

2009 COMPREHENSIVE PLAN

# Community Facilities & Public Services

2009

CITY OF WESTMINSTER

## What is the Community Facilities & Public Services Element?

The Community Facilities & Public Services Element details the types and general location of all public infrastructure and services needed to implement the Westminster Comprehensive Plan. As such, the element analyzes and summarizes facility needs in a manner that is consistent with the needs identified in other elements of the plan. The Community Facilities Element should also identify any obstacles to providing these services and facilities. This Element provides a guide to capital programming decisions.

The Community Facilities and Public Services Element includes the following facilities and services:

- Public Safety
- Emergency Services
- Schools & Colleges
- Child Care
- Libraries
- Senior Citizens
- Technology & Communications
- Government Facilities
- Recreation & Parks
- Cultural Facilities
- Solid Waste Disposal

### Relationship to the Municipal Growth Element:

The Community Facilities & Public Services Element presents the complete picture for the entire jurisdiction, while the Municipal Growth Element looks only at those facilities affected or necessitated by future growth.

The Municipal Growth Element describes the public services and infrastructure needed to accommodate growth within the proposed Municipal Growth Area.

## Community Vision of Community Facilities & Public Services

### *Public Safety*

According to the 2008 Community Vision Report, 73.26% of residents feel safe living in the City of Westminster: Focusing on neighborhoods alone, over 90% of residents feel safe walking in their community. Residents appreciate the visibility of the police in their neighborhoods and like to see police officers on foot or bike patrol.

While police presence is important, residents also feel it is their own responsibility to help improve the safety and quality of their neighborhoods. Residents enjoy a working relationship with the police through community outreach and crime prevention efforts. Neighborhoods can provide the police an insider's view about what is going on in a community.

### *Parks & Recreation*

There is a consensus among the community that there is a need for more programs for residents of all ages: from children to teenagers, and young adults to seniors. Specifically, there is a need for more family recreation or entertainment options on the weekends. As another source of entertainment, residents enjoy the festivals and events currently offered by the City of Westminster and they would like to see more in the future.

The current trails in Westminster are popular among residents and visitors. The City could build on this popularity and create more walking or biking trails. There is also a desire among residents to have more places where they can walk their dogs, such as dog parks.



## Introduction

In addition to the transportation system and the water and sewer service discussed in previous chapters, a wide range of public and private community facilities and services are available in the City of Westminster. These facilities include schools, child care, a public library, facilities for senior citizens, public safety and emergency services, communications facilities, government facilities, parks, and cultural facilities. Community facilities are provided by the City, Carroll County, the State of Maryland, the federal government, and private organizations (Map 13.1).

## Part 1: Schools & Colleges

### Section 1: Carroll County Public School System

The public school system is managed by the Carroll County Board of Education, and funded by the County and the State of Maryland. As a result, Westminster residents are served by schools located both within the corporate limits and outside of the City.

#### *Performance*

The Carroll County Public School System is ranked as the 9th largest school system in the State of Maryland. The system is governed by the Board of Education of Carroll County, which is made up of five elected members and a student representative. The Carroll County Public School System is ranked as one of the top-performing school systems in the State of Maryland, according to the Maryland School Performance Program Report that is released annually by the Maryland State Department of Education. Instructional staff are continually recognized at the State and national levels for their performance with numerous awards.

The educational programs developed in the Carroll County Public School System (CCPS) are also recognized statewide and nationally for their high standards and innovative approaches. For example, the CCPS elementary science program has been adopted in hundreds of school systems across the United States and in many other countries around the world. The CCPS Career and Technology Center's Computer Technology Program has been recognized as the most outstanding Career and Technology Program in the State by the Maryland State Department of Education.

## Chapter 13

**Part 1: Schools & Colleges**

**Part 2: Child Care Services & Facilities**

**Part 3: Westminster Area Libraries**

**Part 4: Facilities for Senior Citizens**

**Part 5: Public Safety Services**

**Part 6: Fire & Emergency Services**

**Part 7: Technology & Communications Facilities**

**Part 8: Government Facilities**

**Part 9: Recreation & Parks Facilities**

**Part 10: Cultural Facilities**

**Part 11: Solid Waste Disposal Service**

**Goals and Objectives**

## *Community*

The Carroll County Public School System plays a foundational role in the success of the community. Through a network of resources and supports, students participate in learning guided by rigorous, stimulating curricula which are augmented through a variety of educational opportunities for extended learning and success. The community views students as its greatest resource, and welcomes them as productive, caring, respectful, and responsible citizens. The mission of Carroll County Public Schools is to ensure that every student can thrive as a responsible citizen in a changing world by providing engaging and challenging curriculum in partnership with quality staff, caring families, and supportive community members.

## *Master Plans*

Carroll County Public Schools (CCPS) follows the goal to align all school and system actions with the objectives and indicators of the CCPS 2008 Comprehensive Master Plan. The CCPS 2008 Comprehensive Master Plan provides a detailed analysis of student performance data and progress toward meeting federal, state, and local goals for student achievement. It also provides an analysis of the overall change in Carroll County Public Schools' budget. The Master Plan provides further financial and spending reports for various federal and State grants. One of the most important changes in the 2008 Comprehensive Master Plan is related to the implementation of full-day kindergarten. Carroll County's 2008-2009 Strategic Action Plan serves as the centerpiece of the overall Master Plan. The Strategic Action Plan details the specific actions Carroll County Public Schools will take during the year to support improved student achievement, and to meet State and local goals for the coming school year.

In addition, CCPS uses the 2009-2018 Educational Facilities Master Plan as a tool to analyze and identify school systems' projected facility needs. These needs include: the need to provide capacity for projected student enrollments, the need to maintain and repair existing school buildings, and the need to provide a learning environment which meets the current instructional program of the school system. The Board of Education develops the Educational Facilities Master Plan, and it is reviewed and revised annually based on enrollment projections, budget realities, and other factors. The construction schedule of new schools is not within the control of the Board of Education, but relies on funding from the Board of Carroll County Commissioners and the State.

## *Elementary Schools*

Districts for the Westminster area elementary schools for kindergarten through grade five include Charles Carroll, Friendship Valley, Robert Moton, Westminster, Cranberry Station and William Winchester. Pre-kindergarten programs are available at Charles Carroll, Robert Moton and William Winchester Elementary Schools. The elementary schools range in capacity from 320 to 570 students, for a total elementary capacity of 3,055 students.

Most of the Westminster area elementary schools are currently under capacity. However, beginning with the 2007-2008 school year, all public schools were required to provide full-day programs for all kindergarten students. In order to meet this new requirement several Westminster area elementary schools are building additions to accommodate full-day kindergarten. The William Winchester Elementary Kindergarten Addition will be completed in August 2010, and the Robert Morton Elementary Kindergarten Addition will be completed in August 2011. The City will be tracking the kindergarten expansions closely to ensure the projects receive a priority for water allocation. Westminster Elementary will be approaching inadequate beginning in 2009, and inadequate in 2018. William Winchester Elementary will be inadequate beginning in 2009, and remain inadequate even with the additional capacity created by the Kindergarten Addition scheduled to open in 2010.

## *Middle Schools*

East Middle and West Middle are the two middle schools serving the Westminster area, and both of these schools provide special education programs. Enrollment projections indicate that West Middle school is expected to remain below capacity over the next ten years. However, East Middle is projected to be over capacity beginning in 2012.

