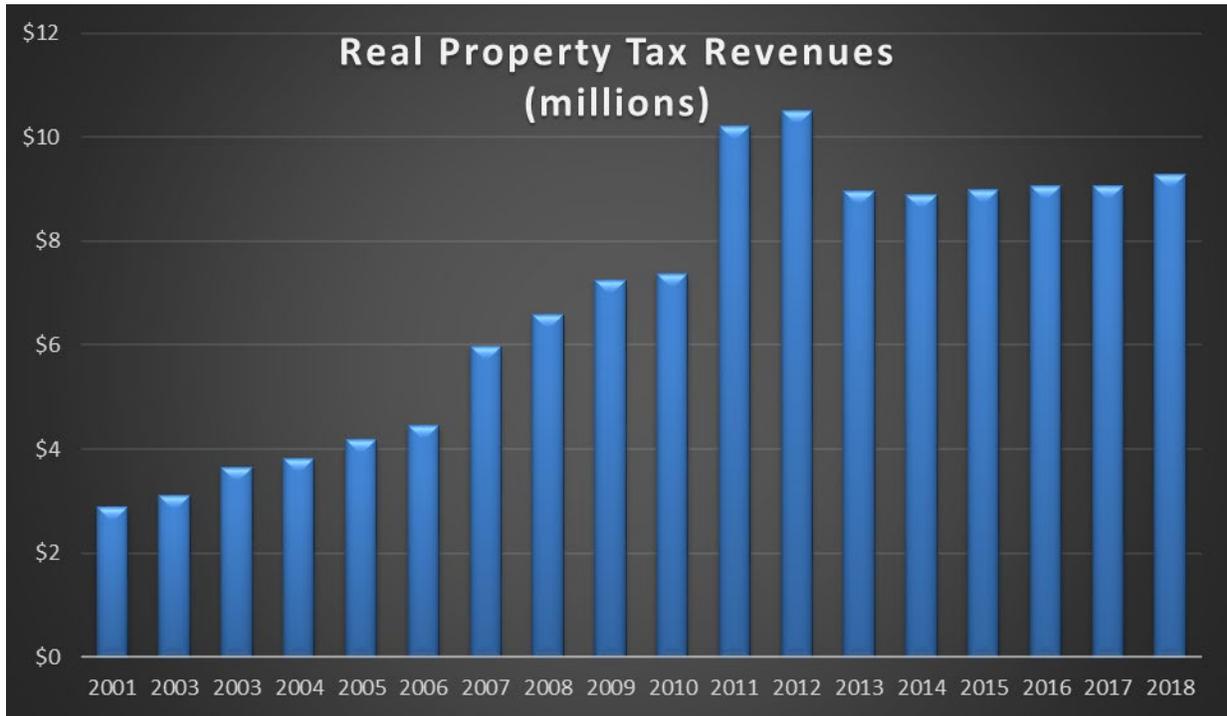
### ***TAXES – REAL PROPERTY***

All property is generally divided into the following categories:

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

Real property is divided into the following subclasses:

- (1) land that is actively devoted to farm or agricultural use; 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 2019 rate of \$0.56 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 FY 2013, resulting in a 17% reduction in assessed value. Combined with a \$0.01 reduction in the tax rate in consecutive years 2013 and 2014, real property tax revenue decreased 20% in FY 2013. FY 2014 and FY 2015 resulted in tax revenue that held steady. The 2016 assessment resulted in a 3% increase, which is distributed 1% a year for three consecutive years. The FY 2019 budget assumes a 3% increase in real property tax revenue.

***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 first year in business.

The tax rate on real property of \$0.56/\$100, the personal property rate of \$1.10/\$100, and the utility operating property rate of \$1.40/\$100 of assessed value remain the same for FY 2019.

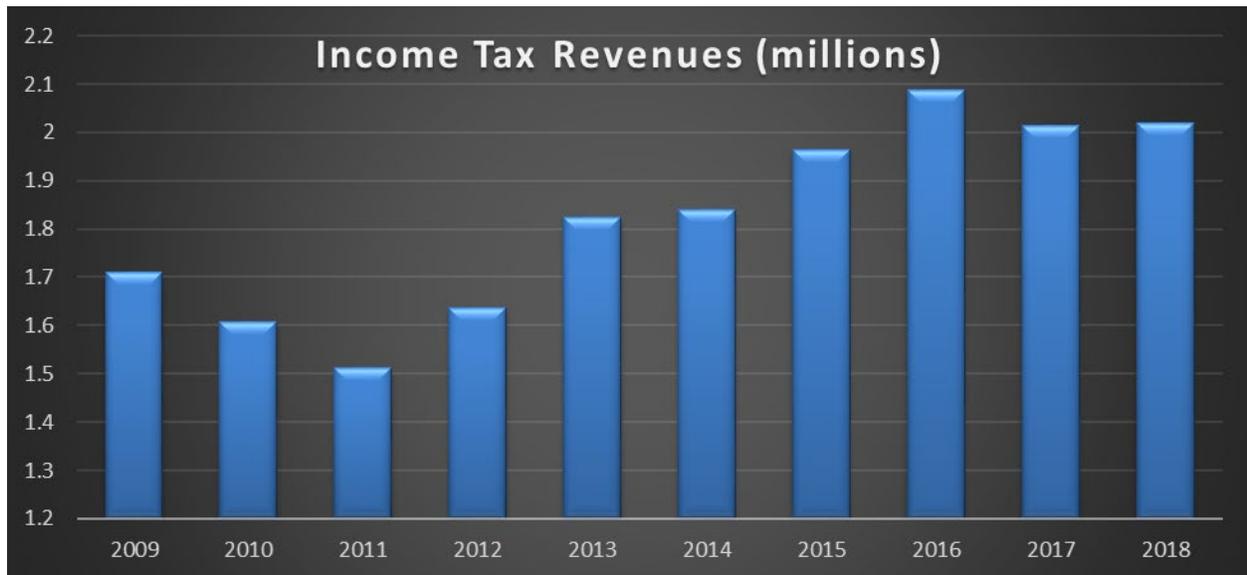
***INCOME TAXES***

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

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.



After a sharp increase in unemployment during 2009-2012, income taxes are starting to restore to earlier levels and steady. It is assumed that changes in the State of Maryland's distribution to various municipalities is the reason for the decrease, as unemployment rates have remained steady in the County.

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

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 6%, this means that the local admissions and amusement tax may not exceed 4% on such activities as the rental of boats, golf carts, horses, skates, skis, or the sale of refreshments and merchandise where there is live entertainment.

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

which the revenues originated within 20 days of the end of each calendar quarter. The revenue expected by the City of Westminster is approximately \$200,000 annually.

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

### ***HIGHWAY USERS REVENUES***

Currently 0.4% of 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) are allocated to highway user revenues for municipalities, counties and Baltimore City.

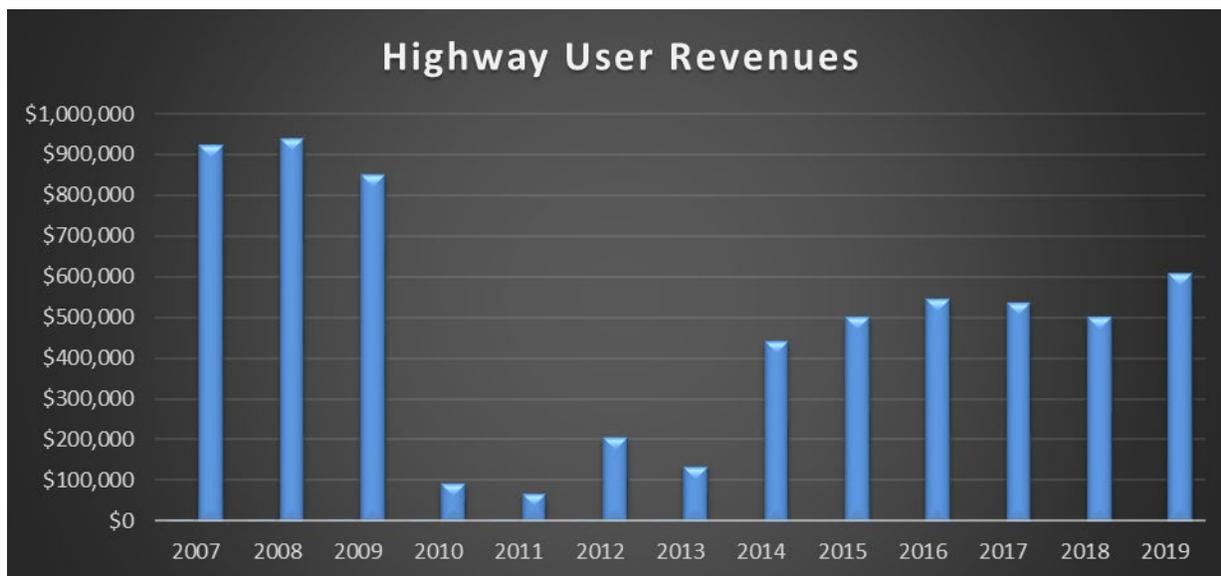
Since highway user revenues (HURs) were initially cut in 2009, the Maryland General Assembly rewrote the HURs distribution formula; dropping municipal share from 2.5% to as low as 0.1% in FY 2011. The formulas have remained constant since FY 2014 and in addition to the municipal share of 0.4%, Baltimore City receives 7.7% and the counties 1.5%. For FY 2014-2016, the total amount of HUR allocated to municipalities from the formulas has been around \$7 million per year. However, over the same period, municipalities have received one-year grants to supplement the HUR formula disbursements. The grants have been included in the State operating budget and must be spent in the same manner as HUR formula money.

Allocations to individual municipalities are determined by apportioning one-half of the fund on the basis of each municipality's proportionate road mileage compared to the municipal total and the remaining half on the basis of proportionate automobile registrations within each municipality. The Secretary of Transportation may reduce local appropriations by the amount necessary to correct individual instances of noncompliance concerning State standards of uniformity for traffic control devices. Distributions are made monthly to municipalities by the State Comptroller.

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. In addition, prior to September 30 of each year, municipalities must complete and return a form that states on what projects HUR money was spent in the prior fiscal year.

