

City of Westminster

Fiscal Year 2016 Adopted Budget



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

Acknowledgements

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Westminster

Maryland

For the Fiscal Year Beginning

July 1, 2014

Executive Director

Contents

- Acknowledgements..... 2**
- Mayor’s Budget Message 7**
- About Westminster 11**
 - Directory of Officials and Advisory Bodies11
 - Community Profile12
 - Statistical Data.....14
 - Organizational Chart17
- Budget Background 17**
 - Development, Adoption, and Structure of the Budget.....17
 - Development.....17
 - City of Westminster Vision Statement18
 - Budget Development Flow Chart.....19
 - Budget Schedule.....20
 - Adoption20
 - Structure20
 - Departmental Matrix.....21
 - Strategic Plan.....21
- FY2016 Adopted Budget..... 23**
 - Summary23
 - Budget Overview23
 - 2015 In review – projected results27
 - General Fund30
 - Housing Fund.....32
 - Enterprise Funds – Water and Sewer35
 - General Fund FY2016 Budget.....42
 - General Fund Revenues.....42
 - General Fund Expenses.....47
 - Fiber Fund FY2016 Budget52
 - Fiber Fund Revenues52
 - Fiber Fund Expenses52
 - Housing Fund FY2016 Budget53
 - Housing Fund Revenues53
 - Housing Fund Expenses53
 - Sewer Fund FY2016 Budget54
 - Sewer Fund Revenues54
 - Sewer Fund Expenses55
 - Water Fund FY2016 Budget60
 - Water Fund Revenues60
 - Water Fund Expenses62
- Departmental Information..... 66**
 - Legislative and Executive Services66
 - Position Summary Schedule69
 - City Administrator Accomplishments for FY2015.....69
 - City Administrator Goals for FY2016.....70

Legislative and Executive Services Budget	71
Community Support and Contributions.....	72
Community Support Budget	72
Community Planning and Development.....	73
Position Summary Schedule	73
Community Planning and Development Performance Measures.....	73
Community Planning and Development Goals for FY2016	80
Community Planning and Development Budget	81
Finance.....	82
Position Summary Schedule	82
Finance Performance Measures	84
Finance Goals for FY2016.....	84
Financial Operations Budget.....	85
Housing and Preservation Services	86
Position Summary Schedule	86
Public Housing Agency Achievements for FY2015.....	87
Public Housing Agency Goals for FY2016	87
Code Enforcement Achievements for FY2015	88
Code Enforcement Goals for FY2016.....	88
Rental Housing License Program Goals for FY2016	89
Housing and Preservation Services Budget	89
Human Resources	91
Position Summary Schedule	91
Human Resources Performance Measures	96
Human Resources Goals for FY2016	98
Human Resources Budget.....	99
Westminster Police Department.....	100
Position Summary Schedule	100
Westminster Police Department Performance Measures	101
Westminster Police Department Goals for FY2016	109
Westminster Police Department Budget	110
Recreation and Parks	111
Position Summary Schedule	111
Recreation & Parks Performance Measures.....	114
Recreation & Parks Goals for FY2016.....	115
Recreation & Parks Budget	117
Technology Services.....	118
Position Summary Schedule	118
Technology Goals for FY2016.....	118
Technology Budget.....	119
Public Works.....	120
Position Summary Schedule	120
Public Works Performance Measures	123
Public Works Goals for FY2016	123
Public Works Administration Budget	124
Facilities	125
Facilities Budget	126
Streets and Sanitation.....	127
Position Summary Schedule	127
Streets & Sanitation Performance Measures.....	129
Streets & Sanitation Goals for FY2016	131
Streets & Sanitation Budget	132
Utility Maintenance	133
Position Summary Schedule	134

Utility Maintenance Performance Measures	134
Utility Maintenance Goals for CY2015	137
Utility Maintenance Budget.....	138
Wastewater Treatment Plant	139
Position Summary Schedule	139
Wastewater Treatment Plant Performance Measures.....	140
Wastewater Treatment Plant Goals for FY2016	141
Wastewater Treatment Plant Budget	142
Water Treatment Plant	143
Position Summary Schedule	143
Water Treatment Plant Performance Measures	143
Water Treatment Plant FY2016 Goals.....	144
Water Treatment Plant Budget.....	144
Appendix A – Financial Policies	145
General.....	145
Budget.....	145
Revenue Policies	145
Expenditure Policies.....	146
Capital Improvement Plan (CIP) Policies.....	146
Capital Asset Management Policies	147
Accounting, Auditing, & Financial Reporting Policies.....	147
Purchasing Policy	147
Investment Policy	148
Debt Management Policies.....	148
Appendix B – Revenue Book	155
Purpose	156
General Fund Revenues.....	156
Taxes – Real Property	156
General Fees.....	162
Recreation Programs	164
Sewer and Water Revenues.....	164
Commodity Consumption.....	165
Appendix C – Three Year Comparison – Staffing Schedule	167
Appendix D – Salary Structure	169
Grade and Step Tables	170
Appendix E – Capital Improvements Program FY 2016 to FY 2021.....	172
Introduction	173
Capital Improvements Program Schedule	174
Summary of Projected Capital Expenditures	174
Summary of Funding Sources	175
General Fund Revenues.....	175
Fiber Fund Revenues	175
Sewer Fund Revenues	175
Water Fund Revenues	175
Individual Capital Improvement Projects	177
Individual Capital Improvement Project Descriptions.....	181
CITY OF WESTMINSTER CAPITAL IMPROVEMENTS PROGRAM- GENERAL	181
CITY OF WESTMINSTER CAPITAL IMPROVEMENTS PROGRAM- FIBER	185
CITY OF WESTMINSTER CAPITAL IMPROVEMENTS PROGRAM- WATER	185
CITY OF WESTMINSTER CAPITAL IMPROVEMENTS PROGRAM- SEWER.....	188

Appendix F – Budget Ordinance 191
Appendix G – Glossary of Terms 199



Mayor's Budget Message

To the Citizens of Westminster:

As we move from the 250th anniversary of the City into the future, two major expansion projects are on the horizon: the transfer of 160 acres of the former Wakefield Valley Golf Course to the City and the commitment of the Carroll County Historical Society to build a museum on land donated by the City.

The Wakefield Valley Golf Course was purchased in 1982 by Hank and Sally Majewski who transformed community golf course into a full-service golf club, offering one of Maryland's most challenging golf courses, a distinctive banquet and reception site and a delectable restaurant.

The three nines that made up the 27-hole champions' course, ranged from long par 5's on the Green Course to the water holes and hilly terrain on the White Course to the demanding tee shots on the Gold Course. Combined with the second highest slope rating in Maryland, the variety of these 27 holes made the Wakefield Valley course a golfer's delight. It played host to the U.S. Open and U.S. amateur Qualifiers as well as many other USGA and MAPGA events. The Clubhouse facility also hosted golf outings, wedding receptions, meetings and a variety of other events.

Unfortunately, the Wakefield Valley Golf Club, like many other golf courses across the county, suffered from declining membership and increasing maintenance costs until it finally was forced into foreclosure and sale on November 5, 2014. Although a number of investors looked at the property with an eye toward maintaining at least an 18 hole course, the business plans would not work without a high density residential component which would require a major zoning change that the Mayor and Common Council were unwilling to grant.

What this property did have was a producing well already approved by the Maryland Department of the Environment for use with the golf course. For a City under a consent order restricting water allocation permits for the past eight years, this well proved to be a catalyst for the donation of this property to the City. One of the local developers who had an approved 298 unit sub-division on the opposite side of the City that was stalled for lack of a water allocation was interested in purchasing the property to gain the water rights to the well but was not interested in the golf course property. He approached the City about donating 160 acres plus the excess water from the well. The well produces 86,000 gallons per day; the developer would retain 70,000 gallons per day for his sub-division and the remaining 16,000 gallons per day would be available for the City to allocate to other development. The City would own and maintain the well as part of the City's water supply.

The City and the developer entered into an agreement that specified the details of this transfer and the steps required to initiate the development of the sub-division. The well permit has been transferred from the golf course to the City of Westminster and the appropriation approved for use in the City's water system. The details of the recapture tax assessed when a golf course ceases operation have also been worked out and the process of surveying the property has also been completed. The legal process of transferring the 160 acres to the City will be completed this summer.

Having 160 acres of open, green space in the heart of the City as well as a three-story clubhouse, assorted out buildings and a historic property dating back to 1797 provides a tremendous opportunity for the City. To maximize the value of this property and to consider all options for its use, a 13 member Committee of residents, community leaders, business executives, educators, and County staff have been selected to prepare a Request for Proposal to a broad distribution of local and regional development networks seeking business plans for possible uses. This Committee will review the proposals and recommendation for the Mayor and Common Council to consider. This process will take place during the summer and it is expected that an organization or organizations will be selected by the Council and negotiations begun to develop this property into a valuable recreational, cultural or commercial asset for the City.

At the other end of town, the Historical Society of Carroll County is making plans for a major development project adjacent to the newly renovated City Hall (also known as Emerald Hill). During the 2015 Fiscal year, the City celebrated its 250th Sestercentennial Celebration by renovating the 1838 City Hall to be used as educational purposes, for outreach programming and for permanent and changing exhibitions. HSCC currently displays only 5-20% of its collections at any one time. Emerald Hill will allow collections to be brought out of storage, insuring that the public will have an opportunity to see the richness of Carroll County History in engaging and interactive ways.

Emerald Hill provides HSCC with public spaces able to accommodate larger audiences. In addition, this newly acquired space offers additional meeting and conference rooms for smaller, private functions. The occupancy of this antebellum building complements the Society's mission by making another of the City's important historic properties accessible to the public. Like Shellman, Kimmey and Cockey's, Emerald Hill's rehabilitation and new use will continue the Society's commitment to preserving the historic landscape of our City as well as our County's heritage.

To further enhance HSCC's ability to bring the County's history to greater numbers of people, the Board of Trustees and the Westminster City Council have agreed to explore an additional partnership to study the potential for constructing a new History Museum on the Longwell Annex lot owned by the City.

While the study required to explore the ramifications of constructing this new History Museum on the Longwell Annex lot owned by the City will be a multi-year project, the Society and the City have already explored a joint schedule of events in the Emerald Hill City Hall including the September Antiques Appraisal Day, the Holiday Historic District Commission Reception and the Winter Wine Warmer fundraiser for the Society.

Concurrent with this planning effort, the City is undertaking a new gateway from Emerald Hill to Main Street including landscaping, lighting, cameras, a sound system and other amenities to incorporate the Emerald Hill location into the yearlong activities taking place along Main Street.

The City has continued to focus on bolstering our Main Street businesses. A new event – the Wine Stroll – was added in 2015 and featured approximately 16 locations showcasing Maryland wineries. This Wine Stroll capped off the Restaurant Week with 17 restaurants offering special culinary feasts for \$10.15, \$20.15 and \$30.15. Planning is underway to add a BBQ and Music Festival in June 2016. With three stages and musical acts all day, the planning and fundraising for this event will take a year.

Due to the largess of one of the City's Main Street landlords, the City has been able to initiate a business incubator program. The first participant opened her By the Bay Botanicals candle and gift shop in December. Two other small business entrepreneurs are in the process of obtaining start-up funds of up to \$5,000 to locate their businesses in the Main Street area. Along with the Community Block Grant funded Façade Improvement Program funding improvements to the facades and providing signage, the City is providing small businesses with the support to compete in the Main Street marketplace.

An electronic newsletter has been implemented and is emailed to over three hundred businesses and organizations in the community. It is also distributed to the McDaniel College and Carroll Community College student bodies. The GIS server was purchased with FY2015 funds and the database is still under development, but this year the public will be able to access zoning designations, maps, locations and descriptions of restaurants and retail establishments, and events and activities, all in up-to-date real-time information from any device including computers, iPads, cell phones and tablets. All City events and activities will be available with this application. City staff will be trained to access this system from their desk, their vehicle, or in the field to add information, correct locations, or provide descriptions in the database.

All of these major projects and events are possible only because the City of Westminster has a very talented and dedicated staff of employees. The Mayor and Common Council work very hard to reward these employees for the outstanding job they do and in FY2016 will give those employees a 3% merit increase. Also new for 2016 is a formal succession plan to provide for a smooth transition when senior level employees retire or leave. Participation in the Leadership Carroll program sponsored by the Carroll County Chamber of Commerce and enrollment in the Academy of Excellence in Local Government training sponsored by the Maryland Municipal League form the basis for this succession plan.

A major organizational change in the Department of Public Works will facilitate a succession path with the addition of two Deputy Directors – one for Streets and Engineering and one for Utilities. The Deputy for Streets and Engineering will be funded out of the General Fund and the Deputy for Utilities will be funded out of the Water and Sewer funds equally.

The next phase of the wellness program was recently completed with the first Nextlogic activity. Thirty employees earned enough wellness points by completing a series of health and wellness related activities to reduce their medical insurance coverage rates by 20 percent. Two other employees reduced their rate by 10 percent. In FY2016, the wellness program will partner with Walk Carroll to sponsor a series of lunch time walks around town.

FIBER FUND

The City has made excellent progress with the installation of a high speed fiber optic network to every residence in the City initiated in 2015. The City is nearing completion of the Westminster Fiber Network Pilot Project. The pilot project consists of two distinctly different areas: Carroll Lutheran Village (CLV) contains approximately 217 individual residences, an assisted living center, a geriatric healthcare center, and administrative building, several multi dwelling unit apartment buildings, and several other multipurpose buildings—almost entirely a complete community within itself. And the Business Park area contains 51 buildings and approximately 100 businesses.

All backbone conduit is in the ground—7.86 miles of it—and the equipment cabinet for the CLV/Fairway Drive area has been installed. Backbone fiber is being pulled through the conduit and the service drops for CLV and the Business Park are almost completed. The contractor encountered a great deal of rock—2,135 feet of it. Unavoidable solid rock requires additional equipment and expense. Boring through rock has cost us approximately \$75,000—\$80,000 for the pilot project. Rain, snow, and extremely low temperatures accounted for 22 days of no construction activity

Ting Fiber out of Toronto, Canada was chosen out of four candidates that responded to the RFP for the role of Network operator and also as the first service provider for the Westminster Fiber Network (WFN). Ting Fiber also offers industry leading customer service and support. Ting Fiber is conducting interviews for Westminster City Manager and preparing to launch a new version of Ting.com with an availability checker and the initial packages and pricing. The lighting date for the fiber network is June 26, 2015 at the Air Business Park.

The City has begun the process of securing bond funding for this project. The bond will be a non-tax exempt offering, with interest only payments for the first five years. The funds will be drawn down in phases based on the subscriber take rate achieved by the service provider.

The fiber fund has been established as an additional enterprise fund for the City of Westminster.

STORMWATER MANAGEMENT FUND

The City of Westminster has entered into an agreement with Carroll County and the other seven municipalities to manage storm water mitigation activities. A letter of right of first refusal has been executed for the Langdon Property which will become a storm water management pond to mitigate 80 acres of impervious surface. Carroll County is the City's partner in this project, providing the engineering and design. In another joint project with Carroll County and the State of Maryland Department of Natural Resources, the City is planting trees along the Bennett Cerf Trail adjacent to the dog park.

Another component of the Stormwater management agreement is the use of the Town/County Agreement to transfer funds from the municipalities to the County. The County will serve as the administrative entity for the storm water projects. Adjustments to the Town/County Agreements have been made to accommodate these transfers.

WATER FUND

For the first time since its imposition of the Consent Order from the Maryland Department of the Environment, the City will have water available to allocate to new business and new homes from the Wakefield Golf Course. Additional water from the Gesell Well currently under construction will come online within FY2016. In preparation for the availability of this scarce resource and the pent up demand of eight years, the City has passed a Water Allocation Policy establishing a reserve and guidelines for commercial, industrial, and residential usage. The draining of Hyde's Quarry to ascertain whether or not this could be a viable water source in the future is complete and under review by MDE.

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

SEWER FUND

The final design and engineering required for the ENR upgrade is 80 percent complete and the RFP will be issued for construction to begin on this multiyear project. Current estimates of the cost of this upgrade are in the \$50 million range. This will be the largest construction project in the City's history. The upgrade will include a septage facility which has been paid for by Carroll County and the most recent green features will be incorporated into this design.

Respectfully submitted,



Kevin R. Utz, Mayor



About Westminster

DIRECTORY OF OFFICIALS AND ADVISORY BODIES

Mayor

Mr. Kevin R. Utz

Common Council

Dr. Robert Wack, Council President

Ms. Suzanne Albert, Council President Pro-Tem

Dr. Mona Becker, Councilwoman

Mr. Tony Chiavacci, Councilman

Mr. Paul Whitson, Councilman

Management Team

Title

City Administrator

Chief of Police

Director of Finance and Administrative Services

Director of Planning and Development

Director of Public Works

Director of Recreation and Parks

Name

Marge Wolf

Jeff Spaulding

Tammy Palmer

Vacant

Jeff Glass

Abby Gruber

Boards and Commissions

Planning and Development Commission

Margaret R. Bair, Chair

Nancy B. Palmer, Vice Chair

Suzanne Albert, Ex-Officio

Kevin W. Beaver

Lori J. Welsh-Graham

Historic District Commission

Kristen McMasters, Chair

Dean Camlin, Vice Chair

Greg Goodell

Sherri Hosfeld Joseph

Jane Kacmarski

Kevin Wagman

Board of Zoning Appeals

Edward Cramer Jr., Chair

Laura Matyas, Vice-Chairman

Larry Berent

Daniel Hoff, Alternate

Tree Commission

Steve Allgeier, Chair

Cindy May-West

Richard Wilbur

Howard Wilt

Brian Rhoten, Ex-Officio

Jessica Fitzgerald, Ex Officio

COMMUNITY PROFILE

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



Although William Winchester laid out the original lots of Westminster in 1764, it was not until shortly after the creation of Carroll County that the City of Westminster was incorporated in 1838. From its original corporate area of approximately .745 square miles, the City of Westminster grew to its current size of 6.3829 square miles through a series of 47 approved annexations. All but two of those annexations have occurred since January 1, 1970. As the city grew in size, its population has also continuously grown over the past four decades from 7,207 in 1970 to 16,731 in 2000. Today's population is estimated at 18,848.

The City contains approximately 7,546 households, divided among a number of established neighborhoods and new residential developments. While the City's housing stock is primarily single family, there are a large percentage of multi-family dwelling units comprised of several apartment complexes in the outlying areas of the city and numerous single-family conversions in the residential areas around the downtown business district. Westminster has a preservation ethic and is home to two National Register Districts. The City of Westminster National Register District, established in 1980, encompasses much of the older residential areas of the city and its downtown. The second district is located on the campus of McDaniel College, and incorporates several of the oldest buildings in the southeast portion of the campus.



While many big-box stores and restaurant chains are located along Westminster's MD-140 shopping corridor, Downtown Westminster continues to provide a unique and quality shopping, dining and cultural experience within a small town atmosphere. To enhance its regional exposure, Downtown Westminster has recently expanded its social media presence through the establishment of a Facebook page and a Twitter account, along with a weekly blog on Westminster Patch. Designated as a nationally accredited Main Street Program, Downtown Westminster has a broad mix of local retail and service establishments, making it a shopper's delight.

Much to the delight of the local dining community, its locally-owned restaurants and eateries not only feature fine regional cuisine such as that offered by Rafael's and Harry's Grille, but also great ethnic food such as traditional Irish fare at O'Lordan's Irish Pub; Italian at Giulianova's and Paradiso Ristorante; Mexican at Papa Joe's. An added bonus for the Westminster dining community is the participation of the downtown restaurants in both the Downtown Westminster Restaurant Week in April and Carroll County Restaurant Week in August.

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

held; Mary Lou Dewey Park where the Songs at 6:30 Concert Series is held; the public library, and restaurants that present live entertainment.



Westminster is home to McDaniel College, a private four-year college of the liberal arts and sciences founded in 1867 as Western Maryland College. Located on the west end of Main Street, approximately 1,600 undergrad students and 1,745 part-time grad students from 37 states and 17 countries attend McDaniel College. McDaniel College hosts numerous sports, music, and cheerleading camps during the summer, along with the King of the Hill lacrosse tournaments and Common Ground on the Hill's Traditions Weeks.

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

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

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

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

STATISTICAL DATA

Community Profile

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

Demographic Profile

Area

2014	7.8301 sq mi
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Climate

Average Summer High Temperature	85°
Average Winter High Temperature	43°
Average Annual Precipitation	41.9"
Average Annual Snowfall	35.7"

Population₁

	Total	% Change
2014 ₂	18,848	+ 1.4
2010	18,590	+11.1
2000	16,731	+28.03
1990	13,608	+48.37
1980	8,808	-

Median Age₁

2010 (US Census)	33.3 years
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Age Composition₁

	Total	% Change
Under 5	1280	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

Population of Primary Trade Area₁

125,477 (2005)

Households and Housing Units₁

Total Households	7,546
Non-family Households	3,044
Homeownership Rate	53.6%
Living in Same House 1+ Years	85.9%

Household Income₁

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

Economic Profile

2010 Employee Statistics By NAICS Code₄

Westminster, MD

Employees, Total (by Place of Work)		10,986
Forestry, Fishing, Hunting, and Agriculture Support	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 and Warehousing	615	5.60%
Information	278	2.53%
Finance and Insurance	229	2.08%
Real Estate and Rental and Leasing	71	0.65%
Professional, Scientific and Technical Services	331	3.01%
Management of Companies and Enterprises	75	0.68%
Admin, Support, Waste Mgt, Remediation Services	263	2.39%
Educational Services	1,619	14.74%
Health Care and Social Assistance	2,529	23.02%
Arts, Entertainment and Recreation	166	1.15%
Accommodation and Food Services	712	6.48%
Other Services (Except Public Administration)	416	3.79%
<u>Total Number of Firms</u>		1,908

Top Ten Employers In & Near Westminster,

As of January 31, 2013

Carroll Hospital Center	Health Care	1,759
Random House	Book Warehousing & Distribution	722
McDaniel College	Higher Education (Private)	621
Carroll Lutheran Village	Retirement / Assisted Living	437
English American Tailoring	Clothing Manufacturer	385
C.J. Miller, LLC	Paving & Excavating Contractor	334
Knorr Brake*	Railroad Brake Manufacturer	320
S. H. Tevis / Modern Comfort	Oil / Fuel, Heating & AC	232
PFG/Carroll County Foods	Wholesale / Dist Distribution	211

Largest Public Employers In & Near Westminster,

Carroll County Public Schools	Education (K-12)	3,630
Carroll County Commissioners	Local Government	587
Carroll Community College	Higher Education (Public)	621
City of Westminster	Local Government	148

Taxes,

2013 Total Property Assessed Value	1,599,127,933
Property Tax Rate	\$.56

Building Permits,

<u>Commercial Year</u>	<u>Permits</u>	<u>Value</u>
2013	76	4,591,262
2012	138	10,551,932
2011	215	15,406,100
2010	204	18,125,985
2009	182	12,828,633
2008	205	52,078,829
2007	248	6,400,691

Fixed Quarterly Charge

Meter Size	AWWA Meter Eqp.		Inside City		Outside City	
	Water	Sewer	Water	Sewer	Water	Sewer
Tier 1 - 5/8	1.00		\$23.09	\$23.57	\$24.71	\$33.11
Tier 1 - 3/4	1.00		\$23.09	\$23.57	\$24.71	\$33.11
Tier 2 - 1	2.50		\$57.72	\$58.92	\$61.78	\$82.78
Tier 2 - 1 1/2	5.00		\$115.44	\$117.84	\$123.57	\$165.58
Tier 2 - 2	8.00		\$184.70	\$188.53	\$197.71	\$264.92
Tier 2 - 3	16.00		\$369.39	\$377.07	\$395.41	\$529.85
Tier 2 - 4	25.00		\$577.18	\$589.18	\$617.83	\$827.89
Tier 2 - 6	50.00		\$1,154.35	\$1,178.35	\$1,235.66	\$1,655.80
Tier 2 - 8	80.00		\$1,846.96	\$1,885.37	\$1,977.06	\$2,649.27

Water Usage Charge

Tier 1 Rates

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

Tier 2 Rates

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

Sewer Usage Charge

Unit Rate (per 1,000 gallons)	Inside City	Outside City
Everyone	Sewer	Sewer
	\$5.71	\$8.54

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	9767

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 thru School Age	9
Multi-purpose Fields	4
Basketball Courts	4
Tennis Courts	7
Skate Park	1
Plazas	2
Walking Trail (2 miles)	1

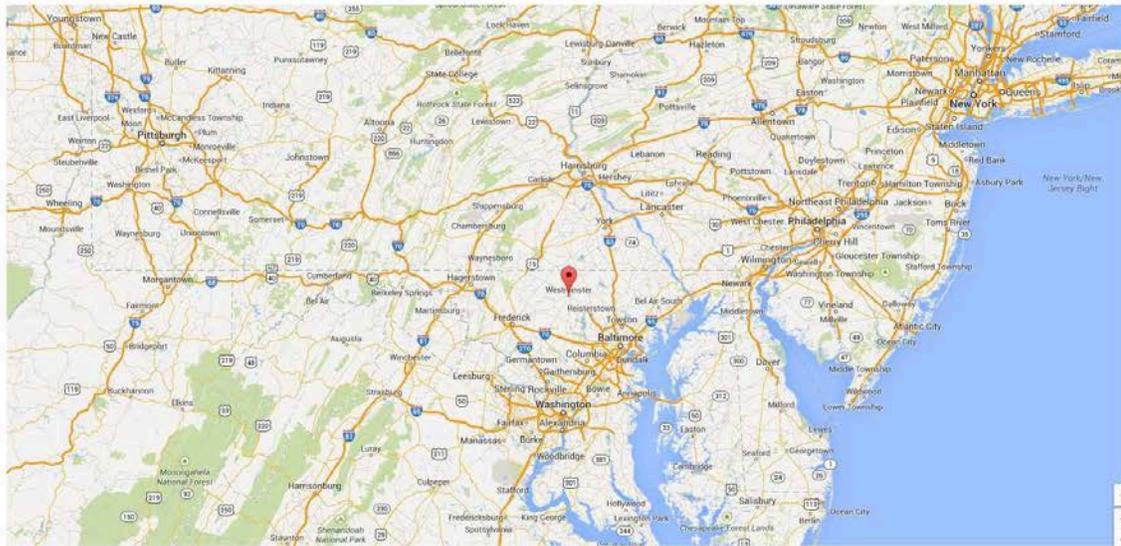
Police Protection Statistics:

Uniformed Police Officers	44	DUI Arrests	129
Civilian Personnel	13	Traffic Collisions	879
Total Calls for Service	12,310	Adult Arrests	680
Hours of Foot Patrol	2,020	Juvenile Arrests	153

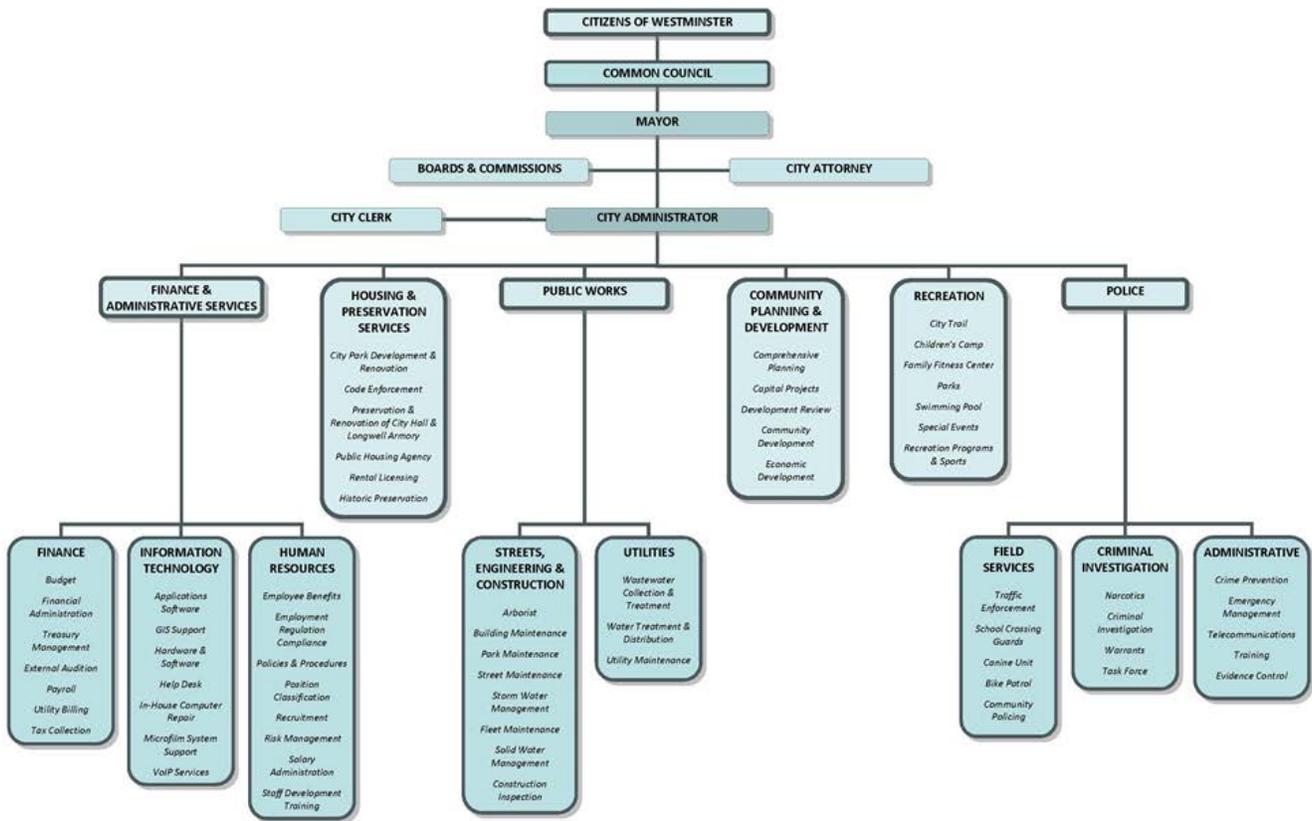
Footnotes:

- 1 US Census
- 2 Carroll County Planning
- 3 City of Westminster
- 4 CTRsearch.com: www.ctrsearch.com/Westminster
Demographics/MD/Quality-of-Life

Regional Map



ORGANIZATIONAL CHART



Budget Background

DEVELOPMENT, ADOPTION, AND STRUCTURE OF THE BUDGET

DEVELOPMENT

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

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

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

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

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

CITY OF WESTMINSTER VISION STATEMENT

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

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

This Vision will be accomplished by:

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

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

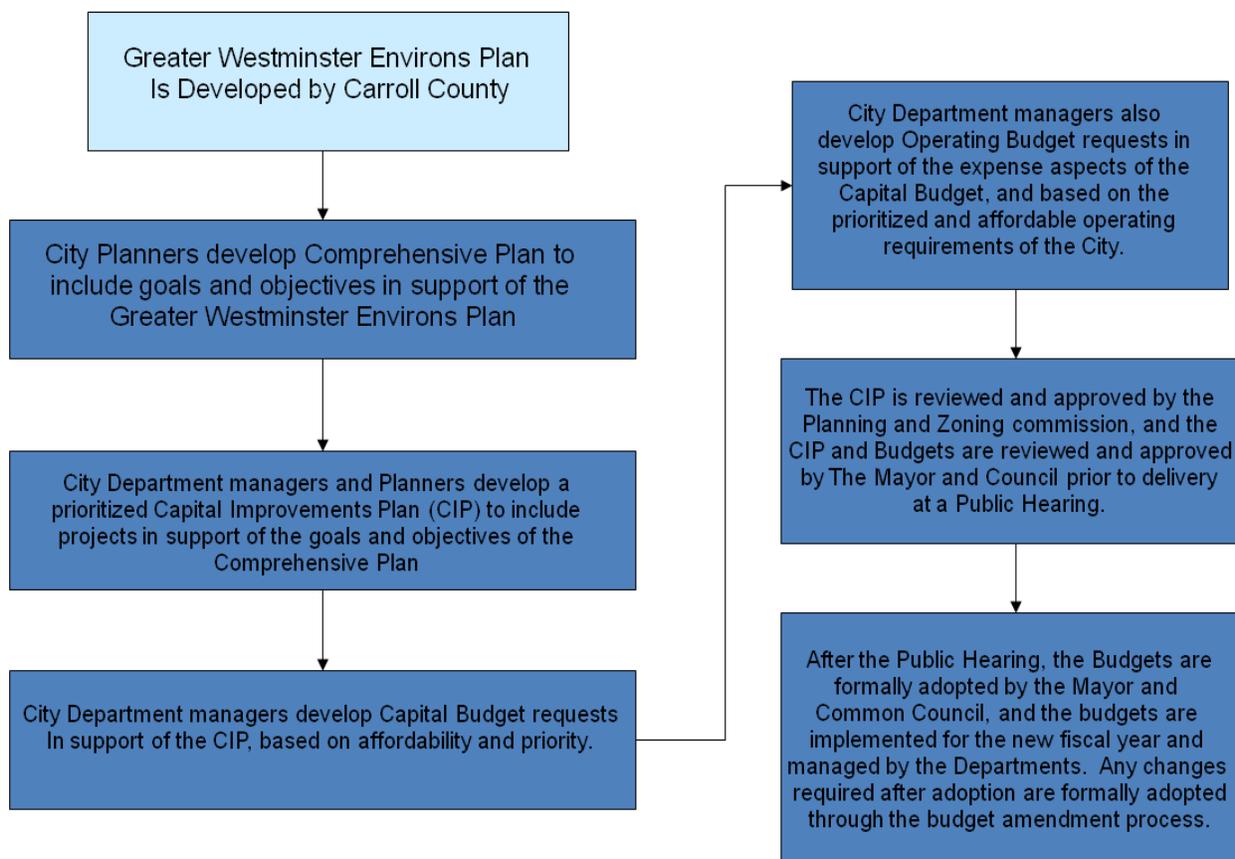
(b) *Express powers.*- In addition to, but not in substitution of, the powers which have been, or may hereafter be, granted to it, such legislative body also shall have the following express ordinance-making powers:

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

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

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

BUDGET DEVELOPMENT FLOW CHART



BUDGET SCHEDULE

FY2016 Budget Schedule

Jan - March 2015	Reviewed in regular Department Head meetings
April 1, 2015	Review preliminary budget with Finance Committee
April 9, 2015	Capital Plan submitted to Planning and Zoning for review and recommendation
April 23, 2015	Budget Workshop
April 27, 2015	Public Hearing and Introduction of Budget Ordinance
May 11, 2015	Adoption of Budget Ordinance

Public Housing Agency

April 13, 2015	Public Hearing and adoption of PHA Administrative Plan and annual PHA Plan
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ADOPTION

The budget ordinance was formally adopted on May 11, 2015.

STRUCTURE

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

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

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

DEPARTMENTAL MATRIX

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

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

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

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

STRATEGIC PLAN

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

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

1. Provide housing for population growth
2. Explore and develop new water resources

3. Upgrade the wastewater plant using enhanced nutrient removal

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

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

Furthermore, the City is implementing several green initiatives. These initiatives are generally supported with grants and outside funding agencies as well as capital revenues. These initiatives include new windows, new furnaces, new lights in most facilities including parking garages.

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

The plan to explore and develop new water resources is accomplished through user fees and benefit assessment revenues. The City has several capital projects where new water sources are the objective including development of Gesell Well, Greenvale Mews Well, and Little Pipe Creek intake. In FY2009, the City hired Municipal and Financial Services Group to conduct an analysis of the rates for the City's water and wastewater services. The study was adopted by the Mayor and Council in 2009 and is being implemented. In addition, new development is required to pay benefit assessment fees and this revenue stream is used to find new water resources. The impact to the budget to explore new water resources is minimal because the user rates are being adjusted annually and the benefit assessment fees are in surplus.

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

As the economic climate improves, the Mayor and Council continue to improve services and grow the City. Long-term projects include implementing broadband infrastructure, enhanced nutrient removal and expansion of the sewer facilities, expanding park facilities, increasing water resources, and developing green initiatives and energy

conservation programs. These projects and programs will be funded by a combination of the capital fund tax, capital benefit assessment funds and outside grants.

FY2016 Adopted Budget

SUMMARY

BUDGET OVERVIEW

This budget prepares for the future with major commitments in recreation and culture, technology, and economic development. Major projects in the General Fund include Development of Wakefield Valley, History Museum, Storm Water Management Implementation, Succession Planning and Broadband Fiber Infrastructure.

The Storm Water Management Implementation is a program in which the City will partner with Carroll County in order to meet State mandated regulations regarding storm water management. This will be a recurring capital cost. The amount budgeted for FY 2016 is \$463,704. The impact to future years may require implementation of a storm water fee. For FY 2016, the City will fund this project with real property tax revenue.

The Wakefield Valley Project is funded in FY2016 with funds that were unspent, carried-over and re-allocated from FY2016. This project is in the planning stage for the FY2016 budget year.

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

The City made a major commitment to economic development in this budget by funding the Fiber Infrastructure Project. This project is two-fold. It includes a pilot project which will provide the infrastructure to about 400 homes and a business park. The pilot project is expected to be complete by end of FY2015. The City-wide project includes providing the infrastructure to the remainder of the City. The City-Wide project will require the issuance of bonds. It is expected that lease revenue generated from the infrastructure will pay future debt service. This project is reflected in the budget in a separate fund titled Fiber Infrastructure Fund.

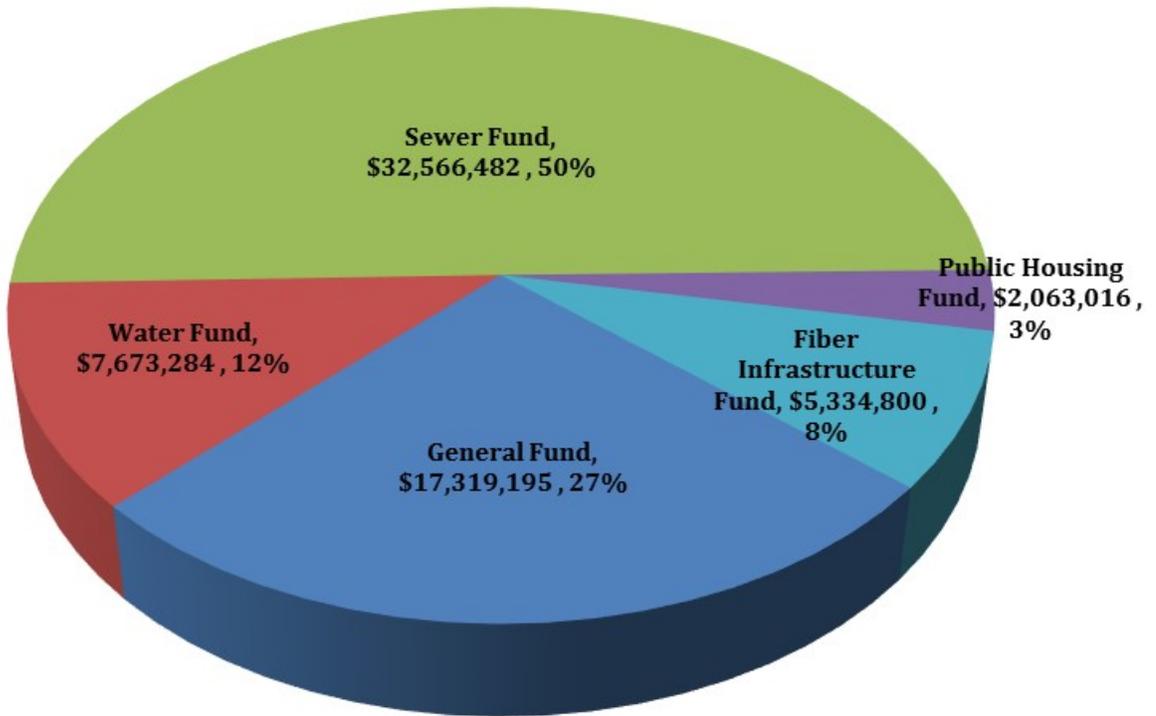
The water rates remain the same for this budget year. Capital expenses include new equipment and new water supply source development. All capital expenses are funded from water rates.

The sewer rates were increased 11%. This is primarily to offset debt service that will be incurred as a result of the Enhanced Nutrient Removal project. This project is expected to cost \$53 million dollars. The FY 2016 budget calls for \$26,513,307. The construction for this project will span two years. The project is 61% grant-funded and 39% city funded. The City plans to issue bonds in FY2016 in the amount of \$18 million dollars. Sewer rates were increased in 2009 to offset costs associated with this project. The projects costs have escalated since 2009 due to changes in regulations and technology. The additional costs and debt service are offset with an additional sewer rate increases. It is expected that sewer rates will increase 11% in FY2017.

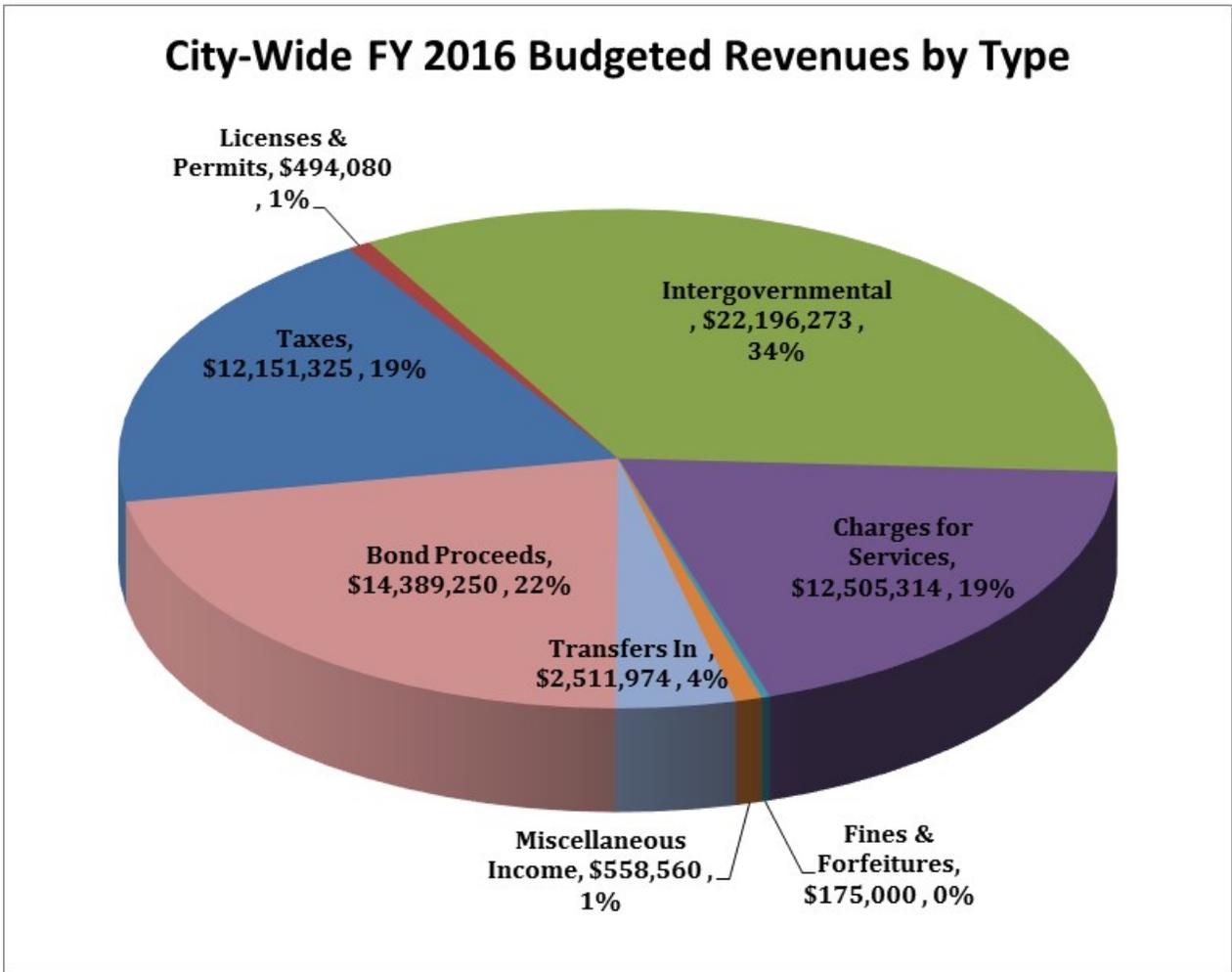
The total budget including capital project costs is \$64,616,582.