## *High Schools*

Winters Mill High School, with a capacity of 1,240 students, was at 96.2% of capacity (47 students under) in 2008. Winters Mill is projected to continue to be under capacity until 2016.

Westminster High School has a capacity of 1,879 students. It is projected that Westminster High School will be under the State Rated Capacity during the 2009/10 school year and beyond. Close coordination between the City of Westminster and Board of Education will be necessary to ensure that Westminster's growing population is adequately served by the public school system.

Carroll County high school students also have the option to attend the Career and Technology Center located adjacent to Westminster High School. Students learn the skills necessary to obtain employment after graduating from high school. Carroll County Public Schools (CCPS) is planning to open a new 192,000 square foot facility for the Career and Technology Center adjacent to Friendship Valley Elementary.

The opening of the new Career and Technology Center is dependent upon receiving County Funds for the project. CCPS received State Planning Approval to begin designing the project in FY 2010, but the County did not include any funding in the adopted FY 2010 - 2015 Carroll County Capital Improvement Plan (CIP). The Board of Education Approved FY 2011 - 2016 CIP Request uses the targeted date for opening the new Career and Technology Center as August 2013, but the actual schedule will be dependent upon receipt of funding.

**Table 13.1 City of Westminster Public Schools**

Name of School	State Rated Capacity	2008 Enrollment	Percent of State Capacity
Charles Carroll Elementary	320	311	97.2%
Friendship Valley Elementary	527	459	87.1%
Robert Moton Elementary	544	449	82.5%
Westminster Elementary	570	568	99.6%
Cranberry Station Elementary	570	468	82.1%
William Winchester Elementary	524	539	102.9%
East Middle	869	734	84.5%
West Middle	1189	1007	87.9%
Westminster High School	1879	1795	95.5%
Winters Mill High School	1240	1193	96.2%

Source: Carroll County Public Schools, 2009

## Section 2: Private Schools & Local Colleges

### *Local K-12 Private Schools*

In addition to the public schools described above, there are several private schools in the Westminster area. These include the Carroll Christian Schools, Community Baptist Church School, Crest Lane Seventh Day Adventist Church School, Montessori School of Westminster, and St. John’s Catholic Elementary.

### *Carroll Community College*

Carroll Community College is located south of Westminster on Maryland Route 32, and is fully accredited by the Middle States Association of Colleges and Schools. The College offers classes year-round to both students seeking Associates Degree and students continuing their education. The total credit and noncredit students in attendance at Carroll Community College, during the 2008 school year, totaled 13,658 students.

Carroll Community College (CCC) is an innovative center of learning. The college focuses on the intellectual and personal development needs of the Westminster area, and embraces an increasingly diverse and changing world. CCC provides a premier learning community for convenient, affordable, state-of-the-market postsecondary training, baccalaureate preparation, and lifelong education.

CCC also offers specialized training to individual businesses in Westminster and Carroll County. CCC offers a program that designs individualized training programs and guides local employees through that program. This critical function ensures that local businesses are afforded the opportunity to employ “Best Practices” when conducting its business.

As a result of the aging population in Westminster and Carroll County, there is a critical shortage of qualified nurses in Westminster, as well as Carroll County. In response to this shortage, Carroll Community College, through funding from the State of Maryland, opened the Nursing and Allied Health Facility in 2004 on its campus on Washington Road. The center provides much needed relief to the health care providers in the area that currently are not able to fill its nursing needs due to the shortage.

### *McDaniel College*

Located along West Main Street and Pennsylvania Avenue, McDaniel College is a private, four-year College of the liberal arts and sciences, and was founded in 1867 as Western Maryland College. In 2002, the Board of Trustees changed the name of the college from Western Maryland College to McDaniel College. McDaniel College consists of 40 buildings on the beautiful, 160-acre campus. Students come from all over the country and most of the world's continents to attend McDaniel College. The population of over 1,700 students, (from 34 states and 11 countries), 5,000 graduate students, and 115 full-time professors, has created a vibrant community and an amazing resource "next door" to Downtown Westminster. McDaniel College has created many partnerships within the neighborhoods that surround the campus, from volunteer work to community development efforts, which have reinforced that the College is a wonderful asset to the City of Westminster.

McDaniel College offers 18 graduate programs, with a focus on education and human service. The Center for Leadership in Global Enterprise was established at McDaniel College in 2008 to promote activities and assist organizations to improve leadership decision making in the global enterprise. The program is devoted to the preparation of top executives and government leaders to lead more effectively in a constantly changing global marketplace.

In 2008, McDaniel College opened the Center for Community Outreach and Service to connect student volunteers with community needs, and professors with service-learning opportunities. McDaniel students have always reached out to the local community, but the refocused effort is bound to see community outreach grow in the future. Three different programs help support the center's mission. The programs – AmeriCorps VISTA, the Bringing Theory to Practice (BTtoP) project, and the Campus Compact – share some common goals.

AmeriCorps VISTA promotes community outreach and service as a means of fighting poverty. The BTtoP project encourages experiential learning through service within the local community. The third program, the Campus Compact, is an agreement among 10 Maryland colleges, which aims at teaching students to be active citizens of their local and global communities. The students are the beneficiaries of this partnership among programs. Collaboration among McDaniel students, faculty, and the local community gives students "real world" experience and reinforces classroom learning. Service learning fosters community involvement that often stays with students long after they receive their diplomas.

## Part 2: Child Care Services & Facilities

### *Location*

Daily child care is provided by private individuals and organizations throughout Westminster. The Carroll County Government Employees Child Care Center is a day care facility available to County employees. In addition to daily child care, before and after-school child care programs are available. Three of the Westminster area elementary schools have before and after-school programs: Friendship Valley, Robert Moton, and Westminster Elementary Schools. These programs are organized by private day care providers, which lease space in the schools from the Board of Education. In addition, the City of Westminster Recreation Department sponsors an after-school program for middle school students. Facilities are located on Longwell Avenue and include a gymnasium, game rooms, and a study area.

### *Carroll County Child Care Association*

The Carroll County Child Care Association provides approved seminars, workshops and training on child development, activities, record keeping, health issues, child care issues, and related topics to all its members. These classes are accepted for credit toward receiving and/or maintaining a child care license, and are offered free or at a reduced cost. The Association works closely with the Maryland State Family Child Care Association, Maryland Child Care Administration, Human Services Programs of Carroll County, and Carroll County Department of Citizen Services to keep current with changes or proposed changes in laws and policies, and to inform providers of same information. The Association also offers a referral service to the public which regionally matches parents looking for child care to providers with vacancies.

### *Local Economy*

While child care represents a vital service for Westminster area families and the development of their children; child care is also an important building block of the local economy. Westminster's child-care industry supports businesses and workers, and contributes to economic activity. A high-quality child-care system, just like roads and bridges, is part of the infrastructure for economic development. In 2004, the City amended the Westminster Zoning Ordinance to allow for daycare facilities in private individuals' homes for up to six children, as well as the ability for the Board of Zoning Appeals to grant a special exception to allow for up to eight children.

## Part 3: Westminster Area Libraries

### *Westminster Branch Library*

The Westminster Branch of the Carroll County Public Library system is located on 50 East Main Street. The library houses a large collection of popular reading and reference materials for children, young adults, and adults. In addition, the library offers extensive programs for children of all ages.