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 FY 2010 to FY 2013, the State cut Highway User’s Funds significantly in order to fund its own transportation projects. 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 \$0.12 for FY 2019. Expected revenue for FY 2019 is \$609,037 from the State of Maryland.

### ***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.

### ***STATE AID FOR POLICE PROTECTION***

The State allocates funds to county areas (Baltimore City receives \$0.50 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 \$1,950 per full-time sworn police officer based on the number of police officers employed in the immediately preceding fiscal year.

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

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

### ***TRAFFIC SAFETY GRANTS***

This grant supports and enhances 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***

This grant 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.

The 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 its natural resources while providing exceptional outdoor recreation opportunities for its citizens.

### ***GENERAL FEES***

#### **Special Capital Benefit Assessment**

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

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

- A. New development and growth in the City can add to and help maintain the quality of life in the City under a balanced growth management program.
- B. New development and growth require the provision of increased public facilities, including additional or expanded public works, improvements and equipment adequate to serve said new growth.
- C. The City, in exercise of its governmental functions, must assure the availability of additional or expanded public works, improvements, facilities and equipment and desires to do so without undue hardship on the existing fiscal budget.
- D. The City has determined that new residential, commercial, industrial and related development should assume a fair share of the capital costs of providing additional or expanded public works, improvements, facilities and equipment.
- E. The City finds that requiring new development to pay its proportionate fair share of the costs of providing additional or expanded public works, improvements, facilities and equipment necessary due to new development promotes the health, safety and general welfare of the City's residents.

- F. The City finds that the establishment of a special capital benefit assessment and resulting fees is an equitable and appropriate method to help provide for additional or expanded public works, improvements, facilities and equipment necessary due to new development.
- G. The City finds that the establishment of a special capital benefit assessment will ensure and coordinate the provision of adequate public works, improvements, facilities and equipment with new developments so that the public health, safety and welfare are enhanced, congestion is lessened, accessibility and use is improved and economic development is promoted.
- H. The City finds that the establishment of a special capital benefit assessment promotes the purposes of the City's Comprehensive Plan adopted March 25, 1985, its capital improvements budget and the master plan of highways and promotes consistency between adopted plans and zoning, subdivision and building regulations.
- I. Article XI-E of the Maryland Constitution, Article 23A of the Annotated Code of Maryland and the City's Charter authorize the City to enact ordinances for the protection and promotion of public safety, health, morals and welfare, including but not limited to matters relating to planning and zoning.

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

- A. From and after the effective date of this chapter, in any instance in which the City approves a building permit for any building, dwelling, apartment, living unit or other structure within the corporate limits of the City, as herein set forth, a special benefit assessment is hereby levied and imposed upon the affected real property, to be paid by its owner in the amount or amounts as provided in the General Fee Ordinance.<sup>11</sup>
- B. In any instance in which an existing structure is altered to add additional dwelling units, commercial units or business offices, there shall be imposed a special benefit assessment as provided in the General Fee Ordinance. However, in no event shall the cumulative assessments for said alterations exceed 75% of the assessment for new construction.
- C. In any instance in which an industrial or commercial structure is altered to add additional square footage, there shall be imposed a special benefit assessment in accordance with the General Fee Ordinance. Expansion of existing structures shall be allowed credit for previously paid special benefit assessments in all types of uses except dwellings and dwelling units and planned unit developments.
- D. In any instance in which a school or college expands existing structures or constructs new buildings for nonresident use, there shall be imposed a special capital benefit assessment in accordance with the schedule entitled "Industrial Warehousing" in the General Fee Ordinance. In the instance where a school or college adds or expands its residential buildings, a special capital benefit assessment shall be imposed in accordance with the schedule entitled "Dwellings and Dwelling Units" in the General Fee Ordinance or, in the event of construction of dormitories, the schedule entitled "Schools and Colleges, Including Dormitories" in the General Fee Ordinance shall be applicable.
- E. In an instance in which a continuing-care facility licensed by the State Department of Aging provides three levels of care for individuals 60 years of age or older, independent living, assisted living, and comprehensive care as those terms are defined by Maryland law, and also owns and maintains substantial on-site infrastructure, there shall be imposed a special benefit assessment in the following amounts. For independent-living units (single-family dwelling units or apartments or multifamily units) there shall be imposed a special benefit assessment in the amount of 65% of the amount of assessment set forth for said uses in the General Fee Ordinance. For assisted-living units and/or comprehensive-care units the amount of assessment shall be the same as set forth in the General Fee Ordinance for hospitals, care homes and nursing homes.
- F. In situations where no specified category is provided for in this section, the Director of Planning shall determine the applicable special capital benefit assessment to be charged, but in no case shall such charges exceed those existing in Subsection **A** of this section.
- G. The Director of Planning may waive or modify special benefit assessments for the construction or rehabilitation of lower-income housing units as authorized under § 21-101 of Article 24 of the Annotated Code of Maryland.

#### **§133-4 Payment of fees.**

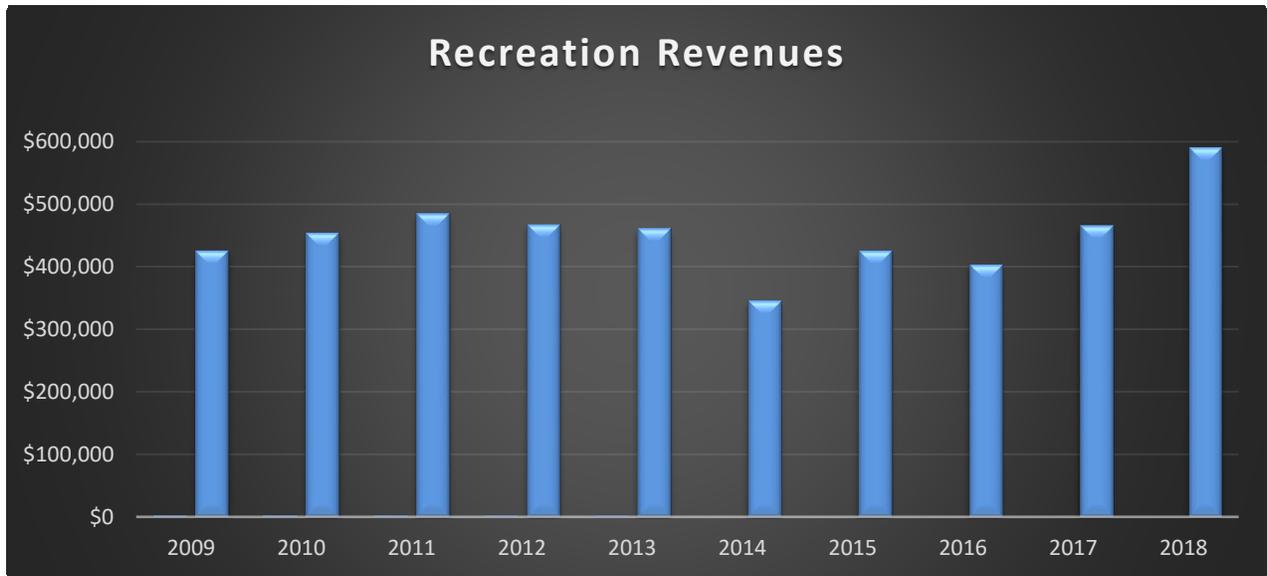
- A. The special capital benefit assessment shall be paid by the owner to the City, prior to the issuance of a building permit, for any improvement to real property or substantial change of use in accordance with the schedule set forth in § **133-3**. The amount of the special capital benefit assessment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

#### **§133-6 Use of Funds.**

- A. The Mayor and Common Council for the City of Westminster shall have the sole power to appropriate funds from the special capital benefit assessment account created in accordance with § **133-5** hereof.
- B. All special capital benefit assessment fees collected under this chapter shall be used solely for financing, in whole or in part, the capital costs of additional or expanded public works improvements, facilities and equipment required to accommodate and/or benefit growth, construction or development, with the purpose that new growth, construction and development pay a proportionate fair share of the costs and expenses. Such fees may be used for funding capital improvements for the City's six-year program approved by the Mayor and Common Council pursuant to § **20-2** of the Code.
- C. Special capital benefit assessment funds collected under this chapter shall not be utilized for water and/or sewer projects of any type.
- D. Special capital benefit assessment fees collected under this chapter shall not be used for replacement, maintenance or operating expenses.
- E. Nothing in this chapter shall release, relieve or in any way decrease a developer's obligation for assuming sole responsibility for financing the construction of all on-site and off-site improvements that are determined by the City to be directly attributable to the development and are required by the City or other applicable governmental authority to be constructed in accordance with approved plans, public works agreements and related documents.
- F. Nothing in this chapter shall release, relieve or in any way decrease a developer's obligation to the City for full payment of any and all other required fees and assessments, mandatory conveyances of land, execution of documents and for meeting any and all other requirements that are specified in the Code.
- G. Nothing in this chapter shall preclude the use of funds by the City from other sources to supplement or augment any special capital benefit assessment fees collected under this chapter.

### ***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 FUND REVENUES

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

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

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

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

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

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

- Revenue collected at FY 2018 water rates is insufficient to cover the water revenue requirements in any year from FY 2019 to FY 2023.
- Revenue collected at FY 2018 sewer rates is insufficient to cover the sewer revenue requirements in any year from FY 2020 to FY 2023.
- The City’s current rate structure does properly differentiate between inside and outside City rates.