Government-wide revenues and expenses total \$17,319,195 with General, Housing and the Fiber Funds comprising 38% percent of the total Government-wide budget and Enterprise Funds comprising 62%. The charts below demonstrate the distribution of revenues and expenses government-wide.

City-Wide FY 2016 Budgeted Revenues by Fund

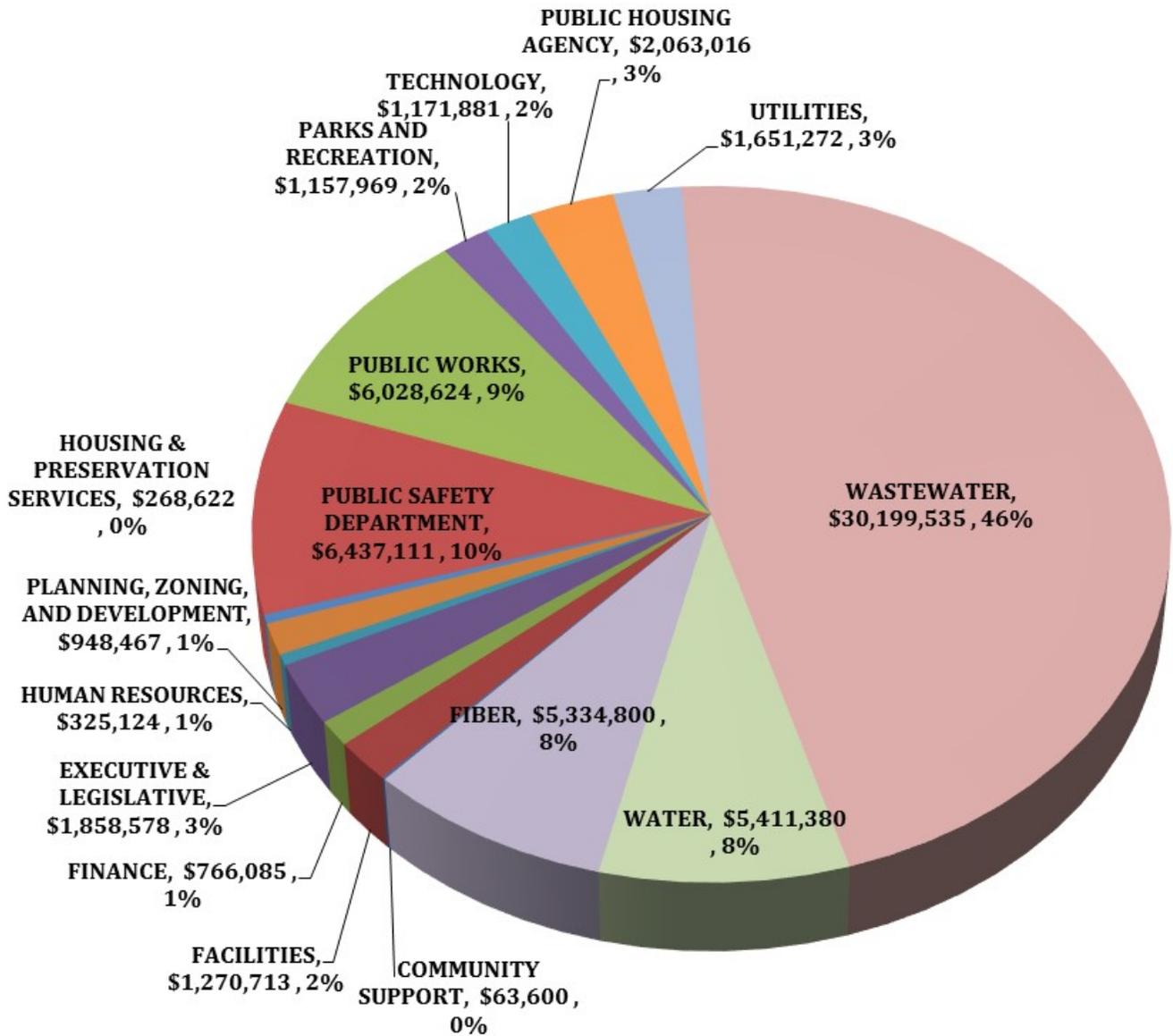


Intergovernmental funding continues to be the largest revenue type making up 34% of city-wide revenues. In FY2016, the City will issue bonds in the amount of \$14,389,250 creating 22% additional revenue.



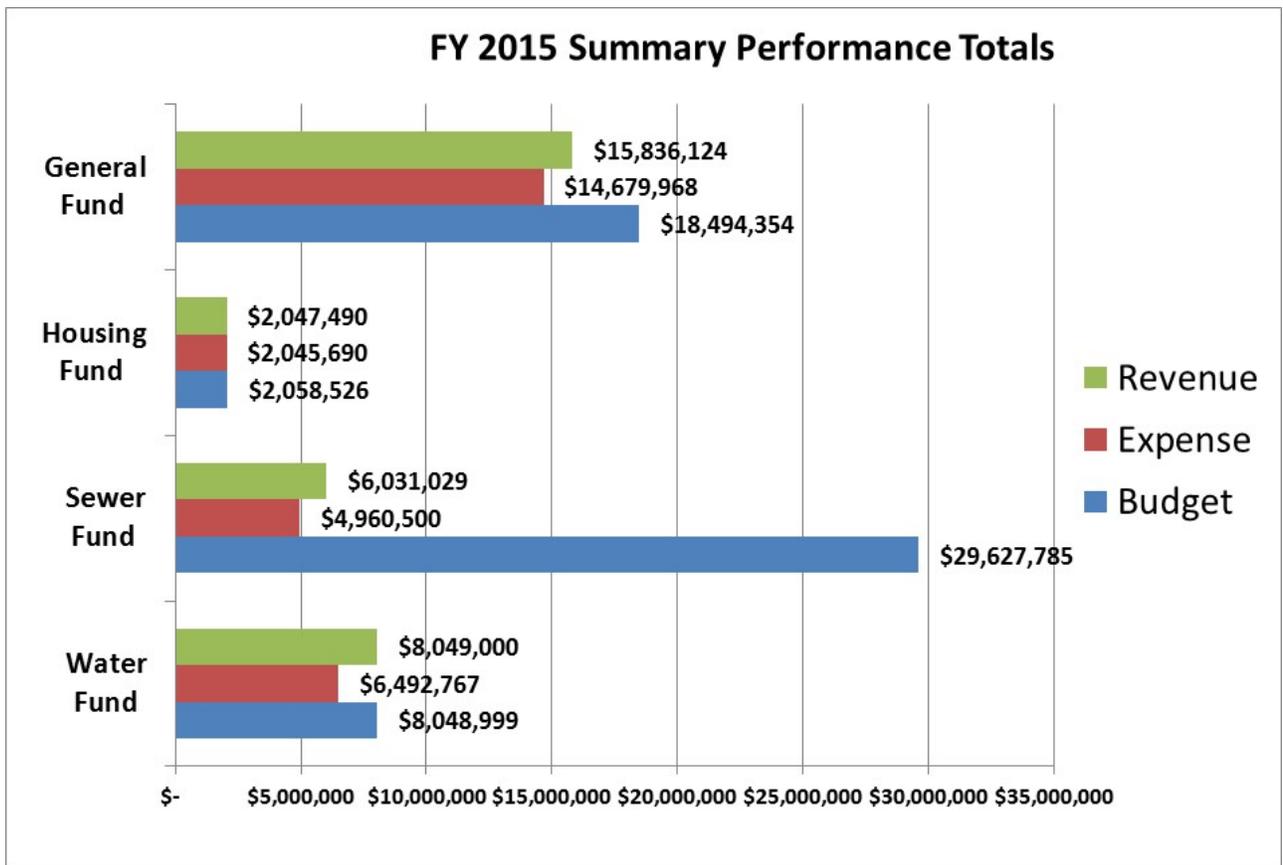
The ENR Project in the Wastewater Fund is by far the largest project undertaken by the City and is therefore a large percentage of the City-wide expenses making up 46% of the overall City-wide expenses.

City-Wide FY 2016 Budgeted Expenditures by Department



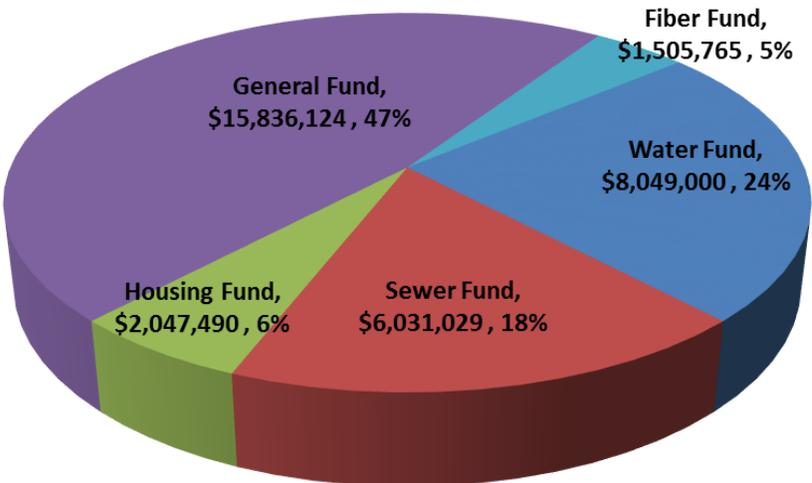
2015 IN REVIEW – PROJECTED RESULTS

Revenues exceeded expenditures in all funds except Housing, which required the use of the equity balance.

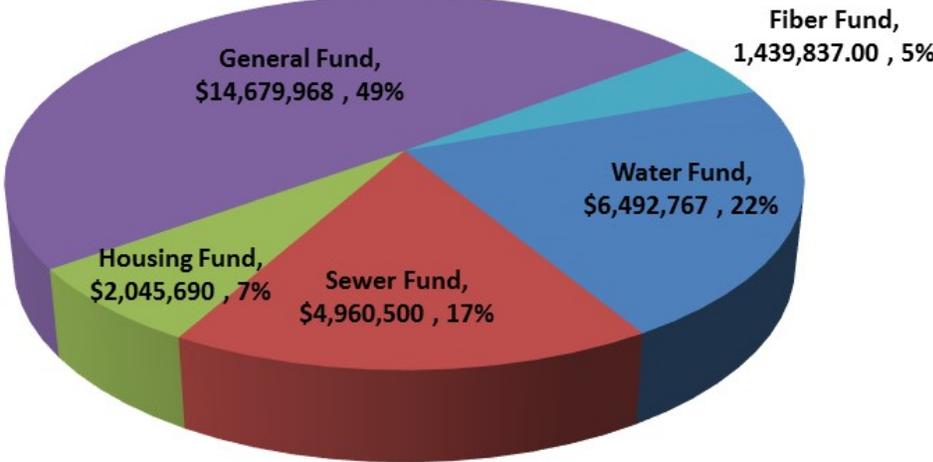


The final results for FY2015 were not complete at the time of this printing. The following charts display the projected results for FY2015.

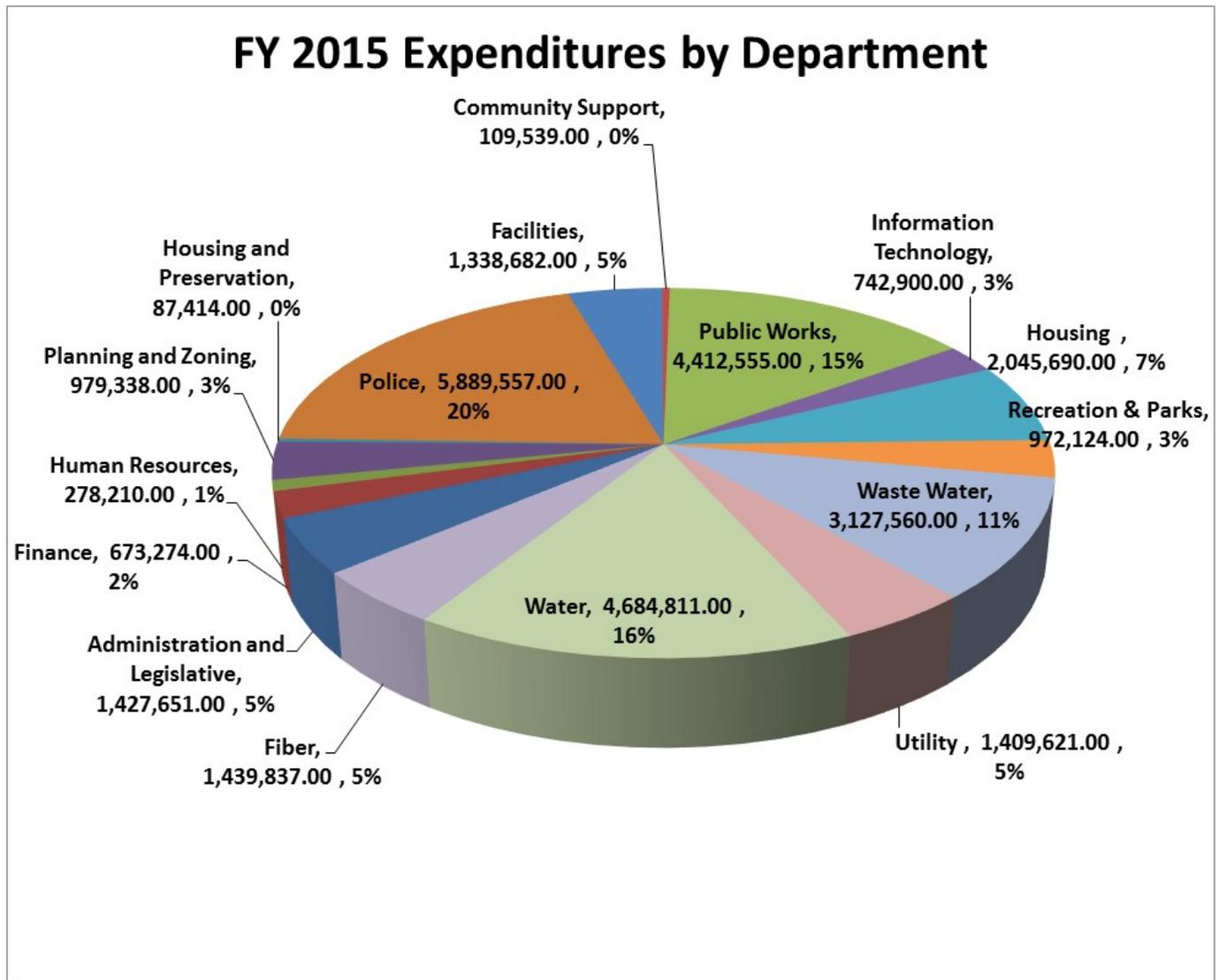
FY 2015 Projected Revenues by Fund



FY 2015 Expenditures by Fund



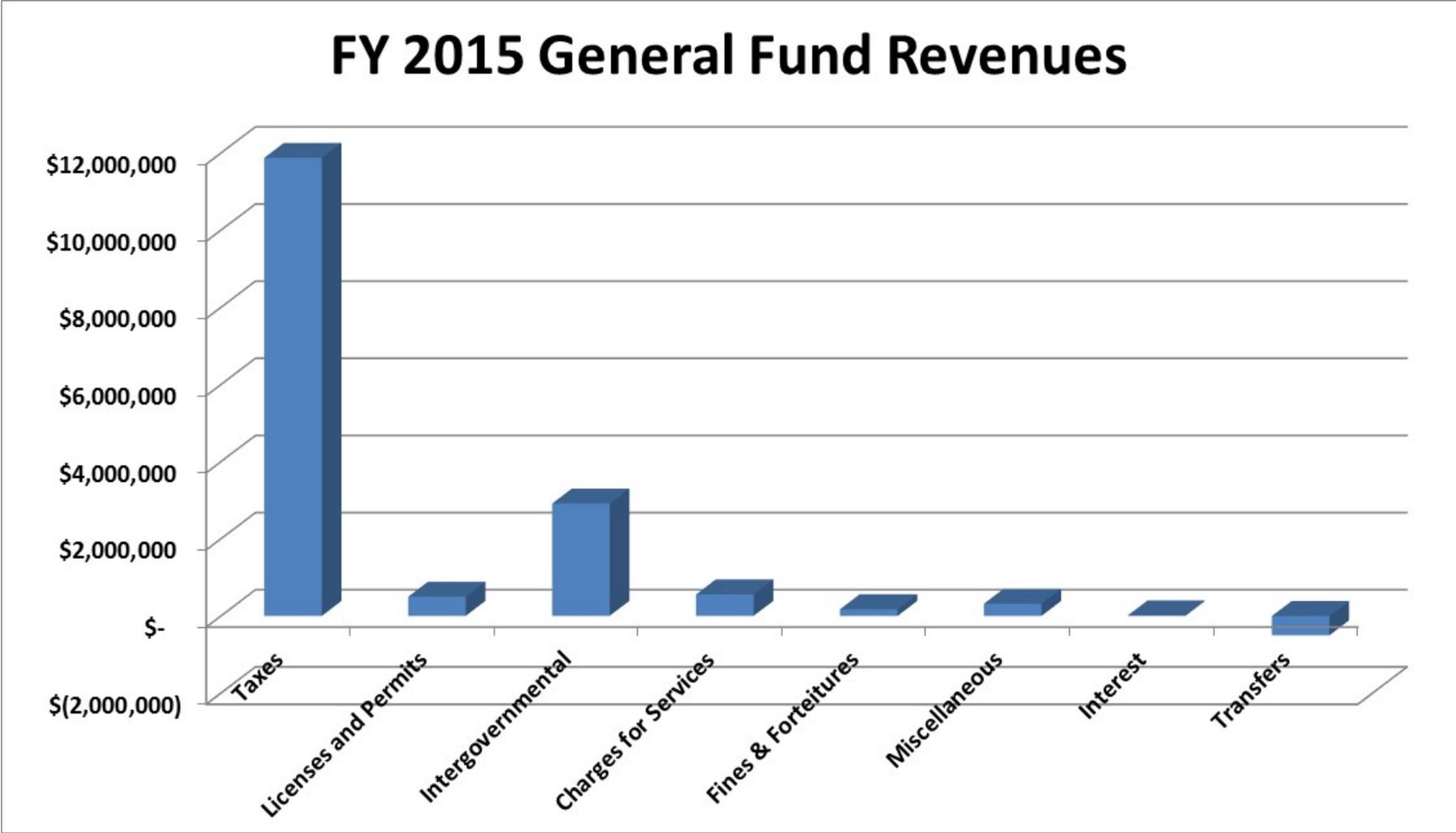
The final results for FY2015 were not complete at the time of this printing. The following charts display the projected results for FY2015.



GENERAL FUND

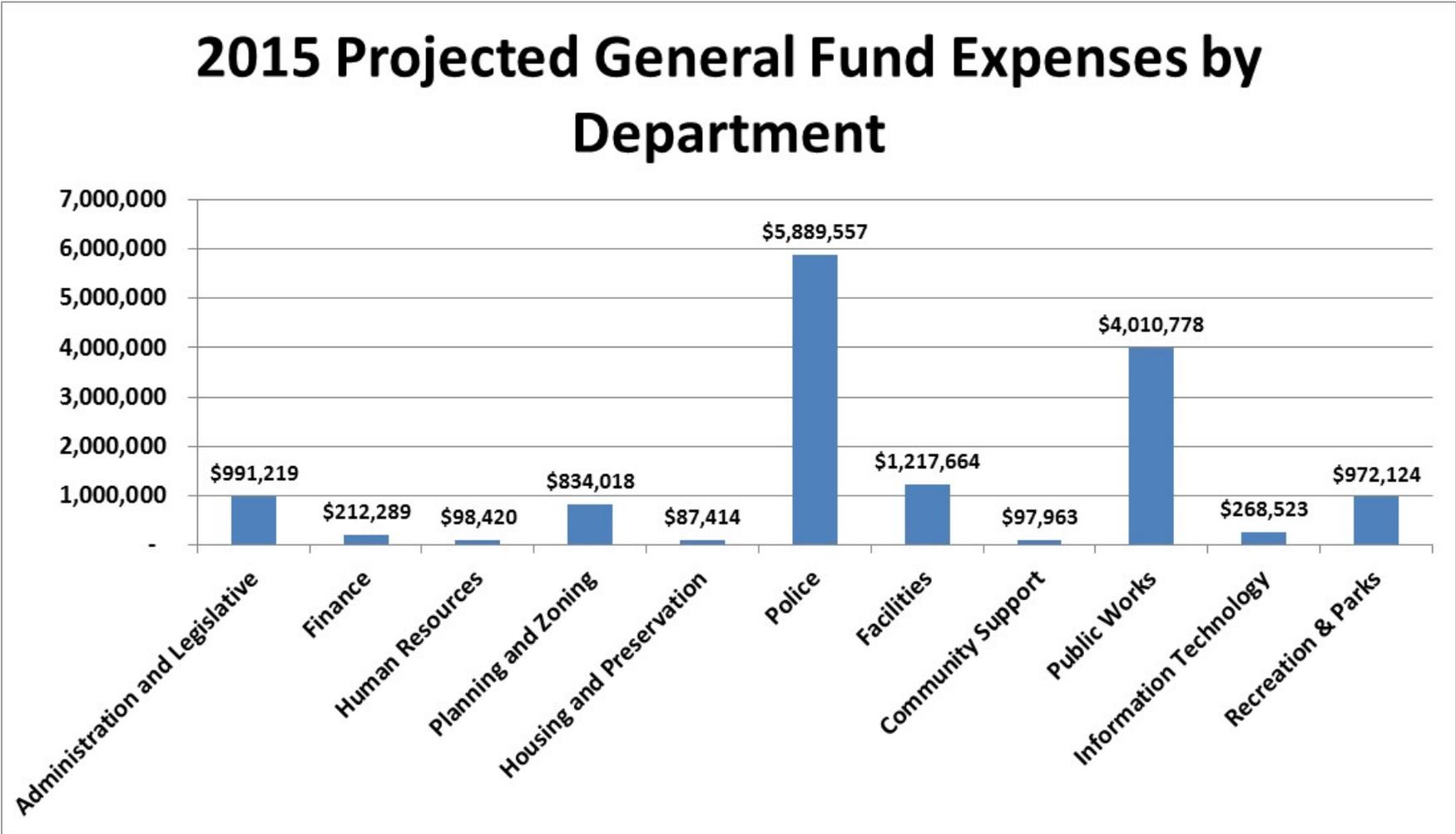
GENERAL FUND REVENUES

The General Fund’s largest revenue is tax providing 75% of the fund’s revenues. The next largest revenue is Intergovernmental funding making up 18% of total revenue. All other revenue classes are less than 5% of the total revenues each.



GENERAL FUND EXPENSES

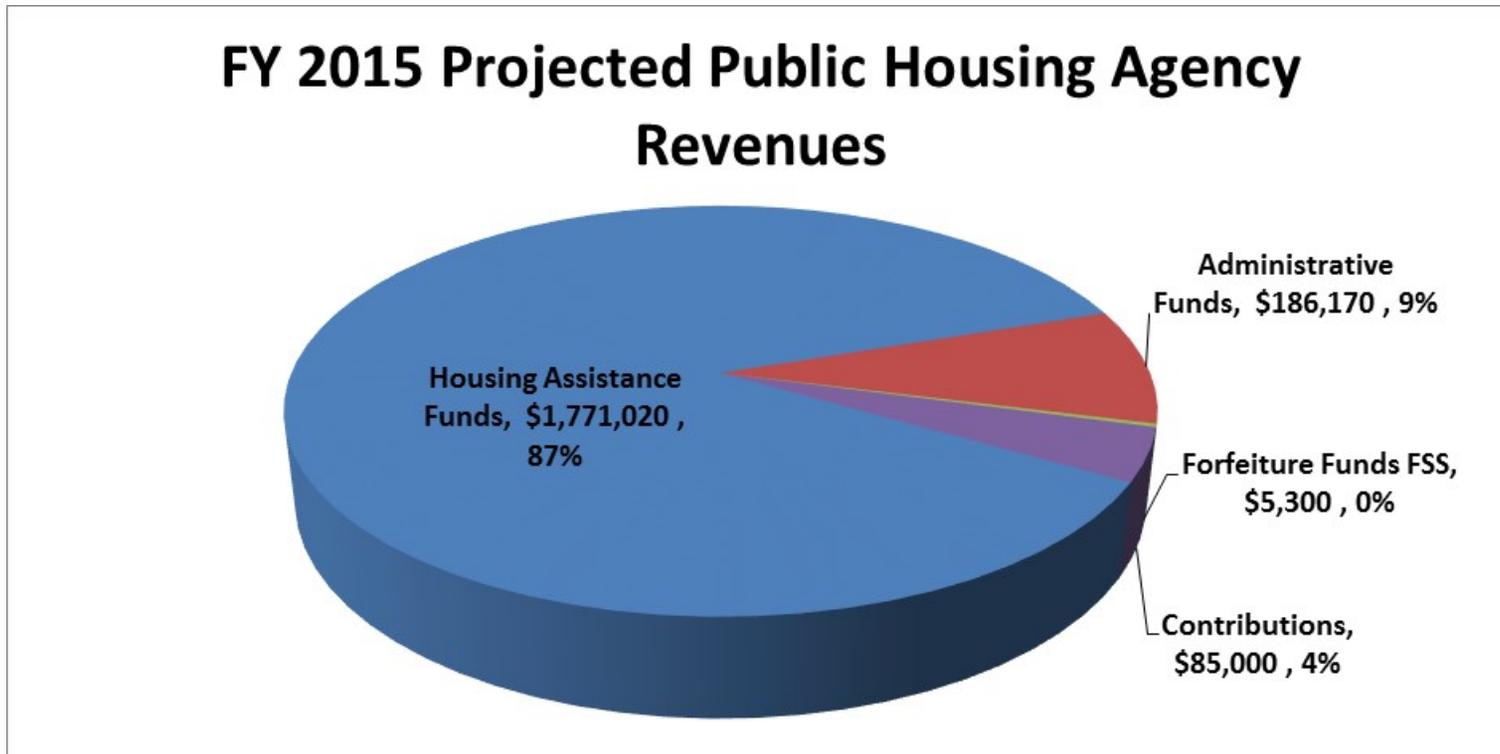
General Fund expenses are made up mostly of Public Safety (40%) and Public Works (27%) expenses. All other expenses are supporting departments.



HOUSING FUND

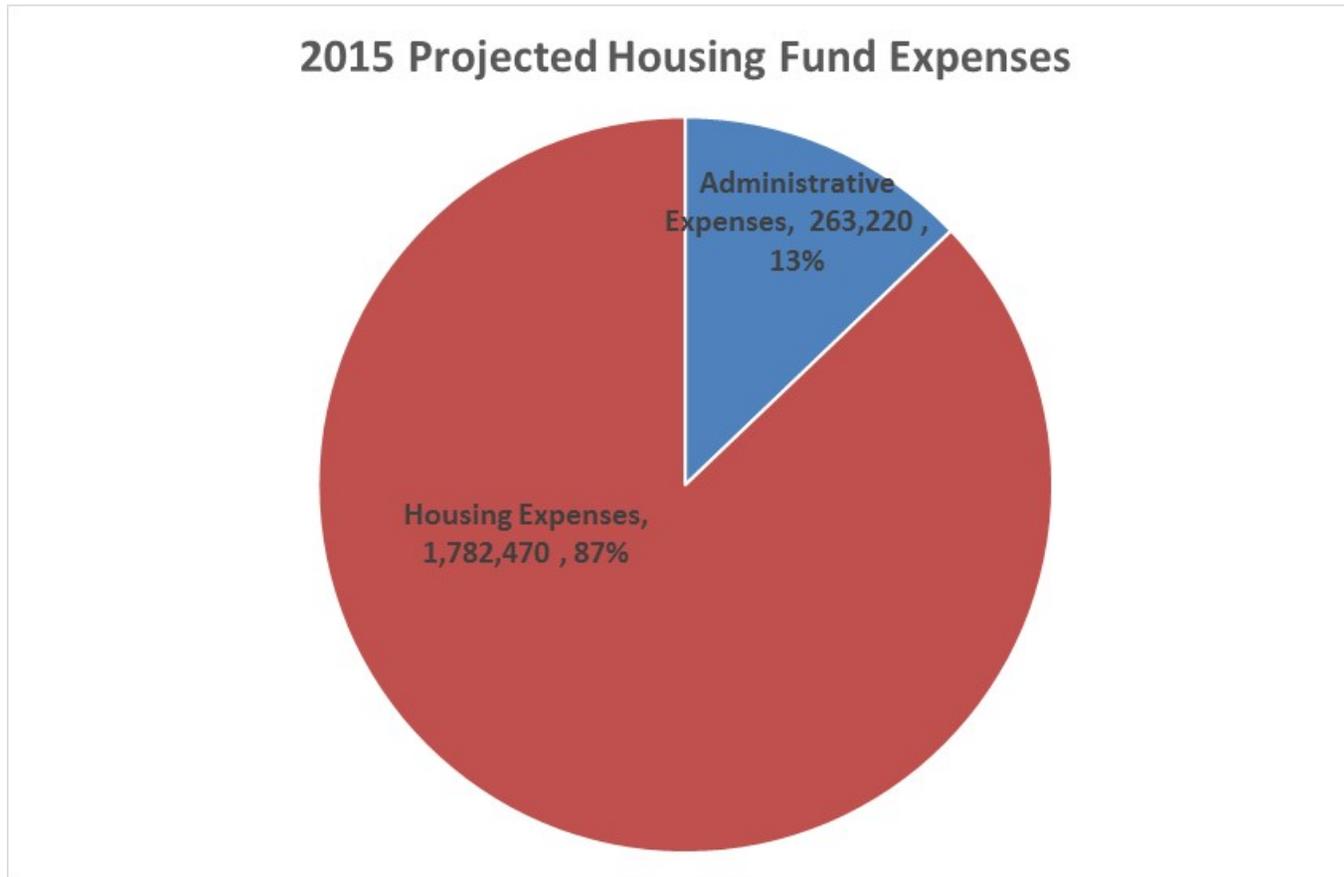
HOUSING FUND REVENUES

The Public Housing Agency's largest revenue is the Housing Assistance Funds. HUD changed the funding allocations requiring use of equity reserves. It is expected that funding levels will return to level for Housing Assistance Funds, but not for Administrative funds. HUD is currently funding Administration Costs at 87%.



HOUSING FUND EXPENSES

Housing Expenses amount to \$1,991,231. As mentioned earlier, this is the only fund where expenses exceed revenues. The Department of Housing and Urban Development will continue to under-fund the program until all reserves are exhausted. It is expected that all reserves will be exhausted in 2015.



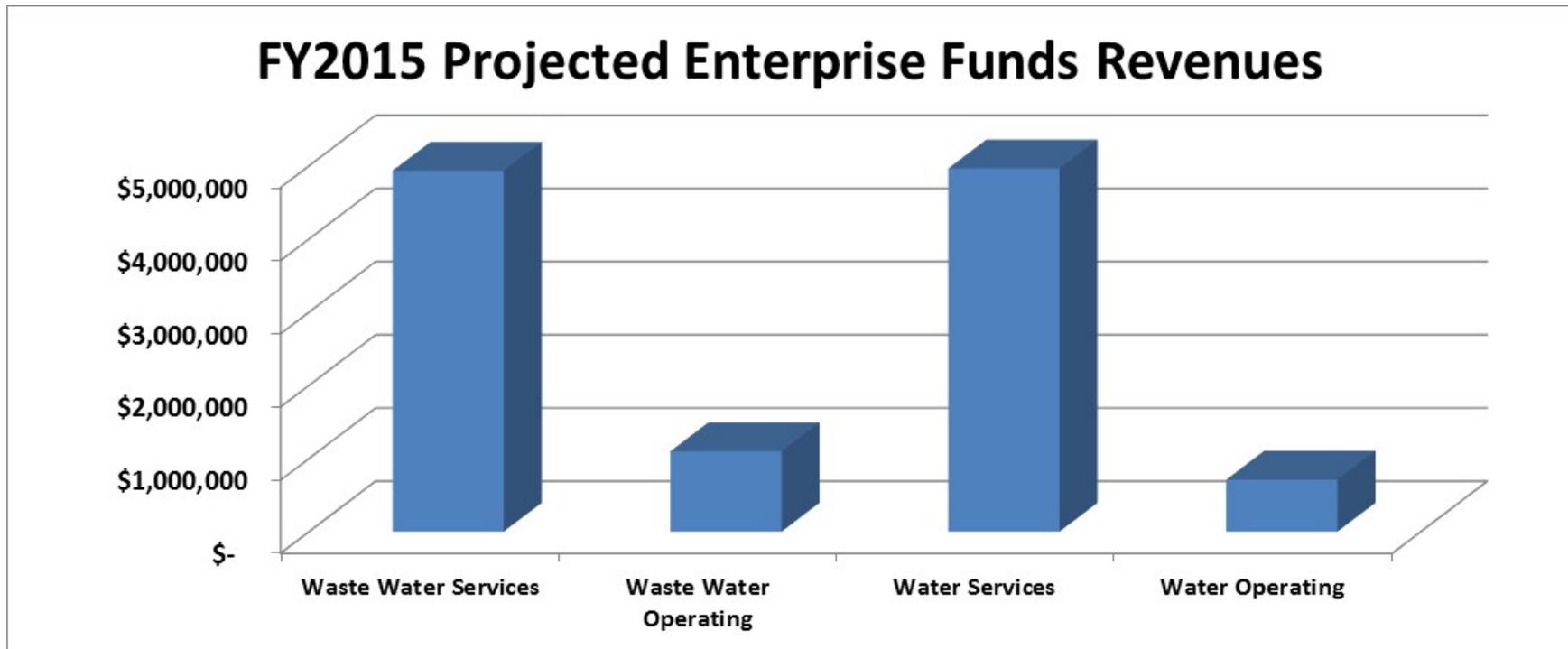
GENERAL AND HOUSING FUNDS – CHANGES IN EQUITY

General & Housing Fund	Actual FY 2012	Actual FY 2013	Actual FY 2014	Projected FY 2015	Budgeted FY 2016
Net Assets - Beginning	40,053,317	44,093,809	45,255,511	46,677,609	47,835,564
Taxes	13,134,343	11,795,180	11,846,750	11,873,086	12,151,325
Charges for Services	1,443,285	1,420,942	1,236,061	1,224,140	1,227,080
Intergovernmental	4,643,433	3,364,268	4,380,290	4,959,978	4,854,511
Interest	34,368	19,900	11,478	12,812	13,000
Miscellaneous	145,750	259,471	30,563	313,598	301,895
Transfers				(500,000)	834,399
Total	19,401,179	16,859,761	17,505,142	17,883,614	19,382,210
General Government	1,658,564	1,619,659	2,033,740	1,485,621	4,015,449
Public Safety	5,537,316	5,849,529	5,698,822	5,889,557	6,437,111
Public Works	4,176,521	4,395,239	4,668,285	5,228,442	5,525,865
Recreation and Culture	1,231,756	1,142,296	1,267,334	972,124	1,157,969
Community Dev & Housing	2,510,928	2,364,831	2,218,483	2,967,122	2,063,016
Interest	245,602	218,755	196,380	182,793	182,800
Sewer Services					
Water Services					
Total	15,360,687	15,590,309	16,083,044	16,725,659	19,382,210
Change in Assets	4,040,492	1,269,452	1,422,098	1,157,955	
Net Assets Ending	44,093,809	45,363,261	46,677,609	47,835,564	

ENTERPRISE FUNDS – WATER AND SEWER

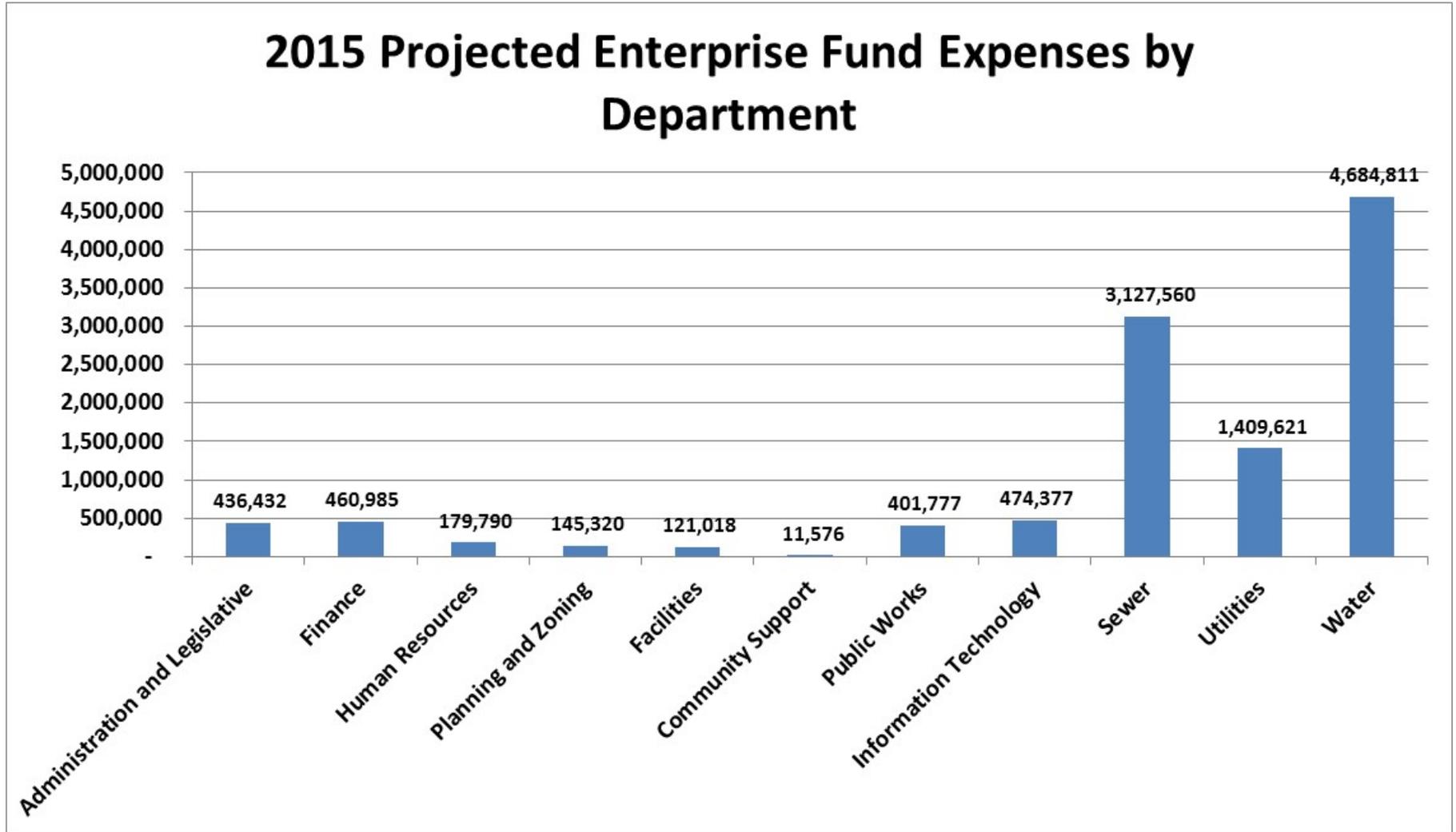
ENTERPRISE FUNDS – WATER AND SEWER REVENUES

Wastewater rates were increased 11% in FY 2015 and in FY 2016 to offset debt service as a result of the ENR project. The FY 2015 total revenues are 6% higher than the FY 2014 revenues in Wastewater. The water revenues remained steady.



ENTERPRISE FUND EXPENSES

The Enterprise Fund expenses consist mainly of Water (41%), Sewer (27%), and Utilities (12%). All other expenses are supporting departments.



ENTERPRISE FUND CHANGES IN EQUITY

Enterprise Funds	Actual FY 2012	Actual FY 2013	Actual FY 2014	Projected FY 2015	Budgeted FY 2016
Net Assets - Beginning	52,338,811	55,012,354	56,973,811	59,270,791	59,522,047
Charges for Services	10,756,362	10,620,457	10,819,233	10,921,777	11,542,484
Intergovernmental	995,845	480,407	872,369	751,196	17,578,457
Interest	16,730	17,379	14,547	31,300	24,000
Miscellaneous	60,182	29,399	17,565	250	28,000
Bond Proceeds				-	9,389,250
Transfers				-	1,677,575
Total	11,829,119	11,147,642	11,723,714	11,704,523	40,239,766
Sewer Services	4,990,870	4,762,370	4,877,723	4,960,500	32,566,482
Water Services	4,164,706	4,417,165	4,549,011	6,492,767	7,673,284
Total	9,155,576	9,179,535	9,426,734	11,453,267	40,239,766
Change in Assets	2,673,543	1,968,107	2,296,980	251,256	
Net Assets Ending	55,012,354	56,980,461	59,270,791	59,522,047	

ALL FUNDS SUMMARY – FUND BALANCES AND CHANGES IN EQUITY

Fund balances are not growing at the rate they were in prior years as the two largest construction projects for the City get under way. The first started in FY2015, the Broadband Fiber project and the ENR project will begin construction in FY 2016. User rates, benefit assessments and property tax rates have been set in anticipation of the rising costs of these projects. It is expected that fund balances which were built up in recent years will be depleted with future debt service and construction costs.

City-Wide	Actual FY 2012	Actual FY 2013	Actual FY 2014	Projected FY 2015	Budgeted FY 2016
Net Assets - Beginning	92,392,128	99,106,163	102,343,722	106,062,800	107,472,011
Taxes	13,134,343	11,795,180	11,846,750	11,873,086	12,151,325
Charges for Services	12,199,647	12,041,399	12,055,294	12,145,917	12,769,564
Intergovernmental	5,639,278	3,844,675	5,252,659	5,711,174	22,432,968
Interest	51,098	37,279	26,025	44,112	37,000
Miscellaneous	205,932	288,870	48,128	313,848	329,895
Bond Proceeds					9,389,250
Transfers				(500,000)	2,511,974
Total	31,230,298	28,007,403	29,228,856	29,588,137	59,621,976
General Government	1,658,564	1,619,659	2,033,740	1,485,621	4,015,449
Public Safety	5,537,316	5,849,529	5,698,822	5,889,557	6,437,111
Public Works	4,176,521	4,395,239	4,668,285	5,228,442	5,525,865
Recreation and Culture	1,231,756	1,142,296	1,267,334	972,124	1,157,969
Community Dev & Housing	2,510,928	2,364,831	2,218,483	2,967,122	2,063,016
Interest	245,602	218,755	196,380	182,793	182,800
Sewer Services	4,990,870	4,762,370	4,877,723	4,960,500	32,566,482
Water Services	4,164,706	4,417,165	4,549,011	6,492,767	7,673,284
Total	24,516,263	24,769,844	25,509,778	28,178,926	59,621,976
Change in Assets	6,714,035	3,237,559	3,719,078	1,409,211	-
Net Assets Ending	99,106,163	102,343,722	106,062,800	107,472,011	

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	May 31, 2015
• General Operating Funds:	\$2,165,255	\$ 4,161,830	\$5,988,153	\$ 7,868,076	\$ 8,154,993	\$10,722,170
• Police Forfeiture Funds:	\$ 61,190	\$ 63,305	\$ 54,210	\$ 55,061	\$ 63,078	\$ 100,236
• Capital Projects Funds:	\$ 118,891	\$ 928,273	\$1,579,781	\$ 1,899,612	\$ 1,830,180	\$ 1,714,481
• Community Development:	\$ 253,625	\$ 255,739	\$ 474,891	\$ 475,953	\$ 475,953	\$ 475,953
• Benefit Assessment Funds:	\$ 695,510	\$ 819,421	\$ 870,266	\$ 985,652	\$ 1,061,557	\$ 0
○ Total General Fund:	\$3,294,471	\$6,228,568	\$8,967,301	\$11,284,354	\$11,585,761	\$13,012,840

Sewer Fund Opening Balances:

• Sewer Fund Operating Funds:	\$1,286,565	\$2,523,013	\$3,390,753	\$ 4,484,765	\$ 5,068,821	\$ 5,599,818
• Benefit Assessment Funds:	\$3,159,634	\$3,390,595	\$3,638,037	\$ 3,868,050	\$ 4,158,771	\$ 4,408,308
○ Total Sewer Fund:	\$4,446,199	\$5,913,608	\$7,028,790	\$ 8,352,815	\$ 9,227,592	\$10,008,125

Water Fund Opening Balances:

• Water Fund Operating Funds:	\$2,202,248	\$3,367,771	\$4,273,236	\$ 5,083,930	\$ 5,204,233	\$5,709,018
• Benefit Assessment Funds:	\$3,225,036	\$3,452,259	\$3,685,835	\$ 3,705,480	\$ 3,977,749	\$2,725,432
○ Total Water Fund:	\$5,427,284	\$6,820,029	\$7,959,071	\$ 8,789,410	\$ 9,181,982	\$8,434,450

Public Housing Agency Opening Balances:

• PHA Operating Funds:	\$ 459,223	\$ 67,048	\$ 3,536	\$ 0	\$ 0	\$ 85,073
• PHA HAP Equity Funds:	\$ 192,726	\$ 739,805	\$ 480,815	\$ 394,157	\$ 305,473	\$ 0
• PHA Admin Equity Funds:	\$ -	\$ -	\$ 78,154	\$ 17,619	\$ 0	\$ 0
• PHA FSS Escrow Funds:	\$ 30,056	\$ 35,831	\$ 20,366	\$ 13,999	\$ 13,510	\$ 21,895
○ Total PHA Fund:	\$ 682,005	\$ 842,684	\$ 582,871	\$ 425,775	\$ 318,983	\$ 106,969

Total City of Westminster Balance:	\$13,849,959	\$19,804,890	\$24,538,033	\$28,852,354	\$30,314,317	\$31,838,430
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DEBT SERVICE

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

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

The FY2016 Budget calls for a Fiber Project for which the City will incur debt in the amount of \$5,000,000 per year for the next four years. The City expects to issue bonds for the project. Debt service is expected to be paid with lease revenues.