Bookmobile van service is also available on an outreach basis for the residents of Westminster and Carroll County.

## **History of Westminster Branch Library**

2008 marked the 50th anniversary of the Carroll County library system. The Westminster Public Library was still a one-room library in the 1940s, but in 1958, a County library system was established. After ten years of lobbying for a modern library facility, Carroll County's first modern library, the Westminster Branch Library, opened in March 1980. Today, Carroll County Public Library is one of the busiest library systems in Maryland, holding the highest circulation per capita since 1994. Carroll County Public Library ranks 11th out of 8,946 libraries nationally. The mission of the Carroll County Public Library has been to promote and foster a love of reading and to meet the lifelong learning needs of Carroll County residents.

## **Future Initiatives of Westminster Branch Library**

According to the 2008 Westminster Community Vision Report, the Westminster Branch of the Carroll County Library is one of Westminster residents' favorite attractions in Downtown Westminster. Located in the heart of Main Street, the Westminster Branch offers timely access to the materials and resources residents want, and library programs that relate to residents' current needs.

The Board of Library Trustees has a long-term plan to expand the Westminster Branch facility to enlarge and enhance service to residents. In 2009, the Westminster Branch underwent the first phase of the expansion plan, made possible through the State Library Capital Grant funding program and with a local match from the Carroll County Commissioners, along with support from the Carroll County Bureau of Facilities staff. The 2009 renovation included a new layout, expanded children's section and an increased public computer area. Following the renovations, in 2010, the Westminster Branch has plans to make significant renovations in the Mary Lou Dewey Park to make it a more appealing, accessible, and flexible space.

## **Historical Society Library**

Resources on local history are also available at the Historical Society of Carroll County (HSCC) Library located at 210 East Main Street. Members of the HSCC may use the library free of charge and non-members are charged a nominal fee for the use of the library. Since the organization of the Historical Society in 1939, generous donors have helped the HSCC gather and preserve many records, documents, pamphlets, clippings, pictures, and books relating to the history of Carroll County. The purpose of this collection is to promote the research and study of Carroll County history. Unique collections such as the Dr. Arthur Tracey Papers (which includes drawings, surveyors' books, maps, and file cards for eighteenth century Western Maryland land tracts and families) and the Basil papers (which chronicle Taneytown history) can aid researchers interested in the history of their Carroll ancestors.

### *McDaniel College Hoover Library*

The most extensive research library in Westminster is located at McDaniel College. The Hoover Library is open to the public, but its primary mission is to support the students and faculty of McDaniel College. Faculty and students may check out materials with their McDaniel College ID card. Members of the McDaniel College community who do not have a card must obtain one from the McDaniel Dining and ID Office. The Library does provide limited courtesy services to members of the general public. Non-campus borrowing privileges are available at no charge to Alumni and trustees of McDaniel College, faculty and students at MICUA institutions, registered students at Carroll Community College, and registered patrons of the Carroll County Public Library, who must be residents of Carroll County.

## **Part 4: Facilities for Senior Citizens**

### *Carroll County Bureau of Aging*

The Carroll County Bureau of Aging is dedicated to providing the highest quality of services, programs, and assistance to promote choice, dignity, and independence for older adults and those who care for them. The Bureau is responsible for a wide range of programs and services for older adults, ages 60 and over. Combined federal, State, and County funding support essential services for Carroll County's older citizens. The Bureau of Aging also operates five senior activity centers in Carroll County. Each center is a community focal point where older adults can receive services and participate in social, recreational, educational, fitness, health, nutritional, and informational activities. The centers are located in Westminster, South Carroll, North Carroll, Taneytown, and Mt. Airy.

### *Westminster Senior and Community Center*

Just outside the City's limits is the Westminster Senior and Community Center. It is located on Stoner Avenue, near the Carroll Hospital Center. At the Center, seniors can obtain services through the County's Bureau of Aging, including financial advice, legal aid, and health insurance counseling. Other activities and events for senior citizens are offered at the Senior Center as well, and the building is available for public and community meetings. Adult day care for the developmentally disabled is also available.

### *West End Place*

The City renovated the West End School, located on Schoolhouse Avenue, for use as the West End Place Adult Day Services, an agency of Family and Children's Services of Central Maryland. The center opened during the summer of 1998. The mission of the West End Places is to provide adults age 50 and over with structured daytime activities, socialization, nursing supervision and fun in a pleasant comfortable atmosphere. West End Place offers a support group for those caring for senior adults. In addition, the facility provides day care for physically challenged and mentally impaired adults. The West End

Apartments are a part of West End Place and provide efficiency apartments for seniors, age 55 and older, which live on a minimal fixed income and need a little help to live independently. The final function of West End Place is to provide in-home aide and care giving services such as personalized attentive care and assistance with many activities at home.

### *Private Senior Living Facilities*

There are a number of private senior living facilities located in and around the City of Westminster, such as Carroll Lutheran Village, Locust House, Timber Ridge, and Tremont Place. Many other facilities are currently being planned in the Westminster Area, as there is a growing need for these services. The City of Westminster has adopted the "Housing for Older Persons" Ordinance to address the growing number of persons over the age of 55 that do not need age-related services, but desire to move to a condominium community that has age restrictions.

## **Part 5: Westminster Public Safety Services**

### **Section 1: City of Westminster Police Department**

The Westminster Police Department (WPD) is a full-service municipal police agency that provides community-oriented law enforcement services to the City of Westminster. In operation 24 hours a day, seven days a week, WPD is in partnership with the community, striving to preserve peace and provide a safe environment by preventing crime, protecting life, liberty, and property. The WPD enforces laws in a fair, impartial, and complete manner, and while detecting crime and apprehending criminals.

The City is served by 45 sworn police officers, which provide patrol, traffic control, K-9 patrol, bike patrol, educational programs, and criminal and narcotic investigations. The Communications Division and support staff is made up of 11 non-sworn members and is dedicated to outstanding public service. Through mutual respect, education, leadership, and supervision, the WPD brings into focus moral and ethical standards, including integrity, fairness, and service.

### *History*

Since Westminster's beginning, law enforcement and public safety activities have been integral to its community. "Borough Constable" was the title given to law enforcement officials during the early period of Westminster's incorporation in 1838. The Westminster Police Department was established in 1850, when the first "City Bailiff" was hired by the "City Burgess and Commissioners" to keep order in the business district. In 1980, the Police Department moved from their City Hall location to the Longwell Municipal Center, which had been originally used by the National Guard as their armory. In November 1993, the WPD moved from its Longwell Municipal Center location to 36 Locust Street in Westminster, where the Department currently operates.

## *Bureaus*

The Field Services Bureau provides uniformed patrol service to all areas of the City 24 hours a day, 365 days a year. In addition to their patrol duties, officers also conduct foot and bike patrols, handle special events occurring throughout the year, conduct traffic and pedestrian safety programs, and provide police canine services. The Criminal Investigations Bureau is responsible for the service of arrest warrants, the investigation of major crimes, and the investigation of drug violations occurring in the City. Additionally, two members of the Bureau are assigned to countywide multi-jurisdictional task forces that handle drug and child abuse/sex crime investigations around Carroll County. The Administrative Bureau handles a diverse group of responsibilities critical to the efficient operation of the Police Department to include the City 911 Dispatch Center, crime prevention and community education programs, fleet and facilities management, staff training and development, and police records functions.