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

## Water, Sewer, Reclaimed Rates – FY 2019

### Fixed Quarterly Charge

Meter Size	AWWA Meter Eqv.	Inside City FY 2019			Outside City FY 2019		
		Water	Sewer	Reclaimed	Water	Sewer	Reclaimed
Tier 1 - 5/8"	1.0	\$23.09	\$26.16		\$28.16	\$36.75	
Tier 1 - 3/4"	1.0	\$23.09	\$26.16		\$28.16	\$36.75	
Tier 2 - 1"	2.5	\$57.72	\$65.39	\$53.08	\$70.39	\$91.87	\$84.98
Tier 2 - 1 1/2"	5.0	\$115.44	\$130.79	\$106.16	\$140.79	\$183.73	\$169.96
Tier 2 - 2"	8.0	\$184.70	\$209.26	\$169.85	\$225.25	\$293.97	\$271.93
Tier 2 - 3"	16.0	\$369.39	\$418.50	\$339.70	\$450.49	\$587.92	\$543.86
Tier 2 - 4"	25.0	\$577.18	\$653.92	\$530.79	\$703.91	\$918.64	\$849.79
Tier 2 - 6"	50.0	\$1,154.35	\$1,307.83	\$1,061.58	\$1,407.80	\$1,837.26	\$1,699.58
Tier 2 - 8"	80.0	\$1,846.96	\$2,092.53	\$1,698.53	\$2,252.49	\$2,939.62	\$2,719.34

### Consumption Charge (per thousand gallons)

	FY 19	
	Inside City	Outside City
<b>Tier 1 Rates (Less than 1")</b>		
0 - 18,000	\$4.16	\$6.01
over - 18,000	\$10.39	\$15.04
<b>Tier 2 Rates (1" and Larger)</b>		
All Usage	\$5.61	\$8.12
<b>Sewer Usage Charge</b>		
All Usage	\$6.34	\$9.48
<b>Reclaimed Water Charge</b>		
All Usage	\$2.81	\$4.06

## Water, Sewer, Reclaimed Rates – FY 2020

### Fixed Quarterly Charge

Meter Size	AWWA Meter Eqv.	Inside City FY 2020			Outside City FY 2020		
		Water	Sewer	Reclaimed	Water	Sewer	Reclaimed
Tier 1 - 5/8"	1.0	\$23.77	\$28.20		\$29.15	\$38.83	
Tier 1 - 3/4"	1.0	\$23.77	\$28.20		\$29.15	\$38.83	
Tier 2 - 1"	2.5	\$59.42	\$70.49	\$54.64	\$72.86	\$97.07	\$87.96
Tier 2 - 1 1/2"	5.0	\$118.84	\$140.98	\$109.28	\$145.71	\$194.15	\$175.91
Tier 2 - 2"	8.0	\$190.13	\$225.56	\$174.85	\$233.14	\$310.63	\$281.45
Tier 2 - 3"	16.0	\$380.26	\$451.12	\$349.70	\$466.26	\$621.25	\$562.89
Tier 2 - 4"	25.0	\$594.16	\$704.88	\$546.41	\$728.54	\$970.72	\$879.53
Tier 2 - 6"	50.0	\$1,188.31	\$1,409.75	\$1,092.81	\$1,457.08	\$1,941.41	\$1,759.07
Tier 2 - 8"	80.0	\$1,901.30	\$2,255.60	\$1,748.51	\$2,331.32	\$3,106.26	\$2,814.51

### Consumption Charge (per thousand gallons)

	FY 2020	
	Inside City	Outside City
<b>Tier 1 Rates (Less than 1")</b>		
0 - 18,000	\$4.30	\$6.22
over - 18,000	\$10.76	\$15.56
<b>Tier 2 Rates (1" and Larger)</b>		
All Usage	\$5.81	\$8.40
<b>Sewer Usage Charge</b>		
All Usage	\$6.66	\$10.30
<b>Reclaimed Water Charge</b>		
All Usage	\$2.90	\$4.20

## Water, Sewer, Reclaimed Rates – FY 2021

### Fixed Quarterly Charge

Meter Size	AWWA Meter Eqv.	Inside City FY 2021			Outside City FY 2021		
		Water	Sewer	Reclaimed	Water	Sewer	Reclaimed
Tier 1 - 5/8"	1.0	\$24.60	\$29.61		\$30.17	\$40.77	
Tier 1 - 3/4"	1.0	\$24.60	\$29.61		\$30.17	\$40.77	
Tier 2 - 1"	2.5	\$61.50	\$74.02	\$56.55	\$75.41	\$101.93	\$91.03
Tier 2 - 1 1/2"	5.0	\$123.00	\$148.03	\$113.11	\$150.81	\$203.86	\$182.07
Tier 2 - 2"	8.0	\$196.79	\$236.84	\$180.97	\$241.30	\$326.16	\$291.30
Tier 2 - 3"	16.0	\$393.57	\$473.67	\$361.93	\$482.58	\$652.31	\$582.59
Tier 2 - 4"	25.0	\$614.96	\$740.13	\$565.53	\$754.04	\$1,019.25	\$910.32
Tier 2 - 6"	50.0	\$1,229.91	\$1,480.24	\$1,131.06	\$1,508.07	\$2,038.48	\$1,820.64
Tier 2 - 8"	80.0	\$1,967.85	\$2,368.38	\$1,809.70	\$2,412.92	\$3,261.57	\$2,913.02

### Consumption Charge (per thousand gallons)

	FY 2021	
	Inside City	Outside City
<b>Tier 1 Rates (Less than 1")</b>		
0 - 18,000	\$4.45	\$6.44
over - 18,000	\$11.13	\$16.11
<b>Tier 2 Rates (1" and Larger)</b>		
All Usage	\$6.01	\$8.70
<b>Sewer Usage Charge</b>		
All Usage	\$6.99	\$10.81
<b>Reclaimed Water Charge</b>		
All Usage	\$3.01	\$4.35

## Water, Sewer, Reclaimed Rates – FY 2022

### Fixed Quarterly Charge

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

### Consumption Charge (per thousand gallons)

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

## Water, Sewer, Reclaimed Rates – FY 2023

### Fixed Quarterly Charge

Meter Size	AWWA Meter Eqv.	Inside City FY 2023			Outside City FY 2023		
		Water	Sewer	Reclaimed	Water	Sewer	Reclaimed
Tier 1 - 5/8"	1.0	\$26.35	\$32.64		\$32.31	\$44.95	
Tier 1 - 3/4"	1.0	\$26.35	\$32.64		\$32.31	\$44.95	
Tier 2 - 1"	2.5	\$65.88	\$81.60	\$60.58	\$80.78	\$112.38	\$97.52
Tier 2 - 1 ½"	5.0	\$131.76	\$163.20	\$121.16	\$161.56	\$224.75	\$195.03
Tier 2 - 2"	8.0	\$210.81	\$261.12	\$193.86	\$258.48	\$359.60	\$312.04
Tier 2 - 3"	16.0	\$421.60	\$522.23	\$387.71	\$516.95	\$719.17	\$624.09
Tier 2 - 4"	25.0	\$658.76	\$815.99	\$605.81	\$807.75	\$1,123.72	\$975.16
Tier 2 - 6"	50.0	\$1,317.51	\$1,631.96	\$1,211.62	\$1,615.49	\$2,247.43	\$1,950.31
Tier 2 - 8"	80.0	\$2,108.01	\$2,611.14	\$1,938.60	\$2,584.78	\$3,595.89	\$3,120.50

### Consumption Charge (per thousand gallons)

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

## FIBER FUND REVENUES

Fiber Fund revenues are generated through the lease of Dark Fiber. The City has entered into a public-private partnership with Ting Inc. where Ting, Inc. leases fiber from the City, lights and operates the Fiber network. The City receives \$6.00 per household per month where dark fiber is eligible to be lit. The City receives \$17.00 per subscription per month where Ting, Inc. has lit and provided services. The City-wide network is expected to be completed in FY 2019 and nearly 6,000 customers will be eligible for subscriptions.

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

DEPARTMENT	FISCAL YEARS					
	2016/2017		2017/2018		2018/2019	
	FULL-TIME	PART-TIME	FULL-TIME	PART-TIME	FULL-TIME	PART-TIME
City Administrator	3	0	3	0	3	0
Housing Services	5	0	5	0	4	0
Technology Services	4	1	5	0	5	0
Fiber	1	0	1	0	2	0
Finance	6	0	6	0	6	0
Human Resources	3	0	4	0	4	0
Community Planning & Development	4	0	4	0	4	0
Engineering	3	0	3	0	3	0
Recreation & Parks	9	3	9	3	9	3
Police Administrative/Civilian	14	0	13	0	13	0
Police Sworn	44	0	44	0	44	0
Public Works Administration	4	0	3	0	3	0
Streets	19	0	19	0	19	0
Utility Maintenance	13	0	13	0	13	0
Wastewater	13	0	12	1	12	1
Water	11	0	11	0	11	0
<b>CITY STAFFING LEVELS</b>	<b>156</b>	<b>4</b>	<b>155</b>	<b>4</b>	<b>155</b>	<b>4</b>

FY 17	FT	PT	Position	Department
	-1		Cadet	40 Police
	1		Communications Specialist	40 Police
	-1		Family Center Manager	40 Recreation
	1		Non-Certified Operator	40 Water
	1		Project Leader	40 Fiber
		1	Recreation Assistant II	25 Recreation
	-1		Senior Technical Support Specialist (Certified)	40 Technology
	1		Technical Trainer/Support Specialist	40 Technology
<b>Total Staffing Change</b>	<b>2</b>			
FY 18	FT	PT	Position	Department
	-1		Administrative Coordinator	35 Administration
	1		Administrative Coordinator	40 Administration
	-1		Assistant City Clerk	40 Administration
	1		Assistant Director, Recreation	40 Recreation
	-1		Certified Operator	40 Wastewater
		1	Certified Operator	25 Wastewater
	1		Certified Public Accountant	40 Finance
	1		City Clerk	40 Administration
	-1		Communications Specialist	40 Police
	-1		Deputy Director (Finance)	40 Finance
	-1		Deputy Director (Utilities)	40 Public Works
	1		Fiber Maintenance	40 Fiber
		-1	GIS Technician	25 Technology
	1		GIS-OSPinsight Data Technician	40 Technology
	-1		Program Coordinator	40 Recreation
	-1		Project Leader	40 Fiber
	1		Recreation Assistant III	40 Recreation
	-1		Recreation Assistant III	35 Recreation
	1		Safety and Risk Coordinator	40 Human Resources
	1		Technical Support Specialist (Certified)	40 Technology
	-1		Technical Trainer/Support Specialist	40 Technology
<b>Total Staffing Change</b>	<b>-1</b>			
FY 19	FT	PT	Position	Department
	-1		Accounting Manager	40 Finance
	2		Accounting Specialist	40 Finance
	1		Administrative Assistant	40 Public Works
	-2		Administrative Coordinator	40 Administrative, Public Works
	-1		Administrative Coordinator	35 Human Resources
	-1		Administrator, Community Development	40 Community Planning & Development
	-7		Certified Operator	40 Wastewater, Water
	1		Chief Wastewater Operator	40 Wastewater
	-1		Code Inspector	40 Housing Services
	4		Crew Leader	40 Utility Maintenance, Streets