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

The FY2016 Budget calls for the Sewer Fund to incur debt in the amount of \$9,389,250 in FY2016 and \$9,389,250 in FY2017 for the State of Maryland mandated Enhanced Nutrient Removal Wastewater Treatment Plant. The City will also utilize approximately \$28,000,000 in Bay Restoration Funds/Grants for the project. Carroll County will also be funding approximately \$5,000,000. The project is scheduled to start construction in 2016 and be completed by 2019. The sewer rate structure has been modeled to build sufficient reserve funding for the annual debt service requirements. The FY2015, FY2016 and FY2017 budgets include an 11% increase in sewer rates for each year.

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

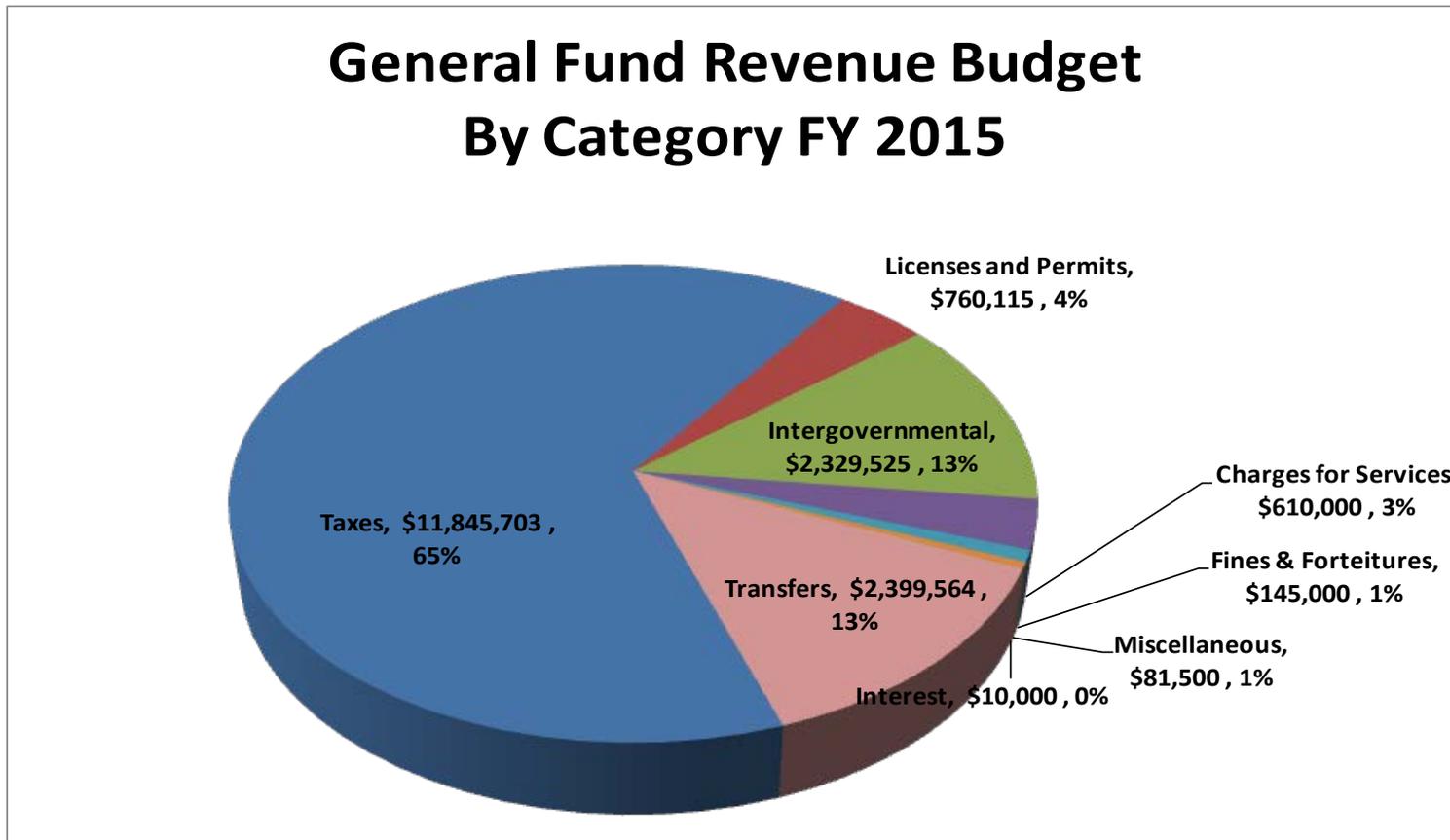
Debt Instrument	Project Name	Balance June 30, 2015	Future Payments			
			FY2016		FY2017	
			Principle	Interest	Principle	Interest
General						
2005 Infrastructure Bond A	Green St Paving	3,433,800	170,200	144,866	175,700	138,058
2012 Infrastructure Bond B	Parking Garages	1,098,400	150,000	19,946	152,000	18,056
<i>Total General Fund</i>		<i>4,532,200</i>	<i>320,200</i>	<i>164,812</i>	<i>327,700</i>	<i>156,114</i>
Water						
Drinking Water Bond 2000	Westminster Carfarø V	451,418	70,492	11,737	72,325	9,904
Drinking Water Bond 2007	Cranberry WTP Upgrad	6,584,485	563,443	65,845	569,077	60,210
Drinking Water Bond 2008	Medford Quarry Emerg	3,228,391	214,553	77,481	219,702	72,332
<i>Total Water Fund</i>		<i>10,264,294</i>	<i>848,488</i>	<i>155,063</i>	<i>861,104</i>	<i>142,446</i>
Sewer						
None						

GENERAL FUND FY2016 BUDGET

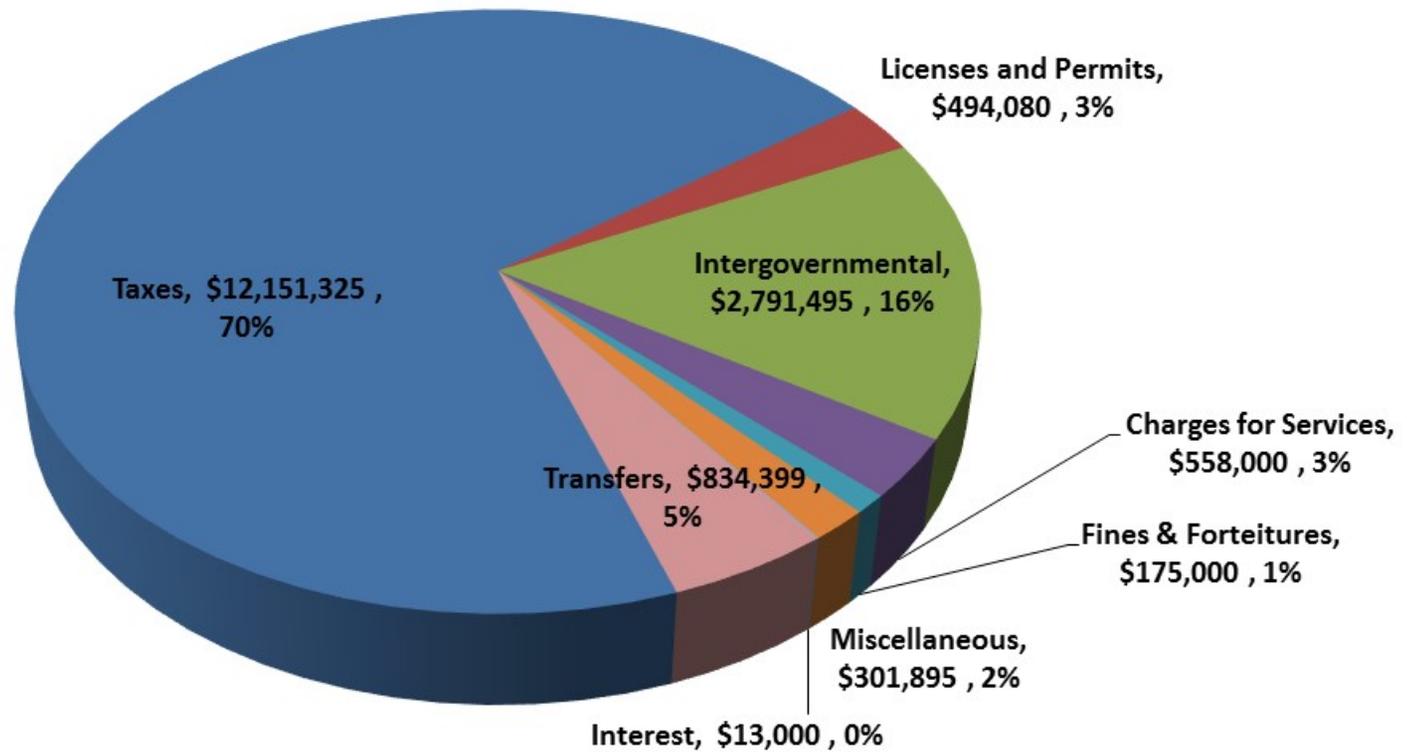
GENERAL FUND REVENUES

For Fiscal Year 2015, the General Fund revenue base was expected to remain flat as compared to the prior year except for two transfers from reserves. A transfer of \$1,000,000 in surplus capital funds allows for extra one-time projects related to energy conservation in facilities. A transfer of \$1,289,444 from Benefit Assessment Reserves will be used towards the Fiber Pilot Project mentioned in the Mayor's Message. While other portions of the State are seeing declines in income tax, the City has seen a steady incline. It is expected that income taxes will start to level this year. The City held the Real Estate Tax rate at \$ 0.56 per \$100 of assessed value. Assessments are expected to remain constant for one more year. The charts below compare FY2014 to FY2015 Revenues. The FY2014 tax revenues are a larger percentage of the overall revenue because there are no transfers in FY2014.

REVENUE COMPARISON FY2015 vs. FY2016



General Fund Revenue Budget By Category FY 2016



REVENUE DETAIL COMPARISON – FY2013 – FY2021 BUDGET, ACTUAL AND PROJECTED (THOUSANDS)

General Fund	FY 2013 Budget	FY 2013 Actual	FY 2014 Budget	FY 2014 Actual	FY 2015 Budget	FY 2015 Projected	FY 2016 Budget	FY 2017 Projection	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection	FY 2021 Projection
Account Number												
100.410000 Taxes												
100.411101 Real Property (Full Year Levy)	7047	6917	6951	7026	7127	7127	7262	7480	7704	7858	8015	8176
100.411201 Personal Property	0	18	12	11	15	14	10	10	11	11	11	12
100.411202 Railroad & Public Utilities	203	195	203	158	248	281	260	268	276	284	293	301
100.411203 Business Personal Property	558	627	558	489	600	500	600	600	600	600	600	600
100.411301 Tax Credits	-210	-8	-5	-14	-13	-4	-6	-6	-6	-6	-6	-6
100.411501 Prior Years Additions/Abatements	-37	-26	0		0		0	0	0	0	0	0
100.412101 Penalties & Interest	35	25	50	36	25	45	25	25	24	23	22	21
100.413101 Income Taxes	1485	1825	1600	1840	1700	1800	1800	1854	1910	1967	2026	2087
100.414101 Admission & Amusement	150	210	130	251	200	167	220	220	222	224	226	228
Total	9231	9784	9499	9796	9902	9929	10171	10451	10741	10962	11188	11419
100.420000 Licenses & Permits												
100.421101 Street Usage Permits	0	0	0	0	0		0	0	0	0	0	0
100.421102 Parking - Longwell Garage	50	51	50	42	50	38	46	46	46	46	46	46
100.421103 Parking - Surface Lots	50	39	40	46	40	32	40	40	40	40	40	40
100.421104 Parking-West Square Garage	20	20	20	22	20	23	20	24	24	24	24	24
100.422101 Beer, Wine & Liquor	5	11	10	11	10	11	10	11	11	11	11	11
100.422102 Traders	10	78	50	77	70	75	75	75	75	75	75	75
100.423101 Building Permits-County	4	6	5	4	5	5	6	6	6	6	6	6
100.423102 Cable Television Franchise Fees	200	222	215	231	225	235	230	215	210	205	205	200
100.423103 Pawn Broker Fees	0	0	2		2		3	3	3	3	3	3
100.423104 Utility Permits	25	18	20	18	20	20	20	20	20	20	20	20
100.423105 Zoning/Building Permits-City	5	8	5	10	12	11	12	12	10	10	10	10
100.423106 Rental Licensing Program	38	41	70	59	59	44	30	30	30	30	30	30
100.423107 Sign Permits	4	2	3	1	3	2	3	3	3	3	3	3
Total	411	496	490	523	516	496	494	485	478	473	473	468

REVENUE DETAIL COMPARISON – FY2013 – FY2021 BUDGET, ACTUAL AND PROJECTED (THOUSANDS)(CONTINUED)

	FY 2013 Budget	FY 2013 Actual	FY 2014 Budget	FY 2014 Actual	FY 2015 Budget	FY 2015 Projected	FY 2016 Budget	FY 2017 Projection	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection	FY 2021 Projection
100.430000 Intergovernmental												
100.431100 Grants from Federal Agencies		43		45								
100.431102 Bullet Proof Vest Grant	0	2	3	4	7	0	6	2	2	2	2	2
100.432101 State Police Aid	189	234	364	340	364	371	364	368	371	375	379	383
100.432102 Program Open Space-State & Cnty	90	0	91	5	112	112	82	179	276			
100.432105 Domestic Violence Grant	52	11	55	42	45	45	30	30	30	30	30	30
100.432108 Community Development Projects	0	45	679	425	497	497	500	250				
100.432114 Community Legacy Façade Grant	75	64	50	22	112	135	75	75	75	75	75	75
100.432116 Highway Users	136	135	469	443	481	485	543					
100.432117 Local Transportation Infrastructure Aid			116		133		149		0	0	0	0
100.433102 Service Link Housing Programs	18	19	18	18	18	17						
100.433103 County Town Agreement	850	895	895	1003	900	1009	1000	1010	1019	1029	1020	1030
100.433104 Roads	10	13	13	13	13	13	13	13	13	13	13	13
100.433107 Tree Commission Workshop	5	7	5	7	5	6	5	5	5	5	5	5
100.433108 Public Safety Overtime Grants	35	24	40	30	25	35	25	25	26	26	26	26
100.433126 Community Parks & Playgrounds	143	0			188	188	0	0	190	192	0	0
100.433127 BJAG Grants		25	2		2			2	2	2	2	2
Total	1602	1517	2799	2396	2901	2912	2791	1959	2008	1748	1552	1566
100.440000 Charges for Services												
100.442102 Parking Meters	140	130	145	133	130	110	130	130	130	130	130	130
100.444101 Parks and Rec: Swimming Pool Fees	65	92	95	63	90	86	70	70	70	70	70	70
100.444103 Parks and Rec: Family Center	275	260	285	177	285	216	240	242	245	247	250	252
100.444105 Parks and Rec: Programs and Events	83	93	82	86	90	107	90	90	90	90	90	90
100.444111 Parks and Rec: Facility Rental	14	15	15	20	15	29	25	25	26	26	26	26
100.444115 Plan Application & Review Fees	16	7		5		7	0	0		0	0	0
100.444124 Zoning & Annexation Fees	3	6	0	8		2	3	3		0	3	3
Total	595	603	622	491	610	557	558	561	560	563	569	572
100.450000 Fines & Forfeitures												
100.451100 Fines and Forfeitures	1	5	1	12	3	5	3	3	3	3	3	3
100.451101 Meter Violations	5	3	5	3	3	1	3	3	3	3	3	3
100.451102 City Summons	14	14	11	17	15	14	15	15	15	15	15	15
100.451103 Municipal Infractions	4	4	4	4	4	-6	4	4	4	4	4	4
100.451105 Police-Red Light Cameras	190	151	100	153	120	157	150	150	150	150	150	150
Total	213	178	120	189	145	171	175	175	175	175	175	175

REVENUE DETAIL COMPARISON – FY2013 – FY2021 BUDGET, ACTUAL AND PROJECTED (THOUSANDS)(CONTINUED)

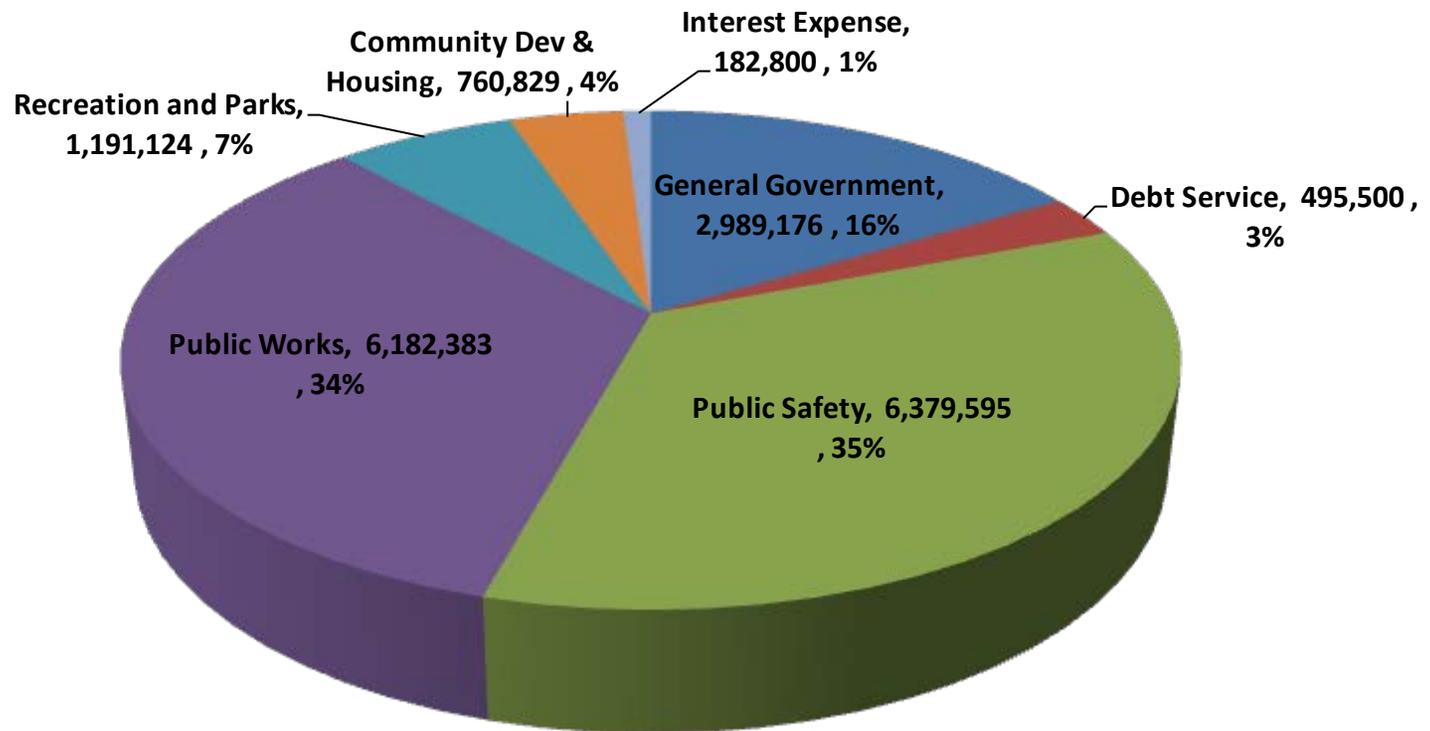
	FY 2013 Budget	FY 2013 Actual	FY 2014 Budget	FY 2014 Actual	FY 2015 Budget	FY 2015 Projected	FY 2016 Budget	FY 2017 Projection	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection	FY 2021 Projection
100.460000 Miscellaneous Income												
100.462105 Rental Income	5	5	5	5	5	5	5	5	5	5	5	5
100.463100 Contributions and Donations	0	0				5	0	0	5	5	0	0
100.463101 Farmers Market			2	2	3	3	3	3	3	3	3	3
100.464101 Parking Maintenance Fees			9	9	9	9	9	9	9	9	9	10
100.464250 Police Discretionary Fund	15	12	21	5	10	10	10	10	10	10	10	10
100.513112 Benefit Assessments	261	108	183	76	244	97	205	311	546	300	300	300
100.513132 Miscellaneous Revenues	55	350	75	92	50	157	50	50	50	50	50	50
100.911105 Interest-Bank Accounts	49	10	9	10	10	13	13	13	13	13	14	14
100.911110 Disposal of Assets	10	7	5	30	5	28	20	20	20	20	20	20
Total	561	503	309	231	336	326	315	421	661	415	410	411
100.950000 Transfers												
100.951100 Transfer to/from Reserves	220		206		83		-42	647	593	590	0	0
100.952200 Transfer from Assessment Benefit			130	-34	1289		0	0	0	0	0	0
Total	220	0	336	-34	1372	0	-42	647	593	590	0	0
Sub-Total	12833	13079	14175	13591	15782	14392	14462	14698	15216	14925	14366	14610
Capital Fund												
950.410000 Taxes												
950.411101 Real Property (Full Year Levy)	2164	2040	1896	1869	1944	1944	1980	2040	2101	2143	2186	2230
950.461104 Interest - Savings Accounts	0	2	2	1								
950.xxxxxx Transfer from Reserves	0	-26	326	34	929	-500	877					
Total	2164	2017	2224	1904	2872	1444	2857	2040	2101	2143	2186	2230
TOTAL GENERAL FUND REVENUE BUDGET	14997	15096	16399	15495	18654	15836	17319	16738	17317	17069	16552	16840

GENERAL FUND EXPENSES

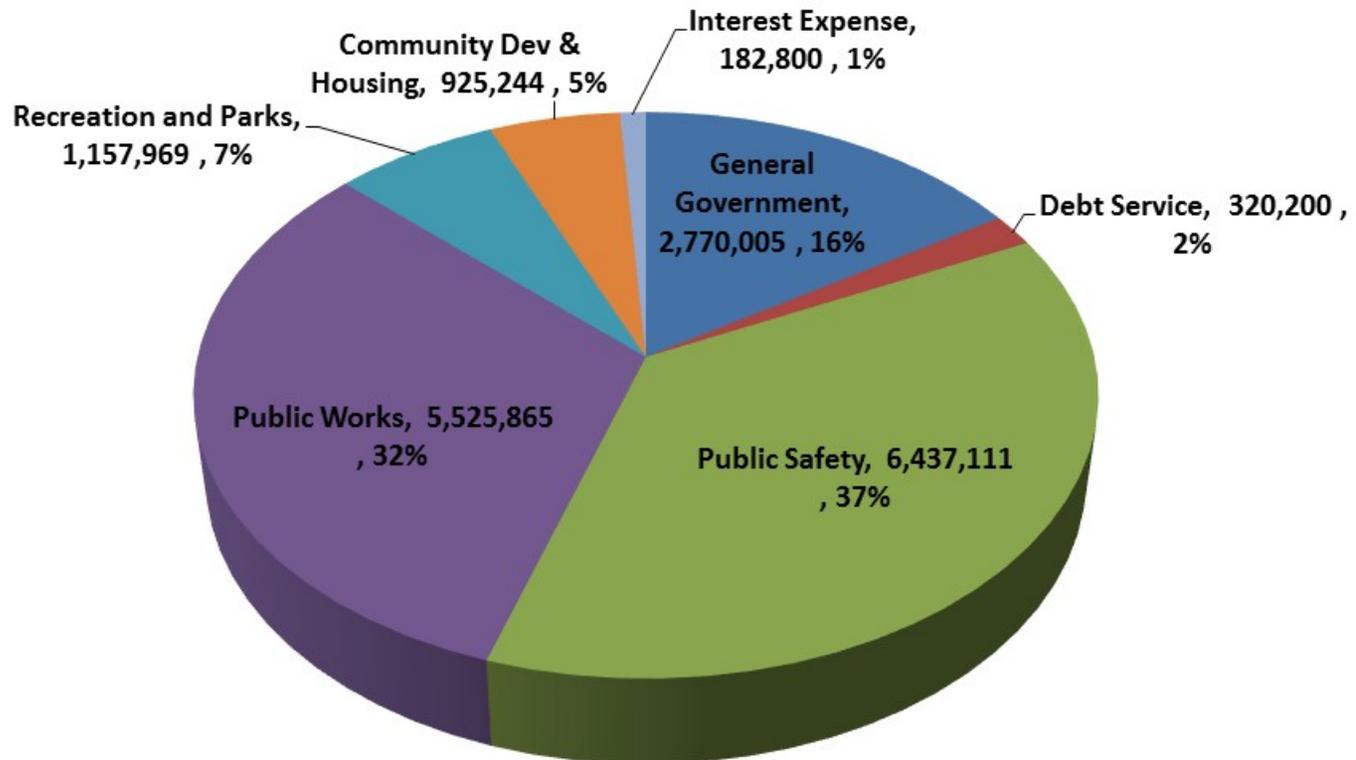
For Fiscal Year 2016, the General Fund expense base remained flat as compared to the prior year. The Fiber project has been removed from the Technology Department and placed into a separate fund in the FY 2016 budget.

By Activity

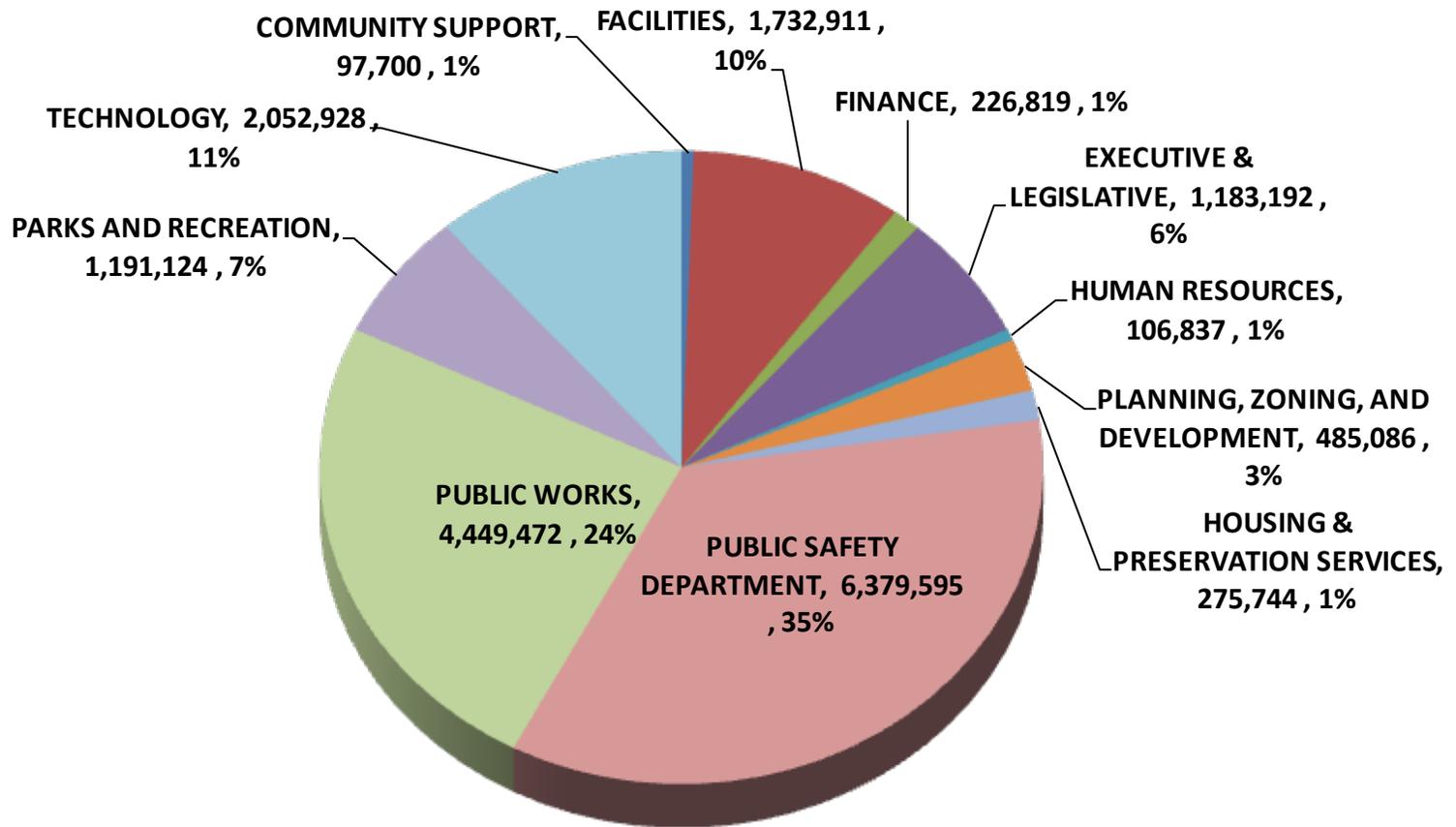
General Fund Operating Expense Budget By Activity - FY 2015



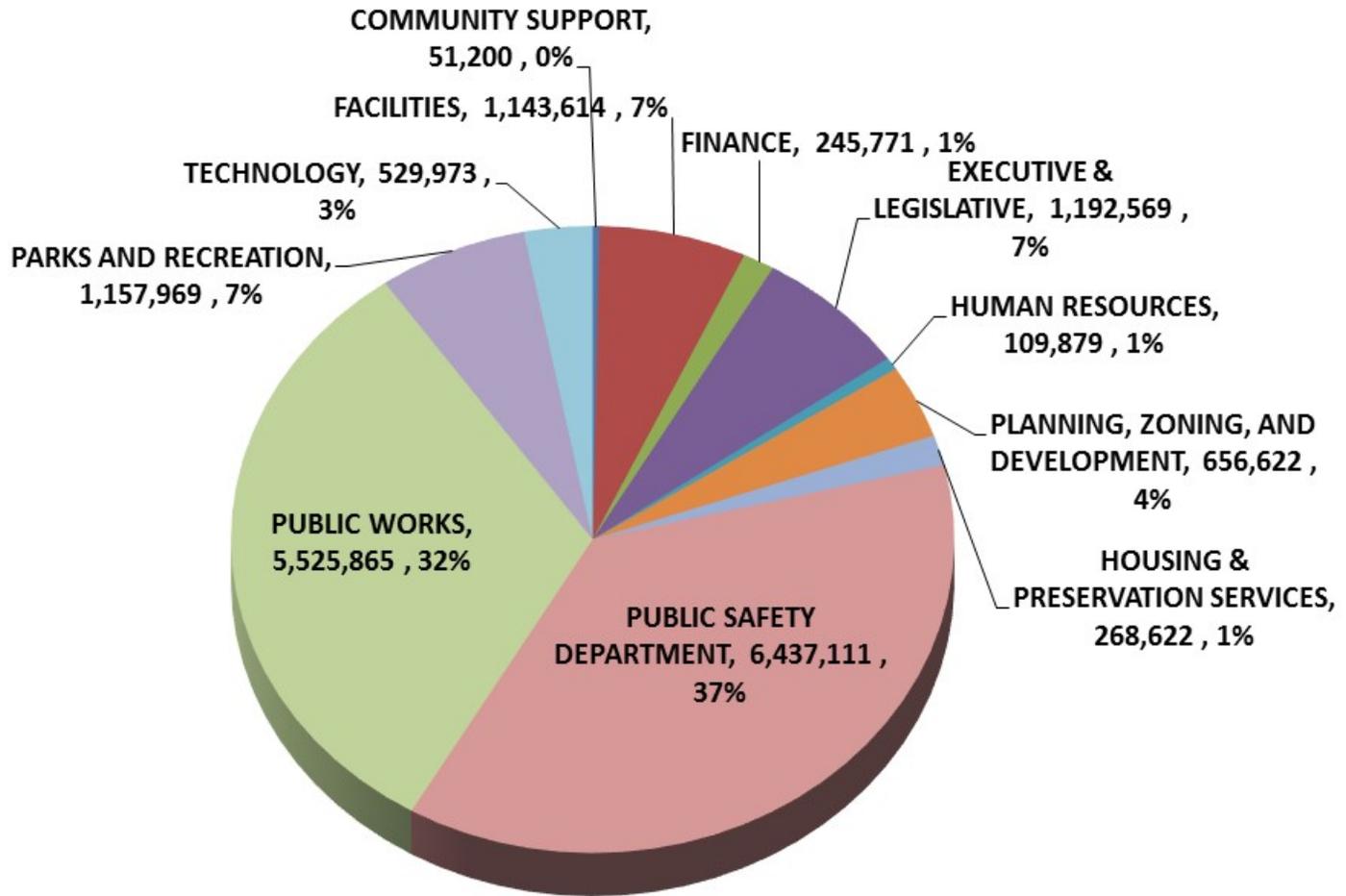
General Fund Operating Expense Budget By Activity - FY 2016



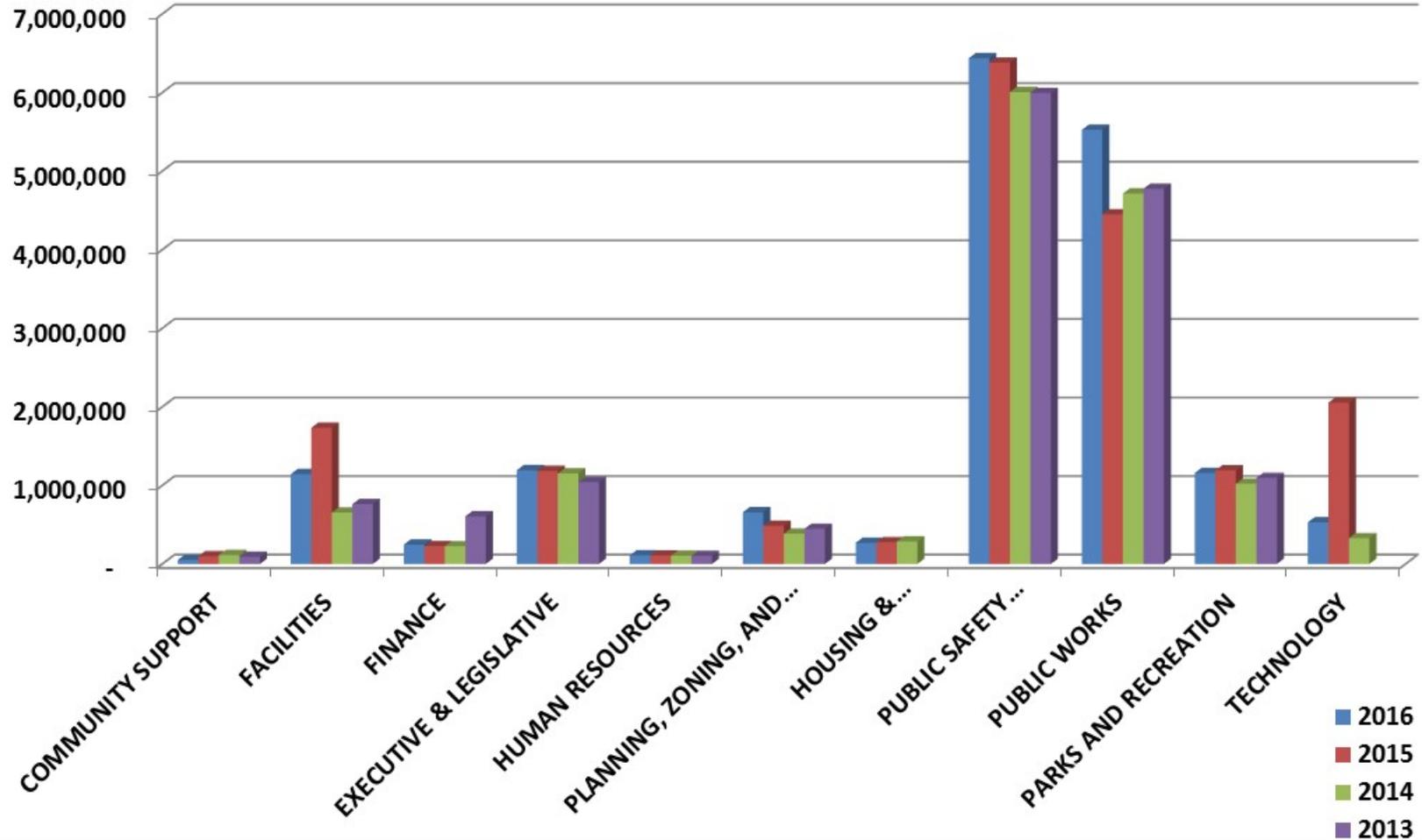
General Fund Budget By Department FY 2015



General Fund Budget By Department FY 2016



General Fund Expense by Department Comparison FY2013-FY2016



FIBER FUND FY2016 BUDGET

The Fiber Fund is a new fund for FY2016. There is no historical data to present.

FIBER FUND REVENUES

Fiber Fund		FY 2016 Projection	FY 2017 Projection	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection	FY 2021 Projection
Provider Fee		\$ 129,495	\$ 250,000	\$ 380,000	\$ 520,000	\$ 660,000	\$ 698,000
Loan Proceeds		\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000		
960.953160	General Fund Subsidy	\$ 205,305	\$ 311,260	\$ 546,396	\$ 300,000	\$ 300,000	\$ 300,000
960.953160	Transfer to Reserves		\$ (304,860)	\$ (506,996)	\$ (397,600)		
Total	Fiber Fund	\$ 5,334,800	\$ 5,256,400	\$ 5,419,400	\$ 5,422,400	\$ 960,000	\$ 998,000

FIBER FUND EXPENSES

	FY 2016 BUDGET	FY 2017 PROJECTION	FY 2018 PROJECTION	FY 2019 PROJECTION
Salary	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Salaries	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Insurance & Benefits	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Benefits	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Utilities	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,400
Contractual Services	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Office Expenses	\$ 2,400	\$ 1,000	\$ 1,000	\$ 1,000
Computers and Software	\$ 20,000			
Network Maintenance	\$ 10,000	\$ 20,000	\$ 20,000	\$ 20,000
Legal Fees	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Consulting	\$ 50,000		\$ 30,000	
Bad Debt	\$ -	\$ 3,000	\$ 6,000	\$ 9,000
Pole Attachment Expense	\$ -			
Operating	\$ 94,800	\$ 36,400	\$ 69,400	\$ 42,400
Debt Expense Principal				
Debt Expense Interest	\$ 80,000	\$ 160,000	\$ 240,000	\$ 320,000
Reserves and Closing Costs	\$ 100,000		\$ 50,000	
Construction and Engineering	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000
Capital	\$ 5,180,000	\$ 5,160,000	\$ 5,290,000	\$ 5,320,000
FIBER INFRASTRUCTURE	\$ 5,334,800	\$ 5,256,400	\$ 5,419,400	\$ 5,422,400

HOUSING FUND FY2016 BUDGET

HOUSING FUND REVENUES

Changes in the Federal Program have required the City to continue to use reserves to meet rising costs of operating a Public Housing Authority. At the end of FY2014, the U.S. Department of Housing and Urban Development transferred unspent reserves back to the Federal Government by short-funding the June 2014 vouchers. The City has budgeted a subsidy from the General Fund for FY2016 in the amount of \$75,000 to cover ineligible costs and unfunded expenses. Federal funding was restored to 99% of the HAP vouchers expense. Eligible Administrative expenses are refunded at 75%.

REVENUE DETAIL COMPARISON – FY2013 – FY2021 BUDGET, ACTUAL AND PROJECTED (THOUSANDS)

Housing Fund	FY 2013 Budget	FY 2013 Actual	FY 2014 Budget	FY 2014 Actual	FY 2015 Budget	FY 2015 Projected	FY 2016 Budget	FY 2017 Projection	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection	FY 2021 Projection
110.492102 Annual Contributions Earned	1570	1656	1600	1629	1767	1766	1767	1767	1767	1767	1767	1767
110.492103 HAP Repayments	3	5	3	8	5	5	5	5	5	5	5	5
110.492104 HUD Admin Fee Distribution	209	166	200	142	201	186	211	211	211	211	211	211
110.494301 Admin Repayments	3	5	3	8	5	5	5	5	5	5	5	5
110.494302 Admin - Port In Subsidy Payments	24	3	10	1	5		0					
110.494303 Admin - Port In Admin Fees		0	1	0	1		0					
110.911105 Interest Operating	2	1	1	-1	0	10	0	0		0	0	0
110.953100 Transfer from General Fund	464		286	69	75	75	75	75	75	75	75	75
Total	2274	1836	2103	1855	2059	2047	2063	2063	2063	2063	2063	2063

HOUSING FUND EXPENSES

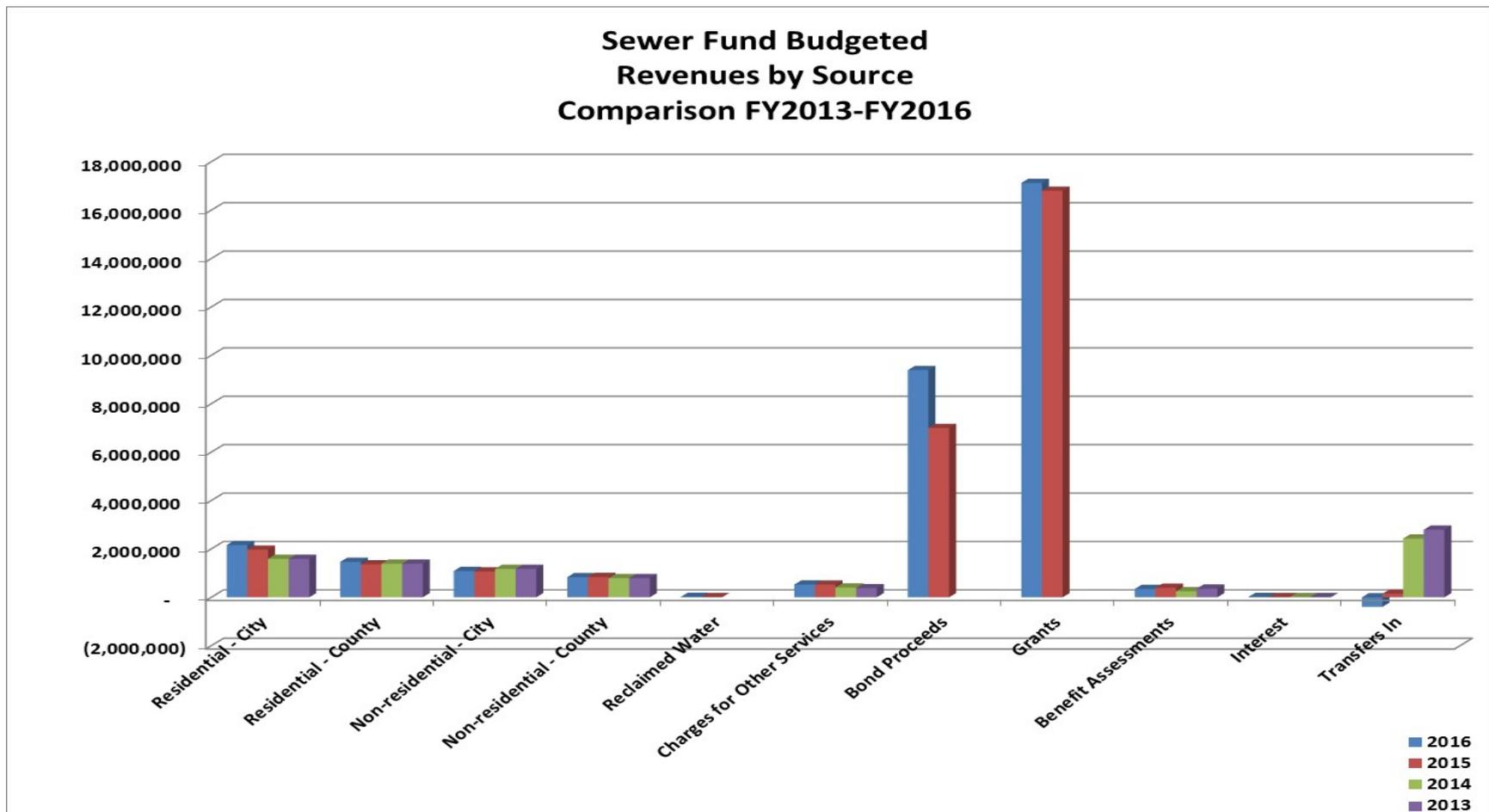
(THOUSANDS)

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

SEWER FUND FY2016 BUDGET

SEWER FUND REVENUES

The FY2015 budget includes additional revenue in the amount of \$550,000 as a result of an 11% increase in sewer rates. In July, 2009, the City put into place a revised rate structure after conducting a rate analysis. The rate analysis was updated in 2014. The recommendation was that sewer rates need to be increased 11% for three consecutive years in order to meet the debt service costs related to the escalating costs of the Enriched Nutrient Removal Project (ENR). In addition, the FY2015 Budget calls for a bond issuance of \$7,000,000 and Bay Restoration Grant proceeds in the amount of \$13,000,000 also allotted for construction of the ENR Project. Carroll County will also be granting a portion of the costs that pertain to County operations in the amount of \$3,800,000.