## *Public Safety Education & Community Initiatives*

The Westminster Police Department leads several Public Safety Education and Community programs. The Community Education Section teaches the D.A.R.E. Program curriculum to all 6<sup>th</sup> grade students at the four middle schools in the greater-Westminster area. The program is nine lessons in length, during which the students are taught how to make good choices and stay away from dangerous drugs.

The WPD leads school safety programs related to drug safety, personal safety, and seatbelt safety that are presented to the 2<sup>nd</sup> and 4<sup>th</sup> graders at the six elementary schools in the greater-Westminster area. Additionally, the 8<sup>th</sup> graders at East Middle and West Middle schools are taught about prescription drugs, alcohol and tobacco, and illegal drugs. During the 2009 school year, these programs were presented to more than 1,200 students.

Every year, the WPD facilitates the annual “National Night Out” observances in Westminster. In 2008, a total of four communities partnered with the Police Department on this national event to highlight community involvement in crime prevention activities.

## *Police Protection*

There are three levels of police protection provided in the City of Westminster. The first level is the City of Westminster Police Department. As currently staffed, there is approximately one City police officer for every 411 Westminster residents, a level of protection that should be maintained as the City of Westminster population grows. Secondary police protection is provided by the Carroll County Sheriff’s Department, and the third level of police protection is provided by the Maryland State Troopers.

## **Section 2: Carroll County Detention Center**

### *Facility*

The original Carroll County Detention Center facility was built in 1985, and had a capacity of 125 beds. The jail addition was completed in 1999, and expanded the capacity to 287 beds. The expansion provided for an 82-bed work release and trustee housing unit, 16 maximum security beds, and 32 general population beds. Inmates are housed in “pods,” which typically consist of two inmates per cell, with 8 cells per pod. In addition, some inmates are housed in dormitories. The detention center also provides special housing for inmates requiring medical, mental health, and disciplinary segregation. Total square footage of the entire facility is 24,780 square feet.

### *Operations*

The Carroll County Detention Center is a full-service correctional facility. Sentenced offenders are incarcerated for a maximum of 18 months; offenders with sentences greater than that are transferred to the Maryland Department of Public Safety/Division of Corrections. Alternatives to incarceration are offered and include Pretrial Services, Home Detention, Treatment Diversion Programs, and Work Release.

The mission of the Carroll County Detention Center is to protect the citizens of Carroll County by providing a secure facility for persons legally confined. The Carroll County Detention Center provides a safe and secure facility for all inmates within an environment that promotes rehabilitation by providing a variety of treatment programs and protective activities.

## **Part 6: Westminster Fire & Emergency Services**

### **Section 1: Westminster Fire Engine and Hose Co. 1**

The Westminster Fire Engine and Hose Co. 1 (WFD), is dedicated to providing quality Emergency Services to the Westminster area community. The combined efforts of fire company members, local government organizations, and the community enhances the ability of the WFD to protect life, property, and the environment. The Westminster Fire Engine and Hose Company No. 1 is a non-profit organization that receives some funding from the City of Westminster and Carroll County, as well as through private donations and fundraisers.

Main Street is home to the 1896 Westminster Station 3 Engine House. It was constructed at 66 East Main Street. This historic building includes a clock tower that has now become a widely recognized symbol for Historic Downtown Westminster. On October 24, 1998, the Westminster Fire Engine and Hose Company No. 1 relocated to 28 John Street. At the time of the opening, the station was the second largest volunteer station in Maryland, at a total of 35,280 square feet.

## *History*

Westminster Fire Engine & Hose Co. 1 supports the cultural heritage of Westminster. The station features a museum that educates the public on the history of the Westminster Fire Engine & Hose Co. 1 that dates back to 1823. Inside the museum, there are antique motorized pieces, hose carts, and assorted photos and documents, as well as other historical memorabilia. The museum is designed to look like a station of the late 1800s and early 1900s.

## *Public Fire Prevention and Life Safety Education*

The Westminster Fire Engine & Hose Co. 1 believes that fire and life safety events can be avoided by following safe practices. With that in mind, the WFD formed the Fire Prevention and Life Safety Committee with the goal to furnish the community with information to help prevent life-threatening emergencies. The Committee is responsible for such community programs as Recalled Product Awareness, Car Seat Safety, House Numbers for Emergencies, and Meeting Place Education.

## *John Street Quarters Facility*

The John Street Quarters Facility provides a wonderful space for the community, from meetings to special events; it welcomes residents to Downtown Westminster. The suggested attendance limit is 150 guests. The facility is attached to the Westminster Fire Engine & Hose Co. 1 Station, but has separate parking and entrances. Proceeds from John Street Quarters Facility go toward funding Emergency Services for the City of Westminster and surrounding area.

## **Section 2: Carroll Hospital Center**

The Carroll Hospital Center is located on Memorial Avenue, near South Center Street and Gist Road. As a non-profit, 218-bed hospital, the Carroll Hospital Center is governed by a community board of directors whose primary goal is to provide high-quality comprehensive medical services in Carroll County. The hospital has more than 400 physicians on its medical staff, representing over 38 medical specialties. In total, the Carroll Hospital Center employs 1,850 individuals, making it the second largest employer in Carroll County. It annually experiences more than 315,000 patient encounters for inpatient and outpatient medical care and community programs.

## *Emergency Services*

Ambulance service is provided by the Westminster Volunteer Fire Company, and a fully staffed emergency room is located at the Carroll Hospital Center. Carroll Hospital Center's Emergency Department (ED) is committed to quality service and patient care. At 30,000 square feet, the ED boasts 42 different treatment areas with private rooms to increase both patients and family members comfort and security during their stay in the ED. Carroll Hospital Center has a 6-bay emergency vehicle port, in order to allow patients to be treated in an efficient and timely manner.

## Part 7: Technology & Communications Facilities

### Section 1: Technology Infrastructure

#### *Location*

Carroll County is located in the Baltimore-Washington region, a recognized technology hub for the nation. Nearby research and development institutions offer Carroll County companies access to a wealth of intellectual capital, technology commercialization, and federal procurement opportunities. The Milken Institute ranks Maryland second overall nationally for its rich technology and science assets including research and development, risk capital and infrastructure, human capital investment, technology and science work force, and technology concentration as a part of total business.

#### *Technology Training*

Carroll County Public School's award-winning career and technology educational programs are among the best in the state. Technology education programs include Computer Technology; Media and Communication Technology; Technical Support and Networking; Microsoft, CISCO, and A+ Certifications; and Project Lead the Way, a pre-engineering program. The Career and Technology Center's Computer Technology Program has been recognized as the most outstanding Career and Technology Program in the state by the Maryland State Department of Education.

Carroll Community College Business and Training Services offer an extensive curriculum of technology, business, and professional development courses from internationally renowned training organizations that can be customized to meet specific training needs. The campus is networked with IBM computer labs, seminar rooms, interactive video training rooms, and lab space for all levels of technical training. Customized on-site technology training is also available to Carroll businesses.