1	Crew Leader – Fiber	40	Utility Maintenance
1	Development Review Coordinator	40	Community Planning & Development
1	Director, Human Resources	40	Human Resources
1	Engineer	40	Public Works
-1	Engineering Specialist	40	Community Planning & Development
-12	Equipment Operator	40	Streets, Utility Maintenance
1	Equipment Operator – Fiber	40	Utility Maintenance
12	Equipment Operator I	40	Streets, Utility Maintenance
10	Equipment Operator II	40	Streets, Utility Maintenance
1	Executive Assistant	40	Administrative
-1	Fiber Maintenance	40	Fiber
1	GIS Support Specialist	40	Technology Services
-4	Group Leader	40	Utility Maintenance, Streets
1	Human Resources Analyst	40	Human Resources
1	Human Resources Associate	35	Human Resources
1	IT Manager	40	Technology Services
1	Main Street Manager	40	Community Planning & Development
3	Maintenance Mechanic	40	Streets, Utility Maintenance, Water
-1	Manager, Housing	40	Housing
-1	Manager, Human Resources	40	Human Resources
-1	Manager, Technology Services	40	Technology Services
-3	Mechanic	40	Streets, Utility Maintenance, Water
-8	Non-Certified Operator	40	Wastewater, Water
-1	OPSinsight Data Technician	40	Technology Services
8	Plant Operator I	40	Wastewater, Water
7	Plant Operator II	40	Wastewater, Water
1	Plant Shift Supervisor	40	Wastewater
1	Property & Evidence Specialist	40	Police
1	Property Maintenance Inspector	40	Housing Services
-1	Property Management Specialist	40	Police
-1	Recreation Assistant III – Programs	40	Recreation & Parks
1	Recreation Program Assistant	40	Recreation & Parks
-1	Senior Accounting Specialist	40	Finance
-1	Senior Engineer	40	Public Works
-10	Senior Equipment Operator	40	Streets, Utility Maintenance
-1	Senior Operator	40	Wastewater
-1	Shift Supervisor	40	Wastewater
-1	Sr. Human Resources Specialist	40	Human Resources
-1	Sr. Technical Support Analyst	40	Technology Services
1	Technical Support Analyst	40	Technology Services

**Total Staffing Change**      **0**



# Appendix D – Salary Structure by Position

Grade	Job Title	Titles	Positions
105	Custodian, Recreation Assistant I	2	5
106	Recreation Assistant II	1	1
107	Parking Enforcement Officer	1	1
108	Equipment Operator I, Housing Specialist, Recreation Assistant III, Recreation Program Assistant, Plant Operator I	5	22
109	Meter Reader	1	1
110	Accounting Specialist, Administrative Assistant, Communications Specialist I, Equipment Operator II, Human Resources Associate, Police Officer Recruit, Property & Evidence Specialist, Plant Operator II	8	37
111	Communications Specialist II, Property Maintenance Inspector, Recreation Program Coordinator, Executive Assistant, Maintenance Mechanic	5	8
112	Construction Inspector, Human Resources Analyst, Plant Shift Supervisor, Probationary Police Officer/Private First Class, Safety/Risk Coordinator, Crew Leader	6	31
113	Arborist, Communications Supervisor, Development Review Coordinator, GIS Support Specialist, Technical Support Specialist	5	5
114	Chemist, Chief Wastewater Operator, City Clerk, Comprehensive Planner, Family Center Manager, GIS Support Analyst, Main Street Manager, Police Corporal, Technical Support Analyst	9	10
115	Assistant Director – Recreation & Parks, Certified Public Accountant, Police Sergeant, Assistant Superintendent	4	14
116	Engineer, Police Lieutenant, Superintendent	3	11
118	IT Manager, Police Captain	2	3
119	Deputy Director – Public Works, Director – Housing Services	2	2
120	Deputy Police Chief, Director – Human Resources, Director – Recreation & Parks	3	3
121	Director – Community Planning & Development, Director – Finance & Administrative Services, Director – Public Works, Police Chief	4	4
123	City Administrator	1	1
		<b>62</b>	<b>159</b>



# Appendix E – Capital Improvements Program FY 2019 to FY 2024

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## **INTRODUCTION**

As part of the overall budget process, the City Administrator, in coordination with the directors of the City's various departments, prepares a six-year Capital Improvement Program (CIP), which must be approved by the Mayor and Common Council on or before June 15<sup>th</sup> in conjunction with the City's budget. The CIP must be submitted to the Planning and Zoning Commission for review and comment prior to its adoption. Once adopted, the City Administrator shall include the projects contained in the first year of the approved six-year CIP in the City's budget. Capital projects are projects that have an expected life of more than five years and a value of more than \$10,000.

The use of the CIP to make annual expenditures for public improvements is one of the best ways to implement the Comprehensive Plan and the Strategic 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.

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

## **CAPITAL IMPROVEMENTS PROGRAM SCHEDULE**

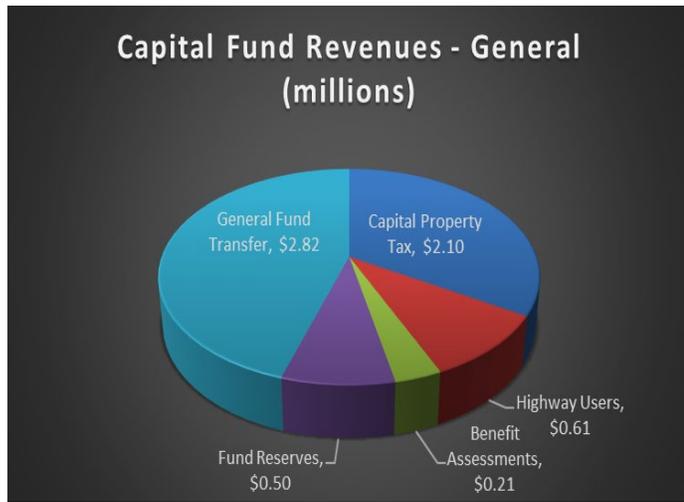
The City Administrator prepares the proposed six-year CIP in January and February of each year. In March, the CIP is presented to the Planning and Zoning Commission for review and comment. In April, the Mayor and Common Council hold a public hearing on the CIP, as part of the City's overall budget process. Thereafter, the Mayor and Common Council adopt the CIP, along with the City's budget, no later than June 15<sup>th</sup>. The City Administrator shall include the projects contained in the first year of the approved six-year CIP in the City's 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.

## **HIGHLIGHTS OF CAPITAL PROGRAM FY 2019**

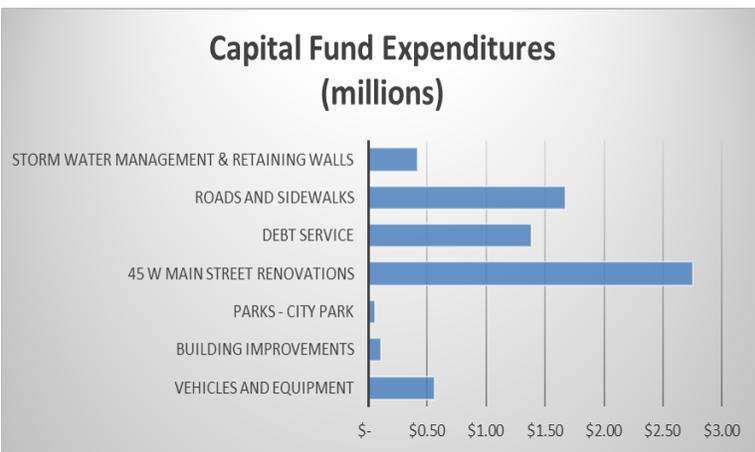
Capital expenditures for Administrative, Police, Recreation, Streets, Planning, and Facilities are all General Fund projects. Capital expenditures for Sewer, Water, and Fiber fall under Enterprise Fund projects.

**CAPITAL PROJECTS FUND - GENERAL**

The CIP for FY 2011 to 2016 General Fund requirements resulted in the assessment of a \$0.14/\$100 “Capital Tax”. The Capital Tax was intended to raise approximately \$2.6 million in revenue that was targeted for capital projects. Without the additional revenue, these projects would not be completed. Any Capital Tax revenue that carries over to future years is 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 \$0.13 and further reduced to \$0.12 in FY 2014. The \$0.12



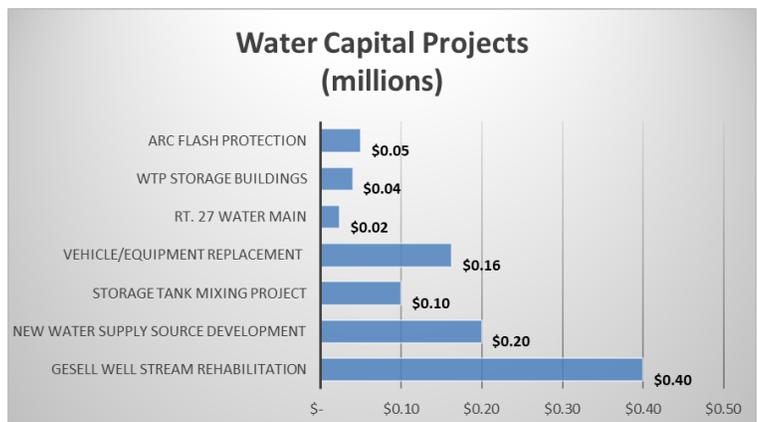
Capital Tax is expected to raise \$2.1 million in revenue for capital projects in FY 2019. Other funding sources are Highway User Revenue and benefit assessments. Transfers from the General Fund total \$2.82 million and will be applied to the 45 W. Main Street renovation and the installation of a camera system in the downtown area. Capital reserves will be reduced by \$0.50 million in FY 2019.