REVENUE DETAIL COMPARISON – FY2013 – FY2021 BUDGET, ACTUAL AND PROJECTED (THOUSANDS)

SEWER FUND	FY 2013 Budget	FY 2013 Actual	FY 2014 Budget	FY 2014 Actual	FY 2015 Budget	FY 2015 Projected	FY 2016 Budget	FY 2017 Projection	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection	FY 2021 Projection
200.510000 Operating Income							0	0	0	0	0	0
200.511101 Residential - City	1737	1829	1590	1856	1967	1968	2160	2397	2421	2445	2470	2495
200.511102 Residential - County	1552	1225	1389	1282	1362	1244	1463	1624	1640	1656	1673	1690
200.511105 Non-residential - City	1283	929	1175	908	1066	1005	1088	1207	1219	1232	1244	1256
200.511106 Non-residential - County	886	702	793	712	840	702	832	924	933	942	952	961
200.511160 Reclaimed water - City	0							0	0	0	0	0
200.511161 Reclaimed water - County	5			7	10	13	20	30	40	40	40	40
200.513101 Penalties	25	41	36	37	36	42	36	36	36	36	36	36
200.513102 Service Connection Fees	2	-2		5			0	0	0	0	0	0
200.513112 Benefit Assessments	359	220	250	284	393	250	346	495	546	600	300	300
200.513113 Carroll County Septage Facility	300	396	320	412	430	375	430	430	430	430	430	430
200.513119 Plant Upgrade-County Funded				62	3800	275	2438	2438	0	0	0	0
200.513120 Bay Restoration Grant		44	448	265	13000	91	14686	14686	0	0	0	0
200.513121 Plant Upgrade Loan Proceeds	1980		1980		7000		9389	9389	0		0	0
200.513122 BRF Administrative Fees	6	13	6	14	9	10	12	12	12	12	12	12
200.513123 New Service Application Fees	2	2	2	3	3	3	3	4	4	4	4	4
200.513126 Construction Inspection Fees	0	1		34	1	1	1	1	1	1	1	1
200.513127 Miss Utility Billings	15	14	15	13	12	12	12	12	12	12	12	12
200.513128 Good Cause Waiver Fee		0		0	0		0	0	0	0	0	0
200.513132 Miscellaneous	0	8	5				0	0	0	0	0	0
200.513501 Effluent Testing	15	22	15	22	25	25	25	25	25	25	25	25
200.513503 County Town Agreement	6	6	6		6		6	6	6	6	6	6
200.911105 Interest Revenue	10	8	7	7	7	16	12	12	12	12	12	13
200.911110 Disposal of Assets	0	4	0	3	3		3	3	3	3	3	3
Operating Revenues	8182	5462	8037	5928	29971	6031	32962	33733	7342	7458	7221	7284
200.951100 Transfer to Reserves	325		-131		157		-395	36	39	41		
200.952200 Transfer from Benefit Assessments	490							440	413	7998		
Transfers	815	0	-131	0	157	0	-395	476	451	8040	0	0
Total Sewer Fund Revenues	8997	5462	7907	5928	30128	6031	32566	34208	7793	15497	7221	7284

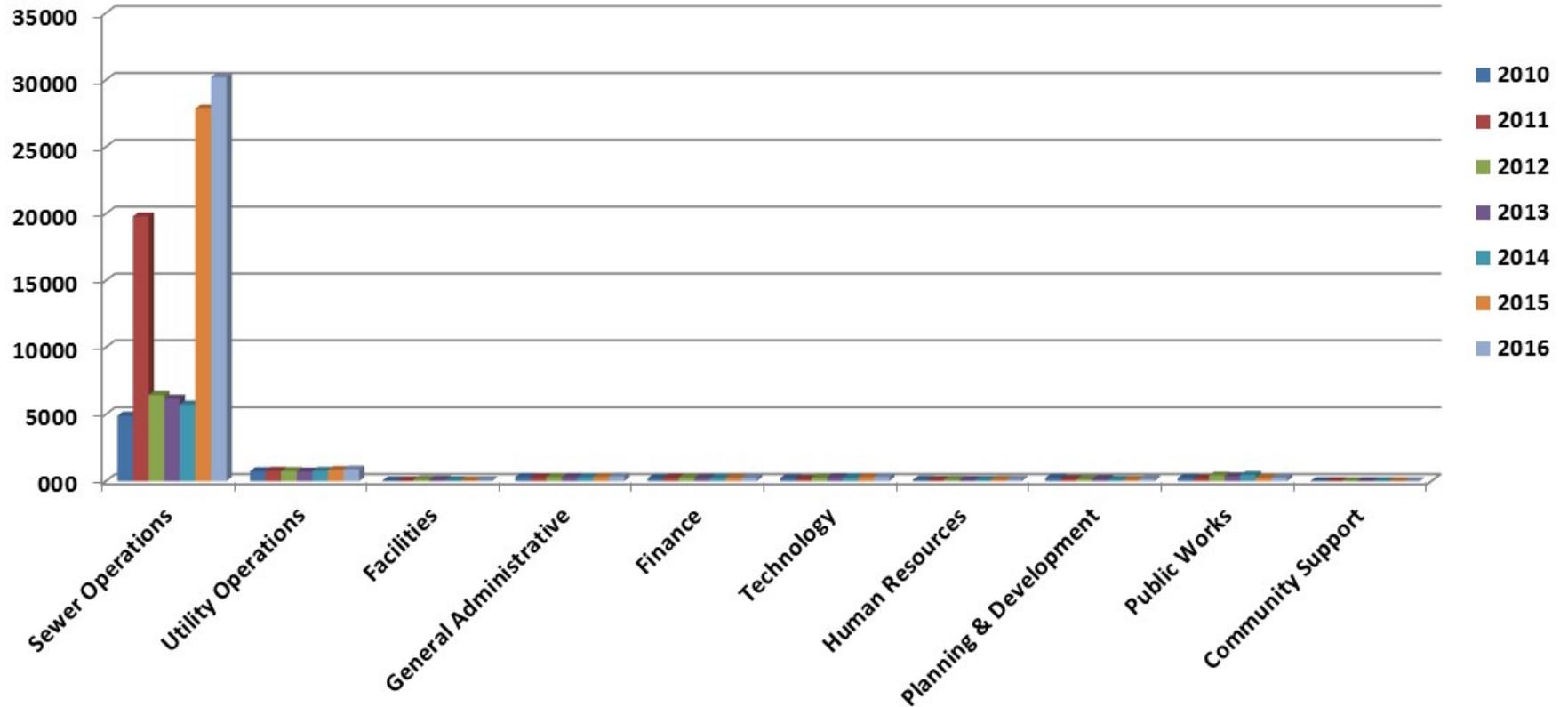
SEWER FUND EXPENSES

Sewer rates were increased 11% in the FY 2016 budget. As expected, a dramatic increase in expenses is budgeted for FY2016 as a result of the ENR Project construction. The project was budgeted in FY 2015, but did not start construction. All other expense categories remain constant.

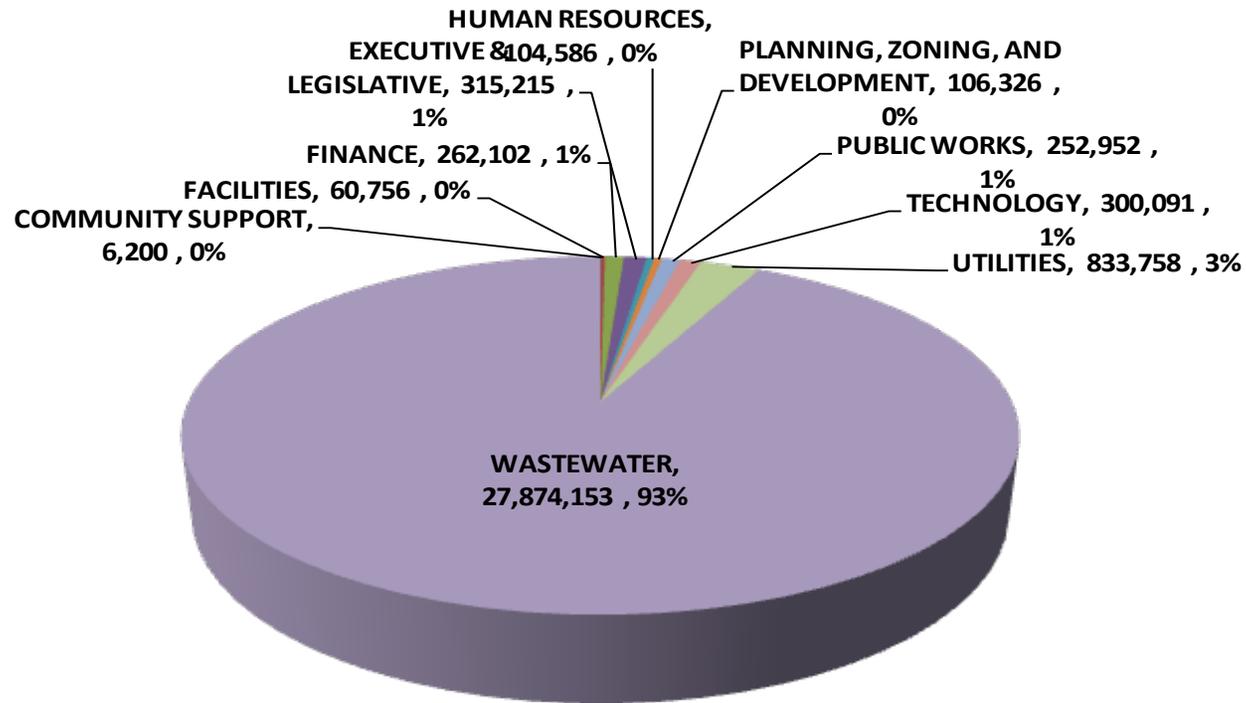
EXPENSE DETAIL COMPARISON BY DEPARTMENT – FY2010 – FY2016 (THOUSANDS)

Department	2010	2011	2012	2013	2014	2015	2016
Sewer Operations	4903	19808	6445	6183	5725	27874	30200
Utility Operations	749	768	753	725	769	834	871
Facilities	056	057	112	107	064	061	064
General Administrative	312	286	306	306	294	315	340
Finance	219	262	274	246	238	262	260
Technology	227	167	270	293	274	300	321
Human Resources	108	099	107	099	101	105	108
Planning & Development	243	155	143	162	113	106	146
Public Works	240	197	421	358	454	253	251
Community Support	005	006	006	006	006	006	006
Subtotal Supporting Operatio	1355	1172	1527	1470	1479	1347	1432
Total Sewer Fund Expenses	7063	21805	8837	8486	8037	30116	32566

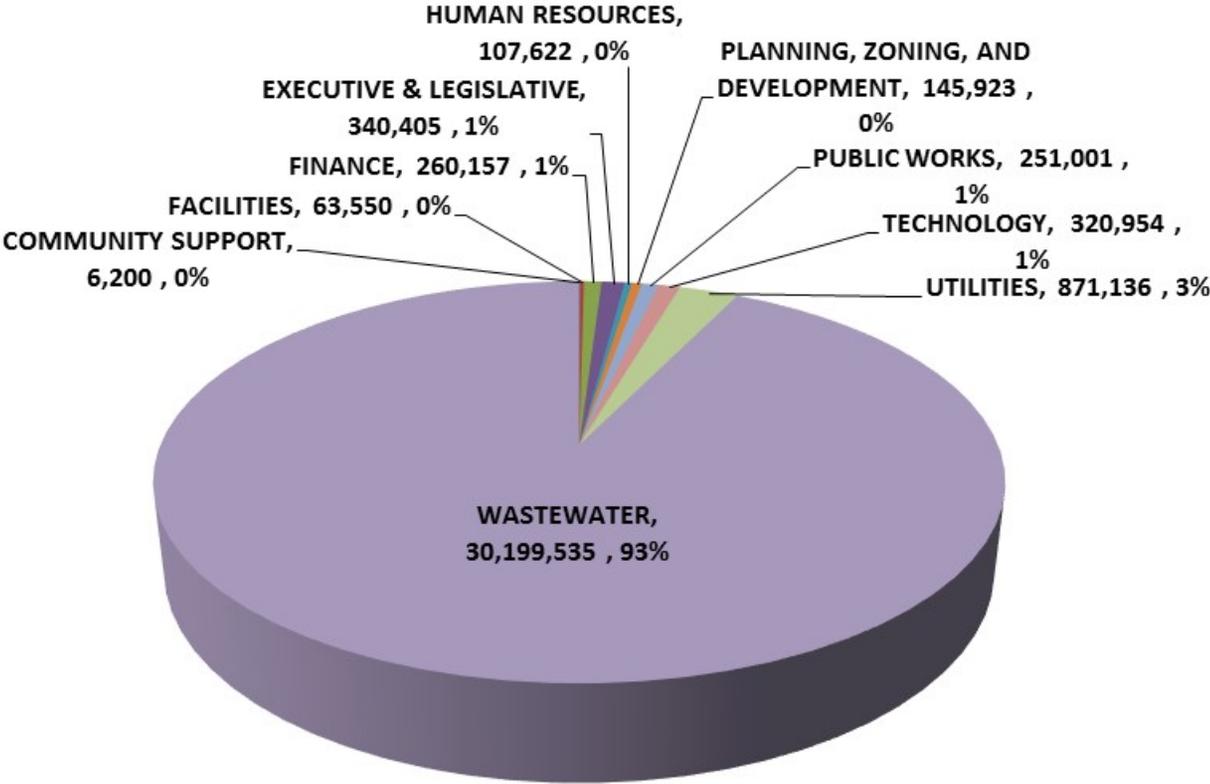
Sewer Fund Expense Budget By Department Comparison FY2010 - FY2016



FY 2015 Sewer Fund Expense Budget by Department



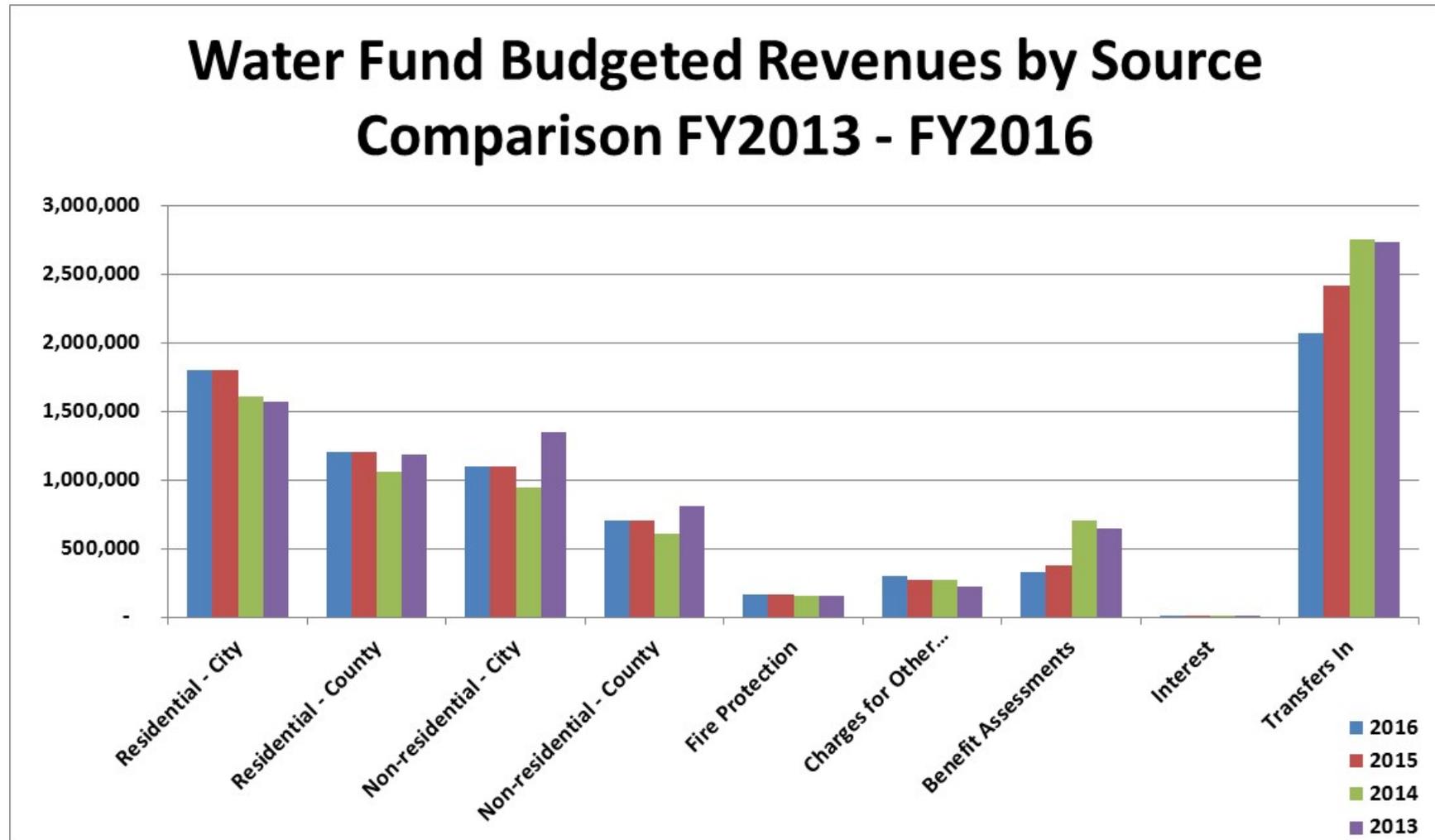
FY 2016 Sewer Fund Expense Budget by Department



WATER FUND FY2016 BUDGET

WATER FUND REVENUES

The Water Fund Revenues remain constant in the FY2016 Budget. There were no changes to rates and there are no substantial changes in revenues.



REVENUE DETAIL COMPARISON – FY2013 – FY2021 BUDGET, ACTUAL AND PROJECTED (THOUSANDS)

WATER FUND	FY 2013 Budget	FY 2013 Actual	FY 2014 Budget	FY 2014 Actual	FY 2015 Budget	FY 2015 Projected	FY 2016 Budget	FY 2017 Projection	FY 2018 Projection	FY 2019 Projection	FY 2020 Projection	FY 2021 Projection
300.510000 Operating Income												
300.511101 Residential - City	1574	1869	1612	1907	1800	1863	1800	1818	1836	1855	1873	1892
300.511102 Residential - County	1186	1240	1058	1281	1200	1232	1200	1212	1224	1236	1249	1261
300.511105 Non-residential - City	1353	1154	941	1122	1100	1154	1100	1111	1122	1133	1145	1156
300.511106 Non-residential - County	806	745	604	748	700	714	700	707	714	721	728	736
300.512100 Reconnection Fees	0	16	14	19	15	23	15	15	15	15	16	16
300.512101 Lien Release Fees						15	20	20	20	21	21	21
300.512111 Private Fire Protection	151	163	153	168	160	175	160	160	160	160	160	160
300.513101 Penalties	35	37	37	32	32	33	32	32	33	33	33	34
300.513102 Service Connection Fees	1	-2		2				0	0	0	0	0
300.513104 Meter Installation - All	5	11	9	7	16	15	15	23	22	23	23	23
300.513105 Meter Installation - County	3	3	3	17	3	9	3	3	3	3	3	3
300.513112 Benefit Assessments	345	205	241	261	377	238	331	473	527	300	300	300
300.513123 New Service Application Fees	1	2	2	2	3	3	3	3	3	3	3	3
300.513125 Cell Tower Rents	160	206	180	175	179	170	187	194	202	210	219	227
300.513126 Construction Inspection Fees	0	1		34	0	1			1	1	0	0
300.513127 Miss Utility Billings	15	14	15	13	12	13	12	12	12	12	12	13
300.513128 Good Cause Waiver Fee	0	0		1	0	1	0	0	0	0	0	0
300.513132 Miscellaneous		2	3	4	2	0	3	3	3	3	3	3
300.513137 Water Allocation Fees		2		0		0	0	0		0	0	0
300.513402 Interest Revenue	8	9	8	7	8	16	12	12	12	12	12	13
300.513503 County Town Agreement	6	6	6		6		6	6	6	6	6	6
300.911110 Asset Disposal		3		2	2		2	2	2	2	2	2
Operating Revenues	5649	5685	4885	5801	5616	5673	5601	5808	5918	5750	5808	5868
Transfers												
300.951100 Transfer from Unrestricted Fund Balance			1104									
300.952200 Transfer from Benefit Assessments	300		458				1273	1414	1207	865		
300.513124 Transfer from Reserve for Wakefield	400											
300.513136 Transfer from Reserve for RADON R	400		300		1217							
300.513504 Transfer from Reserve for Gesell We	1000		1000		1216		800					
300.513506 Transfer from Reserve for New Wate	198		218									
300.513509 Transfer from Reserve for Route 27 I	735		735									
Transfers	3033	0	3816	0	2433		2073	1414	1207	865	0	0
Total Water Fund Revenues	8682	5685	8701	5801	8049	5673	7673	7222	7125	6615	5808	5868

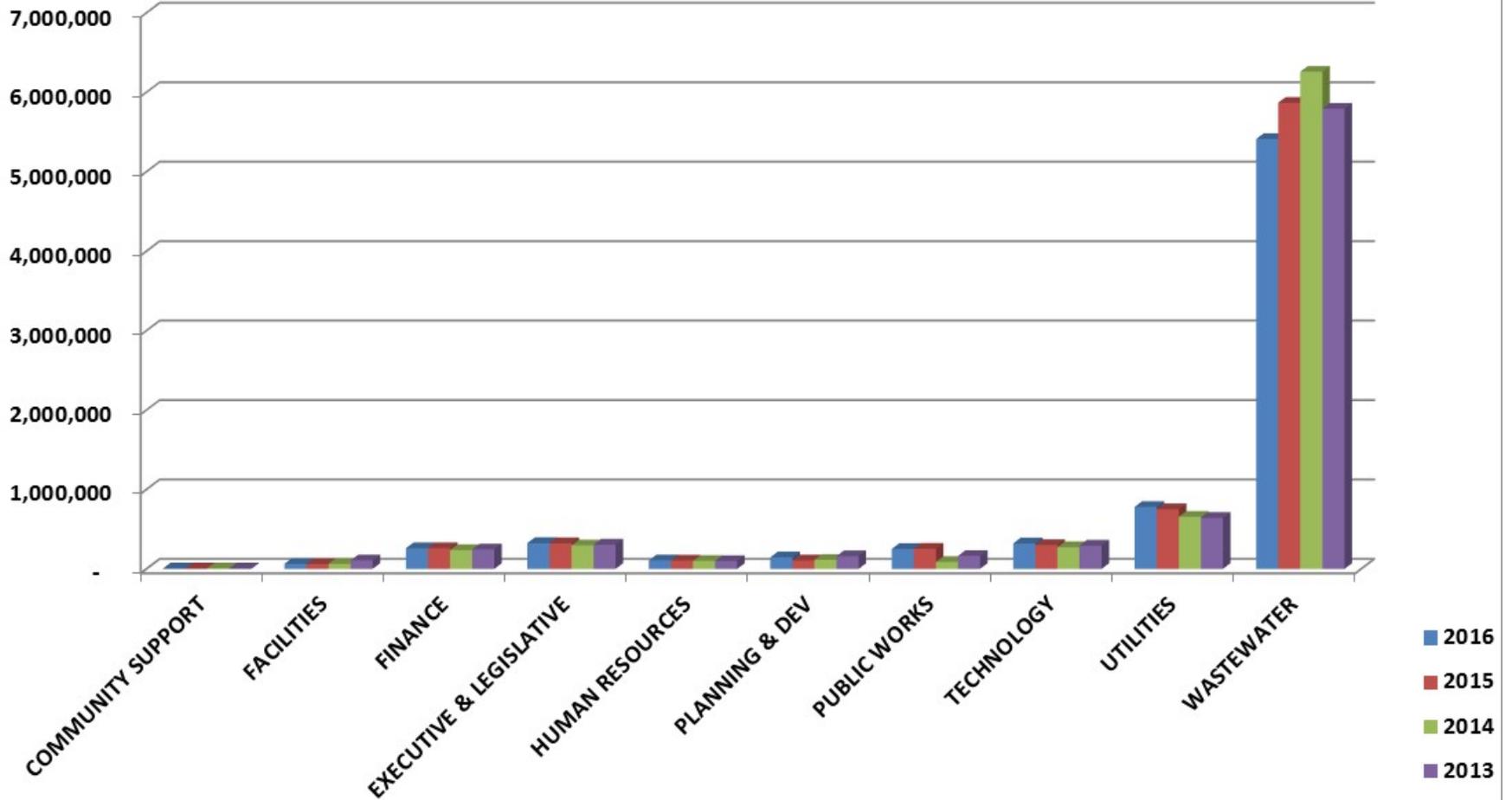
WATER FUND EXPENSES

(THOUSANDS)

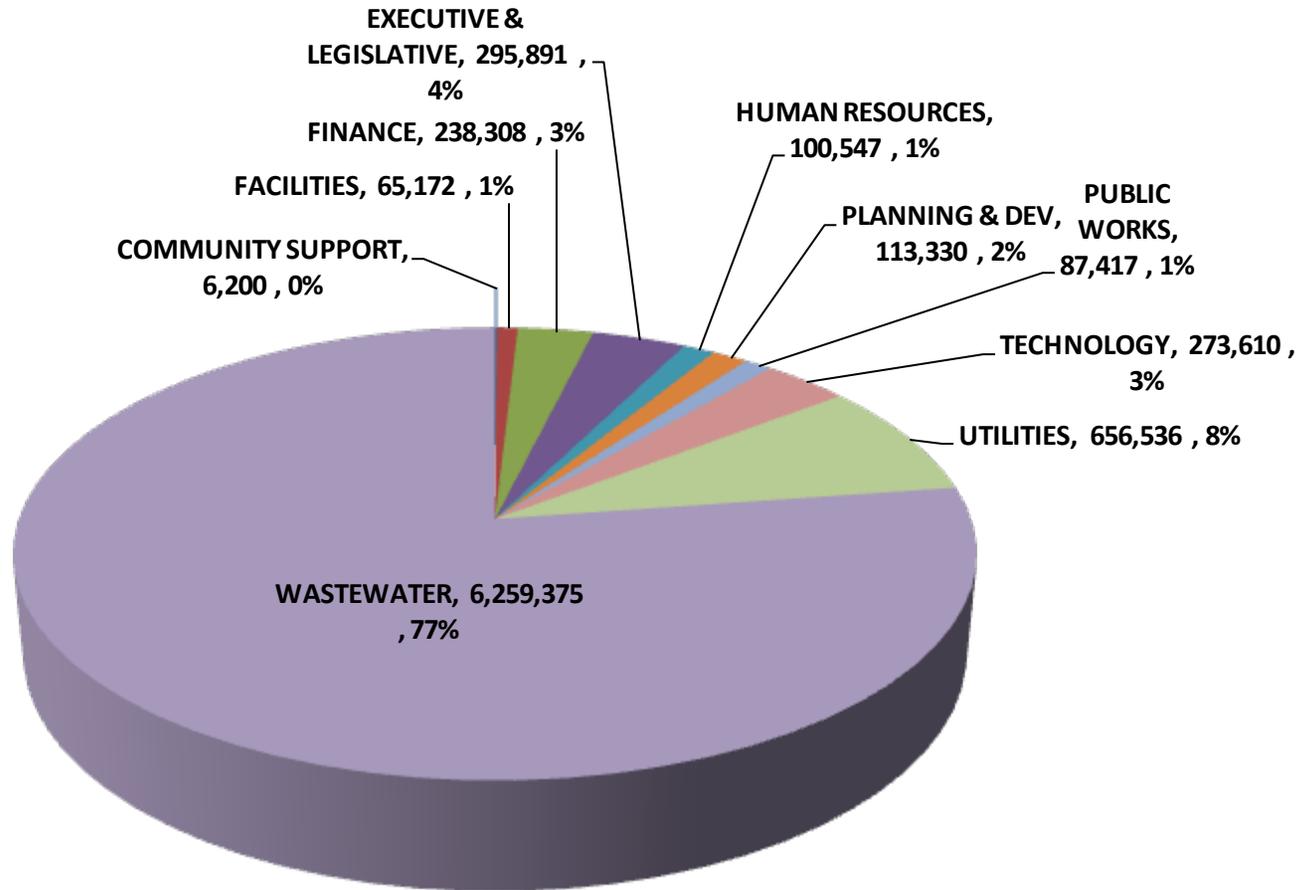
Water Fund Expenses also remain constant.

Department	2010	2011	2012	2013	2014	2015	2016
Water Operations	6381	7456	6992	5793	6259	5869	5411
Utility Operations	632	646	624	643	657	751	780
Facilities	057	057	112	107	065	061	064
Subtotal Water Operations	7069	8160	7729	6543	6981	6681	6255
General Administrative	312	286	306	306	296	323	326
Finance	238	293	274	246	238	262	260
Technology	228	167	270	293	274	300	321
Human Resources	108	099	107	099	101	105	108
Planning & Development	243	155	143	161	113	106	146
Public Works	243	197	172	163	087	254	252
Community Support	005	006	006	006	006	006	006
Subtotal Supporting Operations	1377	1202	1278	1274	1115	1356	1418
<i>Total Sewer Fund Expenses</i>	8446	9362	9007	7817	8096	8037	7673

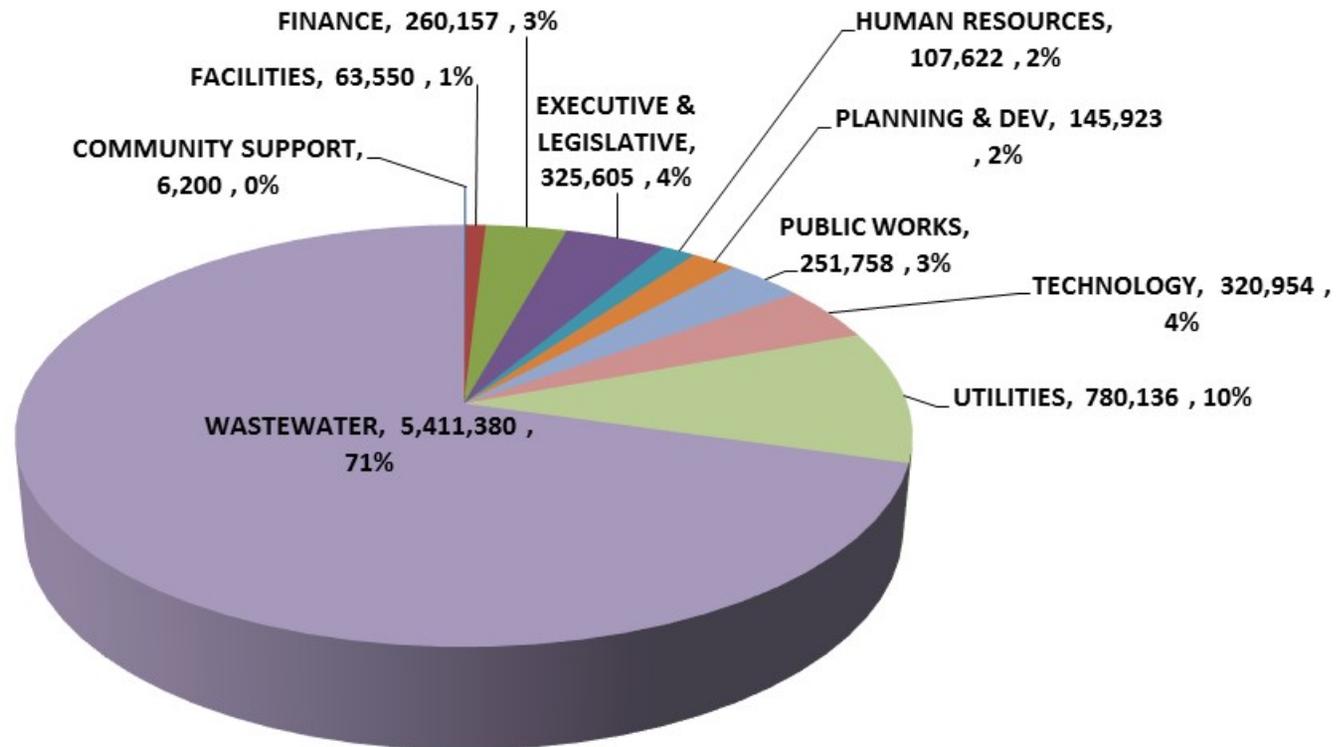
Water Fund Expense Budget By Department Comparison FY2013-FY2016



FY2015 Water Fund Budget Expenses by Department



FY2016 Water Fund Budget Expenses by Department



Departmental Information

LEGISLATIVE AND EXECUTIVE SERVICES

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

MAYOR AND COMMON COUNCIL



(Back Row l-r): Councilwoman Dr. Becker, Councilman Chiavacci, Council President Dr. Wack, Mayor Utz, Councilwoman Albert, Councilman Whitson.

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

COUNCIL MANAGEMENT OBJECTIVES AND ACCOMPLISHMENTS

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

COUNCIL BUDGET

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

PERSONAL BACKGROUND INFORMATION

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



City Council President Dr. Robert Wack was appointed to a vacant seat on the Council in January 2003, and was elected to a four year term in May 2003. He was reelected to a second term in May 2007, and a third in 2011. He serves as the President of the Council and Chair of the Finance Committee. Dr. Wack has spearheaded the broadband fiber project. Dr. Wack is the Director of Pediatric Services at Frederick Memorial Hospital, and like his colleagues on the Council, is extremely active in the community. He lives with his wife and 3 children on West Green St. His term expires in 2015.



Council Member Suzanne P. Albert is a native of Westminster and was elected to the Westminster Common Council on May 5, 1995; serving sixteen consecutive years until May 2011 as a council member, as well as President Pro Tempore. She was then re-elected to Council in May 2013 and again elected as President Pro Tempore. Her term expires in 2017. Council Member Albert serves as the Co-chair of the Finance and Personnel Committees and is the liaison to the Carroll Arts Center.



Council Member Dr. Mona Becker was appointed to a vacant seat on the Council in December 2014. She lives on Chase Street in Westminster and is an Assistant Professor of Environmental Studies at McDaniel College. She received her Bachelor's Degree in Earth Science (Engineering Geology) from Millersville University, Master's Degree in Geology (Isotope Geochemistry) from Virginia Tech, and Ph.D. in Geology (Isotope Geochemistry) from SUNY Stony Brook. Dr. Becker worked on a chemical analysis of the spring at King's Park in downtown Westminster and also a bio sludge analysis on materials used on farms in Carroll County. She also assisted with creating a sinkhole density map for Carroll County and a chemical and biological analysis of Little Pipe Creek in Westminster. Dr. Becker is a member of Carroll 2030 (Environment Cluster), is involved with the Waste Not! Carroll and Planet Carroll environmental programs, and initiated a "Day to Serve" stream clean-up for the Cranberry Stream in Westminster. Her term expires in 2015.



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



Council Member Paul Whitson was born in West Virginia, but he moved to Carroll County and graduated from South Carroll High School in 1974. He received his BS in Music Education from Gettysburg College in 1978, and was a teacher from 1978 until 2005 at several schools. In 2003, he received his MS in Music Education from Towson State University. Since 1987, Mr. Whitson has been self-employed teaching music lessons and has personally performed or directed groups in varied venues, including two at the White House. He is a member of Grace Lutheran Church in Westminster. His term expires in 2015.



MUNICIPAL ELECTIONS

Municipal Elections take place on the Tuesday after the second Monday in May. The Mayor and the five Council Members serve four-year terms. The 9,772 registered voters cast their ballots in two precincts. In May, 2015, three Council member seats were up for election.

LEGAL COUNSEL

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

Elissa Levan of Funk & Bolton, serves as the City attorney. Additional or specialized legal services are contracted as necessary.

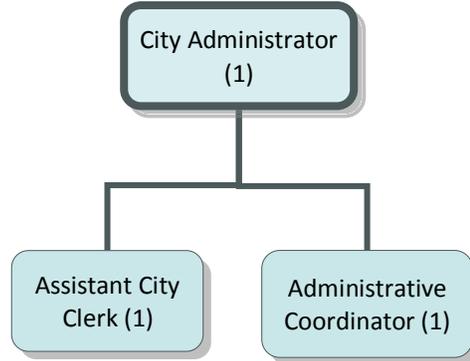
In addition to other duties, the City Attorney drafts all municipal legislation, approves all legal instruments for legal sufficiency, and ensures that legal requirements are met for all meetings and other City transactions.

OFFICE OF THE CITY ADMINISTRATOR

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

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

POSITION SUMMARY SCHEDULE



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

CITY ADMINISTRATOR ACCOMPLISHMENTS FOR FY2015

Comprehensive Plan Accomplishments

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

CITY ADMINISTRATOR GOALS FOR FY2016

Comprehensive Plan Goals

- Secure and maintain adequate water supplies to serve current and projected growth
 - Complete construction on Gesell Well and Little Pipe Creek intake into the water system
 - Continue exploration of additional water supply sources
 - Monitor Water Allocation Policy
- Ensure adequate wastewater treatment operation in terms of quality and quantity
 - Complete engineering and design of upgrade to waste water treatment facility
 - Begin construction of upgrade to waste water treatment facility
 - Monitor Storm Water Management Operating Agreement with Carroll County
- Provide open and effective communication with the public
 - Maintain the City web page
 - Integrate use of GIS Server into social media
 - Produce monthly newsletters
 - Produce mobile apps for Main Street activities
- Enhance inter-jurisdictional coordination with Carroll County
 - Participate in the Water Resources Coordinating Council
 - Continue participation in multijurisdictional WIP and MPDES activities
- Enhance coordination with other public and private activities
 - Achieve Banner City status with the Maryland Municipal League
 - Maintain membership in the MCCMA
 - Participate in the Excellence for Local Government program
 - Participate in Leadership Carroll program
 - Participate in monthly Carroll County Managers' Meetings
- Continue coordination of small business services with Carroll Community College and County economic development
- Continue business incubator program
- Partner with Carroll County Historical Society to preserve the heritage of Carroll County
 - Execute lease for the use of Emerald Hill as additional exhibit and education space for Carroll County Historical Society
 - Coordinate joint schedule of Events and Activities
 - Support Carroll County Historical Society in planning the capital campaign for the new museum
 - Plan a pedestrian walkway to connect Emerald Hill to Main Street
- Determine future use of Wakefield Valley Golf Course
 - Implement planning Task Force and issue Requests for Proposals
 - Solicit public input into recommendations
 - Prepare recommendations for Mayor and Common Council
- Heal Program
 - Research best practices used by other Heal municipalities
 - Develop policies and programs which promote health and safety activities
- Business Organization
 - Merge the Greater Westminster Development Corporation and the Westminster Town Center Corporation into one business group
 - Establish a new board and combine financial accounts

LEGISLATIVE AND EXECUTIVE SERVICES BUDGET
(THOUSANDS)

LEGISLATIVE AND EXECUTIVE SERVICES	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 BUDGET	FY 2015 BUDGET	FY 2016 BUDGET	FY 2017 Projection	FY 2018 Projection	FY 2019 Projection
Salaries	204	222	204	226	234	241	248	255
Benefits	52	30	74	121	96	99	101	103
TOTAL PERSONNEL EXPENSES	256	252	278	347	331	340	349	359
Administration	166	184	180	183	193	194	191	201
Non Departmental Expenses	776	776	770	822	841	770	789	839
Debt Service	557	515	496	496	495	493	496	492
TOTAL OPERATING EXPENSES	1499	1475	1446	1500	1528	1457	1476	1532
TOTAL LEGISLATIVE AND EXECUTIVE	1755	1727	1724	1847	1859	1796	1825	1891

COMMUNITY SUPPORT AND CONTRIBUTIONS

The City of Westminster provides contributions and support to a number of organizations providing musical, cultural, and civic services to the residents—The Carroll Arts Theatre, Municipal Band, Historic District Commission, and Human Services Programs of Carroll County service linked housing.

COMMUNITY SUPPORT BUDGET

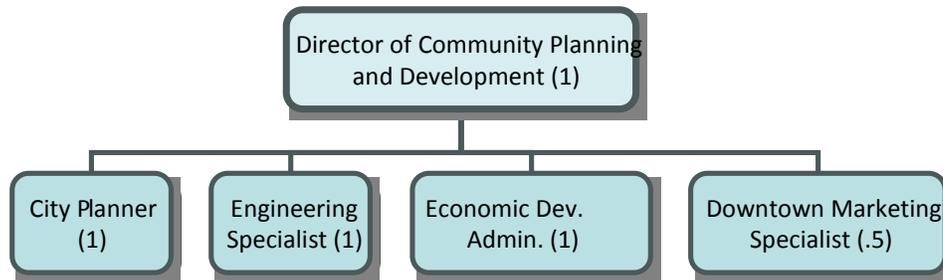
(THOUSANDS)

COMMUNITY SUPPORT	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 BUDGET	FY 2015 BUDGET	FY 2016 BUDGET	FY 2017 Projection	FY 2018 Projection	FY 2019 Projection
National Pollution Discharge Elimination	18	18	19	19	19	19	19	19
Tree Commission Workshop	15	5	5	5	5	5	5	5
Domestic Violence Grant	61	52	55	45	30	30	30	30
Historic District Commission	4	4	4	4	4	4	4	4
HSP Service Linked Housing	0	18	18	18	0	0	0	0
Municipal Band and Concerts	10	5	5	10	6	5	5	5
Westminster Library	0	12	20	0	0	0	0	0
Greater Westminster Development Corp	5	0	0	0	0	0	0	0
Historical Society	0	0	0	10	0	0	0	0
TOTAL COMMUNITY SUPPORT	114	114	125	110	64	63	63	63

COMMUNITY PLANNING AND DEVELOPMENT

The Department of Community Planning and Development is responsible for: the planning and development of the City of Westminster; the coordinated efforts of planning related Boards and Commissions; and, the promotion of downtown business. The Department is divided into three functional areas: Administration, Planning and Zoning, and Economic and Community Development. Work is coordinated between these various functions so citizens, government agencies, businesses, contractors and others receive professional service in a fair, consistent and efficient manner.

POSITION SUMMARY SCHEDULE



Administration	Grade	Authorized FY '14	Authorized FY '15	Authorized FY '16
Director, Community Planning & Development	M	1	1	1
Planning and Zoning				
City Planner	H	1	1	1
Engineering Specialist	G	1	1	1
Economic and Community Development				
Economic Development Admin.	I	1	1	1
Downtown Marketing Specialist	(Temp)	.5	.5	.5

COMMUNITY PLANNING AND DEVELOPMENT PERFORMANCE MEASURES

	FY2014	FY2015	FY2016 (Projected)
Administrative Adjustment Hearings	1	0	1
Bond Reductions Processed	10	11	15
Building Permits Issued	131	131	200
BZA Meetings	6	6	4
Façade Improvements Completed	3	9	5

Final Plats Reviewed & Approved	6	4	5
Good Cause Waivers Processed	1	0	2
Grants Awarded	4	1	3
HDC Meetings	9	9	10
P&Z Commission Meetings	10	9	10
Pre-Submittal Conferences Held	7	4	5
Public Works Agreements Prepared	5	3	6
Rezoning Requests Reviewed	0	1	1
Sign Permits Issued	26	23	30
Special Exceptions	3	1	3
Tree Commission Meetings	8	8	8
Water Allocations Approved	9	6	10
Zoning Text Amendment Reviewed	4	1	3

BOARDS & COMMISSIONS

Historic District Commission

The Westminster Historic District Commission (HDC) is a group of citizen appointees that function in an advisory capacity on the preservation of historic buildings within the City. The HDC meets the second Wednesday of the month.