#### *Physical Infrastructure*

Carroll County is focusing technology infrastructure investments in the Westminster area with the development of the Westminster Technology Park, a 63-acre park near the Carroll County Regional Airport. This technology park has competitive land and building sites that are ready for development by high-tech companies. In addition, Carroll County is serviced by Baltimore Gas & Electric, Allegheny Power, Verizon, Comcast Communications, and other local providers that offer service on proprietary and leased infrastructure.

## Section 2: Technology Resources

### *Carroll Technology Council*

The Carroll Technology Council (CTC) provides leadership, information, and resources to educate, attract, and influence technology in Carroll County. The CTC operates several programs including CompuKids, a program that provides computers to qualified children of the Carroll County Public School District; the Technology Advisory Committee, which functions as a catalyst for sharing information on existing and emerging technologies to business and government; and also produces Technically Correct, a television program aired on Community Media Center Channel 19, that educates and informs the community about current technology topics, products and organizations.

### *Greater Baltimore Technology Council*

The Greater Baltimore Technology Council (GBTC) is devoted to growing the region's technology community. Through innovative programs, based on information provided by local technology businesses, the GBTC provides resources to help technology businesses grow. The GBTC creates forums where organizations can meet, learn, and do business.

## Section 3: Carroll County Public Network

### *Mission*

The mission of the Carroll County Public Network is to provide the access needed in an information-based world and to close the digital divide for Carroll County citizens through the cooperation of public agencies. The four main public agencies that come together to support the Carroll County Public Network include the Carroll County Government, Carroll County Public Libraries, Carroll County Public Schools, and Carroll Community College (known as the Partners).

The vision of Carroll County Public Network (CCPN) is to bring opportunities, inherent in both the technology and resources, to Carroll County so that the Partners may better communicate with citizens, attract economic development to the region, improve the services and general quality of life, and prepare students and the community for success. The CCPN objectives are: to enhance Carroll County's telecommunications opportunities through the implementation of innovative technologies; to eliminate duplication of effort; to reduce the overall financial expense of operation and maintenance through consolidation and economies of scale; and to serve as a contact point on data communications and infrastructure for officials, managers, and technicians among the partnership.

### *County Partners*

The Carroll County community determined that the interests and welfare of the residents of Carroll County will best be served by a public, non-profit, data communications network using innovative

technology to deliver high speed data and bandwidth. The Partners of the Carroll County Public Network have informally cooperated with each other to assess the feasibility, design, development, and management of a high-speed fiber optic data communications network. The Partners of the Carroll County Public Network have engaged in mutually beneficial relationships regarding technology in the past, and have realized cost savings and other tangible and intangible benefits.

## Section 4: Community Media Center

### Mission

The Community Media Center is a Public, Education, and Government Access Center with a mission to provide the facilities, equipment, and technical support necessary to allow residents to "Make Television Matter" in their local community. The Community Media Center (CMC) is a non-profit § 501 (c) (3) organization. The CMC sees television as a tool to encourage residents to participate in their community. Television is a tool can be used to educate, inform, entertain, and document.

### History

Channel 19, Carroll's public access channel started in 1989 first in a small studio in a bank building on Main Street. In 2003, the CMC incorporated as a non-profit organization and came out from under the County. The founding governing board raised the funds to build the new 6,000 square foot media center. In 2004, the CMC completed their new facility on Washington Road, across from the Carroll County Career and Technology Center (C&T). The media center partners with C&T in job-shadowing and community project internship programs. The Community Media Center will continue to ensure not just the continued viability of local community connections, but for innovative ways to provide for robust programming content across multiple delivery systems, such as the internet.

## Part 8: Government Facilities

### Location

City of Westminster government offices are located in five separate buildings in Downtown Westminster. City Hall houses the Mayor's Office, the Housing Department, the Human Resources Department, and the Information Technology Department. The Police Department is located on Locust Street. The Longwell Municipal Center, also known as the "Old Armory," is home to the Recreation and Parks Department. The Street Department is located in the City Maintenance Shop, on Railroad Avenue. The City rents office space in the Winchester West Building for the Planning, Zoning and Development Department, the Public Works Department, the City Clerk's Office, and the Finance Department, as well as the City Administrator's Office. Additional City government facilities are described elsewhere in the Comprehensive Plan. In all, the City owns six non-utility based properties (Table 13.2).

**Table 13.2 City of Westminster Non-Utility Based Properties**

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

Source: City of Westminster Department of Planning, 2009

*Future Use*

The City of Westminster’s historic non-utility buildings are in need of major investment for rehabilitation. It will be a significant financial undertaking to rehabilitate these buildings. Therefore, it is prudent to perform a comprehensive needs-based analysis of all City buildings and facilities. A detailed analysis will include a complete inventory of facilities, assessment of current conditions, and investment requirements to prepare a realistic, long-range facilities plan for Westminster. Also, looking at City Hall and the Old Armory, one must ask if these buildings are adequate for the City’s future needs, and if other alternative uses would be more appropriate to preserve their historic value and attract the investment required to properly maintain the structures.

*Other City-Owned Buildings*

The City owns the buildings which house the Carroll Arts Center and the West End School, with various levels of responsibility for insuring and maintaining the property and structures. The City leases the Clock Tower at 66 East Main Street, and is responsible for the maintenance of the clock mechanism. This clock serves as the unofficial symbol of Downtown Westminster, and a citizen committee is currently raising the funds required to renovate that mechanism.

*Parking Lots & Garages*

In September 2003, the City of Westminster opened two parking garages for use by the general public. The Longwell Avenue Municipal Garage has 296 parking spaces that can be used by monthly permit or on an hourly basis. This parking facility is located at the intersection of Longwell Avenue and Distillery Drive. The Westminster Square Parking Garage is a 160-space parking garage that is located on West Green Street, near the intersection with MD Route 27.

## *Carroll County Government*

Carroll County government offices are located in an office complex located on North Center Street and Court Street, comprising three office buildings. Other County office buildings are located on South Center Street near South Court Street. The County government provides the community with services related to permitting, planning, development review, economic development, health services, County road maintenance, and a County landfill. Other County facilities include the Carroll County Maintenance Center on Meadow Branch Road to the north of Westminster, the Agricultural Center on Smith Avenue, and parks and recreation facilities located around Westminster and throughout the County. The County Court House and Court House Annex are located on Court Street. In addition to the County judicial branch, the Court House also houses the land records, licensing, Register of Wills, and Law Library.

## *State Government*

A branch of the State Assessment office is located in downtown Westminster in the Winchester Exchange building on East Main Street, while local State unemployment services are provided at an office in the Air Business Center on Maryland Route 97. Also at the Air Business Center, there is a State vehicular emission testing station. On the outskirts of Westminster, along Maryland Route 140, are facilities for the Maryland State Police and a full service Motor Vehicle Administration (MVA) facility.

## *Federal Government*

Federal government facilities in the Westminster area are minimal. They include the Post Office located on Woodward Road, and the Social Security Office on East Green Street.

## **Part 9: Recreation & Parks Facilities**

There are a number of recreation facilities in the City of Westminster. Recreation opportunities are available at City parks, the Westminster Municipal Pool, the Family Recreation Center, and local school grounds. In addition, there are a number of recreation areas located in the parks and school grounds on the outskirts of the City.

## **Section 1: Recreation & Parks Department**

### *Mission*

Westminster City Recreation and Parks Department is dedicated to providing citizens with safe and enjoyable activities, events, and park services. It is committed to organizing and promoting a variety of recreational activities and events designed to encourage family interaction and personal enjoyment. It also partners with a number of community organizations in an effort to promote the health and well-being of local citizens.