The largest project is the renovation of 45 W. Main Street, which will house the City’s administrative offices. Roads, sidewalks, storm water management, retaining walls, and debt service total \$3.46 million; parks, building improvements, vehicles, and equipment make up the remainder. See the Individual Capital Projects Descriptions for more information (listed later in this Appendix).

**ENTERPRISE FUNDS**

**Water Fund** - The FY 2019 Capital Budget includes funding for the Gesell Well Stream Rehabilitation, New Supply Source Development, Storage Tank Mixing, Vehicle and Equipment Replacement, Engineering for the Rt. 27 Main Replacement, and Storage Buildings. Capital projects are mostly funded through rate revenue. New development is funded through benefit assessments fees.



**Sewer Fund** – The largest project in the Sewer Fund is improvements to the Wastewater Treatment Plant, accounting for 96% of the Sewer Capital budget. This project includes improvements for Enhanced Nutrient Removal required by the Maryland Department of Environment, as well as enhancements for energy conservation and treatment efficiencies. This construction project is expected to take 42 months and will begin in FY 2019. The project is partially funded through a



Maryland Bay Restoration Grant. In addition, Carroll County will reimburse the City for expenses related to the upgrade of the County’s septage facility. The remainder of the funding will be provided by a bond acquired through Maryland Water Quality Financing. The portion of the project in FY 2019 totals \$23.92 million. Other FY 2019 projects include Inflow and Infiltration (Sewer Rehab), Vehicle and Equipment Replacement, and Pump Station Upgrades.

**Fiber Fund** –Construction of the Westminster Fiber Network will be completed in FY 2019. Expenditures for the final phases of the network are projected at \$7.3 million. FY 2019 will mark the first year of debt service principal payments, which are estimated at \$0.55 million.

# INDIVIDUAL CAPITAL IMPROVEMENT PROJECTS

<b>Capital Improvement Program FY 2018 to FY 2024 General Fund</b>							
	2019	2020	2021	2022	2023	2024	Total
<b>Planning</b>							
Locust Park Improvements	0	90,000	0	0	0	0	90,000
<b>Public Safety</b>							
Furnace - Police HQ	11,300	0	0	0	0	0	11,300
Vehicles - Police	193,800	134,724	138,765	142,928	147,216	0	757,433
Floor	11,000	0	0	0	0	0	11,000
Records Room Improvements	60,000	0	0	0	0	0	60,000
Camera System	70,000	0	0	0	0	0	70,000
<b>Facilities</b>							
Longwell Bldg - Family Ctr Upgrades	0	80,000	0	0	0	0	80,000
Longwell Bldg HVAC	0	350,000	0	0	0	0	350,000
Parks - Jaycee Park	0	250,000	0	0	0	0	250,000
Parks - Greens Tot Lot	0	0	0	0	0	0	0
Parks - City Park	55,000	500,000	0	0	0	0	555,000
Community Bldg Upgrades (Pool)	25,000	0	0	0	0	0	25,000
45 W Main Street Renovations	2,750,000	0	0	0	0	0	2,750,000
<b>Public Works</b>							
Debt Service - Principal	1,264,000	202,500	207,000	211,000	215,000	219,500	2,319,000
Debt Service - Interest	117,377	137,680	133,529	129,285	124,960	120,651	763,482
City Parking Garage Improvements	0	97,000	0	0	0	117,000	214,000
Streets Facility - Maint & Repairs	0	0	0	0	0	0	0
Salt Loading Roof	0	100,000	0	0	0	0	100,000
Street Shop Pump Station	0	0	0	0	0	0	0
Grounds Maintenance Roof	0	0	0	0	0	0	0
ADA Traffic Light Upgrades	0	200,000	200,000	200,000	200,000	0	800,000
Annual Road Paving	1,568,300	1,113,500	1,338,800	1,631,700	1,936,600	1,678,200	9,267,100
Sidewalk Retrofit/ADA Ramps	100,000	100,000	125,000	125,000	125,000	150,000	725,000
Storm Water Management	189,045	648,000	658,000	717,000	717,000	1,000,000	3,929,045
Storm Drain System	0	250,000	0	0	0	0	250,000
Retaining Walls	225,000	0	500,000	0	0	0	725,000
Clock Tower	0	400,000	0	0	0	0	400,000
W Main Street Lights	0	12,000	300,000	0	0	0	312,000
E Main Street Lights	0	14,000	450,000	0	0	0	464,000
Crosswalks	0	20,000	20,000	22,000	22,000	55,000	139,000
Radios	0	30,000	0	0	0	0	30,000
Vehicles - City Fleet	270,000	1,295,000	405,000	385,000	375,000	800,000	3,530,000
<b>Technology</b>							
Vehicle	27,000	0	0	0	0	0	27,000
Phone System	0	0	0	250,000	0	0	250,000
<b>Parks and Recreation</b>							
Equipment - Family Center	0	0	15,000	15,000	15,000	15,000	60,000
Mobile Stage	0	72,500	0	0	0	0	72,500
<b>General Fund Total</b>	<b>6,936,822</b>	<b>6,096,904</b>	<b>4,491,094</b>	<b>3,828,913</b>	<b>3,877,776</b>	<b>4,155,351</b>	<b>29,386,860</b>

Capital Improvement Program FY 2018 to FY 2024							
Water Fund							
	2019	2020	2021	2022	2023	2024	Total
Gesell Well/Little Pipe Creek	0	0	0	0	0	0	0
Gesell Well Stream Rehabilitation	400,000	0	0	0	0	0	400,000
Diatomaceous Earth Filter Rehabilitation	0	1,000,000	1,000,000	0	0	0	2,000,000
New Water Supply Source Development	200,000	1,000,000	1,000,000	1,000,000	0	0	3,200,000
Servers	0	0	0	0	0	0	0
Storage Tank Mixing Project	100,000	100,000	100,000	0	0	0	300,000
Vehicle/Equipment Replacement	163,000	48,000	12,500	19,000	0	12,500	255,000
Intake Screening Project	0	0	0	0	0	0	0
Taste and Odor Treatment (GAC)	0	100,000	500,000	500,000	0	0	1,100,000
New Meter Software and Meter Upgrade	0	500,000	500,000	0	0	0	1,000,000
Rt. 27 Water Main	24,000	1,170,000	0	0	0	0	1,194,000
Interzone Main	0	0	0	0	0	0	220,000
WTP Storage Buildings	40,000	0	0	0	0	0	40,000
Church St Water Main	0	0	70,000	0	0	0	70,000
Park Avenue Water Main	0	0	0	0	85,000	0	85,000
Winter Street Water Main	0	0	0	0	125,000	0	125,000
W. George Street Water Main	0	0	70,000	0	0	0	70,000
MD140 Parallel Water Main	0	0	0	0	0	0	1,560,000
Hook Rd Tank Rehab	0	450,000	0	0	0	0	450,000
Sophia Avenue Water Main	0	0	0	225,000	0	0	225,000
Ralph Street Main	0	0	70,000	0	0	0	70,000
Main Street Water Main	0	0	0	0	560,000	0	560,000
ARC Flash Protection	50,000	0	0	0	0	0	50,000
<b>Water Fund Total</b>	<b>977,000</b>	<b>4,368,000</b>	<b>3,322,500</b>	<b>1,744,000</b>	<b>770,000</b>	<b>12,500</b>	<b>12,974,000</b>

Capital Improvement Program FY 2018 to FY 2024							
Sewer Fund							
	2019	2020	2021	2022	2023	2024	Total
WWTP Upgrade/ENR	11,711,814	11,711,814	11,711,814	0	0	0	35,135,442
WWTP Upgrade-Septage (County)	1,766,685	1,766,685	1,766,685	0	0	0	5,300,055
WWTP Upgrade-Blowers, etc	10,440,140	10,440,140	10,441,140	0	0	0	31,321,420
Sewer System Rehab.	1,275,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,275,000
Rehab. Pump Sta. No. 15	0	0	0	500,000	0	0	500,000
Veh. & Equip. Replacement Prog.	136,500	64,000	127,500	19,000	350,000	12,500	1,159,500
Servers	0	0	0	0	0	0	0
Pump Station Upgrades	30,000	30,000	30,000	30,000	30,000	30,000	180,000
WWTP Plant Expansion	0	500,000	0	12,000,000	0	0	12,500,000
Upgrade Pump Sta. No. 12	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
New Meter Software & Meter Upgrade	0	0	0	0	0	0	0
Roof Replacement-Bldg 3	0	0	75,000	0	0	0	75,000
Clarifiers	0	125,000	0	0	0	0	125,000
Clarifier Feed Gates	0	32,000	0	0	0	0	32,000
Pumps	0	0	75,000	0	0	0	75,000
<b>Sewer Fund Total</b>	<b>25,360,139</b>	<b>25,669,639</b>	<b>25,227,139</b>	<b>13,549,000</b>	<b>1,380,000</b>	<b>1,042,500</b>	<b>93,678,417</b>

Capital Improvement Program FY 2018 to FY 2024 Fiber Fund							
	2019	2020	2021	2022	2023	2024	Total
Westminster Fiber Network	7,300,000						7,300,000
Debt Service	548,196	940,000	940,000	940,000	940,000	940,000	5,248,196
<b>Fiber Fund Total</b>	<b>7,848,196</b>	<b>940,000</b>	<b>940,000</b>	<b>940,000</b>	<b>940,000</b>	<b>940,000</b>	<b>12,548,196</b>

Capital Improvement Program FY 2018 to FY 2024 All Funds							
	2019	2020	2021	2022	2023	2024	Total
General Fund Total	6,936,822	6,096,904	4,491,094	3,828,913	3,877,776	4,155,351	29,386,860
Water Fund Total	977,000	4,368,000	3,322,500	1,744,000	770,000	12,500	11,194,000
Sewer Fund Total	25,360,139	25,669,639	25,227,139	13,549,000	1,380,000	1,042,500	92,228,417
Fiber Fund Total	7,848,196	940,000	940,000	940,000	940,000	940,000	12,548,196
<b>Total All Funds</b>	<b>41,122,157</b>	<b>37,074,543</b>	<b>33,980,733</b>	<b>20,061,913</b>	<b>6,967,776</b>	<b>6,150,351</b>	<b>145,357,473</b>

## INDIVIDUAL CAPITAL IMPROVEMENT PROJECT DESCRIPTIONS

### ***FY 2019 FUNDED PROJECTS***

#### ***GENERAL FUND***

**Project Name: Replacement Police Vehicles-Public Safety - \$193,800**

**Project Number: POL08-1**

The Police Department expects to replace five vehicles and expand the fleet by one vehicle. The five replacement vehicles include four marked patrol vehicles and one unmarked detective vehicle. The department plans to purchase four utility vehicles and one sedan. 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, and computer parts. Recurring savings includes repairs avoided by the purchase of new vehicles. Useful lives are 10 years.