Member

Kristen McMasters, Chair
 Dean Camlin, Vice Chair
 Greg Goodell
 Sherri Hosfeld Joseph
 Kevin Wagman
 Jane Kacmarski

Term Expires

October 2015
 August 2014
 August 2015
 January 2016
 October 2015
 April 2018

Planning and Zoning Commission

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

Member

Margaret R. Bair, Chair
 Nancy B. Palmer, Vice Chair
 Suzanne Albert, Ex-Officio
 Kevin W. Beaver
 Lori J. Welsh-Graham

Term Expires

May 2015
 May 2013
 May 2015
 August 2017
 May 2014

Board of Zoning Appeals

The Westminster Board of Zoning Appeals reviews applications for variances and special exceptions to the City's Zoning Code. The Board meets on an as needed basis.

Member

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

Term Expires

May 2016
July 2016
July 2016

Tree Commission

The Westminster Tree Commission meets on an as needed basis and promotes the preservation of the City’s tree inventory. The Commission conducts the annual Forestry Workshop, participates in the annual Arbor Day celebration, and sponsors the Legacy and Heritage Tree recognition programs. Westminster has been recognized as Tree City USA since 1989.

Member

Steve Allgeier, Chair
Cindy May-West
Richard L. Wilbur
Howard Wilt
Brian Rhoten (non-voting)
Jessica Fitzgerald (non-voting)
Eric Schlitzer (non-voting)

Term Expires

December 2013
March 2015
October 2014
June 2017

PLANNING ACCOMPLISHMENTS FY2015

The Office of Planning and Zoning is primarily responsible for: zoning administration; long-range planning; development plan review; and record and plan archiving. Staff of this office coordinates the planning activities of City government related to land use, transportation, water/sewer, and environmental and historic concerns. Staff also provides administrative and technical support to planning related boards and commissions of the City and prepares the Comprehensive Plan.

- Participated in the Mayor’s Downtown Business Roundtable initiative and assisted in the ongoing implementation of resulting Action Plan.
- Facilitated an aggressive downtown marketing plan consolidating downtown business and activity promotions into an annual calendar of events.
- Managed the Westminster Tree Commission 2014 Community Forestry Workshop held in October; began preparations for the 2015 event.
- Coordinated the 2014 Historic House Tour, hosted by the Historic District Commission, featuring downtown business participation and donations.
- Provided technical assistance relating to zoning and land use for 200+ inquiries from the public; including residents, real estate appraisers and developers.
- Conducted monthly meetings of the City Planning & Zoning Commission, and coordinated the periodic meetings of the City’s Tree Commission and Historic District Commission.
- Represented the Municipal governments of Carroll County as an appointed member of the Community Media Center’s Board of Directors and Chair of the Strategic Planning Committee.

ZONING PERFORMANCE MEASURES FY2015

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

- Prepared and processed 133 building permit applications for residential, commercial and industrial projects.
- Prepared and issued 9 letters in reference to compliance with the City’s Zoning Ordinance.
- Reviewed and made recommendations to the Mayor and Common Council of Westminster on the following **Zoning Text Amendments:**

Ord. No.	Code Section	Nature of Request
851	Amendments to Chapter 164, Article XIA, “NC Neighborhood Commercial Zone”	Allows for continued access to state roadways for certain specific properties within the NC Zone.

Planning and Zoning administers and coordinates the review of development plans and public works documents to assure compliance with appropriate governmental and regulatory requirements. Staff also provides technical assistance to citizens, developers and others regarding the City’s review and approval process, development design and construction criteria, and other related information.

- Presented the following development projects that were reviewed by staff and/or approved by the Westminster Planning & Zoning Commission:

Project Name	Type of Project
Shoppes at Meadow Creek	Resubdivision
Weis Market Gas-n-Go	Site Plan
Auto Zone	Site Plan
Len Stoler Redevelopment	Concept Site Plan

- Performed technical review of preliminary plans, development plans, final plats, site plans and related drawings.
- Completed 4 pre-submittal conferences that included coordinating with Carroll County officials and explaining the submittal and review process with the owner/developer of properties.
- Processed the recording of 4 final plats.
- Prepared and processed 3 public works agreements (PWA), including obtaining all surety letters and finalizing all construction drawings, including all required signatures.
- Processed 11 surety reductions, which included coordinating with City inspection staff and financial institutions, verifying the completion of work, and preparing release letters for signature.

ECONOMIC AND COMMUNITY DEVELOPMENT

The Office of Economic & Community Development is responsible for the coordination of economic and community development efforts as they relate to the revitalization of Downtown Westminster. Staff of this office serves in the role of liaison to the Westminster Town Center Corporation, works with City staff to realize commercial revitalization and community redevelopment efforts downtown, and provides valuable outreach to existing and potential downtown merchants and businesses.

ECONOMIC DEVELOPMENT PERFORMANCE MEASURES FY2015

Activity	Details
Private Sector Investment	Facilitated over \$150,000 in private sector investment
New Business	Eight new businesses: creating (13) new full-time and (7) part-time jobs
Façade Improvement Program	Completed (9) commercial façade improvement projects with another (8) on the waiting list.
Downtown Restaurant Week	(14) Restaurants participated in the 4th Annual Restaurant Week held April 4-12
Farmer's Market	The Farmer's Market opened Saturday, May 17 th with vendors stationed on the Conaway lot. The Market continues to be for local growers exclusively with about 10 vendors. The first Saturday of each month is the "First Saturday" at the Market with live music, a cooking demonstration, and a kid's activity.
Songs at 6:30 Concert Series	"Thursday's at 6:30" kicked off Thursday, June 6 th and continued for (6) more Thursday's. "A Month of Sunday's Concert Series" was held on the four Sunday's in July. "Common Ground on the Town", three bands at three locations downtown, Saturday, July 13 th
Monthly Newsletter	Continue to provide a monthly events newsletter to 300+ email addresses promoting events Downtown and the area surrounding Downtown Westminster.
Partnership with CC Office of Tourism and Visitor's Center	Continue to use cooperative advertising, provided Downtown maps, rack cards and added City events to their Calendar of Events. Also run a billboard on Rt. 140 to assist local businesses in advertising and overall advertising costs. CC Economic Development has been a financial supporter in this endeavor.
Midnight Madness	Held downtown Friday, September 26 th . The upper end of East Main Street businesses were again included in the event with carriage rides provided to provide transportation.
Maryland Main Street Managers Meeting	Hosted the Maryland Main Street Managers quarterly meeting in June. We had approximately 60 people attend from various parts of the State.
Miracle on Main Street Holiday Event	Provided advertising/marketing support for the event held Saturday, November 29 th . Attended by more than 22,000 people.

Main Street Maryland Small Business Saturday	Provided advertising/marketing support for the businesses participating in the event on Saturday, November 29 th .
250 th Anniversary Celebration	A series of Sestercentennial events were held for the celebration that included: an Anniversary Party at City Hall, a Downtown Block Party with walking tours Downtown and guided tours of the newly renovated City Hall, a Holiday House Tour from City Hall to the Church of the Ascension along Willis Street, a new 250 th logo for promotions, and a "Show Us Your 250" contest where businesses, students and adults created a collection of 250 items to showcase.
New Business Openings	Jobs Created
By the Bay Botanicals	2
Run Moore	3
TU Style Hair Salon and Spa	2
No Limits Vapors	3
Conah's Bar and Grille	2
Joe's Burgers	2
Jeannie Bird Bakery	4
Lone Star BBQ	2

Started the Downtown Westminster Business Incubator Program in 2014

In an effort to increase sustainable and successful retail businesses in the Main Street district, the City of Westminster partnered with the Community Preservation and Stewardship Corporation (CPSC) to create a Business Incubator Program. The goal of this program is to attract a variety of businesses that will enhance the shopping and dining experience throughout the Downtown Main Street district.

Retail and restaurant businesses are selected for participation in the Program based on a variety of criteria, including:

- Potential for business sustainability;
- Company's readiness to start operations;
- The business's ability to benefit from resources and services provided by the Incubator Program;
- Compatibility with other businesses along the Main Street corridor; and
- Space available and space required.

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

By the Bay Botanicals was the first business chosen and it opened in the spring of 2014.

Downtown Westminster Coalition (DWC)

The DWC was formed by Downtown business owners and interested citizens, with assistance from the Planning Department. There are about 20 people who regularly attend the monthly meetings at Birdie's Café and Coffee House. The group has expanded on downtown events and provides volunteer assistance. The DWC mission is to help coordinate the public, private and the residential sector of Main Street to create a thriving and vibrant downtown community.

By utilizing the sphere of influences of the coalition members, the DWC can help to connect all the partners in the community to attract visitors to the downtown Main Street area.

Carroll Biz Challenge

2014 was the 3rd anniversary of the Carroll Biz Challenge. 2014 had record breaking numbers of sponsors, applicants, finalists, and prizes. Over 175 people attended to see the 7 finalists pitch their startups at Cre-a-tv Studios in front of the live audience and panel of judges. The judge panel included four successful local business owners. Steve Moore, owner of "Run Moore", went home with the \$5,000 Grand Prize. Run Moore, the only specialty running store in Carroll County, opened on Main Street Westminster in late August of 2014. Moore pitched his startup to the judges and audience wearing a suit and neon running shoes. The judges admired the potential of Run Moore to be a truly valuable asset to the Westminster business community.

Another winner in Downtown Westminster was Michelle Sholund with "By the Bay Botanicals". Michelle was awarded Carroll County Economic Development's \$2,500 Downtown Award. Sholund opened By the Bay Botanicals Gift Shop in the spring of the 2014. The startup is part of the City of Westminster's incubator program and is also on Main Street Westminster.

Carroll County Chamber President Mike McMullin emceed the event.

COMMUNITY DEVELOPMENT PERFORMANCE MEASURES FY2015

- Prepared and submitted, on behalf of the Mayor & Common Council, an FY 2015 Community Legacy Grant application for \$200,000 to the Maryland Department of Housing and Community Development, Division of Neighborhood Revitalization. The Mayor & Common Council approved Resolution No. 14-11 in July 2014, authorizing staff to forward with the application and gave their full support of the application. The application was granted for \$50,000 in December of 2014. Grant funds will be used to assist Downtown businesses with façade improvements.
- Worked with Habitat for Humanity, subrecipient of the CDBG grant the City was awarded, on their 5 new townhomes. The Dedication ceremony held in February 2015.
- Helped to coordinate and oversee the 2014 Spring Clean-Up Day in conjunction with McDaniel College and Carroll Community College that brought together over 70 volunteers. Next year's event will include the Boys and Girls Club.
- Completed 9 Community Legacy commercial façade improvement projects. The total value of the projects were \$271,119, with \$61,631 of the total from Community Legacy funds and the remainder private funds. There are six other commercial façade projects in progress.

Façade Improvement Projects	Total Private and Public Funds Invested
O’Lordan’s	\$ 25,115
Race Pace Bicycles	\$ 4,920
Carroll Arts Center	\$ 4,450
Café of Life	\$ 756
Shaw Apartment Trust	\$ 29,000
Kohn Creative	\$ 40,000
Flip Your Dog	\$ 324
Conah’s Bar and Grill	\$ 2,400
Rafael’s Restaurant	\$ 1,930

- Carroll County Main Street Managers continue to meet quarterly. Through the partnership we are able to use limited funds to a greater level reaching more prospective shoppers and diners.

COMMUNITY PLANNING AND DEVELOPMENT GOALS FOR FY2016

- Continue to promote the City’s sustainability and resource conservation initiatives.
- Continue to coordinate the update of local National Flood Insurance Program (NFIP) mapping in cooperation with MDE and Carroll County.
- Aggressively market and promote downtown businesses and activities in the most cost efficient and effective manner.
- Work closely with City and County agencies in the development of new and expanded water supply sources for current and future uses.
- Implement a new Water and Wastewater Allocation program for new and re-development projects located within the service areas.
- Continue to take advantage of existing and new grant funding opportunities in support of the needs of City residents, businesses and institutions.

COMMUNITY PLANNING AND DEVELOPMENT FY2015-2016 WORK PLAN

Comprehensive Plan Goal	FY 2015-2016 Action
<p>Goal C1: Promote a ‘destination Westminster strategy and plan’ to ensure a quality visitor and resident experience.</p> <p>Goal C2: Partner with the Carroll County tourism Office to enhance the image and identity of Westminster as an attractive destination in the marketplace.</p>	<p>*Collaborate with Carroll County’s municipal government Main Street offices and the County Tourism Office on a strategic marketing plan that promotes Westminster as a business and tourism destination.</p>
<p>Goal R5: Create a healthy, reliable, and sustainable future by continually increasing the effectiveness of how the City of Westminster</p>	<p>*Continue to implement programs in accord with the City’s Sustainable Community designation.</p> <p>*Seek new funding opportunities, under programs like ‘Smart Energy Community’, to assist in the</p>

utilizes and manages energy and water resources.	implementation of efficient energy projects relating to solar power, geothermal energy and improved fuel efficiencies for the City's fleet.
<p>Goal L1: Ensure new development is compatible with the community vision for the future of Westminster.</p> <p>Obj. 2: Infill development along Main Street should support downtown redevelopment efforts and plans.</p> <p>Goal L3: Provide a sustainable balance of commercial, industrial and residential land to meet existing and future demand.</p> <p>Goal L4: While recognizing infill development is the preferred method of growth, plan for the expansion of City boundaries to accommodate growth in the future.</p>	<p>*Consider new opportunities to boost mixed use development options within and proximate to the downtown area.</p> <p>*Create and include strategies that boost economic investment and job growth downtown.</p>

COMMUNITY PLANNING AND DEVELOPMENT BUDGET

(THOUSANDS)

PLANNING, ZONING & DEVELOPMENT	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 BUDGET	FY 2015 BUDGET	FY 2016 BUDGET	FY 2017 Projection	FY 2018 Projection	FY 2019 Projection
Salaries	396	407	367	375	349	352	364	373
Benefits	87	134	125	113	131	135	140	145
TOTAL PERSONNEL EXPENSES	483	541	492	488	479	487	503	518
Administration	78	40	40	36	123	35	36	36
Appeals and Annexations	0	0	0	0	9	6	6	6
Economic Development Initiatives	115	35	445	511	337	112	112	112
TOTAL OTHER OPERATING EXPENSES	194	75	485	547	469	153	154	154
TOTAL PLANNING, ZONING, & DEV	677	616	977	1035	948	641	657	671

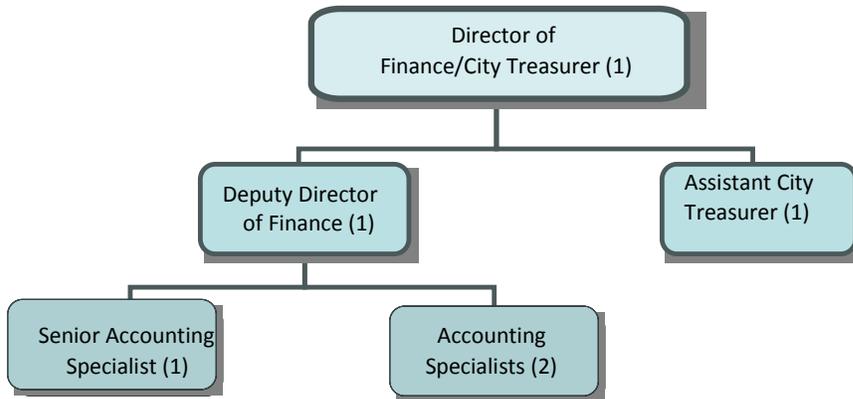
FINANCE

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

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

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

POSITION SUMMARY SCHEDULE



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

FINANCE ACCOMPLISHMENTS FOR FY2015

Audit

McGladrey & Pullen completed their audit for the City for FY 2014 and reported no findings. The Department significantly reduced the time dedicated to preparing schedules and year-end reports for the audit.

Fund Balance & Reporting

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

Cash Management

The Department issued a request for services for Bank Services. BB&T remained the City's operating bank but reduced their service charges by 50%. In addition, the Department pooled cash resulting in less bank accounts and reduced fees. Furthermore, the City was able to invest cash in way which resulted in an improved return on investment.

Bank reconciliations were improved and became 95% more efficient including using less staff and time. Internal control was improved by maintaining fewer transactions and include fewer staff members. Financial reporting was greatly improved allowing for better budgeting and cash management.

A temporary staff member used for processing customer transactions was eliminated as a result of improved cash receipting and use of new software and hardware implemented in the prior year.

Budget

The City received the Government Finance Officers Association Distinguished Budget Presentation Award for the FY 2015 Budget Document. The Budget process was slightly improved by organizing and maintaining consistent account and spreadsheet structure. Budget revisions were reduced to two.

Utility Billing

The Department received approximately sixteen hours of Utility Billing training. The Utility Billing processes and procedures were improved by auditing and implementing new or different billing processes, creating new penalty, late notice, red tag and shutoff processes, improving the efficiency and collection processes with automated payment plans and notification systems. In addition, the meter reading processes and meter import/export functions were audited and improved to include a 50% efficiency. As a result of the audit, the meter reading process and billing leftover reads processes were improved and are more efficient.

Accounts Payable

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

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

The Senior Accountant audited the vendor file and archived and/or merged duplicated vendors in the City's automated accounting system. The database was reduced by 40%.

Broadband Fund

The Department created a new Broadband Fund for the purpose of tracking assets, liabilities, revenues and expenses of the City-wide broadband project. The Finance Director was involved in lease rate analysis and debt analysis for the project. Construction started in FY2015 and will continue for several years.

FINANCE PERFORMANCE MEASURES

	FY2012	FY2013	FY2014	Projected
Utility Bills Issued	42,256	42,557	45,513	45,600
Utility Bills – Charges for Services	\$10,756,362	\$10,620,457	\$10,746,150	\$10,800,000
90 day outstanding amount-Utility Bills	\$59,380	\$63,988	\$79,329	\$50,000
Payment agreements executed-Utility Bills	21	12	59	30
Shut off notices mailed-Utility Billing	1,950	2,215	1,978	1,900
Number of customers-Utility Billing	9,667	9,757	9,905	9,930
Payments made by website	6,033	2,563	2,380	3,000
Payments made by credit card	7,141	5,996	4,356	5,000
Accounts Payables Checks Issued	4,641	4,480	4,020	3,800
Number of Vendors Used-Accounts Payable	982	934	920	900
1099's issued	147	147	134	130
Payroll Checks Issued	5,478	5,041	5,026	5,026
Number of Employees	240	234	234	234
W2's Issued	240	234	234	234
Personal Property Tax Bills Issued	963	1,004	979	1,000
Personal Property Tax Delinquent Amount	\$45,015	\$52,511	\$40,219	\$30,000
On-time delivery of paychecks	100%	100%	100%	100%
On-time filing of Annual Audit	100%	100%	100%	100%
On-time billing of Taxes (all)	100%	100%	100%	100%

FINANCE GOALS FOR FY2016

- Cross-train new staff to complete audit schedules and reports. Transition audit preparation from Deputy Director to Accounting Specialist.
- Improve report-writing skills and dedicate staff time to writing financial reports and improving reporting efficiency.
- Receive the GFOA Certificate of Achievement for Excellence in Financial Reporting
- Receive Position Budgeting Training and successfully transition to Position Budgeting on Eden.
- Reduce time spent preparing the budget by 20% and limit Budget Revisions to two per year.
- Receive a GFOA Distinguished Budget Presentation Award for the FY2016 budget submission.

- Improve payroll processes and procedures. Transition time-keeping to Supervisors. Reduce processing time by 30%.
- Add and manage Human Resources data into the Eden system and report on the information.
- Implement purchase order system throughout the organization.
- Centralize accounts payable.
- Improve accounts payables processes. Reduce time to process checks by 50%.
- Implement ACH payment system. Reduce number of checks by 10%.
- Explore alternative solutions to parking permits.
- Secure funding for the Broadband Fiber Project and operate new fund for same. (\$20,000,000)
- Maintain and report on Broadband Fund.
- Audit Utility Billing rate fee schedules and condense by 50%.
- Succession planning for staff

FINANCIAL OPERATIONS BUDGET

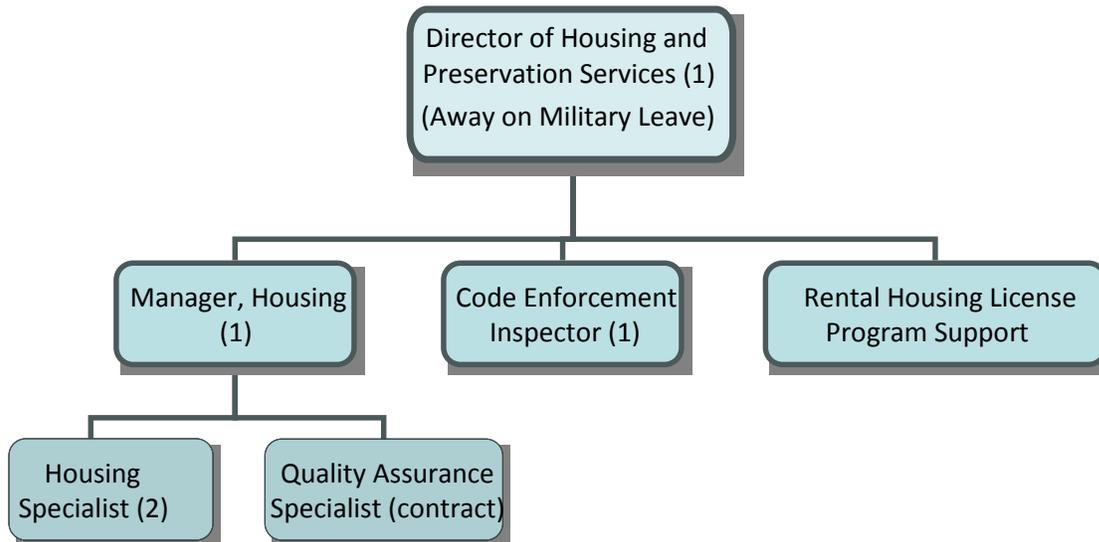
(THOUSANDS)

FINANCE	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 BUDGET	FY 2015 BUDGET	FY 2016 BUDGET	FY 2017 Projection	FY 2018 Projection	FY 2019 Projection
Salaries	367	401	357	381	416	429	442	455
Benefits	143	125	135	141	136	141	145	150
TOTAL PERSONNEL EXPENSES	510	526	491	522	552	569	587	605
Administration	255	191	214	229	214	200	194	191
TOTAL OTHER OPERATING EXPENSES	255	191	214	229	214	200	194	191
TOTAL FINANCE	765	717	705	751	766	769	781	796

HOUSING AND PRESERVATION SERVICES

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

POSITION SUMMARY SCHEDULE



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

HISTORIC DISTRICT COMMISSION

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

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

ADMINISTRATION

Responsibilities of this department have been assumed by other departments while the Director serves military duty. The Director oversees all operations of the department and serves as Executive Director of the Public Housing Agency and Code Official for the City of Westminster. He also administers the City's new Rental Housing License Program that was adopted by the Mayor and Common Council of Westminster on January 28, 2013, with an effective date of June 1, 2013. Additionally, the Director also coordinates historic preservation activities in the City of Westminster and oversees specified historic building and park development projects.

PUBLIC HOUSING AGENCY

The Office of Housing Services is the Public Housing Agency (PHA) for the HUD Section 8 Housing Choice Voucher program. The PHA is allocated 293 vouchers for rent subsidies, and a grant of \$1,740,638 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 \$145,053, based on the average unit months leased. Use of these funds provides housing assistance for 400+ citizens of Westminster, in addition to providing home ownership opportunities to several qualified recipients.

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

PUBLIC HOUSING AGENCY ACHIEVEMENTS FOR FY2015

- 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 2014, the PHA identified over \$27,000 in payments made based on fraudulent activities by voucher holders, and collected over \$8,545 in repayments. Half of the fraud payment collections are returned to the HUD subsidy payment fund, and the remainder is directed to the PHA to cover the costs of operating the program. Since the current Manager of Housing assumed her position, a total of \$420,034 in fraudulent payments was identified.
- In addition to collecting repayments, the PHA, in conjunction with the City of Westminster Police Department, prosecuted several of the most significant fraud cases in court.

PUBLIC HOUSING AGENCY GOALS FOR FY2016

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

CODE ENFORCEMENT

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

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

CODE ENFORCEMENT ACHIEVEMENTS FOR FY2015

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

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

CODE ENFORCEMENT GOALS FOR FY2016

- Continue integration of inspection activities with Rental Housing License Program.
- Improve documentation and tracking of “complaints” through the use of an automated database program.
- Participate in educational activities of the Maryland Municipal League Code Enforcement and Zoning Officials Association.
- Obtain membership in ICC to further professional development.
- Continue partnership with the Carroll County Bureau of Permits and Inspections to locate illegal rental apartments and bring them into compliance.
- Purchase latest update International Code Council manual to provide updated Code Enforcement services.

RENTAL HOUSING LICENSE PROGRAM

On January 28, 2013, the Mayor and Common Council of Westminster approved Ordinance No. 839, creating a Rental Housing License Program in the City of Westminster. The Rental Housing License Program became effective June 1, 2013. Thereafter, every residential rental unit (single-family, duplex, townhouse, apartment, condominium, rooming/boarding house, etc.) in Westminster must be licensed annually by the City before it can be rented or leased. The annual license fee is \$20 per unit.

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

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

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

RENTAL HOUSING LICENSE PROGRAM GOALS FOR FY2016

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

HOUSING AND PRESERVATION SERVICES BUDGET

PUBLIC HOUSING AGENCY BUDGET (THOUSANDS)

PUBLIC HOUSING AGENCY	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 BUDGET	FY 2015 BUDGET	FY 2016 BUDGET	FY 2017 Projection	FY 2018 Projection	FY 2019 Projection
Salaries	147	140	132	136	145	149	153	157
Benefits	58	53	59	67	68	71	74	77
TOTAL PERSONNEL EXPENSES	206	193	191	203	213	220	227	234
Administration	47	58	43	37	30	31	31	31
Housing Assistance Payments	2210	2063	1828	1777	1777	1770	1762	1753
Facilities	12	29	42	42	43	43	44	44
TOTAL OTHER OPERATING EXPENSES	2270	2150	1912	1855	1850	1844	1836	1829
TOTAL PUBLIC HOUSING AGENCY	2475	2343	2103	2059	2063	2063	2063	2063

DEPARTMENT OF HOUSING AND PRESERVATION SERVICES BUDGET
(THOUSANDS)

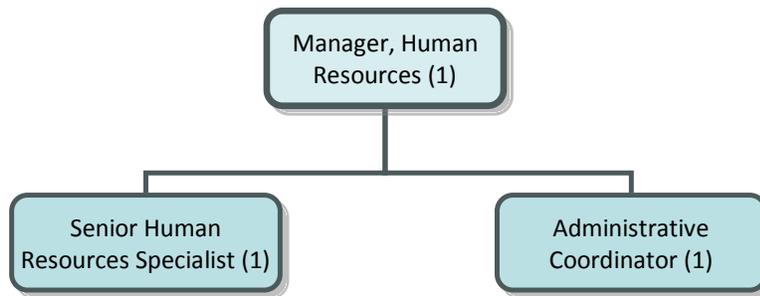
HOUSING AND PRESERVATION SERVICES	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 BUDGET	FY 2015 BUDGET	FY 2016 BUDGET	FY 2017 Projection	FY 2018 Projection	FY 2019 Projection
Salaries	19	37	174	160	179	184	189	195
Benefits	21	24	50	55	50	52	53	55
TOTAL PERSONNEL EXPENSES	40	61	224	215	229	236	243	250
Administration	11	82	62	61	40	40	40	40
TOTAL OTHER OPERATING EXPENSES	11	82	62	61	40	40	40	40
TOTAL HOUSING AND PRESERVATION	51	143	286	276	269	276	283	290

HUMAN RESOURCES

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

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

POSITION SUMMARY SCHEDULE



	Grade	Authorized FY '14	Authorized FY '15	Authorized FY '16
Manager, HR	J	1	1	1
Senior HR Specialist	F	1	1	1
Administrative Coordinator	D	1	1	1

EMPLOYEE BENEFITS

INSURANCE

The City strives to provide a comprehensive benefits package to regular full and part-time employees, including medical, dental, vision, life, short-term and long-term disability insurance, and an employee assistance program. A Health Care Committee, that includes employee and management members throughout City departments, meets to discuss and review benefit plan options and provide follow-up communication to employees as changes in plans are considered. This committee gives members an opportunity to learn about insurance plans and trends, and discuss ideas on ways to offer a comprehensive benefits package which is cost effective for both the City and its employees.

In FY15, Health Care Committee members attended presentations on several voluntary insurance benefit programs that could be offered to employees. The committee review of the programs resulted in the City offering employees voluntary benefits through AFLAC. The AFLAC program, which enhances the value of City provided benefits, gives employees the opportunity to purchase insurance products based on individual needs. The

products are no cost to the City, and many are offered on a pre-tax basis which provides for a reduction in employer payroll taxes.

The City joined the Local Government Insurance Trust's (LGIT) Maryland Local Government Insurance Cooperative (MLGHC) in July 2011. Operational support of the cooperative is provided by The Benecon Group, a third-party benefits and consulting administrator. The MLGHC has partnered with CIGNA for benefit administration of the medical plan. The open access in-network CIGNA plan selected by the City utilizes a shared cost co-payment method for prescriptions, and office, urgent care and emergency room visits. Preventive services are covered for plan participants at 100%. All other medical services require an upfront deductible before claims are paid at 90%.

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

The Benecon Group provides various services to MLGHC participant employers, including assistance with compliance, administrative policies, training and Patient Protection and Affordable Care Act (PPACA) updates. Beginning in FY15, the City incurred additional fees for the medical plan under PPACA. These include the Patient Centered Outcomes Research Fee (PCOR) and the Transitional Reinsurance Program Fee. The PCOR fee is a Federal tax on group health plans to fund comparative effectiveness research. The FY16 PCOR fee is \$2 per participant. It will be indexed thereafter until 2019 when it is phased out. The Transitional Reinsurance Program Fee is to be paid annually over a 3-year period to partially reimburse commercial insurers for writing policies for individuals with high health care costs. The estimated Transitional Reinsurance Program Fee per participant for FY16 is \$44.

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

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

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

WELLNESS PROGRAM

A Wellness Committee made up of employee members to promote wellness has been established for many years. The program is provided as a support mechanism for employees to maintain a healthy lifestyle or to assist employees with changes which will promote a healthier lifestyle. In FY15, the City implemented a structured wellness program to encourage employees to seek preventive health services through a primary care physician to identify possible health risks and encourage treatment of chronic conditions. In addition, the wellness program

offers opportunities for employees to participate in various wellness activities, health assessments, preventive health screenings, challenges, and educational workshops throughout the program year. Employees are encouraged to utilize the City’s own Family Center gym by receiving free memberships which includes group fitness classes. Under the structured wellness program, employees earn points for participation which can result in insurance premium discounts for the employee in the next plan year.

The Human Resources staff organizes an annual Employee EXPO, a wellness and benefits event held in the Family Center Gym each year. This is a coordinated effort with planning assistance from Wellness Committee members, and help on the day of the event from the Recreation, Street and Police Departments. The goal of the EXPO is to promote health and wellness, offer preventive screenings, and to give employees the opportunity to speak with insurance providers about coverage and benefits. Each year, the EXPO promotes a theme to add excitement and fun to the event, and continues to be a success.

Another benefit of supporting a wellness program is an anticipated reduction in health care claims over time. CIGNA provides wellness program assistance with both staff and financial support. 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.

RETIREMENT AND PENSION

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

The City’s contribution is based on the employee’s base salary at fiscal yearend. Payment is made to the State once per year, and is due by December 31st. In addition, the State assesses an Administrative Cost Fee. This fee is charged on a per member basis each fiscal year. The annual per member fee in FY15 was \$146.81, and is projected to be \$141.66 in FY16. The various State pension plans, service retirement years and age, and employee and City contribution rates are shown in the chart below.

Pension Plan	Service Retirement Years	Service Retirement Age	Projected # Enrolled FY2015	Employee Contribution Rate			City Contribution Rate		
				FY 2014	FY 2015	FY 2016	FY 2014	FY 2015	FY 2016
ACPS (Employees enrolled after 7/1/11)	Rule of 90 (age plus years of service)	65 (with 10 years of service)	22	7%	7%	7%	10.00%	9.73%	8.53%
ACPS (Employees enrolled prior to 7/1/11)	30	62	86	7%	7%	7%	10.00%	9.73%	8.53%
LEOPS	25	50	38	7%	7%	7%	31.76%	30.45%	31.94%
Old Retirement Plan (Closed)	30	60	1	7%	7%	7%	13.89%	13.62%	12.42%

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

EMPLOYEE AWARD PROGRAMS

Service Awards

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

Employee of the Month Awards

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

EMPLOYMENT POLICIES

The Human Resources Department maintains and updates employment policies and the Employee Handbook. In FY15, several policies were updated due to new laws, reporting requirements and changes in system procedures.

COMPENSATION

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

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

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

RECRUITMENT

The Human Resources Department utilizes various media to externally advertise open positions, including newspapers, websites, professional journals and newsletters, colleges, the Carroll County Business and Employment Resource Center, the Maryland Job Service, and the City's webpage to attract a diverse group of applicants. The Human Resource Department has created an Employment Opportunities Information brochure which is provided to each applicant. In FY15, a new webpage feature allows persons interested in advertised positions to complete applications online. In addition, applications can requested in person or by phone, and can be mailed, emailed, or faxed to applicants to allow for ease in the process. The City encourages current employees to apply for promotional vacant positions. These positions are posted internally, and employees have the opportunity to apply for them outside of the external advertisement process.

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

RISK MANAGEMENT

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

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

There are annual onsite inspections and safety surveys at the various departments as required by State law and the insurance providers. These onsite visits assist in identifying risks, exposures, and possible equipment failures. Human Resources has implemented insurance claim procedures and accident/ incident investigation guidelines to assist the various departments with handling these claims.

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

The City has a Safety Committee in place with its members spanning the various departments. The committee provides an interdepartmental communication mechanism which promotes continuity for safety procedures and training. In addition, the committee reviews and makes recommendations for safety policy needs. In FY15, the committee completed the annual review of the safety policies and made recommendations for changes, provided assistance in drafting Fire Prevention Plans for all City locations, and researched ways to provide onsite hands-on respiratory protection training. In addition, an updated air quality and sound level testing process for Public Works facilities was performed by an industrial hygienist following a recommendation made the previous fiscal year. The committee also continues to monitor the online safety training service that is utilized by all departments.

In FY15, the Safety Committee began a quarterly review of vehicle accidents, property damage and injury claims to look for possible ways to avoid the same type of incidents in the future, and make recommendations for training. This proactive approach is an important factor in minimizing future employee injuries, vehicle accidents, property and liability claims.

Human Resources drafted, and implemented a new Vehicle Driver Policy in FY2015. The policy applies to all non-police employees who are authorized to drive City vehicles. This risk management policy covers the authorized use of City Vehicles, authorized 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. All authorized drivers are required to attend the National Safety Council's Defensive

Driving Course, and all drivers have received this training. Human Resources maintains a Driver Qualification File and monitors the driving records for each authorized employee driver.

TRAINING

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

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

CPR/First Aid/AED biennial classroom training was provided for Public Works personnel in FY15. This same training will be provided to administrative employees in FY16. Defensive Driving, Preventing Harassment in the Workplace, Supervisor Reasonable Suspicion for Drugs and Alcohol and other supervisory trainings are provided initially upon employment, upon promotion to the supervisor level, and periodically.

In addition, OSHA required annual safety training for all administrative staff is coordinated by Human Resources. In FY15, this training included workplace emergencies, fire safety, and bloodborne pathogens.

HUMAN RESOURCES PERFORMANCE MEASURES

Recruitment	CY2012	CY2013	CY2014
Full-Time External Employment Advertisements	11	8	14
Part-time External Employment Advertisements	0	1	0
Temporary/Contractual/Seasonal External Advertisements	13	12	13
Employment Applications Processed	524	375	458
Full-Time New Hires	17	12	13
Part-Time New Hires	0	1	0
Temporary/Contractual/Seasonal New Hires	36	30	34
Full-time Separations and Retirements	13	11	18
Temporary/Seasonal Separations	27	31	32
Fingerprint Supported Criminal Background Checks	29	31	34

Risk Management	CY2012	CY2013	CY2014
Liability, Property & Automobile Claims Filed	16	25	28
Worker's Compensation Claims Filed	33	28	43
Employees with Commercial Driver's Licenses	50	54	49
D.O.T. Physicals	42	40	38
D.O.T. Random Drug/Alcohol Tests	28	28	28
Respirator Fit Tests	91	88	84

Training	CY2012		CY2013		CY2014	
	Sessions	Attendees	Sessions	Attendees	Sessions	Attendees
CPR/AED/First-Aid	2	30	3	39	3	27
Defensive Driving	2	9	0	0	5	84
Supervisor Reasonable Suspicion Drug and Alcohol	0	0	0	0	0	0
Preventing Harassment in the Workplace - Group	9	188	0	0	1	23
Preventing Harassment in the Workplace – Individual	0	0	63	63	20	20
Respiratory Protection	3	51	4	47	4	44

HUMAN RESOURCES ACCOMPLISHMENTS FOR FY2015

- Employee Insurance Benefits
 - Implemented the AFLAC voluntary insurance benefits program, and coordinated employee enrollment.
 - Coordinated the annual renewal of all employee insurance benefits including the open enrollment process for employees, and the Medicare renewal for retirees.
 - Updated the Flexible Spending Account documents to include a \$500 carryover of funds option now allowed by the IRS.
 - Selected a 12-month Measurement Period, and reviewed the data to ensure PPACA compliance in FY16.

- Wellness Program
 - Implemented and distributed a points-based incentivized wellness program available to all employees participating in the City's medical plan.
 - In coordination with the Wellness Committee, created a wellness calendar of events, promoted and scheduled wellness activities, educational sessions and health screenings. Created a monthly electronic wellness newsletter to provide wellness information to employees.
 - Planned and held the City's 10th annual Employee Expo benefits and wellness event.
 - 22 Vendors participated
 - 103 employees and retirees attended

- Employment Policies and Recruitment
 - Updated the Illegal Discrimination and Sexual Harassment Policy to comply with the new Fairness for All Marylanders Act prohibiting discrimination based on gender identity.

- Updated the Workers' Compensation Policy to comply with new OSHA reporting requirements.
 - Updated the Health Insurance Portability and Accountability Act (HIPAA) Security Policy and Procedures to include changes in technology systems.
 - Drafted a new Substance Abuse Policy for non-police personnel to be implemented in FY16.
 - Completed the Equal Employment Opportunity Short Form (EEO) as required for Police Department of Justice grants, and internally and externally disseminated as required.
 - Updated recruitment procedures for positions authorized to drive City vehicles to require applicants to provide a copy of the vehicle driver record at the interview stage for a review of the record prior to hire.
- Risk Management and Safety
 - Drafted and implemented a new Vehicle Driver Policy for all non-policy personnel who are authorized to drive City vehicles, and coordinated training for new drivers throughout the year.
 - Created Driver Qualification Files for employees authorized to drive City vehicles, and submitted driver record requests to appropriate State Motor Vehicle Administrations for review.
 - Updated the Emergency Action Plan and evacuation routes for the Administrative Offices location.
 - Drafted Fire Prevention Plans for the Administrative Offices location and City Hall.
 - Created a Supervisor's Termination Checklist to ensure that all City property has been collected, and employee access to systems have been discontinued upon termination of employment.
- Succession Planning
 - Began the succession planning review process by creating an organizational chart that includes employee name to assist with identifying key positions and future leaders.
- Implement Position Budgeting component of the EDEN system.

HUMAN RESOURCES GOALS FOR FY2016

- Continue to monitor and improve the effectiveness of the points-based incentivized wellness program that was implemented in FY15 for improvements. Utilize the Wellness Committee to:
 - Promote and remind employees on the plan benefits to increase participation.
 - Promote, create and select wellness activities that can earn points for participants.
 - Research local services to provide support to the program.
 - Apply for wellness funds provided by the Cigna plan to support program activities.
- Enhance Human Resources policies by:
 - Identifying the critical policies that need to be updated or implemented.
 - Continuing to re-write Employee Handbook sections that will eventually result in all sections being updated.
- Continue to improve the City's safe work 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.
 - Training the Safety Committee members in OSHA regulations.
 - Utilizing the Safety Committee to monitor accident and incidents that have resulted in claims to avoid recurrence in the future.

- Continue to develop a succession plan for replacement of leadership vacancies created by retirements through working with department Directors to:
 - Identifying key positions that have lengthy learning curves and those that will require extensive leadership training.
 - Supporting the departments in finding training mechanisms that will identify key positions and assist employees in leadership development.

- Continue to improve efficiency in Human Resources by utilizing the Eden HR system to:
 - Track employment data.
 - Coordinate with the Finance Department to create reports.

- Continue to monitor new health care regulations and reporting requirements under the Patient Protection and Affordable Care Act by attending educational sessions offered by The Benecon Group, Cigna and other available media.

HUMAN RESOURCES BUDGET
(THOUSANDS)

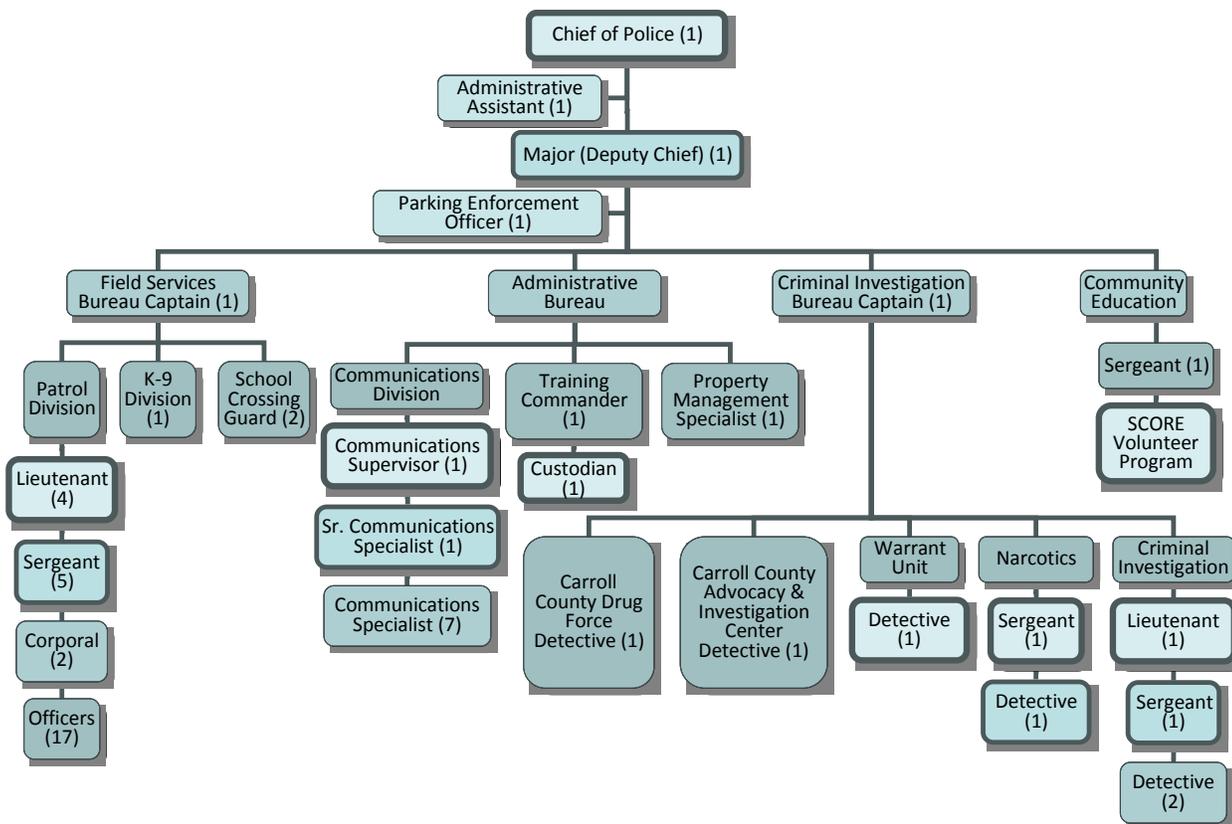
HUMAN RESOURCES	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 BUDGET	FY 2015 BUDGET	FY 2016 BUDGET	FY 2017 Projection	FY 2018 Projection	FY 2019 Projection
Salaries	139	141	145	150	158	163	168	173
Benefits	78	68	73	80	81	79	81	82
TOTAL PERSONNEL EXPENSES	216	209	218	229	239	242	248	255
Administration	38	37	38	37	37	36	34	34
Employee Activities	63	51	51	49	50	51	51	51
TOTAL OTHER OPERATING EXPENSES	101	88	88	87	86	87	85	86
TOTAL HUMAN RESOURCES	317	297	307	316	325	329	334	341

WESTMINSTER POLICE DEPARTMENT

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

The Police Department is commanded by Chief Jeffrey Spaulding, a 40-year law enforcement veteran. Major Ronald Stevens serves as the Deputy Chief and second in command. The Department is comprised of three functional Bureaus. The **Field Services Bureau** provides uniformed patrol service to all areas of the City 24-hours a day / 365 days a year. In addition to their patrol duties, our officers also conduct foot and bike patrols, handle special events occurring throughout the year, conduct traffic and pedestrian safety programs, and provide police canine services. The **Criminal Investigations Bureau** is responsible for the service of arrest warrants, the investigation of major crimes, and the investigation of drug violations occurring in the City. Additionally, two members of the Bureau are assigned to countywide multi-jurisdictional task forces that handle drug and child abuse/sex crime investigations throughout Carroll County. The **Administrative Bureau** handles a diverse group of responsibilities critical to the efficient operation of the Department to include our Police Communications Center, automated enforcement, fleet and facilities management, staff training and development, and our police records functions.