## *Events & Programs*

The Westminster Recreation and Parks Department is responsible for organizing year-round recreation activities for both children and adults, as well as offering year-round programs for the entire family. The Flower and Jazz Festival, Corbit's Charge Ball, and Fallfest are just a few of the many successful events that the Recreation and Parks Department provides the community every year. In addition to community events, the Recreation and Parks Department hosts several seasonal camps that provide a safe and enjoyable environment for children to participate in a variety of activities, games, sports, crafts, and trips. The Recreation and Parks Department's main goal is to help children have fun while learning fair play.

## **Section 2: Recreation Facilities**

### *Westminster Area Recreation Facilities*

Recreation facilities are also available to the residents of Westminster through the Carroll County Recreation and Parks as well as local schools and the Carroll County YMCA. Most of the school grounds in the vicinity of Westminster contain several playing fields, as well as ball diamonds and basketball courts. Playgrounds are located at area elementary schools, while tracks can be found at East Middle School, Winters Mill High School, and Westminster High School. In addition, all of the public schools contain gyms or multi-purpose rooms, and the high school has several auditoriums. Public school facilities are available for public use during non-school hours.

Recreation facilities are also available for public use at McDaniel College, when the facilities are not being used for college-related activities. Facilities at McDaniel College include tennis courts, playing fields, racquetball courts, a track, golf course, swimming pool, and ball diamond. The College also has conference facilities that are available for general use.

### *Municipal Swimming Pool*

The City's Municipal Swimming Pool is located on Royer Road in The Greens. The swimming area is open from Memorial Day to Labor Day, and features an Olympic-size pool, wading pool, pavilion, tot lot, and sand volleyball court. Swimming lessons are offered at the Municipal Pool, and participation on the City swim team is available as well.

### *Family Fitness Center*

The Family Fitness Center is housed in the historic Armory along with the Department of Recreation and Parks administrative offices. This full-service health and wellness center for all ages has selectorized and free weight equipment, a cardiovascular center, and a group fitness classes. The Family Fitness Center provides a comfortable environment for visitors by providing child supervision, game rooms, and locker rooms. The Longwell Center has a gym and space for classes.

*City Parks*

The City owns 14 parks totaling almost 50 acres (Table 13.3). Nine parks have play equipment for pre-kindergarten through school-age children. Other resources in the parks include four multi-purpose fields, four basketball courts, seven tennis courts, climbing boulders, six pavilions, two plazas, and a skate park (Map 13.1). The city also has a walking trail that runs from Uniontown Road to Long Valley Road, which is approximately two miles long.

**Table 13.3 City of Westminster Parks & Recreation Facilities**

Park or Recreation Facility	Location
Avondale Run Ball Fields	Tahoma Farm Road & Burning Tree Drive
Belle Grove Square	Green Street & Bond Street
Bishop's Garth	Center Street & Bishops Street
Charles Street	Charles Street & Center Street
Community Building at the Westminster Municipal Pool	325 Royer Road
Dutterer Family Park & Fields	Winters Alley & Monroe Street
Family Fitness Center	11 Longwell Avenue
Greens Tot Lot	325 Royer Road
Jaycee Park	Johan Drive and Uniontown Road
King Park	Chase Street
Lime Kiln Interpretative Park	Tahoma Farm Road
Locust Lane	43 East Main Street
Tahoma Farm Boulder Park	Tahoma Farm Road
Uniontown Road Athletic Fields	MD Route 31 & Union Town Road
Westminster City Park Playground & Fields	11 Longwell Avenue
Westminster Skate Park	Tuc Road & Locust Street
Whispering Meadows Community Park	Whispering Meadows Drive

Source: City of Westminster Department of Parks and Recreation, 2009

**Section 3: New Projects**

*Skateboarding & BMX Bike Riding Facility*

Originally installed in May 1999, the skateboard park was so popular with skateboarders, and so heavily utilized, that it soon needed renovation. In 2007, the City applied for and received grant funding in the amount of \$130,000 from Project Open Space from the State of Maryland to create a new and expanded skateboard park. An enthusiastic group of parents and local skateboarders led the project, in partnership with the Carroll County Career and Technology Center, to design and build a first-class skateboard park for the community. The new skateboarding and BMX bike riding facility opened on June

12, 2009. The City of Westminster received an award from the Maryland Municipal League for the park's construction and design.

### *Wakefield Valley Trail*

The Wakefield Valley Trail features a 2.1 mile, paved walking trail from Long Valley Road to Uniontown Road. This scenic trail snakes through the pristine Carroll County countryside, offering the chance to view the abundant wildlife and scenic overlooks of Westminster City. There is parking available at Tahoma Farm Boulder Park.

The Wakefield Valley Trail Extension will break ground in the spring of 2010, and extend the trail from Uniontown Road to West Main Street. This extension project will connect the Trail from Long Valley Road all the way to Downtown Westminster.

### *King Park Re-Opening*

In 1980, Grace K. Gher, Helen K. Hively, Elsie K. Bair, J. Phillip King, and Carl E. King signed over land to the City of Westminster that was to become King Park. In 2008, residents in the King Park community suggested that diverse Park improvements, including playgrounds and sports areas, would help satisfy the community recreation needs. In 2009, the Department of Recreation and Parks re-opened King Park with the addition of ADA accessible playground equipment. The ADA compliant play structure is the first of its kind in Westminster. This project was made possible by Project Open Space Funding, matching funds from the City and Carroll County, as well as a donation from Robin Ford Builders.

### *David S. Babylon Community Building*

The City Park Concession Stand was built in 1979 and was demolished in October 2009. The 30 year old structure had become outdated and could no longer meet the growing needs of the Department of Recreation and Parks. It was replaced with a new two-story, multipurpose structure that not only serves as a concession stand but also provides meeting and storage space for local non-profits such as the Westminster Optimists, Westminster Lions Club and Westminster Fallfest. The majority of the project was funded by two chief sources: fundraising by Fallfest, which included a \$50,000 donation from the family of David S. Babylon Jr., and a Program Open Space grant of \$59,470. The new building is called the David S. Babylon Community Building; Babylon was a longtime activist of the community, who served on the City Council for 25 years.

### *Future Recreation & Open Space*

As the remaining land in Westminster becomes developed to accommodate the projected population growth, consideration must be given to reserving additional lands for recreational use. The City has adopted a cluster subdivision ordinance, which provides a density bonus to developers that preserve

sensitive areas, as well as providing active recreation space within the development. The Department of Planning will work with the Department of Recreation and Parks to develop a Parks and Recreation Master Plan by 2011. One of the goals of this plan is to develop a strategy to encourage new residential and commercial developments to include open space, recreation space or pedestrian-friendly amenities.

## Part 10: Cultural Facilities

### *The Carroll Arts Center*

The Carroll County Arts Council, in partnership with the City of Westminster, transformed this 1937 art deco Carroll Theatre into a multi-purpose community arts center. Opened in April of 2003, the renovated facility includes a 263-seat theatre, two well-equipped art classrooms, and two large art galleries. The Tevis Gallery and the Community Gallery feature group shows by regional visual artists, in a variety of mediums and styles. The Carroll Arts Center offers a wealth of cultural opportunities including musical concerts, lectures, films, dramatic productions, art exhibits, classes, and camps. The facility is available for rent by local organizations and performers for arts-related activities. The Carroll Arts Center serves as the anchor for the arts and culture community that has formed in the City of Westminster.