**Project Name: Floors, Police Headquarters - \$11,300**

**Project Number: POL18-3**

This project provides for the replacement of the carpeting in the second floor hallway, the training room, and three offices on the first floor of the Police Department Headquarters. The existing carpet and vinyl floor tiles are worn and in need of replacement to maintain the professional appearance of the building. The replacement material will be heavy duty wood-plank style vinyl tile, which has a longer service life than carpeting. Useful life is 10 years.

**Project Name: Furnace, Police Headquarters - \$11,000**

**Project Number: POL19-1**

The Police Department Headquarters has an issue with high humidity on the first floor, resulting in discomfort and mold. An HVAC contractor has designed a dehumidifier system that will cost approximately \$5,500 per unit installed; a total of two units will be installed, one on each floor. Recurring annual costs include maintenance. Useful life ranges from 5 – 10 years.

**Project Name: Records Room Renovation – Public Safety - \$60,000**

**Project Number: PS19-06**

In order to maximize current records storage space at the Police Headquarters, a high-density shelving system is needed. The room is currently filled to capacity; records and other supplies are disorganized and in piles along walkways, making retention tracking and purging difficult. It is likely that records are being retained beyond the purge date because they are difficult to locate and mark. Purchase and installation of a high-density shelving system is the first step towards creating a more professional, organized, and efficient police records system/space and will maximize existing space.

**Project Name: Camera, Police Headquarters - \$70,000**

**Project Number: POL19-2**

The Police Department is requesting the use of federal forfeiture funds to purchase a video camera/recording system to be installed in certain public spaces in the City. Three locations have been tentatively selected based upon Police Department calls for service. Recurring annual costs include maintenance and service and are estimated at \$15,000. Useful life is 10 years.

**Project Name: City Park Improvements - \$55,000**

**Project Number: FA18-3**

This project includes upgrades to the existing electric service at City Park, as well as the installation of service to pavilions and overhead lighting. The main electrical transformer is old, and parts are difficult to find. This project also includes upgrades to the restrooms. Useful lives are 20 years.

**Project Name: Community Building Master Plan - \$25,000**

**Project Number: FA19-1**

During the FY 2019 budget development process, projects relating to the pool structure, the adjacent playground, and the City's community building were identified in meetings with several department directors. This project will fund the development of a Facilities Master Plan to guide future City investment decisions in the pool complex. Useful life is 15 years.

**Project Name: 45 W. Main Street Renovations - \$2,750,000**

**Project Number: FA19-2**

In FY 2018, the City purchased the building located at 45 W. Main Street to house its administrative offices. This project entails the renovation of the building, including architectural and engineering consulting services, permitting fees, the construction of ADA compliant restrooms, installation of an ADA compliant elevator, and installation of a building sprinkler system. Recurring expenses will include insurance and maintenance. Useful life is 50 years.

**Project Name: Debt Service - \$1,381,377**

**Project Number: ST19-4**

The City has three debt service instruments: the 2005 Series for the Green Street Bridge Improvement, the 2012 Series for the parking garages, and the 2018 Series for paving. In addition to making the annual payments on the three instruments, the City will pay an additional \$750,000 on the 2005 Series, as it has the highest interest rate.

**Project Name: Street Overlay - \$1,568,300**

**Project Number: ST19-3**

This project includes design and construction of overlay for various streets and alleys in Westminster; upgrades to handicap ramps will be made where required. A Pavement Conditions Index has been completed to prioritize work, which is performed by outside contractors. Useful lives are 15 years.

**Project Name: Sidewalk Retrofit - Street Dept. - \$100,000**

**Project Number: ST08-20**

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

**Project Name: Reconstruct Storm Water Management Ponds - Street Dept. - \$189,045**

**Project Number: ST11-01**

This project includes repair and replacement of leaking pipes at stormwater management pond overflow facilities and dredging at various locations throughout the City. This project also addresses State-mandated stormwater management regulations. The City has partnered with the Carroll County Commissioners and other municipalities to address the State mandates. This project is funded with priority one tax revenues. Useful life is 25 years.

**Project Name: Retaining Walls – Street Dept. - \$225,000**

**Project Number: ST18-1**

This project will replace the retaining wall on Conaway Street, which is deteriorating. Engineering was conducted in FY 2018; the pouring of a reinforcement wall over the existing wall is recommended. Useful life is 50 years.

**Project Name: Vehicle and Equipment Replacement – Street Dept. - \$270,000**

**Project Number: ST08-1**

This project provides for the scheduled replacement of vehicles and equipment, which is funded through priority one real property taxes. Annual recurring costs of \$35,000 for maintenance, insurance, and gasoline are expected to impact the operating budget. Annual savings of \$35,000 are expected to be realized in vehicle repair costs. In FY 2019, the following items will be purchased: replacement of Bucket Truck 35 (\$75,000), Truck 36 (\$50,000), Truck 10 (\$35,000), Truck 20 (\$40,000), and a trash compactor (\$70,000). Useful lives are 10 – 20 years.

**Project Name: Vehicle– Technology Dept. - \$27,000**

**Project Number: TE19-1**

This project will fund a new vehicle for use of the Technology Department staff. This vehicle is needed to haul equipment and to travel to and from various City locations. Currently, staff use their personal vehicles. The purchase of this vehicle will reduce the City’s liability. Recurring costs will be maintenance, insurance, and gasoline. Useful life is 10 years.

***WATER FUND***

**Project Name: Gesell Well Stream Rehabilitation - \$400,000**

**Project Number: WA18-06**

This project will rehabilitate the stream impacted by the Gesell Well. This project is necessary in order for the City to draw higher quantities from the Well. Bid and construction began in FY 2018. This funding will allow completion of the project.

**Project Name: New Water Supply Source Development - \$200,000**

**Project Number: W02-03**

This project is for new water supply source development. The City must continually search for new water supply sources in order to increase capacity.

**Project Name: Storage Tank Mixing Project - \$100,000**

**Project Number: WA18-04**

This project is to provide potable water storage tank mixing for the purpose of chlorine disinfection by-product reduction. Mixing systems will be needed at the High Zone, Hook Road, College, and Sawgrass tanks.

**Project Name: Vehicle and Equipment Replacement - \$163,000**

**Project Number: W92-21**

This project provides for the routine replacement of trucks funded from the Water Fund for use by Water Plant and Utility Maintenance personnel. In FY 2019, the following vehicles and equipment will be purchased: replacement of Truck 33 (\$40,000), Truck 21 (\$75,000), Truck 25 (\$25,000), and an excavator (\$23,000). Recurring annual costs include insurance, gasoline, and maintenance.

**Project Name: Route 27 Water Main - \$24,000**

**Project Number: WA03-04**

This project is for the design of a 16-inch ductile iron water main to replace existing asbestos concrete pipe along Route 27 from Hahn Road to Tuck Road. This section of water main on Route 27, which is a critical feed line, has broken several times in recent years. When this section of main develops a leak, the entire system is impacted by a significant loss of water and pressure. This project includes engineering only. Construction is scheduled for FY 2020.

**Project Name: Storage Building - \$40,000**

**Project Number: WA15-02**

This project includes design and construction of a storage building at the Water Treatment Plant which will be used for storage of mowers, spare parts, and Truck 48. Mowers and spare parts are currently stored in the emergency generator room, making it difficult to access the generator. Truck 48 is a crane truck currently subjected to weather conditions. It will have a longer useful life if it can be stored inside. Recurring costs include insurance and maintenance. Useful life is 50 years.

**Project Name: ARC Flash Protection - \$50,000**

**Project Number: WA19-01**

Identification of Arc Flash hazards and the placing of appropriate warning labels and restrictions are necessary to comply with OSHA regulations.

***SEWER FUND***

**Project Name: WWTP Upgrade/ENR - \$11,711,814**

**Project Number: SE08-3**

This project provides for the Enhanced Nutrient Removal at the Wastewater Treatment Plant. Currently, the Maryland Department of the Environment requires the Plant to meet a total nitrogen (TN) limit of 8 mg/l on a yearly average and a total phosphorous (TP) limit of 2mg/l on a monthly average. Newly proposed TN and TP limits are 3.0 mg/l and .03 mg/l. An Enhanced Nutrient Removal upgrade will be needed to meet the new regulation. This project is funded through Bay Restoration grants and Maryland Water Quality Revolving loans. This is a three-year construction project, with this year's budget representing one-third of the project cost.

**Project Name: WWTP Upgrade-Septage Facility - \$1,766,685**

**Project Number: SE15-01**

This project provides for upgrades to the part of the facility used by Carroll County, which is funding the upgrades. This project will include the construction of a building addition and installation of a new means to screen and remove grit material from the septage as it is received into the facility. The project will also include the installation of a septage dewatering screw press for solids removal. This is a 42-month construction project, with this year's budget representing one-third of the project cost.

**Project Name: WWTP Upgrades-Solids Processing and Equipment- \$10,440,140**

**Project Number: SE08-3A**

This construction project will include three major components of the Wastewater Treatment Plant: Solids Processing, Aeration Tank Diffusers, and Utility Water Station.