POSITION SUMMARY SCHEDULE



Civilian	Grade	Authorized FY '14	Authorized FY '15	Authorized FY '16
Communications Supervisor	G	1	1	1
Administrative Assistant, Certified	E	1	1	1
Property Management Specialist	E	1	1	1
Senior Communications Specialist	E	1	1	1
Communications Specialist	D	7	7	7
Parking Enforcement Officer	C	1	1	1
Custodian	A	1	1	1
Sworn	Grade	Authorized FY '14	Authorized FY '15	Authorized FY '16
Chief of Police	P	1	1	1
Deputy Chief (Major)	M	1	1	1
Captain	J	2	2	2
Lieutenant	I	6	6	6
Sergeant	H	7	8	8
Corporal	G	5*	3*	2*
Probationary Police Officer/Private First Class	F	22*	23*	24*

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

WESTMINSTER POLICE DEPARTMENT PERFORMANCE MEASURES

NOTE – ALL OF THE INFORMATION PRESENTED IN THIS REPORT RELATES TO ACTIVITIES DURING CALENDAR YEAR 2014 DUE TO CRIME REPORTING REQUIREMENTS.

REVIEW OF UNIFORM CRIME REPORT STATISTICS – 2010 THROUGH 2014

	2010	2011	2012	2013	2014	5-Year Average
Homicide	1	0	0	2	0	.6
Robbery	15	19	23	13	16	17.2
Aggravated Assault	84	75	98	72	72	80.2
Burglary	77	112	105	113	100	101.4
Theft	587	581	665	726	630	637.8
Auto Theft	11	18	13	10	14	13.2
Total Part 1 Crime	775	805	904	936	832	850.4

Violent crime in the City (murders, robberies and aggravated assaults) increased by 1.1% in 2014 following a 28% reduction in 2013. Robberies increased by 3 to a total of 16, but remained below the 5-year average. Property crimes decreased by 12.4% in 2014. Thefts led the decrease with 96 fewer cases being reported in 2014 than in

2013 (-13.2%). Burglaries also declined by 13 cases (-11.5%). Auto theft reports increased from 10 cases in 2013 to 14 cases in 2014. **In total, Part 1 crime decreased by 104 cases in 2014 (-11.1%).**

REVIEW OF PRODUCTIVITY INDICATORS – 2010 THROUGH 2014

	2010	2011	2012	2013	2014	5-Year Average
State Citations	3,389	3,069	2,280	3,993	3,398	3,226
Traffic Collisions	930	890	879	871	907	895
Missing Persons	33	15	35	38	36	31
Calls for Service	12,073	11,957	12,130	11,725	10,897	11,756
Foot Patrol Hours	2,624	1,927	2,020	2,156	1,799	2,105
Bike Patrol Hours	224	34	70	60	32	84
DUI Arrests	115	94	129	176	130	129
Total Sworn Staffing	45	45	44	44	44	44.4

TOTAL ARRESTS FROM 2010 THROUGH 2014

	2010	2011	2012	2013	2014	5-Year Average
Adult Arrests	737	700	680	693	791	720
Juvenile Arrests	205	144	153	131	106	148
Total Arrests	942	844	833	824	897	868

The Police Department made a total of 897 arrests in 2014. Of these, 791 were adult arrests and 106 were juvenile arrests. This total represents an 8.9% increase in total arrests from the 2013 total of 824 arrests. Over the past 5 years the Department has averaged 868 total arrests per year.

WESTMINSTER POLICE DEPARTMENT 2014 IN REVIEW

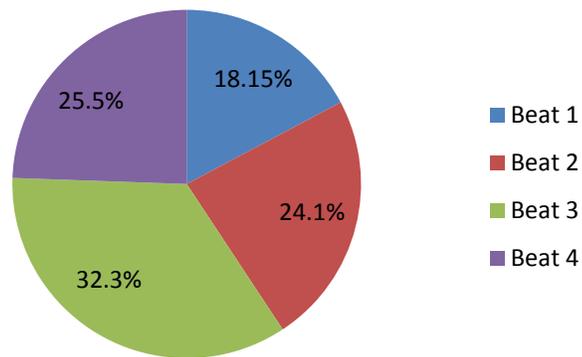
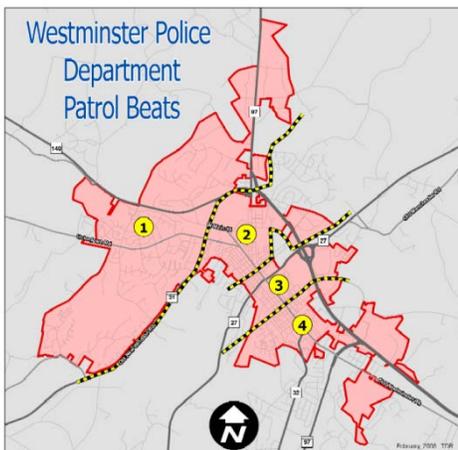
The Police Department experienced some significant staffing challenges during 2014. There were several retirements and resignations during the year, as well as long-term medical and administrative issues that further impacted staffing. Operational shortfalls were addressed through schedule adjustments and the judicious use of overtime and grant funding. At the current time the Department has three (3) sworn vacancies.

Total traffic collisions occurring in the City increased marginally during 2014, up from 879 collisions in 2013 to 907 collisions in 2014. Of these 907 collisions, 626 were minor collisions not requiring a formal collision report (per Maryland motor vehicle law). Only 281 collisions (31% of the total) required a formal report in 2014, down 4 collisions from 285 such collisions in 2013 (.4% reduction). A total of 3,398 traffic citations were issued in 2014, down 595 citations from the 2013 enforcement level (14.9% decrease). 2013 had recorded a 75% increase in citations issued from the prior year. The Department affected a total of 130 arrests for driving under the influence of alcohol and/or drugs during 2014, 46 fewer such arrests than were made in 2013 (26.1% decrease). This followed a 36.4% increase in DUI arrests in 2013.

Calls for police service in Westminster decreased by 828 calls (-7%) in 2014. The highest number of police calls for service in 2014 occurred in Beat 3 (32.3% of total calls) – the center city area which includes Town Mall and Cranberry Square.

The Police Department is responsible for monitoring transactions at local pawn and second-hand stores within the City on an ongoing basis. As a result of this activity, nearly 40 cases of theft/burglary were closed during 2014 with the recovery of stolen property from local stores. The cumulative value of the recovered stolen property was in excess of \$76,000.

2014 CALLS FOR SERVICE BY BEAT



WESTMINSTER POLICE DEPARTMENT ADMINISTRATIVE INITIATIVES

In March Chief Spaulding facilitated a day of training entitled “Justice and Law Day” for 2013-2014 class of **Leadership Carroll**. Throughout the day the class met with local judges and law enforcement leaders to gain a better understanding of the inner workings of the local criminal justice system. The training included visits to both District and Circuit Court, discussions with judges, the State’s Attorney and the Public Defender, and a tour of the Detention Center. Chief Spaulding provided two blocks of training relating to law enforcement resources in the County and local crime trends. This is the eighth year that Chief Spaulding has facilitated this portion of the Leadership Carroll program. Chief Spaulding is a 2006 graduate of the program.

In March of 2014 the **Automated Enforcement Program** (Red Light Camera) completed its fourth year of service at the intersection of Route 97 and Nursery Road in Westminster. The following is a synopsis of program activity during Year 4:

- A total of 2,179 potential red light running violations were captured on camera.
- Of these potential violations, 2,063 violations were approved for the issuance of citations. The number of red light citations issued increased by 5.4% in Year 4 as compared to Year 3.
- 26 violators contested their citations in court. 25 of the 26 drivers were convicted of red light running. The remaining driver was found not guilty due to a factory recall for “accelerator sticking” on that model vehicle.
- The total number of crashes reported at the intersection during Year 4 increased by 1 in 2014 as compared to Year 3 (from 5 to 6). None of the collisions reported related to red light running.
- The Common Council voted to continue automated enforcement at this intersection for another year.
- This violator-funded program was operated at no cost to City taxpayers.



During 2012 the City partnered with the Carroll County Government on the purchase of new **800 MHz digital radio equipment** for the Police Department. The purchase, which was approved in the FY'13 operating budget, provided new mobile (car) and portable (walkie-talkie) radios which operate on the new digital radio system that the County is presently bringing on-line. The radio equipment was purchased from Motorola pursuant to the State bid process. The Department received and issued their inventory of new portable radios in 2013. The digital mobile units were installed in police vehicles during 2013. The sole remaining element of this project is the procurement and installation of two digital radio consoles in the Communications Section of the Police Department. This portion of the project should be completed in calendar year 2015.

During 2014 Chief Spaulding continued his service on several **county-level initiatives** to address social issues impacting on the criminal justice system to include:

- **Criminal Justice Diversion Workgroup** – The focus of this group is to identify and implement effective strategies designed to divert those with mental illness into appropriate treatment services and out of the criminal justice system.
- **Domestic Violence Fatality Review Team** – This multi-disciplinary workgroup reviews fatal and near-fatal domestic violence incidents occurring in the County in an effort to identify and address gaps in service which might perpetuate the domestic violence cycle.
- **Opiate Overdose Prevention Workgroup** – The focus of this group is to identify and implement effective strategies to reduce the increasing incidence of opiate overdoses and deaths in the County.
- **“Crisis Intervention Team” Workgroup** – This multi-disciplinary workgroup is working to provide police officers in the County with enhanced training relating to the effective handling of individuals suffering from a mental health crisis.

On November 14th, Chief Spaulding began his service as a member of the Board of Directors for the **Maryland Network Against Domestic Violence** (MNADV). The Network is a state domestic violence coalition that brings together victim service providers, allied professionals and concerned individuals for the common purpose of reducing intimate partner and family violence and its harmful effects on our citizens. The Network accomplishes this goal by providing education, training, resources and advocacy to advance victim safety and abuser accountability.

WESTMINSTER POLICE DEPARTMENT PERSONNEL INITIATIVES

In February the Westminster Police Department and several volunteers received recognition as part of the **2014 Governor’s Crime Prevention Awards Program**. The Westminster Police Department received a Governor’s Crime Prevention Award for *“incorporating an overall outstanding crime prevention program as an integral part of their daily operations”*. Additionally, Sergeant Deb Pujals-Keyser of our SCORE Uniformed Volunteer Program received recognition for her outstanding efforts in *“working with the Department and our community to further the cause of proactive crime prevention”* and Mr. Bill Gyr of MDCHIP (Maryland Child Identification Program) was recognized for an *“outstanding proactive crime prevention program that has had a significant impact on the prevention of crime in Maryland”*.

The annual **Police Department Awards Ceremony** was held at Carroll Arts Center on April 2nd, 2014. A number of employees and volunteers were recognized for their tremendous contributions during 2013 to include:



**Corporal
Jesse Clagett
Police Officer of the Year**



**Administrative Assistant
Karen Bullock
Civilian of the Year**



**S.C.O.R.E. Lieutenant
Kenneth Carlisle
Volunteer of the Year**

In June Corporal Jesse Clagett of the Field Service Bureau was presented with the **2013 Valor Award** by the Westminster Moose Club. Corporal Clagett was one of three Carroll County law enforcement officers so recognized during a ceremony at the local Moose Club. Clagett was selected for this honor based upon his exceptional patrol efforts during calendar year 2013. It is noted that Corporal Clagett had previously been recognized as the Westminster Police Department's "Police Officer of the Year" for 2013 during our annual awards ceremony in April.

In September Corporal Jesse Clagett was also presented with the **Exceptional Police Performance Award** from the Maryland Chiefs of Police Association (MCPA) for his exemplary service during 2013. The MCPA bestow three such awards each year – one each for small, mid-sized and large police agencies. This award essentially recognizes the "top cop" in the state based upon agency size. This is the second time that Corporal Clagett has received this statewide honor.

The following members were **promoted to positions of greater responsibility** during 2014 as a result of vacancies created by retirements:

- Lieutenant Misty Budzinski was promoted to the rank of Captain on September 23rd. She now serves as the Commander of the Field Services Bureau.
- Sergeant Scott Peter was promoted to the rank of Lieutenant on April 1st and is now serving as the Deputy Commander of the Criminal Investigation Bureau.
- Sergeant Nikki Heuer-Sales was promoted to the rank of Lieutenant on September 23rd and is now serving as a Watch Commander in the Field Services Bureau.
- Detective Corporal Jeffrey Schuster was promoted to the rank of Sergeant on April 1st and is now serving as a supervisor within the Criminal Investigation Bureau.
- Corporal Rad Darby was promoted to the rank of Sergeant on April 1st and is now serving as a Patrol Sergeant in the Field Services Bureau.
- Corporal Steven Arnold was promoted to the rank of Sergeant on August 12th and is now serving as a Patrol Sergeant in the Field Services Bureau.
- PFC Nicole Ensor was promoted to the rank of Sergeant on September 23rd and is now serving as a Patrol Sergeant in the Field Services Bureau.

WESTMINSTER POLICE DEPARTMENT OPERATIONAL INITIATIVES

During February Chief Spaulding assisted the management staff of TownMall in providing “**active shooter**” **training** to staff and tenants of the mall. The training provided simple and effective strategies that store managers and employees could employ to minimize the chances of injury or death in the unlikely event of an active shooter. Approximately 60 people attended the training which was very well received.

Members of the Patrol Division continued to focus their efforts on the **Downtown Business Corridor Initiative** throughout the year in response to community concerns about disruptive behavior in the area. A variety of strategies have been employed to address “quality of life” problems in the area to include the assignment of foot and bike patrol officers during certain hours each day and the use of the “Disorderly House” ordinance. Additionally, the Department has recently partnered with the States Attorney’s Office to more effectively manage criminal matters impacting this area. Outreach efforts in this area are ongoing.



Culminating more than two years of planning, the Westminister Police Department and Carroll County Health Department implemented the **Carroll County Crisis Intervention Team (CIT)** in November with the initiation of the first CIT training effort. Ten public safety officers – to include 7 Westminister Police Officers – participated in the 4-day training effort. The CIT Officers received advanced training to better enable them to accurately identify and safely manage individuals who are experiencing a mental health emergency or suffer from acute mental illness. They also received training relating to the variety of community-based mental health services available in the County so that they may refer those in need to the proper resources in a timely and efficient manner. The CIT program has been very well received and planning is underway for future expansion of the program.

In 2014 the Westminister Police Department continued their participation in the **Carroll County School Resource Officer Partnership (CCSROP)**. Under this partnership, officers from police agencies around the County assist with the instruction of health and safety topics to school children in grades 2, 5, 6, 7 and 8. Additionally, officers enhance school security by making regular checks and foot patrols of all schools in the County during school hours and after-hour activities. During the current school year, Sergeant Benfer of the WPD Community Education Section will teach the curriculum to approximately 600 students in public and private schools located within the City of Westminister. It is noted that the CCSROP replaces the D.A.R.E. program which had been in place for more than a decade.

Between January and June of 2014 more than 100 opiate overdoses were reported to law enforcement in Carroll County – 14 of these overdoses resulting in a fatality. In response to this significant increase in opiate overdoses and deaths across the region, the Police Department elected to train and equip all Patrol Officers with **Nasal Naloxone** - a medication administered by first responders in the field to reverse the affects of potentially-fatal opiate overdoses. Planning and training for this initiative was accomplished in the 4th quarter of 2014 and the program was initiated in January of 2015.

For the past 10-years the Westminister Police Department and the Carroll County Sheriff’s Office have partnered on the **Holiday Crime Prevention Patrol Initiative** during the Christmas holiday period. Through this collaborative effort, additional officers and deputies are assigned to the commercial areas in Westminister to provide dedicated high visibility patrols during the holiday season. The patrols focus on robbery and theft prevention until the shopping areas close, then the focus is shifted to DUI and aggressive driving enforcement until 1 a.m. Both the Maryland State Police and the Sheriff’s Office committed resources to this effort in 2014. The patrols were initiated in late-November and continued through the holidays. Once again in 2014, no robberies or violent crimes were reported in the target area during the holiday period.

WESTMINSTER POLICE DEPARTMENT COMMUNITY INITIATIVES

In June Chief Spaulding had the honor of participating in the **Final Leg Torch Run** for the 2014 Special Olympics USA Summer Games held in Princeton, New Jersey. Chief Spaulding served as a team leader for one of six teams of law enforcement runners who collectively represented all 50 states in the U.S. Each team also included a Special Olympics athlete chosen from around the country for their support of law enforcement in their local Torch Run program. The goal of the Final Leg is to raise awareness and excitement about the USA Summer Games which began at Princeton University beginning on June 17th. At the conclusion of the Final Leg, the officers carried the Special Olympics "Flame of Hope" into opening ceremonies for the Summer Games where it was used to light the caldron to officially open the games.

In June law enforcement officers from around Carroll County joined together to demonstrate their ongoing support of Special Olympics by participating in the **29th annual Law Enforcement Torch Run for Special Olympics**. Troopers, Officers and Deputies representing nearly every law enforcement agency in the County ran and cycled the Special Olympics "Flame of Hope" from the far reaches of the County to McDaniel College in Westminster. There, those flames were united in one unified flame which was carried down Main Street by more than 100 officers to its final destination at Westminster City Hall. Following a ceremony which honored 9 local Special Olympics Athletes who participated with the officers in the Torch Run, everyone retired to the John Street Quarters to enjoy a wonderful luncheon. The Maryland Law Enforcement Torch Run has the distinction of being the single largest fundraising program for Special Olympics in the world - last year raising more than \$3.1 million dollars to support Special Olympics activities here in Maryland.



In August the Police Department hosted the **7th annual "Shop With A Cop - Back To School" event**. This year the Department partnered with the Westminster Office of Housing. Eighty-nine students participated in the event, shopping for all of their school supplies for the upcoming school year with a Westminster police officer. Lunch was provided for the students and officers, and then the students enjoyed a game of kickball with officers, volunteers and staff.

In August officers from the Westminster Police Department, the Maryland State Police, the Taneytown Police Department and the Carroll County Sheriff's Office hosted the **16th annual "Camp C.O.P.S."** for 95 local students. "Camp C.O.P.S." is a week-long summer camp which helps local youth ages 10 to 14 to better understand law enforcement in a "police academy" environment. Participants learned self-discipline and team work by participating in challenging activities such as basic first aid, close order drill, crime scene processing and a variety of team competitions. This year was the first time that the program was coordinated by staff and volunteers of the Westminster Police Department.



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



children from 103 local families.

In December the Westminister Police Department hosted our **11th annual “Shop With A Cop” holiday event** in partnership with the Westminister Walmart Store. Twenty-four children from 8 families had the opportunity to shop with the officers and members of WPD for Christmas presents for their family members – all of the funding for this program was provided through local donations. After shopping, the families were invited for a luncheon with Santa and a holiday party with members of the Police Department. During the 10-year tenure of the “Shop With A Cop” Program here in Westminister, holiday gifts have been provided to a total of 260

WESTMINSTER POLICE DEPARTMENT GOALS FOR FY2016

Comprehensive Plan Goal	FY'16 Action	Completion Date
Objective 1. Provide residents with an adequate level of public safety and police protection services that can accommodate and sustain future population growth.	Develop and implement the Motor Vehicle Administration “ Outstanding Arrest Warrant Program ” to flag registration and licensing renewal of individuals wanted on local warrants until all open warrants have been satisfied.	June 2016
Objective 2. Increase operational efficiency and community safety through the implementation of data-driven policing.	Develop and implement a plan to reduce crime, particularly thefts, at Town Mall of Westminster using crime data analysis, collaboration with Mall management and tenants, and crime prevention education.	December 2015
Objective 3. Enhance traffic safety in the City through the use of new and innovated traffic enforcement strategies.	In conjunction with the implementation of the HEAL program, develop and implement a crosswalk safety program in the City which incorporates both educational and enforcement components.	December 2015
Objective 4. Maintain police protection in accordance with national standards of service to ensure the Westminster area is well-equipped to meet public safety needs.	Develop and implement Dispatcher recertification training for all Communications Division personnel through the National Academies of Emergency Dispatch.	June 2016
Objective 5. Maintain police protection in accordance with national standards of service to ensure the Westminster area is well-equipped to meet public safety needs.	Working in collaboration with the Carroll County Sheriff's Office, develop and implement a combined in-service training program for Deputies and WPD Officers . This training will also be made available to other municipal officers in Carroll County.	December 2015
Objective 6. Maintain police protection in accordance with national standards of service to ensure the Westminster area is well-equipped to meet public safety needs.	Working in concert with the Carroll County Health Department, develop and present a second iteration of mental health Crisis Intervention Team training for Carroll County law enforcement. This training will better prepare law enforcement personnel to effectively and safely manage individuals suffering from mental health emergencies.	December 2015

WESTMINSTER POLICE DEPARTMENT BUDGET
(THOUSANDS)

PUBLIC SAFETY	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 BUDGET	FY 2015 BUDGET	FY 2016 BUDGET	FY 2017 Projection	FY 2018 Projection	FY 2019 Projection
Chief's Office Salaries	315	321	330	315	334	344	354	365
Administrative Bureau Salaries	633	571	589	568	594	606	622	639
Field Office Bureau Salaries	1686	1695	1662	1865	1719	1766	1817	1870
Criminal Investigations Bureau Salaries	560	513	644	638	682	702	723	744
Total Salaries	3194	3100	3225	3386	3329	3418	3517	3618
Chief's Office Benefits	134	97	158	176	161	167	174	181
Administrative Bureau Benefits	334	125	325	344	323	336	349	363
Field Office Bureau Benefits	1008	611	944	1054	1132	1175	1220	1269
Criminal Investigations Bureau Benefits	342	189	314	354	441	457	474	492
Total Benefits	1818	1022	1741	1928	2057	2135	2218	2305
TOTAL PERSONNEL EXPENSES	5012	4122	4966	5314	5386	5553	5734	5923
Chief's Office	278	262	320	272	282	282	283	283
Administrative Bureau	488	782	460	484	503	493	500	506
Field Office Bureau	127	140	71	62	63	63	63	63
Criminal Investigations	13	13	13	13	14	14	14	14
Facilities	65	57	45	45	51	48	48	48
TOTAL OTHER OPERATING EXPENSES	970	1254	910	875	912	900	907	913
Capital Projects	186	184	215	276	190	130	130	130
TOTAL CAPITAL REQUIREMENTS	186	184	215	276	190	130	130	130
TOTAL PUBLIC SAFETY	6168	5560	6092	6464	6488	6583	6771	6966

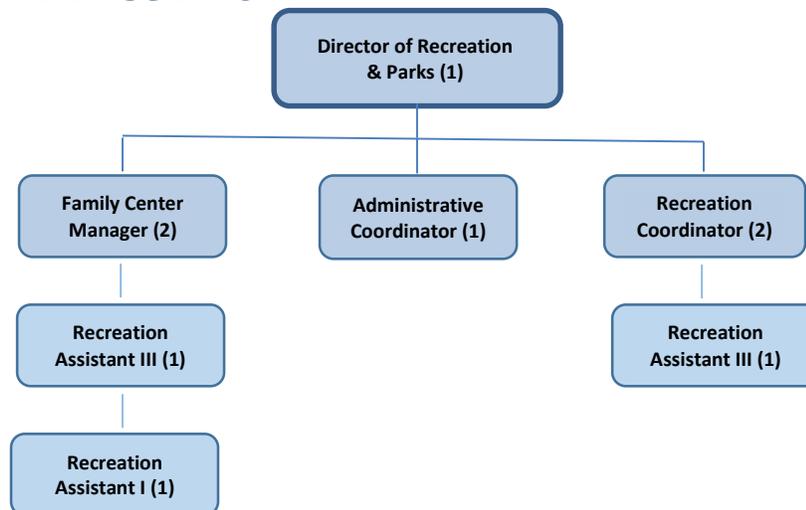
RECREATION AND PARKS

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

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

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

POSITION SUMMARY SCHEDULE



	Grade	Authorized FY '14	Authorized FY '15	Projected FY '16
Director, Recreation & Parks	M	1	1	1
Recreation Coordinator	E	0	2	2
Administrative Coordinator	D	0	1	1
Family Center Manager	E	2	2	2
Recreation Assistant III	C	2	2	2
Recreation Assistant I	A	4	4	4

RECREATION AND PARKS SPECIAL EVENTS

CELTIC CANTER 5K AND DOWNTOWN IRISH CELEBRATION

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

CORBIT'S CHARGE CIVIL WAR BALL

Corbit's Charge Civil War Ball includes period dancing, dance instruction and light refreshments. Live music and Dance Masters guiding and teaching Civil War Era dances make this event interactive and engaging. Participants are encouraged to attend in 1860's Civil War era attire, but any formal attire is welcome. Dances include the Virginia Reel and the Grand March Waltz. This unique event attracts participants from Maryland, Virginia, West Virginia, Pennsylvania, New Jersey and Delaware.

EGG HUNT

A traditional egg hunt for children ages one to eight, is an annual event held at Westminster City Park. The egg hunt features over 4,000 treat-filled eggs and 100 special prize eggs. The Westminster 4-H Rabbit Club provides a rabbit petting experience; Westminster City Police Department is on-site with the D.A.R.E. van; and Carroll County Safe Kids program is present with information and giveaways. Participants also enjoy face painting and a basket raffle.

TWILIGHT EGG HUNT

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

FLOWER AND JAZZ FESTIVAL

The Westminster Flower and Jazz Festival, held the Saturday before Mother's Day, kicks off with a 5K race and 1-mile family fun run. Held in downtown Westminster, this street fair features local nurseries offering a variety of plants, flowers, and shrubs for purchase; food vendors serving a variety tasty treats; great entertainment on three stages and over 100 craft; and retail vendors showcasing a variety of unique items.

MOTHER/SON & DADDY/DAUGHTER DATE NIGHT

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

RECREATION AND PARKS MONTH

July 2015 marks 30 years of Recreation and Parks Month and the enduring importance of parks and recreation for the health and well-being of thriving communities like Westminster. This July the celebration is recognized with an activity every day of the month highlighting one of Westminster's fine recreational facilities, parks or open spaces.

MONTH OF SUNDAYS CONCERT SERIES

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

WESTMINSTER FALLFEST

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

Karaoke contest add to the excitement. Hundreds of volunteers from local organizations and area schools help staff the event.

DECORATED SCARECROW CONTEST

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

TRICK OR TREAT TRAIL

The Trick-or-Treat Trail is a Halloween-themed event at Wakefield Valley Community Trail. Local businesses, schools, churches and civic organizations line the trail and hand out candy and information to costumed trick-or-treaters and their adult chaperones. A free hayride and roving entertainment awaits participants at the end of the trail.

DOWNTOWN HALLOWEEN PARTY AND PARADE

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

ELECTRIC HOLIDAY PARADE

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

TREE LIGHTING

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

SANTA'S TREAT

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

PARENT'S NIGHT OUT

A program created to give parents a safe, affordable place to take their children while they spend quality time together or alone. Children age five to twelve are invited to participate in crafts, games, sports, movies and dinner. Parents are given coupons to use at downtown businesses and restaurants.

RECREATION & PARKS PERFORMANCE MEASURES

	FY2014	FY2015	FY2016 (Projected)
Pavilion Rentals	133	135	140
Facility & field permits processed	19	20	25
Pool Members - City	239	240	245
Pool Member – County	85	90	95
Swim Team Members	109	110	110
Swim lessons participants	230	235	240
Summer Camp Enrollments	537	549	600
Total Family Fitness Center members	1,231	1,677	1,700
Number of check-ins	50,649	41,770	50,000
Group Fitness Class attendance	17,056	17,100	17,200
Guest Visits	1,025	1,212	1,300
Gym rental hours	502	605	650
Number of rental patrons	4,909	5,800	6,000
Approximate yearly traffic	56,583	48,780	50,000
Mother/Son Date	191	200	250
Daddy/Daughter Date	117	150	200
Egg Hunt	1,200	1,350	1,400
Twilight Egg Hunt	150	150	150
Flower and Jazz Festival	6,000	6,000	6,000
Flower and Jazz 5K	153	400	450
Trick or Treat Trail <i>*(We are phasing this event out in FY16 due to the success of the Downtown Halloween Party and Parade)</i>	500	350	0*
Decorated Scarecrow Contest <i>*(new program offering FY14)</i>	30	60	65
Downtown Halloween Party & Parade <i>*(new program offering FY15)</i>	0	10,000	10,000
Santa's Treat	300	350	350
Tree Lighting Ceremony	1,000	1,000	1,000
Parent's Night Out	60	30	165
Month of Sundays Summer Concert Series	3,000	2,500	3,000
Westminster Fallfest	40,000	40,000	40,000
Corbit's Charge Ball	70	120	130
Volunteer Hours	350	816	1,100

RECREATION & PARKS ACCOMPLISHMENTS FY2015

Fiscal year 2015 proved to be a productive year for recreation and parks.

The implementation of Active Network, a web-based recreation and facility management software solution, enabled the recreation and parks department to provide customer service twenty-four hours a day, seven days a week through an easy-to-use online customer interface. Now consumers of recreation services can register for programs, reserve park facilities and pay for a pool memberships without leaving their homes. Active Network

also provides comprehensive membership management and point of sale capabilities that are beneficial to the overall operation of the Family Fitness Center and the Municipal Pool.

The Westminster Skate Park was fully renovated and reopened to hundreds of eager riders in August 2014. After the ribbon was cut an impressive skateboarding competition was held showcasing local talent and attracting riders from the greater Maryland, Pennsylvania, Virginia and D.C. area.

Improvements throughout the Westminster Family Center continue. A new cycle studio was created on the second floor allowing for the recreation administrative office to move into a larger space on the third floor where the cycle studio was formerly located. In addition, childcare was relocated to an under-utilized portion of the family center formerly known as the arcade. This move allowed for the creation of a dedicated free weight studio allowing for additional space on the main floor of the gym for cardio equipment. Lastly the Family Center received all new benches and racks for the strength studio and brand new state of the art cardio equipment. Upgrades to the locker rooms and shower areas are also in progress. The fitness center also added two amenities to increase member satisfaction: towel service and free Wi-Fi. These improvements teamed with the new strength circuit room accomplished at the end of FY14 create a state of the art fitness center.

The Westminster Community Pool received a brand new pump motor for the main pool resulting in improved water quality and clarity. New pool furniture was also purchased to increase the number of lounge chairs available to pool guests. A fresh coat of paint was applied to all exterior railings and doors of the community room and pool buildings creating an aesthetically pleasing façade.

Four new events were established during fiscal year 2015: Shark in the Park, Pooch Pool Party, Decorated Scarecrow Contest and Downtown Halloween Party and Parade. The Decorated Scarecrow Contest and Downtown Halloween Party and Parade were developed as economic drivers to downtown Westminster restaurants and retailers. Shark in the Park was a successful community outreach event highlighting City Park and celebrating the value of recreational opportunities. The Pooch Pool Party gave our four-legged friends the opportunity to recreate and exercise at a facility that is off limits to them Memorial Day through Labor Day.

Westminster City Parks proudly announced tobacco free active play zones thanks to a grant from the State Department of Health and Mental Hygiene. All park areas where patrons are involved in active play (sports fields, sports courts, playgrounds, swing sets and pavilions/picnic areas) are now all tobacco free.

In addition to the Tobacco Cessation grant money awarded through the Department of Mental Health and Hygiene, The City of Westminster was also the benefactor of two additional grants for improvements to Belle Grove Square Park and Charles Street Tot Lot. Totaling over \$220,000 in grant funding, this money will enable the City to replace aging benches at Belle Grove Square Park as well as add new trash receptacles and energy efficient park lighting. Charles Street Tot Lot will see a complete replacement of playground equipment providing two brand new play units one which be appropriate for children ages 2 to 5 and a separate unit for children ages 5 to 12.

RECREATION & PARKS GOALS FOR FY2016

- Systematically and efficiently provide for the recreational needs of all Westminster City residents by use of both public and private resources.
 - Encourage a continued, effective and efficient working relationship with community organizations which will enhance our visibility and maximize use of our facilities and services.
 - Continue to seek out and develop partnerships with for profit and not for profit organizations to enhance our volunteer base and program offerings.

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

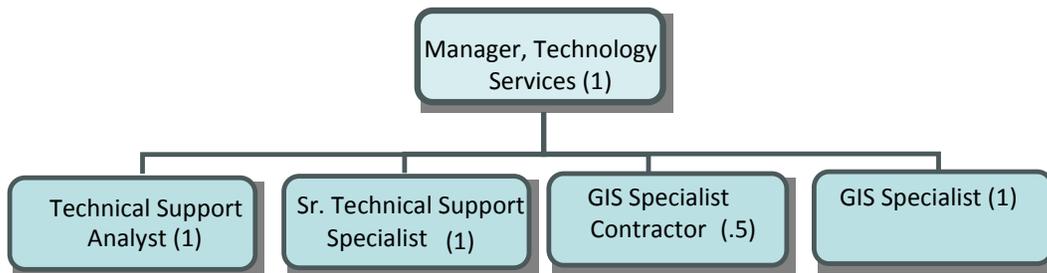
RECREATION & PARKS BUDGET
(THOUSANDS)

RECREATION & PARKS	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 BUDGET	FY 2015 BUDGET	FY 2016 BUDGET	FY 2017 Projection	FY 2018 Projection	FY 2019 Projection
Administration	87	95	109	112	111	115	118	122
Family Center	287	287	243	238	320	328	336	345
Summer Camps	67	67	69	65	78	69	69	69
Program & Events	125	127	95	110	102	105	108	111
Swimming Pool Operations	41	41	44	47	49	47	47	47
Total Salaries	607	618	560	572	660	663	678	693
Administration	36	37	39	46	70	73	76	79
Family Center	161	148	158	159	186	194	202	211
Summer Camps	9	9	8	9	10	10	10	11
Program & Events	73	57	41	34	28	29	30	31
Swimming Pool Operations	6	6	5	6	6	6	7	7
Total Benefits	285	257	251	255	300	312	325	340
TOTAL PERSONNEL EXPENSES	893	874	811	827	960	974	1003	1033
Administration	22	57	32	24	43	42	43	45
Family Center	23	23	4	22	21	22	23	10
Summer Camps	24	24	19	25	25	25	25	25
Program & Events	39	39	44	39	49	50	50	50
Swimming Pool Operations	35	40	48	30	34	37	39	40
Parks & Playground Operations	36	36	31	25	26	26	26	26
TOTAL OTHER OPERATING EXPENSES	178	218	177	164	198	202	206	195
Capital Projects	0	30	47	0	0	0	0	0
TOTAL CAPITAL REQUIREMENTS	0	30	47	0	0	0	0	0
TOTAL RECREATION & PARKS	1071	1123	1034	991	1158	1177	1209	1228

TECHNOLOGY SERVICES

This division provides a single focus for all computing and network communications technology infrastructure in the City of Westminster's organizations, and provides additional resource for the accomplishment of strategic projects. Support is also provided for all desktop computing, as well as the enterprise computing environment that enables the City's financial system, email, and Internet access. The day to day operation of Technology Services is managed by Bob Miller. Technical Support Analysts provide high level technical and application support, in addition to helpdesk assistance. Geographical Information Systems application support is provided to the user community by GIS Specialists. Contract funding will provide ongoing support, in addition to funding from other department computer services funding.

POSITION SUMMARY SCHEDULE



	Grade	Authorized FY '12	Authorized FY '13	Authorized FY '14
Manager, Technology Services	J	1	1	1
Technical Support Analyst	J	0	1	1
Senior Technical Support Specialist	F	1	1	1
GIS Specialist	I	1	1	1
GIS Specialist (Contract Position)	Contract	.5	.5	.5

TECHNOLOGY ACCOMPLISHMENTS FOR FY2015

- Completion of migration of all data and servers to new Storage Area Network.
- Completion of the Westminster Fiber Network Pilot Project construction.
- Created and filled permanent GIS Specialist position.
- Completion of migration and upgrade of Eden application, supporting applications, and associated databases.
- Completion of Network Operator selection process for City-wide fiber project.
- Completion of development and launch of City of Westminster mobile application.
- Completion of GIS Server Environment implementation.
- Replaced firewalls with FIPS 140-2 compliant devices.

TECHNOLOGY GOALS FOR FY2016

- Continue support for the implementation of additions to the Financial Accounting System.
- Migrate current Exchange Server 2007 email system to Exchange Server 2013.
- Add additional features to the GIS Server environment and provide a higher level of GIS services to both City Staff and our citizens.

- Selection and implementation of an Enterprise Content Management System with full GIS integration.
- Continue efforts to bring FTTP to Westminster businesses and residents.

TECHNOLOGY BUDGET

(THOUSANDS)

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

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

TECHNOLOGY SERVICES	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 BUDGET	FY 2015 BUDGET	FY 2016 BUDGET	FY 2017 Projection	FY 2018 Projection	FY 2019 Projection
Salaries	112	191	229	238	281	290	298	307
Benefits	56	75	109	112	144	150	156	163
TOTAL PERSONNEL EXPENSES	169	266	338	349	426	440	454	470
Administration	116	129	92	96	93	91	91	91
Technology	410	343	355	374	363	378	404	419
TOTAL OTHER OPERATING EXPENSES	526	472	447	470	456	469	495	510
Capital Projects	8	187	252	1834	290	376	590	300
TOTAL CAPITAL REQUIREMENTS	8	187	252	1834	290	376	590	300
TOTAL TECHNOLOGY SERVICES	703	926	1037	2653	1172	1286	1539	1280

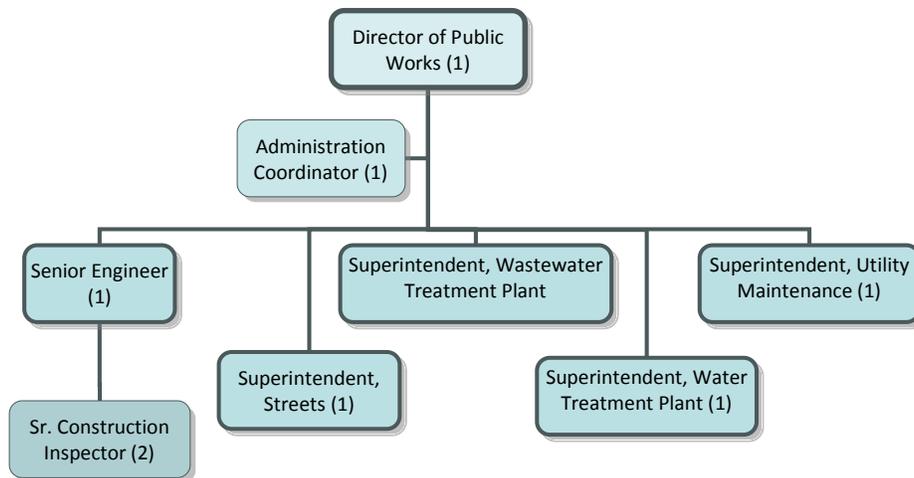
FIBER FUND				FY 2015 BUDGET	FY 2016 BUDGET	FY 2017 Projection	FY 2018 Projection	FY 2019 Projection
Salaries				0	30	30	30	30
Benefits				0	30	30	30	30
TOTAL PERSONNEL EXPENSES				0	60	60	60	60
Operating Expenses				0	95	36	69	42
TOTAL OTHER OPERATING EXPENSES				0	95	36	69	42
Capital Projects				0	5180	5160	5290	5320
TOTAL CAPITAL REQUIREMENTS				0	5180	5160	5290	5320
TOTAL FIBER FUND				0	5335	5256	5419	5422

PUBLIC WORKS

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

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

POSITION SUMMARY SCHEDULE



Public Works Administration	Grade	Authorized FY '13	Authorized FY '14	Authorized FY '15
Director of Public Works	P	1	1	1
Administrative Coordinator	D	1	1	1
Engineering				
Senior Engineer	J	1	1	1
Senior Construction Inspector	G	2	2	2

ENGINEERING

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

ENGINEERING ACCOMPLISHMENTS FY2015

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

This project, coordinated with Carroll County, has resulted in a single well that produces approximately 250 gallons per minute. This project was put out to bid and an engineering firm has been selected. During the ongoing engineering work, the water allocation permit was finalized to 330,000 GPD. This quantity was derived from a combination of the well its self and a raw water intake from Little Pipe Creek. Both water sources were combined following a suggestion from MDE to maximize the yield from the common watershed. This project was divided into phases of pipeline installation and building construction due to the delays associated with MDE approval. The pipeline installation (phase I) includes connections to the Bramble Hills subdivision and was completed in CY 2014. Concurrently, the final engineering and approval process for the treatment building and surface water intake is underway and expected to be bid ready for the Spring of 2015. Construction for the last phase is expected to begin in the summer of 2015 and take approximately one year to complete.

Construction of Radon/Nitrate Removal Facility for Well #8 (Vo-Tech Well)

This project constructs the water treatment aspect of the improvements which are necessary to degasify well water associated with the Vo-Tech well and also constructs a bulk salt storage facility to reduce material costs necessitated by nitrate removal. Project is currently under construction and expected to be completed in spring, 2015.

Waste Water Treatment Plant Enhanced Nutrient Removal Project

This project upgrades the Wastewater Treatment Plant to ENR standards and provides a bio-solids drying system which would enable the materials to be used as a fuel at the Lehigh Cement Plant in Union Bridge. Also included is an upgrade to the County Septage Facility which is funded by Carroll County. Significant discussion with MDE involving final cost share and a revisiting of engineering design approaches is complete resulting in an agreement with MDE's Grant eligibility. Total cost of the ENR project is estimated at \$53 million dollars and represents the largest capital project in Westminster's history. Engineering and construction documents are expected to be complete by June, 2015. Construction is expected to take 36 months and will commence at the completion of engineering design.

Wakefield Community Trail

This project constructs the last leg of the trail system. A re-design of the trail has become necessary due to funding delays and subsequent changes in current ADA regulations. The re-design is in the process of obtaining final approvals and permits from the State agencies. Funding has been secured and bidding/construction is expected in spring, 2015.

Inflow and Infiltration Study

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

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. FY14-15 completed \$600,000 dollars of pavement milling and overlay, which resulted in 5343 L.F. of rehabilitated streets.

ADA Sidewalk Ramp Project

The City budgeted \$50,000 for this project in FY 14-15. The project is advertised for bids and expected to be completed in the spring of 2015.

Roof Replacement in The City Street Department Garage and Utility Department Maintenance Building

Old shingle roofs were replaced on the Street Department Garage and Utility Maintenance Department Building with new metal roofs with expected 50 years lifetime.

Restoration of windows in the Recreation Department Building and City Hall. Renovations in City Hall.

Window renovation projects for the Recreation Department Building and City Hall were complete in FY14-15 along with exterior/interior repainting, floor refinishing, carpet replacement and landscaping at the City Hall Building. This work was expedited in preparation of the City's 250 year celebration and the buildings future lease to the Historical Society.

Restoration of E. Green Street Bridge substructure.

The City received Annual Bridge Report which indicated deterioration of the concrete encasement of major bridge support beams. City contracted a concrete restoration company to remove the unstable concrete from the steel beams and install wire mesh with new concrete encasement around the beams. This procedure will protect the steel from corrosion and extend the lifetime of the bridge structure.