### *McDaniel College*

McDaniel College has several cultural facilities that attract regional and national attention. The College puts on various productions throughout the school year, with directors ranging from faculty and visiting artists, to students at the theatre in WMC Alumni Hall. Peterson Hall houses the Esther Prangley Rice Gallery, which features exhibits that include paintings, mixed media, sculpture, and photography. The gallery also includes the Albert and Eva Blum Collection of Art from Five Continents, which is on continuous display. Another McDaniel College cultural facility is the combination of McDaniel's athletic fields and facilities, which has led to a partnership between the College and the Baltimore Ravens to bring the NFL team to campus for training camp every summer. The Ravens training camp attracts visitors from across the region to Westminster to watch the Ravens practice at McDaniel College.

### *Carroll Community College*

Carroll Community College (CCC) offers theatre experiences to the Westminster area from plays to musicals at the Scott Center Theatre. The Gallery in the Scott Center for the Fine and Performing Arts is a new, beautifully designed space dedicated to the exhibition of exciting contemporary works by artists of regional and national renown. Carroll Community College is also home to the Great Hall Gallery. The cathedral ceiling of the Great Hall Gallery provides the natural and diffused light that artists love. Exhibits generally focus on county and state groups, and highlight the diverse nature of their work. The Langdon Family Gallery is an intimate space devoted to the work of individual artists. The sky-lit gallery, with an upper tier, provides an ambiance that enhances multimedia displays.

## Part 11: Solid Waste Disposal Service

Residential solid waste disposal service is provided to all City residents, with the exception of those living in multi-family complexes. Owners of multi-family housing with more than three units must arrange for private solid waste disposal service for their buildings. The City has a five year contract with Ecology Services for regular pick-up of trash and recyclables that expires on June 30, 2013.

Ecology Services provides once per week service to City residents. Westminster residents are able to recycle paper and cardboard, glass, aluminum, and some types of plastics, thus reducing the amount of solid waste sent to the landfill. The City of Westminster recycling is taken to the Carroll County Northern Landfill. Northern Landfill uses the single stream recycling process i.e. all recyclables can go into the same container.

In addition to the services provided by Ecology Services, the City of Westminster provides curbside pick-up of yard waste once a week from April through November. City crews also remove bulk trash items, such as worn-out appliances, from residential areas on an appointment basis. Yard waste recycling, in combination with curbside pick-up of recyclable materials, has reduced Westminster's solid waste stream by approximately 35%.

## Community Facilities & Public Services Element

The 2009 Comprehensive Plan promotes a system of cost-effective public utilities, community facilities, communication networks, and municipal services that supports a compact, well-balanced, and manageable form of development at a standard desired by residents. Community facilities include the land, buildings, or services and systems which are provided in the interest of the residents of the community. The facilities and services are offered as a necessity within the urban environment and are therefore a major contribution to the quality and safety of urban living. The Community Facilities & Public Services Element details the types and general location of all public infrastructure and services needed to implement the municipality's comprehensive plan.

### Goals and Objectives

**Goal F1: Partner with Carroll County Public Schools to ensure that all Westminster area students are provided a safe and orderly learning environment where they can succeed as responsible citizens**

**Objective 1:** Coordinate with various County agencies to plan for adequate school facilities and appropriate school locations

- a. Support Carroll County Public Schools' implementation of the School Facilities Master Plan and provide input during the update of the Plan
- b. Maintain a physical environment that supports the needs of instructional programs, staff, students, and visitors who use Westminster area school facilities and grounds
- c. Phase development plan approvals and the issuance of building permits with school availability
- d. Maintain communications with Board of Education staff about the status of development projects and population growth projections
- e. Attend planning meetings of the Board of Education and provide input regarding the needs of the Westminster area

**Objective 2:** Provide opportunities for students seeking to fulfill their community service hour requirements

- a. Consider development of a program to match Westminster government projects with interested students
- b. Promote available volunteer opportunities in the Westminster community for students as well as residents

**Goal F2: Encourage the provision of quality child care services in locations that are convenient to Westminster residents and employees**

**Objective 1:** Study the current capacity of child care service providers in the Westminster area

- a. Conduct a child care needs-based analysis of the residents and employees of Westminster
- b. Collect data about the capacity of existing child care providers

**Objective 2:** Develop a strategic plan to increase child care services to meet the needs of the community

- a. Provide additional opportunities for child care facilities near residential areas
- b. Encourage child care facilities in employment centers
- c. Recognize the importance of quality child care services for the economic vitality of the Westminster area

**Objective 3:** Partner with the Carroll County Family Child Care Association to promote quality child care services in the Westminster area

- a. Promote seminars, workshops, and training on child development, business development, and child care issues
- b. Encourage collaboration with Human Services Programs of Carroll County and Carroll County Department of Citizen Services to stay informed of state laws and policies
- c. Provide support, information resources, and education for new and seasoned child care providers
- d. Endorse the County referral service to the public which regionally matches parents looking for child care to providers with vacancies

**Goal F3: Partner with the Carroll County Library to provide high quality library services and to meet the lifelong learning needs of residents**

**Objective 1:** Use library facilities to enhance communications with Westminster residents

- a. Make the Comprehensive Plan and other City planning documents available for public review at the Westminster Branch of the Carroll County Library

- b. Provide the library with brochures and other information regarding City events
- c. Promote the use of the library meeting rooms for community meetings and workshops

**Objective 2:** Coordinate with the Carroll County Library to provide access to information technology and the assistance residents need to use technology effectively

- a. Provide user instruction and technology instruction programs
- b. Increase access to public computers for residents of all ages
- c. Recommend the use of the City of Westminster's Website as a tool for residents to stay informed and connected to their community

**Objective 3:** Partner with the Carroll County Library to enhance the arts and cultural identity of Westminster

- a. Market the Westminster Branch of the Carroll County Library as an attraction to residents and visitors in Downtown Westminster
- b. Support the development of the Library Garden as an outdoor arts and culture community gathering space that features local public art
- c. Encourage appreciation of Westminster history and an increase in cultural awareness, though access to materials, resources, and programs at the library

**Goal F4: Support the City of Westminster Police Department's efforts to create a safe and secure environment for all residents**

**Objective 1:** Provide residents with an adequate level of public safety and police protection services that can accommodate and sustain future population growth

- a. Maintain police protection in accordance with national standards of service to ensure the Westminster area is well-equipped to meet public safety needs
- b. Cooperate with the Carroll County Sheriff's Office and the Maryland State Police to coordinate cost-effective delivery of police protection services to the community
- c. Consider public safety in the design of all new development
- d. Provide public access to information relating to police activity and public safety

**Objective 2:** Support the Police Department’s community initiatives to develop partnerships with the community and to educate residents on public safety issues

- a. Encourage the development and operation of crime prevention measures such as neighborhood watches, crime prevention surveys, and community liaison programs
- b. Facilitate the annual “National Night Out” observances in Westminster to highlight community involvement in crime prevention activities
- c. Provide school safety programs to educate Westminster area elementary schools on drug safety, personal safety, and seatbelt safety
- d. Administer the D.A.R.E. Program curriculum to Westminster area middle schools