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

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

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

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

**Project Name: Sewer System Rehabilitation - \$1,275,000**

**Project Number: SE08-1**

This project includes design and construction of sewer system rehabilitation projects throughout the entire collection system. The goal of the project is to reduce inflow and infiltration into the sanitary sewer system from ground water and other sources due to leaks in old pipes. An inflow and infiltration televising study was performed in FY 2013 and identified specific areas where rehabilitation is needed. The rehabilitation work will reduce 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 and extend the life and capacity of the Wastewater Treatment Plant.

**Project Name: Vehicle and Equipment Replacement Program - \$136,500**

**Project Number: SE08-6**

This project provides for the scheduled replacement of vehicles used by Wastewater Treatment Plant and Utility Maintenance staff and funded by the Sewer Fund. In FY 2019, the following vehicles and equipment will be purchased: replacement of Truck 21 (\$75,000), Truck 25 (\$25,000), an excavator (\$23,000) and an autoclave (\$13,500). Recurring annual costs include \$10,000 for insurance, gasoline, and maintenance.

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

**Project Number: SE15-1**

This project is a recurring project to upgrade various pump stations as the facilities age.

***FIBER FUND***

**Project Name: Fiber Project - \$7,300,000**

**Project Number: INF13-2**

This project provides for dark fiber for lease to provide high-speed internet services to residential and commercial sites located in the City. The project is funded with the sale of bonds.

## DEBT RELATED TO CAPITAL PROJECTS

Debt Instrument	Project Name	Balance June 30, 2018	FY 2019		FY2020	
			Principal	Interest	Prinicpal	Interest
<b>General</b>						
2005 Infrastructure Bond A	Green Street Paving	2,151,800	190,500	94,890	199,300	86,889
2012 Infrastructure Bond B	Parking Garages	796,400	156,000	11,434	158,500	8,766
2017 Infrastructure Bond	Road Paving	4,168,324	167,500	138,373	202,500	134,580
		<b>7,116,524</b>	<b>514,000</b>	<b>244,697</b>	<b>560,300</b>	<b>230,235</b>
<b>Water</b>						
Drinking Water Bond 2000	Westminster Carfaro Well 7	234,395	74,206	13,052	76,134	8,203
Drinking Water Bond 2007	Cranberry WTP Upgrade	5,451,965	580,516	81,568	586,321	75,820
Drinking Water Bond 2008	Medford Quarry Emergency Connection	2,596,161	230,375	75,619	235,903	70,090
		<b>8,282,521</b>	<b>885,097</b>	<b>170,239</b>	<b>898,358</b>	<b>154,113</b>
<b>Fiber</b>						
Fiber Infrastructure Bond A	Westminster Fiber Network	9,441,186	163,672	384,524	700,000	596,400

# Appendix F – Budget Ordinance

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Sponsored By: Joe Dominick, Mayor  
Robert Wack, Council President

## ORDINANCE NO. 893 AMENDED

### OF THE MAYOR AND COMMON COUNCIL OF WESTMINSTER, MARYLAND APPROVING AND ADOPTING A BUDGET FOR THE FISCAL YEAR BEGINNING JULY 1, 2018 AND ENDING JUNE 30, 2019

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, 2018 and ending June 30, 2019 (“Fiscal Year 2019”) and to set the property tax rates for Fiscal Year 2019; and,

WHEREAS, the Mayor, as required by the City Charter, on or before the 15th of June, 2018, prepared and presented to the Common Council a proposed budget outlining the anticipated expenditures and transfers for Fiscal Year 2019. The budget includes the estimated revenues and other financing sources required and establishes the proposed tax rate for all real property taxes, personal property taxes, and public utility taxes; and,

WHEREAS, the Common Council held public hearings on April 9, 2018 and April 23, 2018 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 that:

Section 1: From and out of the monies and balances known to be in the General Fund, Capital Projects Fund, Water Fund, Sewer Fund, Fiber Fund, and Public Housing Fund of the City of Westminster, Maryland, and from all monies anticipated to come into all funds during the twelve (12) month period ending June 30, 2019, there shall be, and hereby are, appropriated the following sums for

*Note: Deletions are formatted with ~~Strikethrough~~. Additions are formatted in Red.*

use by the departments and offices of the City, and for the objects and purposes for which the City must provide during Fiscal Year 2019.

GENERAL FUND REVENUES

Taxes	\$10,842,259
Licenses and Permits	581,600
Intergovernmental	1,563,711
Charges for Services	655,370
Fines & Forfeitures	122,000
Miscellaneous Income	99,000
Interest Income	40,000
Transfers	(3,075,107)
Other Financing Revenue/Reserves	2,820,000

GENERAL FUND APPROPRIATIONS BY ACTIVITY

Executive & Legislative	\$745,287
Finance	174,074
Human Resources	128,102
Planning, Zoning & Development	364,405
Housing Services	98,245
Public Safety Department	6,967,404
Facilities	338,550
Community Support	37,422
Public Works	3,177,764
Technology	270,302
Public Housing	2,141,706
Recreation & Parks	1,347,277
Total General Fund Revenues	\$15,790,539
Total General Fund Appropriations	15,790,539

CAPITAL PROJECTS FUND REVENUES

Taxes	\$ 2,099,252
Licenses and Permits	210,946
Intergovernmental	609,307
Transfers	3,323,781
Other Financing Sources-Reserves	750,000

CAPITAL PROJECTS FUND APPROPRIATIONS BY ACTIVITY

Public Safety Department	\$ 346,100
Facilities	2,775,000
Public Works	3,844,917
Technology	27,000
Total Capital Fund Revenues	<u>\$ 6,993,017</u>
Total Capital Fund Appropriations	<u>\$ 6,993,017</u>

WATER FUND REVENUES

Charges for Services	\$5,604,750
Rental Revenue	244,910
Interest Revenue	40,000
Benefit Assessment Fees/Capital Contributions	458,270

WATER FUND APPROPRIATIONS BY ACTIVITY

Executive & Legislative	\$357,497
Finance	279,247
Human Resources	156,022
Planning, Zoning & Development	117,400
Facilities	64,700
Community Support	12,422
Public Works	210,085
Technology	315,018
Utilities	809,103
Water	3,730,481
Total Water Fund Revenues	<u>\$ 6,347,930</u>
Total Water Fund Appropriations	\$6,051,976
Difference	\$ 295,954

SEWER FUND REVENUES

Charges for Services	\$ 6,546,500
Other Revenue	13,800
Interest Revenue	45,000
Benefit Assessment Fee/Capital Contributions	24,396,760

SEWER FUND APPROPRIATIONS BY ACTIVITY

Executive & Legislative	\$355,991
Finance	279,247
Human Resources	155,360
Planning, Zoning & Development	117,400
Facilities	64,700
Community Support	12,422
Public Works	210,139
Technology	315,018
Utilities	875,621
Wastewater	27,709,945
Total Sewer Fund Revenues	\$31,002,060
Total Sewer Fund Appropriations	\$30,095,842
Difference	\$906,218

FIBER INFRASTRUCTURE FUND REVENUES

Charges for Services	\$ 513,135
Other Revenue	8,820
Other Financing Sources	7,300,000
Transfers	356,978

FIBER INFRASTRUCTURE FUND EXPENDITURES

Public Works	\$63,558
Technology	36,047
Fiber	8,079,328
Total Fiber Infrastructure Fund Revenues	\$8,178,933
Total Fiber Infrastructure Fund Expenditures	\$8,178,933

Section 2: The Tax Levy for all real property within the corporate limits of the City of Westminster, Maryland for the tax year beginning July 1, 2018 and ending June 30, 2019 shall be Fifty-Six Cents (\$0.56) on every One Hundred Dollars (\$100.00) of assessed value. The Tax Levy for all personal property within the corporate limits of the City of Westminster, Maryland shall be One Dollar and Ten Cents (\$1.10) on every One Hundred Dollars (\$100.00) of assessed value. The Tax Levy on all public utility operating property within the corporate limits of the City of Westminster,

Levy on all public utility operating property within the corporate limits of the City of Westminster, Maryland shall be One Dollar and Forty Cents (\$1.40) for every One Hundred Dollars (\$100.00) of assessed value. The aforementioned Tax Levy rates are inclusive of the special tax levied for the purposes of paying for the light and water used by The Mayor and Common Council of Westminster, as authorized and directed by Section 31 of the Charter of the City of Westminster.

Section 3. The taxes levied for the aforesaid respective purposes for the tax year beginning July 1, 2018 and ending June 30, 2019 shall be due and payable July 1, 2018 and shall be subject to interest beginning October 1, 2018 at the rate of 2/3 of 1 per centum for each month or fraction thereof until paid, and additionally, a 1/2 of 1 per centum penalty assessment for each month or fraction thereof until paid, provided that taxes paid by owner-occupants of residential property shall be due and payable as provided in § 10-204.3 of the Tax-Property Article of the Annotated Code of Maryland and § 143-3 of the City Code which authorize semiannual and annual payments of taxes. Additionally, taxes paid by owner-occupants of residential property on a semiannual basis as provided in § 10-204.3 of the Tax Property Article of the Annotated Code of Maryland and § 143-3 of the City Code shall 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. The water and sewerage rate structure effective for all water consumption and sewerage service used between July 1, 2018 and June 30, 2019 shall be as set forth below, and Section A175-1 of the City Code shall be and hereby is amended as follows:

Deletions are formatted with ~~Strikethrough~~. Additions are formatted in **Red**.