Langdon Storm Water Facility

The City is required by recent storm water regulations, to mitigate certain impervious surface thereby reducing direct runoff. The Langdon property is situated to capture a significant portion of this required impervious surface. In a joint effort to meet this challenge, the City and County are working together with regard to land acquisition and engineering/construction. The City has obtained the first right of refusal with regard to purchasing the property and the County has contracted the engineering work which is projected to be complete in the spring of 2015. Upon final MDE approval, the property will be secured and the construction schedule can be set. Preliminarily, construction is anticipated to begin in spring 2017.

Hydes Quarry Testing

Hydes Quarry is a potential untapped water source for the City. This source was investigated for feasibility in terms of quantity and quality of the available water. The City, in joint effort with the County developed a pumping and testing protocol which was approved by MDE for study purposes. Throughout the late summer and fall, the water level was lowered to 20 feet below static with chemistry samples analyzed consistent with the approved plan. In addition stream water quantities in nearby Little Pipe Creek, were gauged and tested to determine if there was a hydraulic connection to the quarry water. Testing is complete, awaiting suitability approval and appropriation negotiations with MDE.

PUBLIC WORKS PERFORMANCE MEASURES

	CY2011	CY2012	CY2013	CY2014 (Projected)
Daily Inspections	24	32	50	100
Pre-bid Conferences	6	10	12	15
Construction Progress Meetings	20	16	30	40
Construction Change Orders	10	12	10	10

PUBLIC WORKS GOALS FOR FY2016

- Ensure adequacy of wastewater treatment operations in terms of quantity and quality, while maintaining compliance with regulatory requirements.
 - Provide engineering and design services for ENR upgrade to the Waste Water Treatment Plant.
- Ensure adequacy of potable water systems in terms of quantity and quality.
 - Implement priority water supply projects as they become financially feasible.
 - Construct the Gesell Well and Little Pipe Creek intake project.
 - Coordinate with State and County agencies to develop long-term water resource strategies.
- Link Westminster area parks and open space with a system of trails, pedestrian pathways, and bicycle routes.
- Provide engineering and construction management services to City Recreation Parks for the completion of the Wakefield Valley Community Trail.
- Develop strategies to meet new Storm Water regulations.
 - Obtain properties necessary to construct storm water retention and water quality management structures.
 - Work with Carroll County staff for design and administration of storm water projects.
 - Considerable effort between the County, WRCC, City and other Municipalities resulted in a general agreement which defines a direction to storm water compliance. The general agreement included a MOU that contains a funding cost share of 80/20 and a single storm water permit that would be County wide. Each Municipality would still hold individual responsibility for their jurisdictions responsibilities. However, the single permit approach will facilitate a more economical compliance, where facilities can be built outside the confines of jurisdictional boundrys and take advantage of economies of scale as well.
- Facility Improvements
 - Continue efforts to restore and repair City owned structures.
 - Exterior masonry re-pointing and removal/ replacement of ceiling insulation in the Armory along with roof replacement in the flat parapet sections.

PUBLIC WORKS ADMINISTRATION BUDGET
(THOUSANDS)

PUBLIC WORKS ADMINISTRATION & ENGINEERING	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 BUDGET	FY 2015 BUDGET	FY 2016 BUDGET	FY 2017 Projection	FY 2018 Projection	FY 2019 Projection
Salaries	471	419	399	387	459	473	487	502
Benefits	169	154	182	169	211	220	229	239
TOTAL PERSONNEL EXPENSES	640	573	581	556	670	692	716	740
Administration	12	7	13	8	13	13	13	13
TOTAL OTHER OPERATING EXPENSES	12	7	13	8	13	13	13	13
Capital Projects	0	0	0	0	0	0	0	0
TOTAL CAPITAL REQUIREMENTS	0	0	0	0	0	0	0	0
TOTAL PUBLIC WORKS & ENGINEERING	652	580	594	564	682	705	729	753

FACILITIES

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

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

The following facility repairs were complete in FY2015:

- Rehabilitation of the interior plaster and painting of the historic City Hall building
- Floor refinishing/carpet replacement for the historic City Hall building.
- Exterior cleaning, surface preparation and re-painting of City Hall.
- Re-pointing of the masonry surfaces at the Armory building.

Funds were requested in the FY2016 budget for the following repairs Rehabilitation of the interior plaster and painting of the historic City Hall building

- Removal and replacement of the interior insulation in the gymnasium at the Armory building.
- Parapet membrane roof replacement at the Armory building.

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

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

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

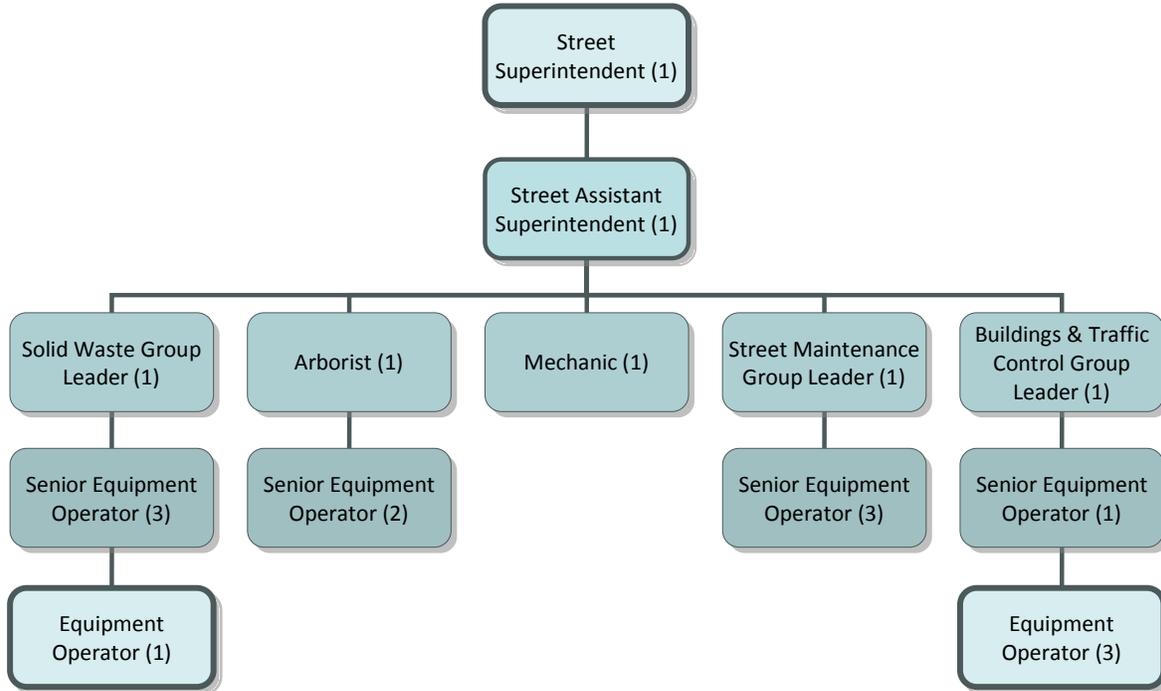
FACILITIES BUDGET
(THOUSANDS)

FACILITIES	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 BUDGET	FY 2015 BUDGET	FY 2016 BUDGET	FY 2017 Projection	FY 2018 Projection	FY 2019 Projection
11 Longwell Avenue - Recreation & Parks	53	59	83	81	88	82	82	82
56 West Main Street - Administrative Office	157	186	168	160	175	174	175	177
105 Railroad Avenue - Public Works	32	41	30	26	32	26	26	26
1838 Emerald Hill Lane - City Hall	189	144	26	22	26	25	26	26
91 West Main Street - Carroll Arts Theatre	61	29	34	27	28	27	27	27
7 Schoolhouse Road - West End Place	4	2	4	3	3	3	3	3
Babylon Building (Fallfest)	0	3	0	1	1	1	1	1
Parks & Playgrounds Facilities	0	280	0	0	0	0	0	0
TOTAL OPERATING EXPENSES	494	743	345	320	351	336	339	341
Capital Expenses	0	0	972	1574	868	189	452	210
TOTAL CAPITAL REQUIREMENTS	0	0	972	1574	868	189	452	210
TOTAL FACILITIES	494	743	1317	1894	1219	525	791	551

STREETS AND SANITATION

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

POSITION SUMMARY SCHEDULE



	Grade	Authorized FY '14	Authorized FY '15	Authorized FY '16
Superintendent	I	1	1	1
Assistant Superintendent	H	1	1	1
Arborist	F	1	1	1
Group Leader	F	3	3	3
Mechanic	E	1	1	1
Senior Equipment Operator	D	4	4	3
Equipment Operator	C	12	9	10

STREETS & SANITATION ACCOMPLISHMENTS FOR CY2014

Storm Drains

- Maintained and repaired storm drains and inlets; repaired 30 inlets.
- Assisted the County with mapping of the storm drain system.
- Assisted the County with storm drain outfall inspections.
- Updated Storm Water Pollution Prevention Plan.

Traffic Controls

- Maintained, repaired and installed traffic control signs.
- Replaced street signs due to damage from five reported accidents and 12 reported acts of vandalism, in addition to regular maintenance.

Streets

- Installed 310 tons of blacktop in alleys.
- Invested \$630,000 dollars in the City's Annual Street Overlay Program.
- Maintained and repaired two parking garages, including collection of fees at all parking meters.
- Repainted parking areas in City parking lots.
- Assisted the County in painting center and edge lane markings.
- Assisted tree contractor with trimming of street trees and traffic control.
- Removed numerous trees damaged by storms.
- Applied thermo-plastic for crosswalks and stop bars.
- Repaired numerous potholes, as necessary.
- Continued GPS/GIS mapping of street signs for Federal requirements.
- Collected data from GPS and on-board salt programs which allow for tracking salt usage and truck location.

Buildings

- Maintained all City-owned and leased buildings.
- Removed graffiti from parking garages, parks, and other City buildings.
- Had expansion joints repaired and decks sealed at the parking garages

Vehicles

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

Curbside Services

- Continued weekly curbside yard waste removal.
- Continued bi-weekly curbside bulk refuse removal, including tree limbs, brush, metal, etc.
- Placed Dumpsters out for neighborhood cleanup days.
- Placed Dumpsters at residences for large quantity of bulk, such as roofing materials, on 34 occasions.
- Placed roll off Dumpsters with mulch for neighborhood use.

Holiday and Special Events

- Supported special events and holiday activities with additional manpower.
- Installed and removed Christmas decorations and lights, approximately 400 hours.
- Cut, transported and erected three Christmas trees for decorating, approximately 100 hours.
- Placed additional US flags out for patriotic holidays and lowered flags several times for patriotic holidays and fallen soldiers and politicians.
- Installed and removed approximately 22 banners across Main Street for Parks and Recreation permits.
- Assisted with the Miracle on Main Street Holiday event.
- Assisted with Holiday House Tour.
- Assisted with City's 250th Anniversary Celebration
- Directed two City clean up days with McDaniel and Carroll Community College.

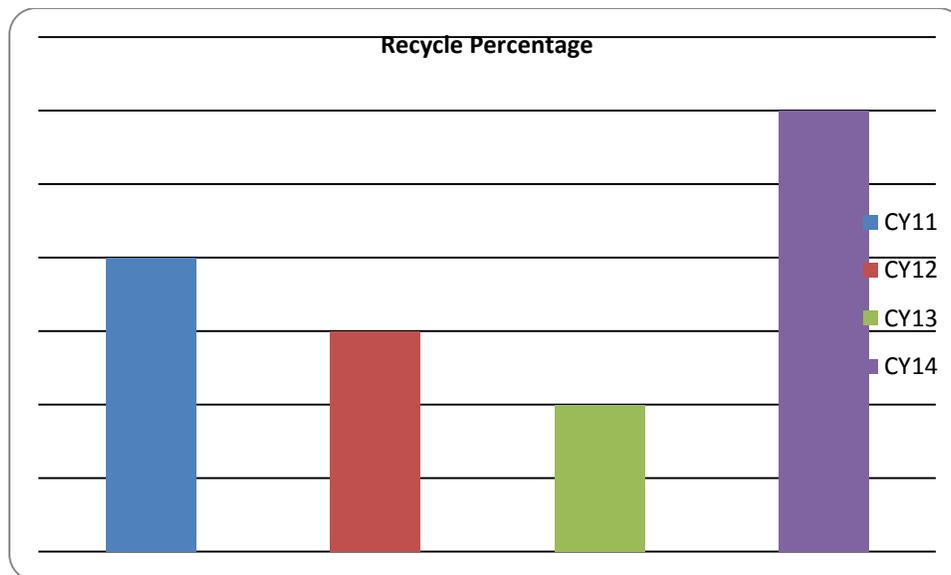
Parks

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

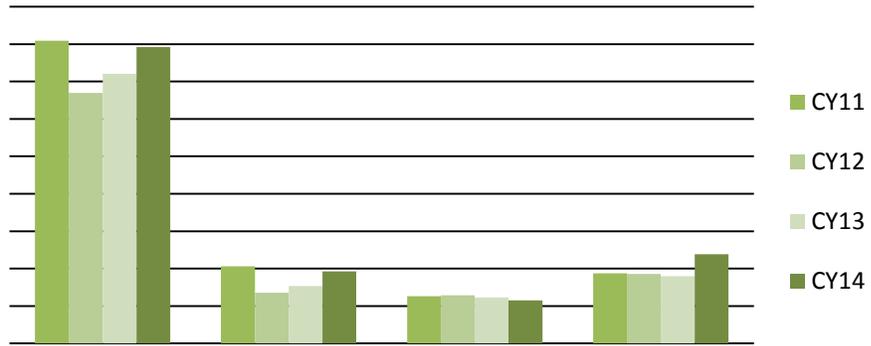
Lighting

- Replaced bulbs and ballasts on City-maintained streetlights.
- Reported in excess of 22 street light outages to BGE.
- Reported lights out on traffic lights 18 times to State Highway for repairs

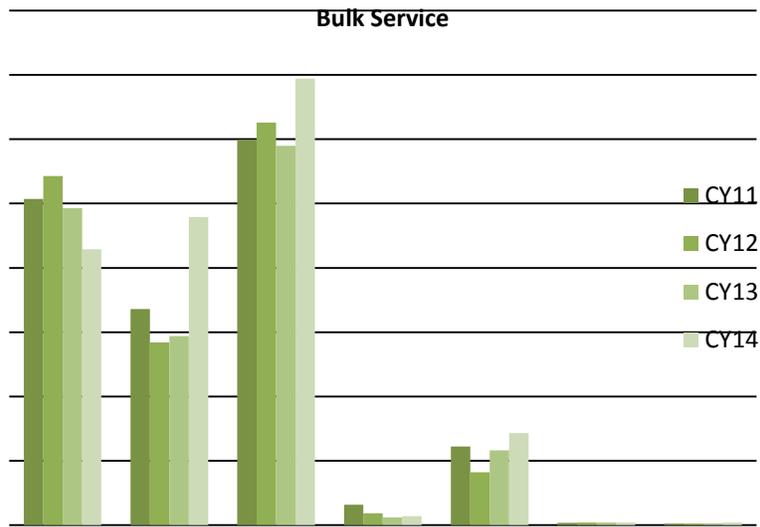
STREETS & SANITATION PERFORMANCE MEASURES



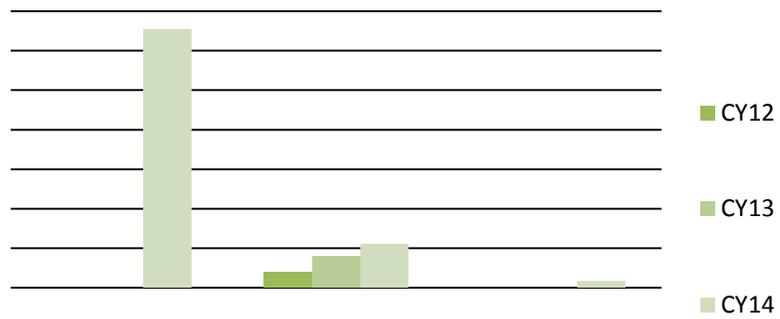
Trash & Recycling



Bulk Service



Snow & Ice Control



	CY2013	CY2014	CY2015 (Projected)
Tons of refuse collected	3602	3961	4035
Tons of recyclable material collected	768	962	1058
Recyclable rate	28%	32%	30%
Bulk trash collection	620	576	582
Brush collected	294	402	371
Yard waste/leaves collected	590	694	896
Tons of metal collected	12	14	14
Street lights repaired	30	22	25
Hours provided to special events	1700	2,000	2,200
Linear feet of yellow curb painted	2,100	2,000	2,200
General information calls	100	55	50
Bulk pickup service calls	50	0	0
Parking meter housing replacements	5	25	25
Vehicle maintenance work orders completed	449	455	500
Linear feet of cracks sealed	0	0	0
Storm drains repaired		30	40
Grates and catch basins cleaned	100	56	60
Storm drain grates opened	8	5	5
Tons of salt spread	1601	2225	2000
Pounds of salt per lane mile		340	300

STREETS & SANITATION GOALS FOR FY2016

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

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

STREETS & SANITATION BUDGET

(THOUSANDS)

STREETS AND SANITATION	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 BUDGET	FY 2015 BUDGET	FY 2016 BUDGET	FY 2017 Projection	FY 2018 Projection	FY 2019 Projection
Salaries	931	909	914	957	995	1025	1055	1087
Benefits	428	409	428	481	441	459	478	498
TOTAL PERSONNEL EXPENSES	1359	1319	1342	1438	1436	1484	1533	1585
Administration	11	10	12	11	10	11	11	12
Operation	1566	1040	1129	1087	1054	1055	1076	1098
Street Sanitation	745	745	780	780	780	803	828	852
TOTAL OTHER OPERATING EXPENSES	2322	1795	1921	1878	1844	1869	1915	1961
Capital Projects	2991	1705	1726	1126	2066	2170	1694	1563
TOTAL CAPITAL REQUIREMENTS	2991	1705	1726	1126	2066	2170	1694	1563
TOTAL STREETS AND SANITATION	6672	4819	4989	4442	5346	5522	5142	5109

UTILITY MAINTENANCE

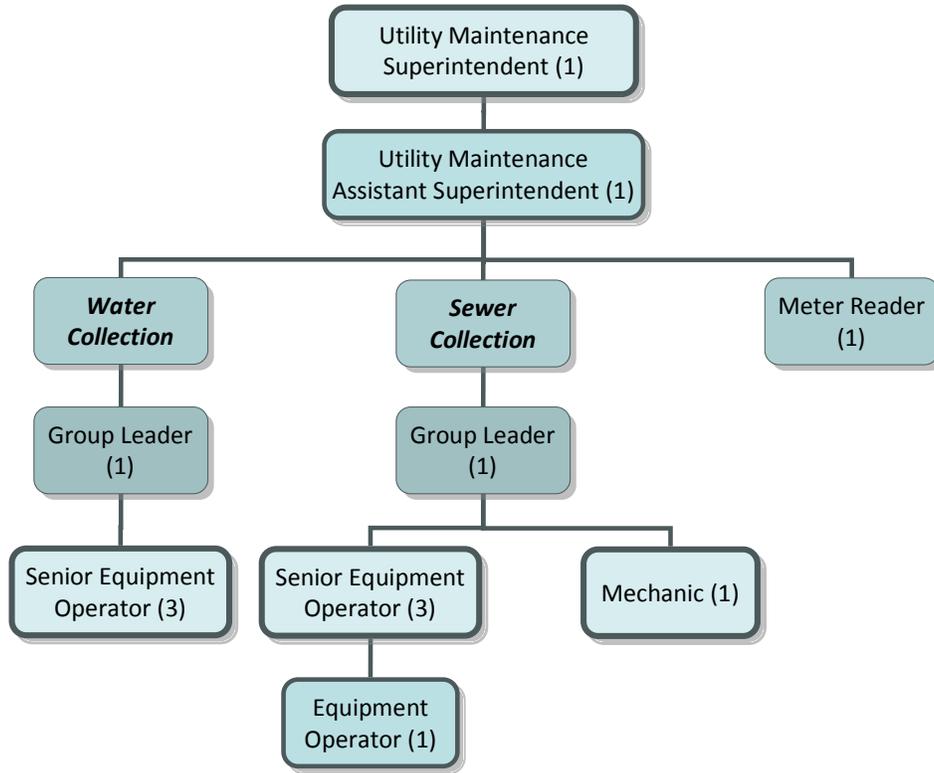
Tasked with the job of maintaining the water distribution and wastewater collection systems, the Utility Maintenance department is funded equally by the Water and Sewer Funds.

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

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



POSITION SUMMARY SCHEDULE



	Grade	Authorized FY '13	Authorized FY '14	Authorized FY '15
Superintendent	I	1	1	1
Assistant Superintendent	H	1	1	1
Group Leader	F	2	2	2
Mechanic	E	1	1	1
Meter Reader	D	1	1	1
Senior Equipment Operator	D	5	7	7
Equipment Operator	C	0	0	0

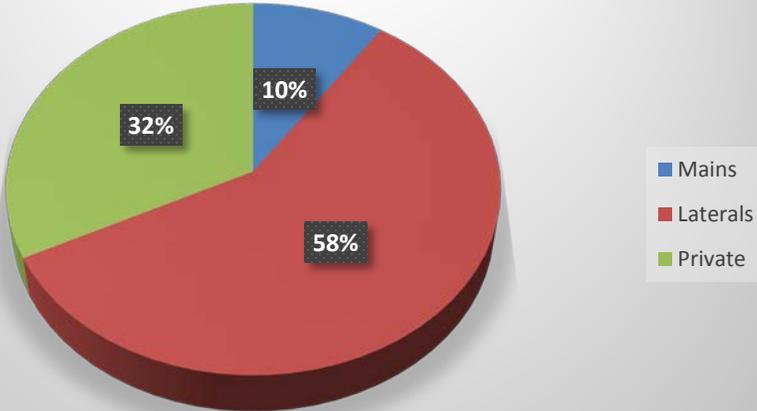
UTILITY MAINTENANCE PERFORMANCE MEASURES

	CY2013	CY2014	CY2015 (Projected)
Feet of sewer main cleaned/flushed	69,591	72,298	75,000
Upgrades to sewage pump stations	3	12	5
Sewer laterals excavated and repaired	10	10	10
New sewer service installations	2	2	1

Sewer Lateral Service calls	39	43	40
Private and Miscellaneous Service Call responses	31	24	40
Sewer Main repairs	12	7	10
Work Orders completed	2,136	2,136	2,136
Water Meter readings	38,580	38,580	38,780
Miss Utility Tickets completed	4,332	3,923	4,500
New Water Service installations	0	1	4
High Water Bill Inspections	456	327	350
Miscellaneous Water Service Calls	106	64	75
Water Services renewed	1	5	5
Water Meter/meter top replacements	65	83	100
Hours of leak detection conducted	225	244	250
Number of Fire Hydrants repaired and serviced	39	13	75
Main leak responses	11	13	15
House Service leak responses	13	14	20
Private house service leak responses	55	51	55



Sewer Blockage Service Calls





UTILITY MAINTENANCE ACCOMPLISHMENTS FOR CY2014

- Assisted the engineer with the Inflow and Infiltration (I&I) Study of the Sewage Collection System.
- Utility Maintenance Department assisted with the Hydes Quarry pump test by setting/maintaining the generator and installing discharge piping.
- Assisted with exploratory well drilling to locate new water supply at the Union Mills Homestead.
- Utilized new Permalogger water loss reduction equipment, effective in the capture of 1.61 million gallons of unbilled water.
- Completed preventive maintenance work orders
- Replaced BGE meters at all pump stations
- Installed alarms in the dry well at all pump stations
- Replaced rotating assembly's at station #4
- Replaced pumps and motors at station #6
- Rebuilt pumps at station #7
- Replaced blower at station #14
- Rebuilt pumps at station #15

UTILITY MAINTENANCE GOALS FOR CY2015

- Review the findings from the I & I study to find solutions to complete the necessary repairs to the sewer system.
- Continue the use of the Permalogger equipment to continually reduce water loss in the system.

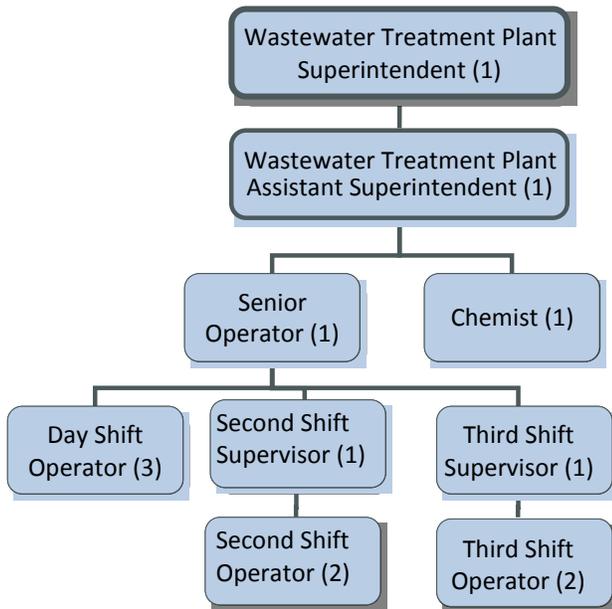
UTILITY MAINTENANCE BUDGET
(THOUSANDS)

UTILITY OPERATIONS	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 BUDGET	FY 2015 BUDGET	FY 2016 BUDGET	FY 2017 Projection	FY 2018 Projection	FY 2019 Projection
Salaries	602	582	649	688	707	728	750	772
Benefits	329	258	301	339	365	380	396	413
TOTAL PERSONNEL EXPENSES	931	840	950	1027	1071	1108	1146	1185
Operating Expenses	462	528	540	558	580	575	575	575
TOTAL OTHER OPERATING EXPENSES	462	528	540	558	580	575	575	575
TOTAL UTILITY OPERATIONS	1393	1368	1490	1585	1651	1683	1721	1760

WASTEWATER TREATMENT PLANT

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

POSITION SUMMARY SCHEDULE



	Grade	Authorized FY '14	Authorized FY '15	Authorized FY '16
Superintendent	I	1	1	1
Assistant Superintendent	H	1	1	1
Senior Operator	G	1	1	1
Chemist	F	1	1	1
Shift Supervisor	E	1	1	2
Certified Operator	D	5	6	4
Non-Certified Operator	C	3	2	3

WASTEWATER TREATMENT PLANT ACCOMPLISHMENTS FOR FY2015

Maintenance

- Replaced two process tank BNR mixers with new floating mixers.
- Replaced bearings and refurbished rollers on Belt-Filter Presses.
- Removed the plant odor control motor for a complete rebuild.
- Cleaned and removed 60 tons of grit from the Septage Facility tanks.
- Performed routine maintenance on treatment plant equipment.

Professional Development

- Tested operators for respirator fit; respirator trained and received DOT physicals.
- Participated in Maryland Center for Environmental training seminars.
- Participated on the Safety and Health Care committees. Mark Mellendick, senior operator is Chair of the Safety Committee.
- Attended CPR, First Aid and AED training.
- Conducted plant safety meetings.
- Attended the Water Environment Technical Conference and Exhibition for technical training and to investigate new technologies.

Analysis

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

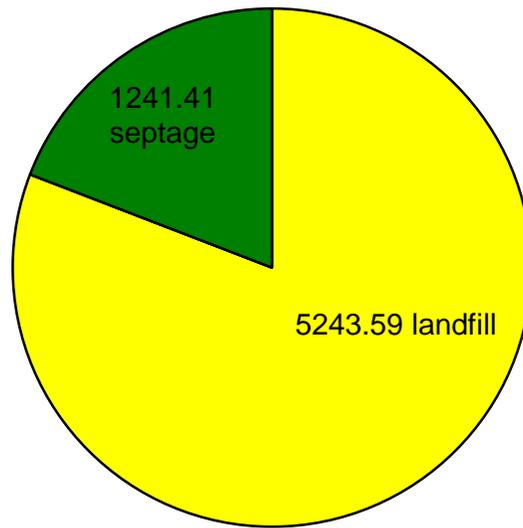
Plant Operations

- Participated in the PJM curtailment program to shed electric load from the power grid during time of high electric demand.
- Applied for the Plant NPDES permit renewal.
- Updated and submitted a new Storm Water Pollution Prevention Plan to MDE

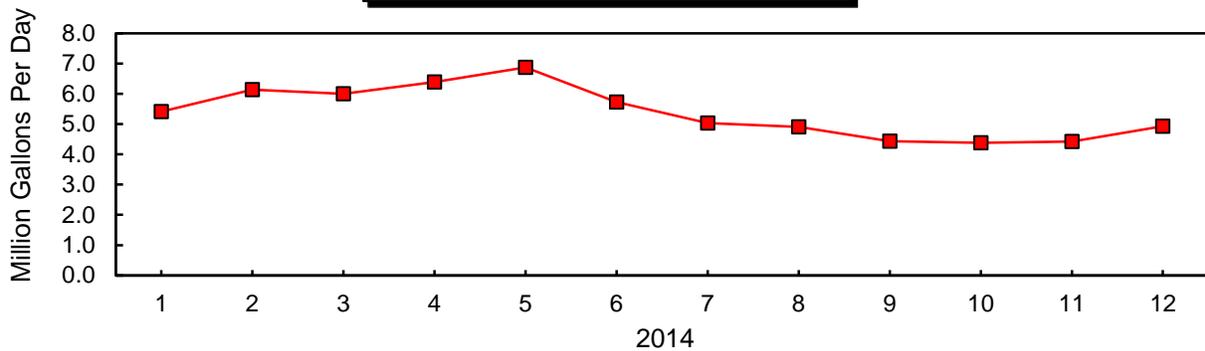
WASTEWATER TREATMENT PLANT PERFORMANCE MEASURES

	CY2013	CY2014	CY2015 (Projected)
Wastewater analysis conducted	35,000	35,000	35,000
Average Daily Flow (MGD)	4.78	4.8	5.3
Annual Sludge Production (wet tons)	5204	5243	5300
Annual Septage Received (MG)	14.85	16.04	17
Annual Septage Sludge Production (wet tons)	1138	1241	1300

Sludge Production 2014



Average Monthly Flow



WASTEWATER TREATMENT PLANT GOALS FOR FY2016

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

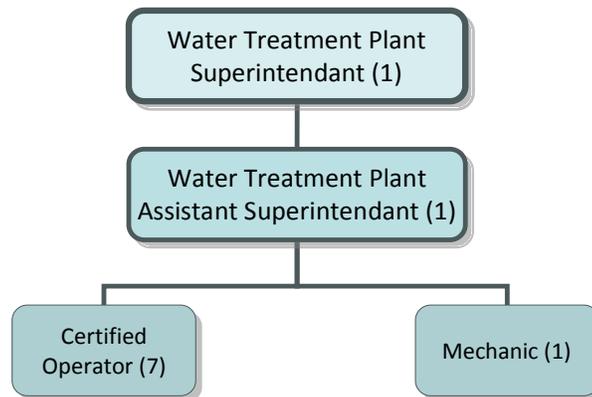
WASTEWATER TREATMENT PLANT BUDGET
(THOUSANDS)

WASTEWATER OPERATIONS	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 BUDGET	FY 2015 BUDGET	FY 2016 BUDGET	FY 2017 Projection	FY 2018 Projection	FY 2019 Projection
Salaries	599	612	620	621	628	646	665	685
Benefits	317	289	312	327	301	313	326	340
TOTAL PERSONNEL EXPENSES	917	902	933	947	929	959	992	1025
Operating Expenses	1865	1503	1476	1525	1550	1551	1558	1559
TOTAL OTHER OPERATING EXPENSES	1865	1503	1476	1525	1550	1551	1558	1559
Capital Projects	3681	3778	3285	24902	27721	29343	2840	10455
TOTAL CAPITAL REQUIREMENTS	3681	3778	3285	24902	27721	29343	2840	10455
TOTAL WASTEWATER OPERATIONS	6462	6182	5694	27374	30200	31854	5389	13039

WATER TREATMENT PLANT

The Water Treatment Plant department is responsible for the operation of four filter plants - three of which incorporate wells as source water. The filtering means and methodology are Membrane/Micro Filtration, slow sand with dual media, and Diatomaceous Earth pressure systems. In addition, there are also seven wells that contribute to the system that do not require filtering. Water Plant personnel conduct all daily sampling, and operation and maintenance activities of the wells in addition to the main plant. The planned state of the art membrane filtration plant was placed into full time service on January 5, 2009. Beginning January 1, 2015 the City assumed operational responsibility for the Bramble Hills Water System.

POSITION SUMMARY SCHEDULE



	Grade	Authorized FY '14	Authorized FY '15	Authorized FY '16
Superintendent	I	1	1	1
Assistant Superintendent	H	1	1	1
Mechanic	E	1	1	1
Certified Operator	D	6	5	7
Non-Certified Operator	C	0	2	0

WATER TREATMENT PLANT PERFORMANCE MEASURES

	FY2013	FY2014	FY2015 (Projected)
Millions of gallons delivered to Cranberry System	936	887	900
Millions of gallons delivered to Wakefield System	48	59	65
Number of incidents/interruptions	0	0	0
Quality control tests conducted	21,900	21,900	21,900

ACCOMPLISHMENTS FY 2015

Successfully completed water quantity/quality testing at Hydes Quarry.

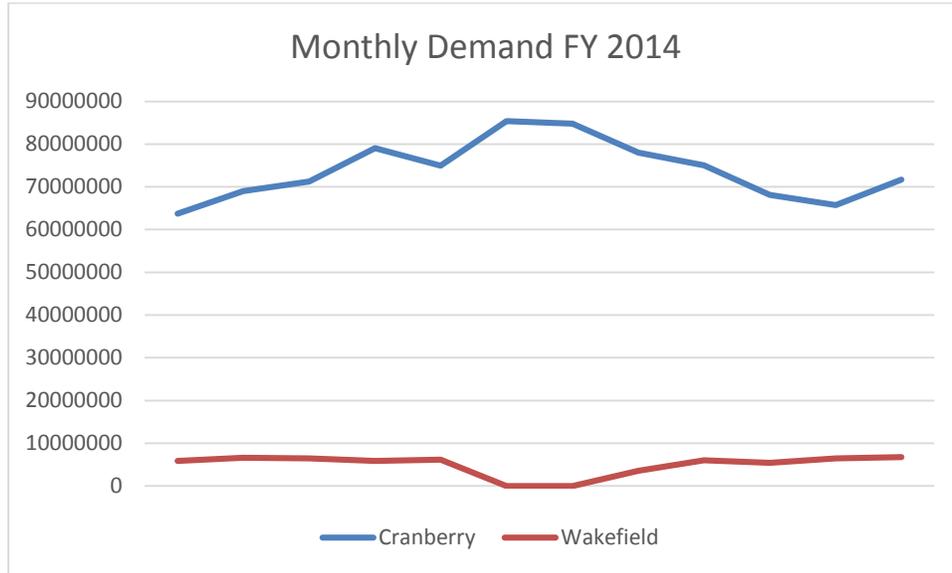
Installed 432 new membranes at the Water Treatment Plant.

Designed and constructed a new "Module Repair Tube" for repairing the membranes at a cost savings of \$3000.

Started New Water Source testing at Little Pipe Creek.

WATER TREATMENT PLANT FY2016 GOALS

- Design and construction of the Gesell Property well and treatment facility.
- Design and construction of a Radon removal and Salt storage facility at the Vo-Tech well.
- Design and construction of the Little Pipe Creek Raw Water Pumping Station.
- Refine our treatment processes to further improve the quality of the finished water provided to our customers.



WATER TREATMENT PLANT BUDGET

(THOUSANDS)

WATER OPERATIONS	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 BUDGET	FY 2015 BUDGET	FY 2016 BUDGET	FY 2017 Projection	FY 2018 Projection	FY 2019 Projection
Salaries	495	479	410	478	498	513	528	543
Benefits	220	219	218	246	248	259	270	283
TOTAL PERSONNEL EXPENSES	715	698	628	723	746	771	798	826
Operating Expenses	1475	901	1029	892	908	910	911	912
Debt Service	1251	1049	1049	1049	1049	1049	1049	1049
TOTAL OTHER OPERATING EXPENSES	2725	1949	2078	1941	1957	1959	1960	1961
Capital Projects	4145	3141	3806	3200	2709	2231	2055	1465
TOTAL CAPITAL REQUIREMENTS	4145	3141	3806	3200	2709	2231	2055	1465
TOTAL WATER OPERATIONS	7585	5789	6511	5864	5411	4961	4813	4252

Appendix A – Financial Policies

GENERAL

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

BUDGET

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

REVENUE POLICIES

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

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

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

EXPENDITURE POLICIES

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

CAPITAL IMPROVEMENT PLAN (CIP) POLICIES

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

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

CAPITAL ASSET MANAGEMENT POLICIES

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

ACCOUNTING, AUDITING, & FINANCIAL REPORTING POLICIES

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

PURCHASING POLICY

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

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

INVESTMENT POLICY

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

DEBT MANAGEMENT POLICIES

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

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

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

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

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

(ii) Debt restructuring that:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

(1) Take any other or further actions;

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

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

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

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

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

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

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

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

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

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

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

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

(3) "County" means:

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

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

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

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

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

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

(ii) Has not been advanced to the county.

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

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

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

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

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

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

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

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

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

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

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

Appendix B – Revenue Book



Revenue Book

PURPOSE

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

GENERAL FUND REVENUES

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

TAXES – REAL PROPERTY

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

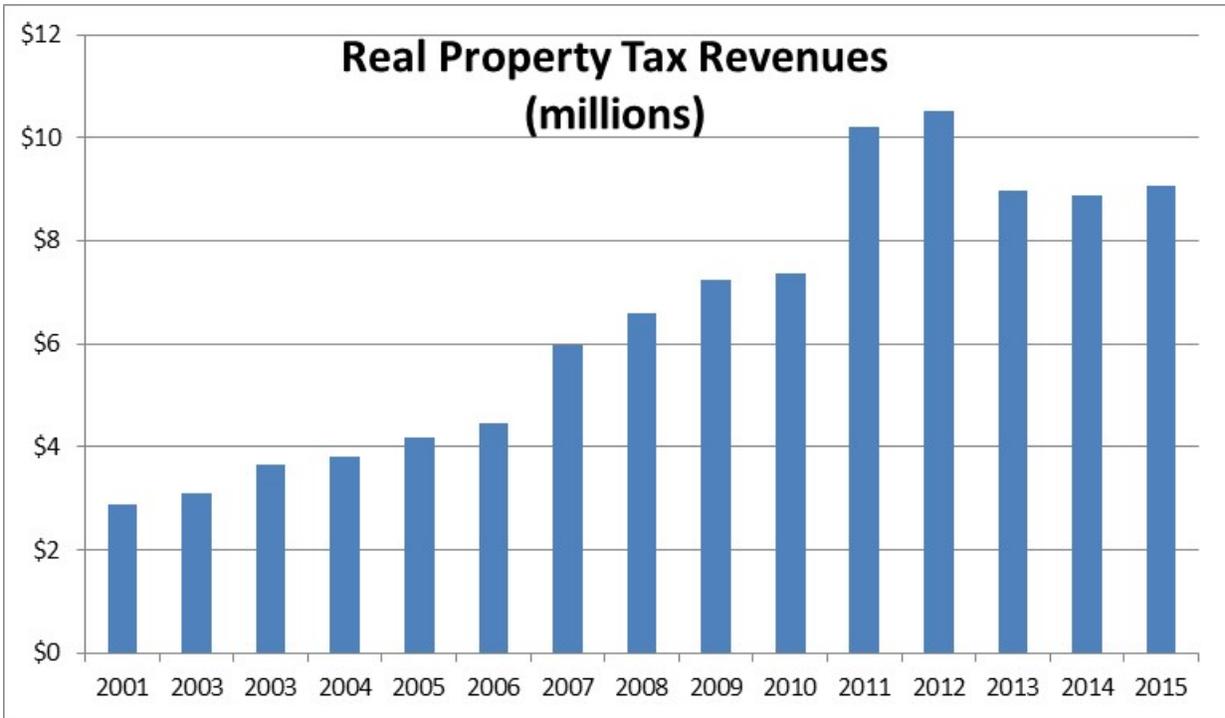
- (1) Government property;
- (2) Leasehold interests;
- (3) Operating property of railroads and public utilities;
- (4) Stock in business of manufacturing or commercial business;
- (5) **Real property**; and
- (6) Tangible personal property.

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

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

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

The current adjusted assessable base is \$1,650,415,322, resulting in a revenue expectation of \$9,242,325. For the fiscal year 2015, the projected tax revenue is \$8,895,527 in revenues for real property taxes. The previous year's results were:



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

BUSINESS PERSONAL PROPERTY TAXES

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

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

The tax rate on real property of \$.56/\$100, and the tangible property rate of \$1.10/\$100 of assessed value remain the same for FY2016. The Utility Operating Property was raised to \$1.40/\$110 of assessed value in FY2015. In FY2016, the City expects \$870,000 in business, personal property and utility operating taxes.

INCOME TAXES

STATUTE CITATION: Tax General Article, Section 2-607

SOURCE: Local Income Tax

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

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

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

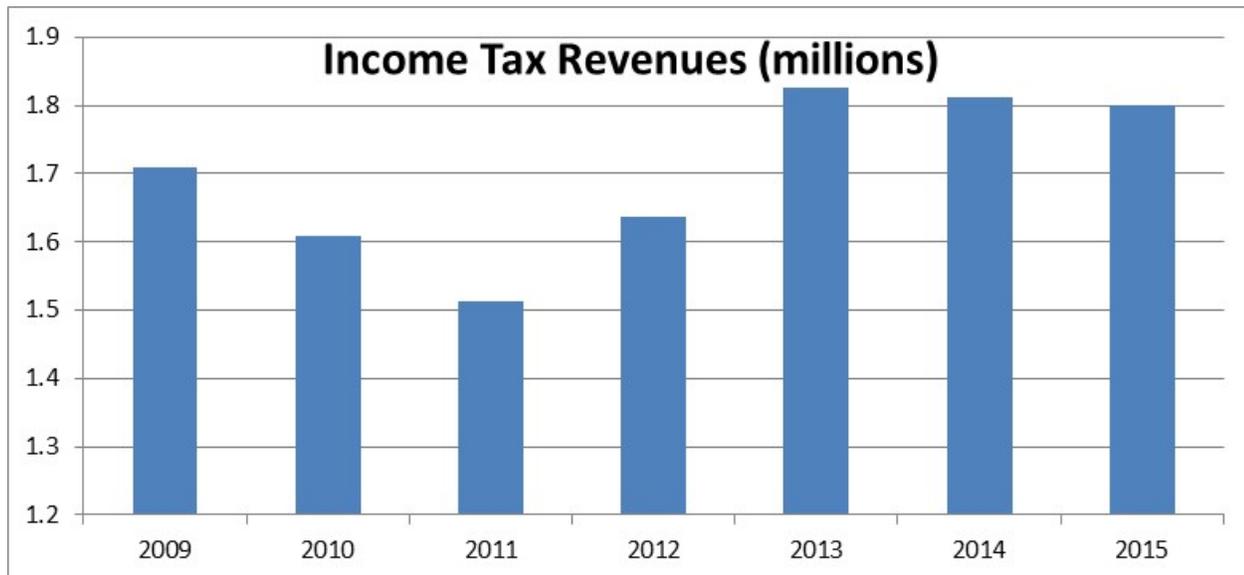
DISTRIBUTION: The State Comptroller pays each municipality and special taxing district its share of the local income tax quarterly. The Comptroller also makes other payments throughout the year to account for delinquent tax returns and finalization of the individual accounts at the end of the fiscal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

CONDITIONS: None.

CONTACT:

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

After a sharp increase in unemployment during 2009-2012, income taxes are starting to restore to earlier levels and steady. However, a recent decision regarding Maryland’s Income Tax may result in the City refunding amounts of income tax. At this time, no estimate is available for the City’s Income Tax Liability.



ADMISSIONS & AMUSEMENTS TAX

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

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

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

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

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

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

CONDITIONS:

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

CONTACT:

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

HIGHWAY USERS TAX REVENUES

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

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

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

Secretary of Transportation may also reduce local appropriations by the amount necessary to correct individual instances of noncompliance concerning State standards of uniformity for traffic control.