**Objective 3:** Increase operational efficiency and community safety through the implementation of a data-driven model of policing

- a. Coordinate with the Carroll County Sheriff’s Office to undertake the purchase and implementation of a consolidated police records management system
- b. Develop a formal crime analysis process utilizing data from the Computer Aided Dispatch System and the CrimeReports.Com web-based crime analysis service
- c. Collaborate with City Code Enforcement and GIS staff to better utilize the Geographic Information System to proactively identify emerging problem locations within the City

**Objective 4:** Enhance traffic safety in the City through the use of new and innovative traffic enforcement strategies

- a. Implement the Automated Red Light Enforcement Program at identified high-accident intersections within the City
- b. Maintain a Sobriety Checkpoint Program to better identify and arrest drivers operating under the influence of alcohol and drugs

**Goal F5: Partner with the Westminster Volunteer Fire Company to provide the community with adequate fire and emergency medical services**

**Objective 1:** Ensure the maintenance and enhancement of a fire and emergency services infrastructure that can accommodate and sustain future population growth

- a. Consider fire protection in the design of all new development, in particular, ensure that adequate access for emergency vehicles is provided to all structures
- b. Conduct a study the fire hydrant system within the City and include the fire hydrant data in the GIS system for maintenance and upgrade purposes
- c. Monitor the inventory of fire engine and ambulances, as well as personnel, to ensure the Westminster area is well-equipped to meet its emergency needs
- d. Coordinate a discussion between the Westminster Volunteer Fire Company and the Carroll County Regional Airport about emergency planning

**Objective 2:** Promote community education and sufficient planning to reduce the number of calls for fire and emergency service

- a. Continue to collaborate with the Westminster Volunteer Fire Company on emergency and disaster planning
- b. Coordinate cost-effective delivery of fire prevention and suppression services to the community
- c. Support the Westminster Fire Prevention and Life Safety Committee to furnish the community with information to help prevent life-threatening emergencies
- d. Develop and promote educational programs about the measures that individuals can take to reduce fire risk in their homes and businesses

**Goal F6: Encourage the provision of state-of-the-art technology and communication facilities to deliver effective and innovative solutions that meet business, resident, and government needs**

**Objective 1:** Foster the types of telecommunications systems that best promote community objectives and the electronic delivery of government services

- a. Study opportunities to improve Westminster's technology and communication facilities infrastructure that enable the City to operate on a daily basis

- b. Enhance the City's internal operations by using information technologies for quality customer service and information delivery
- c. Maintain the City of Westminster website as a tool to maximize City productivity and to strengthen public services
- d. Support efforts to install a fiber optic network in the Westminster area to provide the bandwidth necessary for quality service delivery
- e. Develop provisions and guidelines for telecommunications facilities

**Objective 2:** Partner with local technology and communication organizations to provide a quality technology and communication infrastructure for the Westminster area

- a. Collaborate with Carroll County Public Network to enhance local telecommunications opportunities through the implementation of innovative technologies
- b. Promote the Carroll County Technology Council as the lead organization to provide leadership and resources, to educate, attract, and influence technology in Carroll County
- c. Support the Carroll County Technology Advisory Committee as a resource to research and share "best practices" and information on present and emerging technologies
- d. Coordinate with the Community Media Center to create and distribute content that bolsters community involvement, and educates and informs residents

**Objective 3:** Use telecommunications to prepare for the changing information technology environment and the workforce shifts in the local economy

- a. Promote a virtual workforce as an asset to the business community that allows increased productivity and flexibility of employees
- b. Encourage the use of telecommunications to reduce commuter traffic for residents and the amount of office space required for local businesses
- c. Study and consider the creation of a telecommuting center in Westminster
- d. Clarify language in the Zoning Ordinance for a telecommunications home office

**Goal F7: Maintain and enhance Westminster government facilities as necessary to adequately provide public services to City residents**

**Objective 1:** Develop a long-range Facilities Master Plan that outlines strategies for future maintenance, rehabilitation, and improvements to Westminster government facilities

- a. Perform a comprehensive needs-based analysis of all City buildings and facilities
- b. Evaluate current department locations and their proximity to other departments and City functions, future staffing, and growth expectations for the next 10 to 20 years
- c. Analyze the physical location of all City-owned facilities with regard to their current and potential best use
- d. Study several alternatives for providing adequate space for the City's future needs

**Objective 2:** Promote energy efficiency in all Westminster government facilities

- a. Monitor the energy costs required to run Westminster government facilities
- b. Conduct an energy audit of Westminster government facilities
- c. Develop a strategic plan to implement the energy audit's recommendations for improving energy efficiency

**Goal F8: Provide for Parks and Recreation facilities and services to enhance residents' quality of life**

**Objective 1:** Develop a Parks and Recreation Master Plan to plan for high-quality parks and recreation facilities and services that benefit all residents

- a. Assess the needs and demands for recreation programs and facilities
- b. Maintain an inventory of parks and recreation facilities to monitor required maintenance and upgrades
- c. Promote the City Parks Board as the lead organization in the development and implementation of the Parks and Recreation Master Plan

**Objective 2:** Link Westminster area parks and open space with a system of trails, pedestrian pathways, and bicycle routes

- a. Explore opportunities to extend the City's Community Trail System
- b. Coordinate with Carroll County Parks and Recreation to connect the Westminster Trail System to future County trails
- c. Ensure that the trails are designed and constructed to provide safe and convenient access for pedestrians and bicyclists through the community

**Objective 3:** Ensure that recreational facilities are available for public use in a manner that is multi-generational and accessible to all residents

- a. Implement the Westminster Handicapped Accessibility Improvement Program
- b. Develop recreation facilities and programs that will target Westminster's senior population
- c. Create and promote recreation facilities and programs for the needs of the teenager and young adult populations

**Objective 4:** Improve the Department of Recreation and Parks service efficiencies in partnership with public and private entities

- a. Coordinate resources with other recreational service providers within City limits
- b. Partner with Carroll County Parks and Recreation to provide additional programs and activities
- c. Explore efforts to collaborate on programs and activities with the Carroll County YMCA
- d. Continue to use cooperative agreements with the local school district to share the use of parks, recreation, and open space lands

**Goal F9: Manage the City of Westminster's solid waste in a cost-efficient and environmentally responsible manner that will reduce Westminster's reliance on landfills**

**Objective 1:** Partner with Carroll County Solid Waste Operations to implement the County 10-Year Solid Waste Management Plan

- a. Develop a long-term strategic plan to reduce Westminster's solid waste stream
- b. Promote voluntary curbside single-stream recycling from households
- c. Study the local business community's recycling efforts
- d. Implement an electronic waste recycling program
- e. Maintain alternative disposal methods for yard and bulk waste

**Objective 2:** Promote efforts to inform and educate the public using programs designed to eliminate littering and increase recycling

- a. Educate the public regarding the problems, health hazards, and additional costs that result from littering and illegal dumping
- b. Maintain the proper number and/or size of trash receptacles and increase the opportunities to recycle on City-owned properties
- c. Continue to develop volunteer clean-up programs and support major clean-up projects where feasible and appropriate.
- d. Increase public awareness about the benefits of recycling through educational campaigns directed at the public and business sections of Westminster