City of Westminster  
 Water and Sewer Rates 2019-2023  
 Inside City Rates

**Fixed Quarterly Charge**

Meter Size	AWWA Meter Eqv.	Inside City Water					Inside City Sewer					Inside City Reclaimed				
		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Tier 1 - 5/8	1.0	\$23.09	\$23.77	\$24.60	\$25.46	\$26.35	\$26.16	\$28.20	\$29.61	\$31.09	\$32.64					
Tier 1 - 3/4	1.0	\$23.09	\$23.77	\$24.60	\$25.46	\$26.35	\$26.16	\$28.20	\$29.61	\$31.09	\$32.64					
Tier 2 - 1	2.5	\$57.72	\$59.42	\$61.50	\$63.65	\$65.88	\$65.39	\$70.49	\$74.02	\$77.72	\$81.60	\$53.08	\$54.64	\$56.55	\$58.53	\$60.58
Tier 2 - 1 1/2	5.0	\$115.44	\$118.84	\$123.00	\$127.30	\$131.76	\$130.79	\$140.98	\$148.03	\$155.43	\$163.20	\$106.16	\$109.28	\$113.11	\$117.07	\$121.16
Tier 2 - 2	8.0	\$184.70	\$190.13	\$196.79	\$203.68	\$210.81	\$209.26	\$225.56	\$236.84	\$248.69	\$261.12	\$169.85	\$174.85	\$180.97	\$187.30	\$193.86
Tier 2 - 3	16.0	\$369.39	\$380.26	\$393.57	\$407.34	\$421.60	\$418.50	\$451.12	\$473.67	\$497.36	\$522.23	\$339.70	\$349.70	\$361.93	\$374.60	\$387.71
Tier 2 - 4	25.0	\$577.18	\$594.16	\$614.96	\$636.48	\$658.76	\$653.92	\$704.88	\$740.13	\$777.13	\$815.99	\$530.79	\$546.41	\$565.53	\$585.33	\$605.81
Tier 2 - 6	50.0	\$1,154.35	\$1,188.31	\$1,229.91	\$1,272.95	\$1,317.51	\$1,307.83	\$1,409.75	\$1,480.24	\$1,554.25	\$1,631.96	\$1,061.58	\$1,092.81	\$1,131.06	\$1,170.65	\$1,211.62
Tier 2 - 8	80.0	\$1,846.96	\$1,901.30	\$1,967.85	\$2,036.72	\$2,108.01	\$2,092.53	\$2,255.60	\$2,368.38	\$2,486.80	\$2,611.14	\$1,698.53	\$1,748.51	\$1,809.70	\$1,873.04	\$1,938.60

**Water Usage Charge**

Tier 1 Rates (Less than 1") (Unit Rate per 1,000 gallons)	Inside City Water				
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
0 - 18,000	\$4.16	\$4.30	\$4.45	\$4.61	\$4.77
over - 18,000	\$10.39	\$10.76	\$11.13	\$11.52	\$11.93

Tier 2 Rates (1" and Larger) (Unit Rate per 1,000 gallons)	Inside City Sewer				
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
All Usage	\$5.61	\$5.81	\$6.01	\$6.22	\$6.44

Sewer Usage Charge (Unit Rate per 1,000 gallons)	Inside City Sewer				
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
All Usage	6.34	\$6.66	\$6.99	\$7.34	\$7.71

Reclaimed Water Charge (Unit Rate per 1,000 gallons)	Inside City Reclaimed				
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
All Usage	\$2.81	\$2.90	\$3.01	\$3.11	\$3.22

Deletions are formatted with ~~Strike through~~. Additions are formatted in **Red**.

City of Westminster  
 Water and Sewer Rates 2019-2023  
 Outside City Rates

**Fixed Quarterly Charge**

Meter Size	AWWA Meter Eqp.	Outside City Water					Outside City Sewer					Outside City Reclaimed				
		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Tier 1 - 5/8	1.0	\$28.16	\$29.15	\$30.17	\$31.22	\$32.31	\$36.75	\$38.83	\$40.77	\$42.81	\$44.95					
Tier 1 - 3/4	1.0	\$28.16	\$29.15	\$30.17	\$31.22	\$32.31	\$36.75	\$38.83	\$40.77	\$42.81	\$44.95					
Tier 2 - 1	2.5	\$70.39	\$72.86	\$75.41	\$78.05	\$80.78	\$91.47	\$97.07	\$101.93	\$107.03	\$112.38	\$84.98	\$87.96	\$91.03	\$94.22	\$97.52
Tier 2 - 1 1/2	5.0	\$140.79	\$145.71	\$150.81	\$156.09	\$161.56	\$183.73	\$194.15	\$203.86	\$214.05	\$224.75	\$169.96	\$175.91	\$182.07	\$188.44	\$195.03
Tier 2 - 2	8.0	\$225.25	\$233.14	\$241.30	\$249.74	\$258.48	\$293.97	\$310.63	\$326.16	\$342.47	\$359.60	\$271.93	\$281.45	\$291.30	\$301.49	\$312.04
Tier 2 - 3	16.0	\$450.49	\$466.26	\$482.58	\$499.47	\$516.95	\$587.92	\$621.25	\$652.31	\$684.93	\$719.17	\$543.86	\$562.89	\$582.59	\$602.98	\$624.09
Tier 2 - 4	25.0	\$703.91	\$728.54	\$754.04	\$780.44	\$807.75	\$918.64	\$970.72	\$1,019.25	\$1,070.21	\$1,123.72	\$849.79	\$879.53	\$910.32	\$942.18	\$975.16
Tier 2 - 6	50.0	\$1,407.80	\$1,457.08	\$1,508.07	\$1,560.86	\$1,615.49	\$1,837.26	\$1,941.41	\$2,038.48	\$2,140.41	\$2,247.43	\$1,699.58	\$1,759.07	\$1,820.64	\$1,884.36	\$1,950.31
Tier 2 - 8	80.0	\$2,252.49	\$2,331.32	\$2,412.92	\$2,497.37	\$2,584.78	\$2,939.62	\$3,106.26	\$3,261.57	\$3,424.65	\$3,595.89	\$2,719.34	\$2,814.51	\$2,913.02	\$3,014.98	\$3,120.50

**Water Usage Charge**

Tier 1 Rates (Less than 1") (Unit Rate per 1,000 gallons)	Outside City Water				
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
0 - 18,000	\$6.01	\$6.22	\$6.44	\$6.67	\$6.90
over - 18,000	\$15.04	\$15.56	\$16.11	\$16.67	\$17.25

Tier 2 Rates (1" and Larger) (Unit Rate per 1,000 gallons)	Outside City Water				
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
All Usage	\$8.12	\$8.40	\$8.70	\$9.00	\$9.32

Sewer Usage Charge (Unit Rate per 1,000 gallons)	Outside City Sewer				
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
All Usage	\$9.48	\$10.30	\$10.81	\$11.36	\$11.92

Reclaimed Water Charge (Unit Rate per 1,000 gallons)	Outside City Reclaimed				
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
All Usage	\$4.06	\$4.20	\$4.35	\$4.50	\$4.66

Deletions are formatted with ~~Strikethrough~~. Additions are formatted in **Red**.

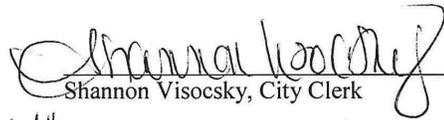
Section 5: That should any section of this Ordinance be determined to be invalid, such invalidity shall not affect any other sections.

Section 6: 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: The City Administrator is hereby directed to transfer to the Capital Projects Fund any proceeds received from property tax revenues attributable to the levy of taxes at a rate by which the current property tax rate exceeds the property tax rate established in the FY 2011 budget, provided that any expenditure of the funds so appropriated shall be subject to the approval of the 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 9<sup>th</sup> day of April, 2018

  
Shannon Visocsky, City Clerk

ADOPTED this 14<sup>th</sup> day of May, 2018

  
Shannon Visocsky, City Clerk

APPROVED this 14<sup>th</sup> day of May, 2018

  
Joe Dominick, Mayor

APPROVED AS TO FORM AND SUFFICIENCY this 18<sup>th</sup> day of May, 2018

  
Elissa D. Levan, City Attorney

Deletions are formatted with ~~Strikethrough~~. Additions are formatted in **Red**.

# Appendix G – Statistical Data

## Community Profile

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

## Demographic Profile

### Area

2018 6.61 sq mi

### Population:

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

### Median Age

2010 33.3 Years

### Age Composition:

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

### Households and Housing Units

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

### Household Income

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

## Economic Profile

### 2010 Employee Statistics

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

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

## Utility Statistics

### Water

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

### Sewer

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

## Parks and Recreation Statistics

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

## Police Protection Statistics (2015)

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

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

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

### Principal Taxpayers

**2018**

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

# Appendix H – Glossary of Terms

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**Accounting System** – The total structure of records and procedures which identify, record, classify, summarize, and report information on the financial positions and results of operations of a government.

**Accrual Basis of Accounting** – The method of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.

**ADA** – See Americans with Disabilities Act.

**Americans with Disabilities Act (ADA)** – This federal act gives civil rights protections to individuals with disabilities, similar to those provided to individuals on the basis of race, sex, national origin, and religion.

**Annexation** – The incorporation of additional territory within the domain of the City.

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

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

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

**CDBG** – See Community Development Block Grant

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

**CIP** – See Capital Improvements Program.

**Client Server** – A computing platform where desktop PCs, known as clients, access large pools of information stored on high speed data servers. User interaction takes place at the PC, typically through graphical interfaces such as Windows. Information storage is managed by the server. This approach combines the 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 that indicates overall management responsibility for an operation or a group of related operations within a functional area.

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

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

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

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

**Empowerment** – A managerial style that 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 b 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, 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 that 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/County Management Association.

**Infrastructure** – The physical assets of a local government (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 that 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 method under which revenues are recognized in the period they become available and measurable and expenditures are recognized in the period the associated liability is incurred.

**Net Bonded Debt** – Gross bonded debt less any cash or other assets available and earmarked for its retirement.

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

**Object Expense Code** – As used in expenditure classification, this term applies to the article purchased to the service obtained.

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

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

**Operating Budget** – See Budget.

**Operating Expenditures** – Costs other than expenditures for personnel directly employed by the City (salaries, wages and fringe benefits) and capital outlays. Examples of operating expenditures include office supplies, telephone 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 that must be enacted by ordinance and those that may be enacted by resolution.

**Other Charges** – In a summary analysis of expense types, this refers to all expenses not included within specifically defined 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 that 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 that include salary costs for full-time part-time, hourly, and contract employees, overtime expenses, and all associated fringe benefits.

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

**Priority One Capital Tax** – A portion of the Real Property Tax identified for specific General Fund Capital Projects categorized as Priority One.

**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 Common Council.

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

**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.

**Regular 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.

**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-insurance 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 as lower density of development and wider stream buffers.

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

**Tax 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 Common 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 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, etc.).