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

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

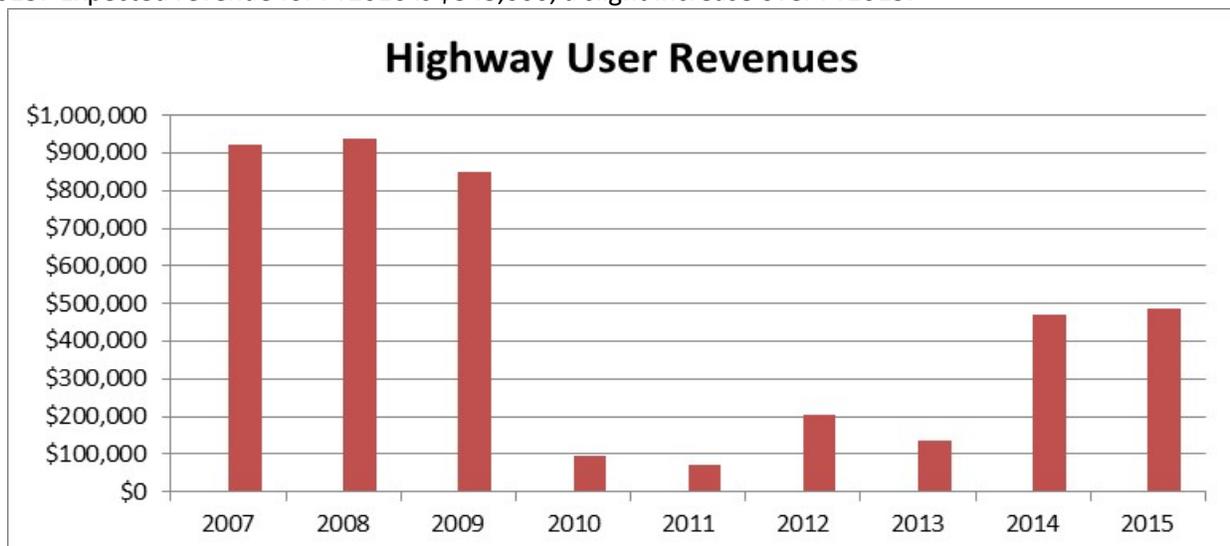
DISTRIBUTION: Distributions are made monthly to municipalities by the State Comptroller.

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

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

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

From FY2010 to FY2013, the State cut Highway User’s Funds significantly in order to fund its own transportation projects. The City has seen a 90% reduction in this revenue. In order for the City to have enough funding to complete its own transportation (and other) projects, the Mayor and Council adopted a Capital Tax of \$.12 for FY2016. The State of Maryland offered a one-time grant for FY2014 and the grant is in the State budget for FY2015. Expected revenue for FY2016 is \$543,000, a slight increase over FY2015.



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 \$2.2M each year in housing assistance and administrative funding from the US Department of Housing and Urban Development.

POLICE PROTECTION GRANT

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

SOURCE: State Grant

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

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

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

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

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

CONTACT:

Maryland State Police

Planning, Research, Inspection Division

Telephone: 410/653-4384 or 410/653-4302

OVERTIME FUNDING

TRAFFIC SAFETY

16.727 COMBATING UNDERAGE DRINKING

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

DOMESTIC VIOLENCE GRANT

16.738 BYRNE– JUSTICE ASSISTANCE GRANT

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

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

PROGRAM OPEN SPACE

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

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

GENERAL FEES

GENERAL GOVERNMENT

Special Capital Benefit Assessment

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

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

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

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

Type of Use

Amount of Assessment

Dwellings and Dwelling Units (including mobile homes)

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

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

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

Industrial Manufacturing

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

Industrial Warehousing

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

Schools and Colleges, Including Dormitories (students and staff)

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

Hospitals, Care Homes and Nursing Homes

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

Hotels and Motels

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

Commercial (retail, wholesale and business offices)

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

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

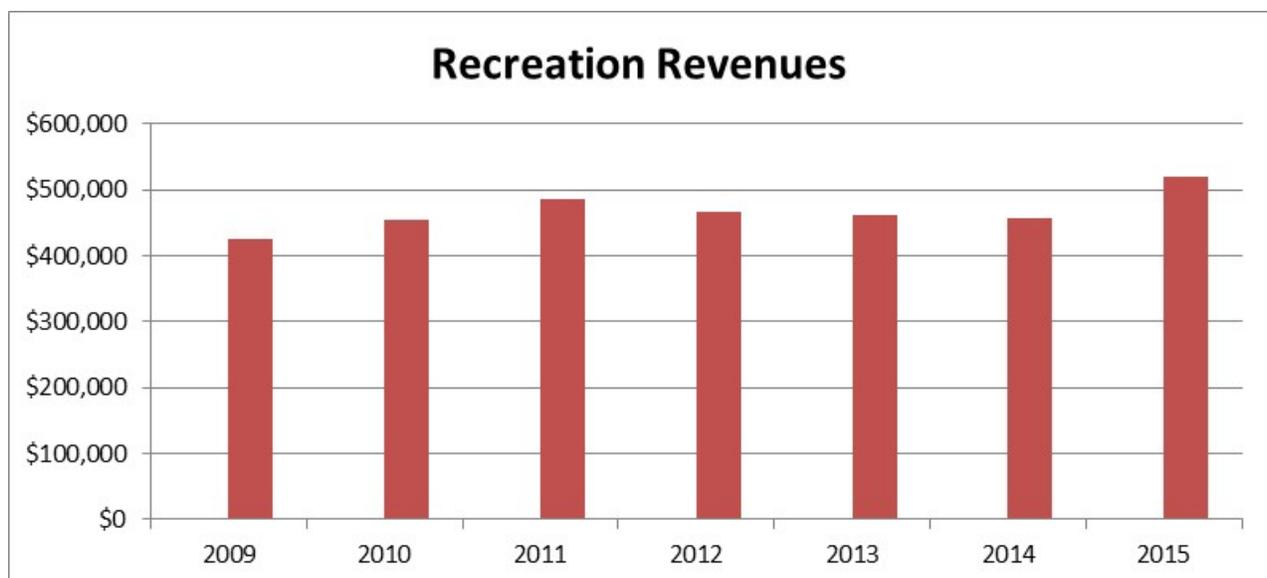
[Amended 6-14-2004 by Ord. No. 716 Editor's Note: This ordinance also provided that it take effect 1-1-2005.]

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

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

RECREATION PROGRAMS

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



SEWER AND WATER REVENUES

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

- Commodity Consumption
- Capital Benefit Assessments

COMMODITY CONSUMPTION

RATE MODEL STRUCTURE OVERVIEW

- Model is “driven” by expenditure level compared to consumption levels
 - Operating Budget Expenditures
 - Capital Improvement Program Projects
 - 90% consumption of anticipated levels

- Model is consumer driven
 - The consumers that “drive” the costs of the systems are the “1 EDU” population, 5/8” and ¾” meters
 - In peak periods these are the consumers that stress the system thereby driving the costs upward
 - 85% of the consumption is by 81% of the customers; they consume under 18,000 gallons/quarter

- Model has a pricing component
 - 1 EDU is the base pricing, ½” and ¾” meter sizes, assumes 250 gallons consumed each day
 - 1 EDU pricing structure also provides conservation incentive
 - +1 EDU customers (large meters) are priced lower than conservation levels, but higher than small meter consumers

- Revenue balances to operating budget
 - There is a 10% conservation assumption built into the model
 - Operating loans are carried forward into FY2011 – 2012
 - \$1M+ for Water Fund
 - \$.5M for Sewer Fund
 - Loans are projected to repay beginning in 2014
 - Growth projects are modeled to begin in 2014
 - Reserves are calculated for all scenarios

- Model was been developed for a July 1, 2009 implementation
 - The FY2016 water rates remained the same. The FY2016 sewer rates increased.

[City of Westminster](#)
Water and Sewer Rates 2016

Fixed Quarterly Charge

Meter Size	AWWA		<u>Inside City</u>		<u>Outside City</u>	
	Meter	Eqv.	<u>Water</u>	<u>Sewer</u>	<u>Water</u>	<u>Sewer</u>
Tier 1 - 5/8	1.00		\$23.09	\$23.57	\$24.71	\$33.11
Tier 1 - 3/4	1.00		\$23.09	\$23.57	\$24.71	\$33.11
Tier 2 - 1	2.50		\$57.72	\$58.92	\$61.78	\$82.78
Tier 2 - 1 1/2	5.00		\$115.44	\$117.84	\$123.57	\$165.58
Tier 2 - 2	8.00		\$184.70	\$188.53	\$197.71	\$264.92
Tier 2 - 3	16.00		\$369.39	\$377.07	\$395.41	\$529.85
Tier 2 - 4	25.00		\$577.18	\$589.18	\$617.83	\$827.89
Tier 2 - 6	50.00		\$1,154.35	\$1,178.35	\$1,235.66	\$1,655.80
Tier 2 - 8	80.00		\$1,846.96	\$1,885.37	\$1,977.06	\$2,649.27

Water Usage Charge

Tier 1 Rates

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

Tier 2 Rates

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

Sewer Usage Charge

Everyone

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

Appendix C – Three Year Comparison – Staffing Schedule

DEPARTMENT	FISCAL YEARS					
	2013/2014		2014/2015		2015/2016	
	FULL-TIME	PART-TIME	FULL-TIME	PART-TIME	FULL-TIME	PART-TIME
City Administrator	3	0	3	0	3	0
Housing & Preservation Services	5	0	5	0	5	0
Technology Services	4	0	4	0	4	1
Finance	7	0	6	0	6	0
Human Resources	3	0	3	0	3	0
Community Planning & Development	5	0	5	0	4	0
Engineering	3	0	3	0	3	0
Recreation & Parks	10	2	10	2	10	2
Police Administrative/Civilian	14	0	14	0	14	0
Police Sworn	44	0	44	0	44	0
Public Works Administration	3	0	3	0	4	0
Streets	19	0	19	0	19	0
Utilities	13	0	13	0	13	0
Wastewater	13	0	13	0	13	0
Water	10	0	10	0	10	0
CITY STAFFING LEVELS	156	2	155	2	155	3

DEPARTMENT	FISCAL YEARS					
	2013/2014		2014/2015		2015/2016	
	FULL-TIME	PART-TIME	FULL-TIME	PART-TIME	FULL-TIME	PART-TIME
General Operations	40	2	39	2	38	3
Public Safety	58	0	58	0	58	0
Public Works	58	0	58	0	59	0
FUND TOTALS	158		157		158	

	FT	PT	Position	Department
2012/13 – 2013/14	1		Private First Class CID	Police
	1		Cashier	Finance
	1		Director	Housing & Preservation Services
	-1		Assistant Director	Recreation & Parks
	-2		Program Assistant	Recreation & Parks
	2		Program Coordinator	Recreation & Parks
		-2	Recreation Assistant I	Recreation & Parks
	1		Recreation Assistant I	Recreation & Parks
	1		Administrative Coordinator	Recreation & Parks
1		GIS Technician	Technology	
Total Staffing Change		3		
	FT	PT	Position	Department
2013/14 – 2014/15	-1		Cashier	Finance
Total Staffing Change		-1		
	FT	PT	Position	Department
2014/15 – 2015/16	-1		Administrator, Economic Development	Community Planning & Development
	1		Administrator, Community Development	Community Planning & Development
	-1		Community Program Specialist	Community Planning & Development
	1		Deputy Director	Public Works
	-1		Director, Finance	Finance
	1		Director, Finance & Administrative Services	Finance & Administrative Services
		1	GIS Specialist	Technology Services
Total Staffing Change		1		



Appendix D – Salary Structure

Grade	Job Title	Titles	Positions
A	Custodian, Recreation Assistant I	2	5
B	Cadet	1	1
C	Equipment Operator, Housing Specialist, Non-Certified Operator, Parking Enforcement Officer, Recreation Assistant III	5	17
D	Administrative Coordinator, Certified Operator, Communications Specialist, Meter Reader, Senior Equipment Operator	5	33
E	Accounting Specialist, Administrative Assistant – Certified, Code Inspector, Family Center Manager, Mechanic, Police Officer Candidates, Program Coordinator, Property Management Specialist, Senior Communications Specialist, Shift Supervisor	10	15
F	Arborist, Chemist, Group Leader, Probationary Police Officer/Private First Class, Senior Accounting Specialist, Senior HR Specialist, Assistant City Clerk	7	34
G	Communications Supervisor, Corporal, Engineering Specialist, Senior Construction Inspector, Senior Operator	5	7
H	Assistant Superintendent, Comprehensive Planner, Senior Technical Support Specialist (Certified), Sergeant	4	14
I	Administrator - Community Development, GIS Specialist, Lieutenant, Superintendent	4	13
J	Accounting Manager, Captain, Manager – Human Resources, Manager – Housing, Senior Engineer, Manager – Technology, Senior Technical Support Analyst	7	8
K	N/A	0	0
L	Deputy Director of Finance	1	1
M	Deputy Chief (Major), Deputy Director – Public Works, Director – Housing & Preservation Services, Director – Planning & Community Development, Director – Recreation & Parks,	5	6
N	N/A	0	0
O	N/A	0	0
P	Chief of Police, Director Finance & Administrative Services, Director – Public Works	3	3
Q	City Administrator	1	1
		60	158

GRADE AND STEP TABLES

40 Hour Week, 26 Pays, 3% Steps

	Grade	Step															
		1 (base)	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Annual	A	24,273.39	25,001.59	25,751.64	26,524.19	27,319.92	28,139.51	28,983.70	29,853.21	30,748.81	31,671.27	32,621.41	33,600.05	34,608.05	35,646.29	36,715.68	37,817.15
Bi-Weekly		933.59	961.60	990.45	1,020.16	1,050.77	1,082.29	1,114.76	1,148.20	1,182.65	1,218.13	1,254.67	1,292.31	1,331.08	1,371.01	1,412.14	1,454.51
Hourly		11.67	12.02	12.38	12.75	13.13	13.53	13.93	14.35	14.78	15.23	15.68	16.15	16.64	17.14	17.65	18.18
Annual	B	26,801.42	27,605.47	28,433.63	29,286.64	30,165.24	31,070.20	32,002.30	32,962.37	33,951.24	34,969.78	36,018.87	37,099.44	38,212.42	39,358.79	40,539.56	41,755.75
Bi-Weekly		1,030.82	1,061.75	1,093.60	1,126.41	1,160.20	1,195.01	1,230.86	1,267.78	1,305.82	1,344.99	1,385.34	1,426.90	1,469.71	1,513.80	1,559.21	1,605.99
Hourly		12.89	13.27	13.67	14.08	14.50	14.94	15.39	15.85	16.32	16.81	17.32	17.84	18.37	18.92	19.49	20.07
Annual	C	29,565.12	30,452.07	31,365.64	32,306.60	33,275.82	34,274.08	35,302.30	36,361.37	37,452.21	38,575.78	39,733.05	40,925.04	42,152.79	43,417.38	44,719.90	46,061.49
Bi-Weekly		1,137.12	1,171.23	1,206.37	1,242.56	1,279.84	1,318.23	1,357.78	1,398.51	1,440.47	1,483.68	1,528.19	1,574.04	1,621.26	1,669.90	1,720.00	1,771.60
Hourly		14.21	14.64	15.08	15.53	16.00	16.48	16.97	17.48	18.01	18.55	19.10	19.68	20.27	20.87	21.50	22.14
Annual	D	32,650.18	33,629.68	34,638.57	35,677.73	36,748.06	37,850.50	38,986.02	40,155.60	41,360.27	42,601.07	43,879.11	45,195.48	46,551.34	47,947.88	49,386.32	50,867.91
Bi-Weekly		1,255.78	1,293.45	1,332.25	1,372.22	1,413.39	1,455.79	1,499.46	1,544.45	1,590.78	1,638.50	1,687.66	1,738.29	1,790.44	1,844.15	1,899.47	1,956.46
Hourly		15.70	16.17	16.65	17.15	17.67	18.20	18.74	19.31	19.88	20.48	21.10	21.73	22.38	23.05	23.74	24.46
Annual	E	35,970.90	37,050.02	38,161.52	39,306.37	40,485.56	41,700.13	42,951.13	44,239.66	45,566.85	46,933.86	48,341.88	49,792.13	51,285.90	52,824.47	54,409.21	56,041.48
Bi-Weekly		1,383.50	1,425.00	1,467.75	1,511.78	1,557.14	1,603.85	1,651.97	1,701.53	1,752.57	1,805.15	1,859.30	1,915.08	1,972.53	2,031.71	2,092.66	2,155.44
Hourly		17.29	17.81	18.35	18.90	19.46	20.05	20.65	21.27	21.91	22.56	23.24	23.94	24.66	25.40	26.16	26.94
Annual	F	39,720.10	40,911.70	42,139.05	43,403.22	44,705.32	46,046.48	47,427.87	48,850.71	50,316.23	51,825.72	53,380.49	54,981.90	56,631.36	58,330.30	60,080.21	61,882.62
Bi-Weekly		1,527.70	1,573.53	1,620.73	1,669.35	1,719.44	1,771.02	1,824.15	1,878.87	1,935.24	1,993.30	2,053.10	2,114.69	2,178.13	2,243.47	2,310.78	2,380.10
Hourly		19.10	19.67	20.26	20.87	21.49	22.14	22.80	23.49	24.19	24.92	25.66	26.43	27.23	28.04	28.88	29.75
Annual	G	43,683.54	44,994.04	46,343.86	47,734.18	49,166.20	50,641.19	52,160.43	53,725.24	55,337.00	56,997.11	58,707.02	60,468.23	62,282.28	64,150.75	66,075.27	68,057.53
Bi-Weekly		1,680.14	1,730.54	1,782.46	1,835.93	1,891.01	1,947.74	2,006.17	2,066.36	2,128.35	2,192.20	2,257.96	2,325.70	2,395.47	2,467.34	2,541.36	2,617.60
Hourly		21.00	21.63	22.28	22.95	23.64	24.35	25.08	25.83	26.60	27.40	28.22	29.07	29.94	30.84	31.77	32.72
Annual	H	48,096.88	49,539.79	51,025.98	52,556.37	54,133.46	55,757.47	57,430.19	59,153.10	60,927.69	62,755.52	64,638.18	66,577.33	68,574.65	70,631.89	72,750.85	74,933.37
Bi-Weekly		1,849.88	1,905.38	1,962.54	2,021.41	2,082.06	2,144.52	2,208.85	2,275.12	2,343.37	2,413.67	2,486.08	2,560.67	2,637.49	2,716.61	2,798.11	2,882.05
Hourly		23.12	23.82	24.53	25.27	26.03	26.81	27.61	28.44	29.29	30.17	31.08	32.01	32.97	33.96	34.98	36.03
Annual	I	52,960.13	54,548.93	56,185.40	57,870.96	59,607.09	61,395.30	63,237.16	65,134.28	67,088.31	69,100.95	71,173.98	73,309.20	75,508.48	77,773.73	80,106.95	82,510.15
Bi-Weekly		2,036.93	2,098.04	2,160.98	2,225.81	2,292.58	2,361.36	2,432.20	2,505.16	2,580.32	2,657.73	2,737.46	2,819.58	2,904.17	2,991.30	3,081.04	3,173.47
Hourly		25.46	26.23	27.01	27.82	28.66	29.52	30.40	31.31	32.25	33.22	34.22	35.24	36.30	37.39	38.51	39.67
Annual	J	58,487.52	60,242.15	62,049.41	63,909.89	65,828.22	67,803.07	69,833.16	71,922.27	74,090.24	76,331.95	78,642.34	80,960.41	83,389.22	85,890.89	88,467.62	91,121.65
Bi-Weekly		2,249.52	2,317.01	2,386.52	2,458.11	2,531.85	2,607.81	2,686.04	2,766.63	2,849.62	2,935.11	3,023.17	3,113.86	3,207.28	3,303.50	3,402.60	3,504.68
Hourly		28.12	28.96	29.83	30.73	31.65	32.60	33.58	34.58	35.62	36.69	37.79	38.92	40.09	41.29	42.53	43.81
Annual	K	64,443.39	66,376.69	68,367.99	70,419.03	72,531.61	74,707.55	76,948.78	79,257.24	81,634.96	84,084.01	86,606.53	89,204.73	91,880.87	94,637.29	97,476.41	100,400.70
Bi-Weekly		2,478.59	2,552.95	2,629.54	2,708.42	2,789.68	2,873.37	2,959.57	3,048.36	3,139.81	3,234.00	3,331.02	3,430.95	3,533.88	3,639.90	3,749.09	3,861.57
Hourly		30.98	31.91	32.87	33.86	34.87	35.92	36.99	38.10	39.25	40.43	41.64	42.89	44.17	45.50	46.86	48.27
Annual	L	70,613.50	72,731.91	74,913.87	77,161.28	79,476.12	81,860.40	84,316.22	86,845.70	89,451.07	92,134.61	94,898.64	97,745.60	100,677.97	103,698.31	106,809.26	110,013.54
Bi-Weekly		2,715.90	2,797.38	2,881.30	2,967.74	3,056.77	3,148.48	3,242.93	3,340.22	3,440.43	3,543.64	3,649.95	3,759.45	3,872.23	3,988.40	4,108.05	4,231.29
Hourly		33.95	34.97	36.02	37.10	38.21	39.36	40.54	41.75	43.01	44.30	45.62	46.99	48.40	49.85	51.35	52.89
Annual	M	77,233.52	79,550.53	81,937.04	84,395.15	86,927.01	89,534.82	92,220.86	94,997.49	97,837.11	100,722.23	103,795.39	106,909.25	110,116.53	113,420.03	116,822.63	120,327.31
Bi-Weekly		2,970.52	3,059.64	3,151.42	3,245.97	3,343.35	3,443.65	3,546.96	3,653.36	3,762.97	3,875.85	3,992.13	4,111.89	4,235.25	4,362.31	4,493.18	4,627.97
Hourly		37.13	38.25	39.39	40.57	41.79	43.05	44.34	45.67	47.04	48.45	49.90	51.40	52.94	54.53	56.16	57.85
Annual	N	81,196.96	83,632.87	86,141.85	88,726.11	91,387.89	94,129.53	96,953.42	99,862.02	102,857.88	105,943.62	109,121.92	112,395.58	115,767.45	119,240.47	122,817.69	126,502.22
Bi-Weekly		3,122.96	3,216.65	3,313.15	3,412.54	3,514.92	3,620.37	3,728.98	3,840.85	3,956.07	4,074.75	4,197.00	4,322.91	4,452.59	4,586.17	4,723.76	4,865.47
Hourly		39.04	40.21	41.41	42.66	43.94	45.25	46.61	48.01	49.45	50.93	52.46	54.04	55.66	57.33	59.05	60.82
Annual	O	85,267.52	87,825.55	90,460.31	93,174.12	95,969.34	98,848.43	101,813.88	104,868.29	108,014.34	111,254.77	114,592.42	118,030.19	121,571.09	125,218.23	128,974.77	132,844.02
Bi-Weekly		3,279.52	3,377.91	3,479.24	3,583.62	3,691.13	3,801.86	3,915.92	4,033.40	4,154.40	4,279.03	4,407.40	4,539.62	4,675.81	4,816.09	4,960.57	5,109.39
Hourly		40.99	42.22	43.49	44.80	46.14	47.52	48.95	50.42	51.93	53.49	55.09	56.75	58.45	60.20	62.01	63.87
Annual	P	89,552.32	92,238.89	95,006.06	97,856.24	100,791.93	103,815.68	106,930.15	110,138.06	113,442.20	116,845.47	120,350.83	123,961.35	127,680.20	131,510.60	135,455.92	139,519.60
Bi-Weekly		3,444.32	3,547.65	3,654.08	3,763.70	3,876.61	3,992.91	4,112.70	4,236.08	4,363.16	4,494.06	4,628.88	4,767.74	4,910.78	5,058.10	5,209.84	5,366.14
Hourly		43.05	44.35	45.68	47.05	48.46	49.91	51.41	52.95	54.54	56.18	57.86	59.60	61.38	63.23	65.12	67.08
Annual	Q	102,942.32	106,030.59	109,211.51	112,487.85	115,862.49	119,338.36	122,918.51	126,606.07	130,404.25	134,316.38	138,345.87	142,496.25	146,771.13	151,174.27	155,709.50	160,380.78
Bi-Weekly		3,959.32	4,078.10	4,200.44	4,326.46	4,456.25	4,589.94	4,727.64	4,869.46	5,015.55	5,166.01	5,320.99	5,480.62	5,645.04	5,814.39	5,988.83	6,168.49
Hourly		49.49	50.98	52.51	54.08	55.70	57.37	59.10	60.87	62.69	64.58	66.51	68.51	70.56	72.68	74.86	77.11

35 Hour Week, 26 Pays, 3% Steps

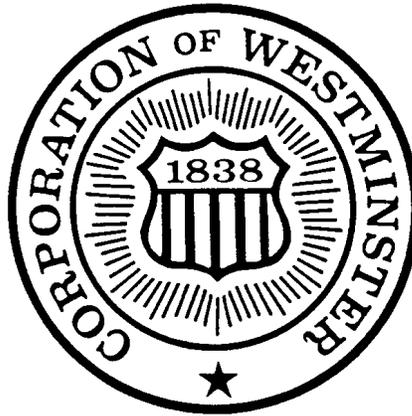
	Grade	Step															
		1 (base)	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Annual	A	21,239.22	21,876.39	22,532.69	23,208.67	23,904.93	24,622.07	25,360.74	26,121.56	26,905.21	27,712.36	28,543.73	29,400.04	30,282.05	31,190.51	32,126.22	33,090.01
Bi-Weekly		816.89	841.40	866.64	892.64	919.42	947.00	975.41	1,004.68	1,034.82	1,065.86	1,097.84	1,130.77	1,164.69	1,199.63	1,235.62	1,272.69
Hourly		11.67	12.02	12.38	12.75	13.13	13.53	13.93	14.35	14.78	15.23	15.68	16.15	16.64	17.14	17.65	18.18
Annual	B	23,451.25	24,154.78	24,879.43	25,625.81	26,394.58	27,186.42	28,002.01	28,842.07	29,707.34	30,598.56	31,516.51	32,462.01	33,435.87	34,438.95	35,472.11	36,536.28
Bi-Weekly		901.97	929.03	956.90	985.61	1,015.18	1,045.63	1,077.00	1,109.31	1,142.59	1,176.87	1,212.17	1,248.54	1,285.99	1,324.57	1,364.31	1,405.24
Hourly		12.89	13.27	13.67	14.08	14.50	14.94	15.39	15.85	16.32	16.81	17.32	17.84	18.37	18.92	19.49	20.07
Annual	C	25,869.48	26,645.56	27,444.93	28,268.28	29,116.33	29,989.82	30,889.51	31,816.20	32,770.68	33,753.80	34,766.42	35,809.41	36,883.69	37,990.20	39,129.91	40,303.81
Bi-Weekly		994.98	1,024.83	1,055.57	1,087.24	1,119.86	1,153.45	1,188.06	1,223.70	1,260.41	1,298.22	1,337.17	1,377.29	1,418.60	1,461.16	1,505.00	1,550.15
Hourly		14.21	14.64	15.08	15.53	16.00	16.48	16.97	17.48	18.01	18.55	19.10	19.68	20.27	20.87	21.50	22.14
Annual	D	28,568.90	29,425.97	30,308.75	31,218.01	32,154.55	33,119.19	34,112.77	35,136.15	36,190.23	37,275.94	38,394.22	39,546.04	40,732.43	41,954.40	43,213.03	44,509.42
Bi-Weekly		1,098.80	1,131.77	1,165.72	1,200.69	1,236.71	1,273.81	1,312.03	1,351.39	1,391.93	1,433.69	1,476.70	1,521.00	1,566.63	1,613.63	1,662.04	1,711.90
Hourly		15.70	16.17	16.65	17.15	17.67	18.20	18.74	19.31	19.88	20.48	21.10	21.73	22.38	23.05	23.74	24.46
Annual	E	31,474.53	32,418.77	33,391.33	34,393.07	35,424.87	36,487.61	37,582.24	38,709.71	39,871.00	41,067.13	42,299.14	43,568.12	44,875.16	46,221.41	47,608.06	49,036.30
Bi-Weekly		1,210.56	1,246.88	1,284.28	1,322.81	1,362.49	1,403.37	1,445.47	1,488.83	1,533.50	1,579.50	1,626.89	1,675.70	1,725.97	1,777.75	1,831.08	1,886.01
Hourly		17.29	17.81	18.35	18.90	19.46	20.05	20.65	21.27	21.91	22.56	23.24	23.94	24.66	25.40	26.16	26.94

25 Hour Week, 26 Pays, 3% Steps

	Grade	Step															
		1 (base)	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Annual	A	15,170.87	15,626.00	16,094.78	16,577.62	17,074.95	17,587.20	18,114.81	18,658.26	19,218.00	19,794.54	20,388.38	21,000.03	21,630.03	22,278.93	22,947.30	23,635.72
Bi-Weekly		583.50	601.00	619.03	637.60	656.73	676.43	696.72	717.63	739.15	761.33	784.17	807.69	831.92	856.88	882.59	909.07
Hourly		11.67	12.02	12.38	12.75	13.13	13.53	13.93	14.35	14.78	15.23	15.68	16.15	16.64	17.14	17.65	18.18
Annual	B	16,750.89	17,253.42	17,771.02	18,304.15	18,853.27	19,418.87	20,001.44	20,601.48	21,219.53	21,856.11	22,511.80	23,187.15	23,882.76	24,599.25	25,337.22	26,097.34
Bi-Weekly		644.27	663.59	683.50	704.01	725.13	746.88	769.29	792.36	816.14	840.62	865.84	891.81	918.57	946.12	974.51	1,003.74
Hourly		12.89	13.27	13.67	14.08	14.50	14.94	15.39	15.85	16.32	16.81	17.32	17.84	18.37	18.92	19.49	20.07
Annual	C	18,478.20	19,032.55	19,603.52	20,191.63	20,797.38	21,421.30	22,063.94	22,725.86	23,407.63	24,109.86	24,833.16	25,578.15	26,345.49	27,135.86	27,949.94	28,788.43
Bi-Weekly		710.70	732.02	753.98	776.60	799.90	823.90	848.61	874.07	900.29	927.30	955.12	983.78	1,013.29	1,043.69	1,075.00	1,107.25
Hourly		14.21	14.64	15.08	15.53	16.00	16.48	16.97	17.48	18.01	18.55	19.10	19.68	20.27	20.87	21.50	22.14
Annual	D	20,406.36	21,018.55	21,649.11	22,298.58	22,967.54	23,656.56	24,366.26	25,097.25	25,850.17	26,625.67	27,424.44	28,247.17	29,094.59	29,967.43	30,866.45	31,792.44
Bi-Weekly		784.86	808.41	832.66	857.64	883.37	909.87	937.16	965.28	994.24	1,024.06	1,054.79	1,086.43	1,119.02	1,152.59	1,187.17	1,222.79
Hourly		15.70	16.17	16.65	17.15	17.67	18.20	18.74	19.31	19.88	20.48	21.10	21.73	22.38	23.05	23.74	24.46
Annual	E	22,481.81	23,156.26	23,850.95	24,566.48	25,303.48	26,062.58	26,844.46	27,649.79	28,479.28	29,333.66	30,213.67	31,120.08	32,053.69	33,015.30	34,005.75	35,025.93
Bi-Weekly		864.69	890.63	917.34	944.86	973.21	1,002.41	1,032.48	1,063.45	1,095.36	1,128.22	1,162.06	1,196.93	1,232.83	1,269.82	1,307.91	1,347.15
Hourly		17.29	17.81	18.35	18.90	19.46	20.05	20.65	21.27	21.91	22.56	23.24	23.94	24.66	25.40	26.16	26.94
Annual	I	33,098.00	34,090.94	35,113.67	36,167.08	37,252.09	38,369.65	39,520.74	40,706.37	41,927.56	43,185.38	44,480.94	45,815.37	47,189.83	48,605.53	50,063.69	51,565.61
Bi-Weekly		1,273.00	1,311.19	1,350.53	1,391.04	1,432.77	1,475.76	1,520.03	1,565.63	1,612.60	1,660.98	1,710.81	1,762.13	1,814.99	1,869.44	1,925.53	1,983.29
Hourly		25.46	26.22	27.01	27.82	28.66	29.52	30.40	31.31	32.25	33.22	34.22	35.24	36.30	37.39	38.51	39.67

Appendix E – Capital Improvements Program FY 2016 to FY 2021

City of Westminster, Maryland Capital Improvements Program FY 2016 to FY 2021



Mayor and Common Council of Westminster

Kevin R. Utz, Mayor
Suzanne Albert
Tony Chiavacci

Dr. Robert P. Wack, Council President
Dr. Mona Becker
Paul Whitson

City Administrator
Marge Wolf

INTRODUCTION

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

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

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

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

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

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

1. What capital projects and facilities will be built, repaired, replaced, or purchased;

2. Where these projects are located; and,
3. When the projects are scheduled to take place.

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

CAPITAL IMPROVEMENTS PROGRAM SCHEDULE

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

SUMMARY OF PROJECTED CAPITAL EXPENDITURES

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

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

Capital expenditures in the General Fund include radio equipment, storm water management projects, recycle totes, vehicles, park development, building improvements and street overlay.

A major initiative of the City is the Broadband Fiber Project. This project is two-fold. The pilot project was completed in the 2015 fiscal year. This project included engineering and construction for a select group of residential and commercial projects. The City-Wide project is contained in the Fiber Fund in the amount of \$5.18 million in FY2016. This project will provide fiber to all other addresses in the City. The Fiber Pilot Project is funded with Benefit Assessment funds. The City-wide project is funded with a subsidy from the General Fund and bond proceeds. It is expected that the Fiber Fund will produce enough revenue after two years to pay all bond repayments.

In FY 2011, the City began a number of significant water supply projects including engineering for the combined Gesell Well (which is partially funded with private dollars) and the Little Pipe Creek Intake project, and some preliminary work on the Big Pipe Creek Pipeline and Wellfield project. These projects are projected to provide significant new water resources to the City. The City has also completed a portion of the preliminary engineering work on the Enhanced Nutrient Removal (ENR) upgrade to the Wastewater Treatment Plant. This proposed \$53 million project will be funded by the Maryland Department of the Environment (MDE), with approximately \$29 million in grant funds, Carroll County Government with \$5 million, and the remaining \$18 million in bond proceeds. The City has also proposed a separate, but related, \$9 million project named the Wastewater Treatment Plant expansion project. The City conducted a Rate Study for both the Water and Sewer Funds in 2009. The adoption of increases in utility rates and various fees and charges in FY 2009 provide a strong local funding source for future water and sewer projects. The City updated the Rate Study in FY2014 which resulted in a recommended 11% increase in sewer rates. The rate increase is included in the FY2016 budget and helps to offset the increase in the ENR projected cost and to pay bond repayments.

SUMMARY OF FUNDING SOURCES

GENERAL FUND REVENUES

The list below indicates the General fund revenues used to fund the City's CIP for FY 2016 to FY 2021. General fund revenues consist mainly of taxes and charges for services. Grants consist of funding sources from various Maryland and Federal agencies. There is no additional debt scheduled in the current CIP for the General Fund.

- General Revenue (GEN)
- Grant (GR)

FIBER FUND REVENUES

The list below indicates the Fiber fund revenues used to fund the City's CIP for FY 2016 to FY 2021.

- Fiber Debt (FD)

SEWER FUND REVENUES

The list below indicates the Sewer fund revenues used to fund the City's CIP for FY 2016 to FY 2021. Borrowed funds are repaid from sewer rates.

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

WATER FUND REVENUES

The list below indicates the water fund revenues used to fund the City's CIP for FY 2016 to FY 2021. Borrowed fund are repaid from water rates.

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

FUNDING REQUIREMENTS - ALL PROJECTS							
	(000's)						
	2016	2017	2018	2019	2020	2021	Total
GF Revenues	2857	2592	2237	1603	1538	1644	12471
GF Cash Balance	0	0	0	0			0
GF Benefit Assessment	0	0	0	0			0
GF Debt	0	0	0	0			0
GF Grants	0	229	600	600	478	100	2007
Total General Fund	2857	2821	2837	2203	2016	1744	14478
SF Revenues	1146	2412	2205	1955	1955	1955	11627
SF Cash Balance	0	0	0	0	0	0	0
SF Benefit Assessment	90	440	650	8500	0	0	9680
SF Debt	9389	9389	0	0	0	0	18779
SF Grants	17124	17124	0	0	0	0	34248
Total Sewer Fund	27749	29365	2855	10455	1955	1955	74334
WF Revenues	198	482	60	70	245	45	1099
WF Cash Balance	0	0	0	0			0
WF Benefit Assessment	2540	1771	2010	1395	1290	1850	10856
WF Debt	0	0	0	0			0
WF Grants	0	0	0	0			0
Total Water Fund	2738	2253	2070	1465	1535	1895	11955
FF Revenues							0
FF Cash Balance							0
FF Benefit Assessment							0
FF Debt	5180	5160	5290	5320	400	1228	22578
FF Grants							0
Total Fiber Fund	5180	5160	5290	5320	400	1228	22578
	38524	39599	13051	19443	5906	6822	123345

INDIVIDUAL CAPITAL IMPROVEMENT PROJECTS

Capital Improvement Program FY 2016 to FY 2021 (In Thousands of Dollars)

General Government

Mandatory Projects	Project	Fund	Pri	CO\$	2016	2017	2018	2019	2020	2021	Total
VOIP System	INF08-5	Gen	1		13,500	6,700	0	0	0		20,200
San 2013	INF13-1	Gen	1		14,500	14,500	14,500	0	0		43,500
Sidewalk Retrofit	ST08-20	Gen	1		55,000	60,000	65,000	70,000	75,000	80,000	405,000
Reconstruct SWMP	ST11-01	Gen	1	197,400	266,304	629,634	188,616	198,047	207,949	207,949	1,895,899
Wakefield Development		Gen	1	392,025							392,025
ADA Traffic Light Upgrades	ST16-05	Gen	1			250,000	250,000				500,000
Mandatory Projects Total				589,425	349,304	960,834	518,116	268,047	282,949	287,949	3,256,624

One Time Priority One Projects	Project	Fund	Pri	CO\$	2016	2017	2018	2019	2020	2021	Total
Facilities											
11 Longwell - Armory											
Longwell Bldg. Window/Insulation Re	FA08-2	Gen	1	126,000	25,000			0	0	0	151,000
1838 Emerald Hill - City Hall											
City Hall Bldg. Renovations	FA08-6	Gen	1		125,000	0	0	0	0	0	125,000
105 Railroad Avenue - Streets & Sanitation											
One Time Priority One Projects Total				126,000	150,000	0	0	0	0	0	276,000

Priority One Projects		Fund	Pri	CO\$	2016	2017	2018	2019	2020	2021	Total
Broadband Project Subsidy	INF13-2	Gen	1		205,305	311,260	546,396	300,000	300,000	300,000	1,962,961
Recycle Toters - 65 Gallon	ST15-01	Gen	1	99,000	0		0	0	0		99,000
Replacement Radio System	POL10-1	Gen	1	62,400		0	0	0	0		62,400
Vehicles	POL16-1	Gen	1		128,000	130,000	130,000	130,000	130,000	130,000	778,000
Street Overlay Prog.	ST08-2	Gen	1		700,000	700,000	500,000	500,000	500,000	500,000	3,400,000
Longwell Bldg. Family Ctr Upgrades	FA08-4	Gen	1		25,000	10,000	10,000	10,000	10,000	10,000	75,000
Ve./Equip. Replacement Prog.	ST08-1	Gen	1		168,000	440,000	370,000	365,000	285,000	274,000	1,902,000
Repainting Garages-Pipes, doors	ST16-03	Gen	1		50,000		50,000			50,000	150,000
St. Dept Building Repairs & Maint	ST16-04	Gen	1		30,000	40,000	40,000			50,000	160,000
Com. Trail Ph. 3 Resurface	REC08-2	Gen	1		15,000	0	0	0	0		15,000
Wakefield Valley Trail Ext.	REC07-4	Gen	1		25,000	0	0	0	0		25,000
Transfer to Reserves		Gen	1		134,889						134,889
Priority One Projects Total				161,400	1,481,194	1,631,260	1,646,396	1,305,000	1,225,000	1,314,000	8,764,250

Priority Two and Three Projects		Fund	Pri	CO\$	2016	2017	2018	2019	2020	2021	Total	
Public Works												
Community Block Grant		Grant	2		500,000			0	0		500,000	
West Main St. Lighting	ST08-5	Grant	2			24,000	100,000	100,000	100,000		324,000	
East Main St. Lighting	ST08-6	Grant	2			26,000	100,000	100,000	100,000	100,000	426,000	
Stamped Crosswalks	ST08-16	Gen	2				30,000	30,000	30,000		90,000	
Pool Parking Lot Resurface	ST16-01	Gen	2						150,000		150,000	
Dutterer Parking Lot Resurface	ST16-02	Gen	2					200,000			200,000	
Salt Barn Door Replacement	FA08-5	Gen	2		0	0	42,000	0	0	42,000	84,000	
Parks												
Pool Community Building Imps.	REC10-4	Grant	2		0	20,000	0	0	0		20,000	
City Park Improvements	REC10-10	Grant	3		0	0	0	100,000	100,000		200,000	
Municipal Pool		Grant	2		0	12,000	0	0	0		12,000	
Dutterer Park Improvements	REC10-5	Grant	2		0	110,000	0	0	0		110,000	
Jaycee Park Improvements	REC10-7	Grant	2		0	37,000	300,000	0	0		337,000	
King Park Improvements	REC10-8	Grant	2		0	0	100,000	100,000	0		200,000	
Charles Street Tot Lot Imps.	REC10-3	Gen	2		0	0	0	0	28,000		28,000	
Priority Two and Three Projects Total					0	500,000	229,000	672,000	630,000	508,000	142,000	2,181,000

Summary Totals				CO\$	2016	2017	2018	2019	2020	2021	Total	
Mandatory Projects Total					589,425	349,304	960,834	518,116	268,047	282,949	287,949	3,256,624
One Time Priority One Projects Total					126,000	150,000	0	0	0	0	0	276,000
Priority One Projects Total					161,400	1,481,194	1,631,260	1,646,396	1,305,000	1,225,000	1,314,000	8,764,250
Priority Two and Three Projects Total					0	500,000	229,000	672,000	630,000	508,000	142,000	2,181,000
General Government Total					876,825	2,480,498	2,821,094	2,836,512	2,203,047	2,015,949	1,743,949	14,477,874

Capital Improvement Program FY 2016 to FY 2021 (In Thousands of Dollars)

Enterprise Operations											
Water Enterprise Operations		Fund	Pri	CO\$	2016	2017	2018	2019	2020	2021	Total
MD27 Water Main Upgrade	WA03-04	WR	1	0	0	415,000	0	0	0	0	415,000
Gessell Well/Little Pipe Crk.	WA08-9	WBA/PD	M	800,000	1,000,000	426,000	0	0	0	0	2,226,000
VOIP System	INF08-5	WR	1		13,500	7,000	0	0	0	0	20,500
San 2013	INF13-1	WR	1		15,000	15,000	14,500	0	0	0	44,500
Veh.&Equip. Replacement	WA92-91	WR	2		161,000	45,000	45,000	45,000	45,000	45,000	386,000
Main St. Water Main Upgrade	WA92-35	WBA	2	235,000	0	85,000	0	0	0	0	320,000
Ralph&Church Water Main	WA93-06	WBA	3		0	55,000	0	0	0	0	55,000
Park Ave. Water Main	WA93-08	WBA	2	0	0	20,000	40,000	40,000	0		100,000
Winter St. Water Main	WA93-11	WBA	3		0	0	50,000	145,000	0		195,000
Hollow Rock/City View Wtr. Main	WA93-13	WBA	3	180,000	0	0	0	0	0		180,000
Ridge Rd. Water Main	WA96-08	WBA	2		0	25,000	60,000	60,000	60,000		205,000
Sophia Ave. Water Main	WA98-01	WR	3		0	0	0	25,000	150,000		175,000
W. George St. Water Main	WA99-05	WBA	3		0	0	10,000	40,000	40,000		90,000
John St. Wtr. Main Repl.	WA99-06	WBA	3		0	0	0	10,000	40,000		50,000
James St. Wtr. Main Repl.	WA99-07	WBA	3	25,000	0	10,000	0	0	0		35,000
Watershed Esmt. Purchase Prog.	WA00-03	WBA	2		100,000	100,000	100,000	100,000	100,000	100,000	600,000
Interzone Main	WA01-06	WBA	2		0	50,000	750,000	0	0		800,000
New Wtr. Supply Source Dev.	WA02-03	WBA	2		200,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,200,000
MD140 Parallel Wtr. Main	WA02-05	WBA	2		0	0	0		50,000	750,000	800,000
WTP Storage Building	WA15-02	WR	3	0					25,000		25,000
Maintenance Facility Floor Replaceme	WA16-03	WR	1	0	8,000				25,000		33,000
Water Fund Total				1,240,000	1,497,500	2,253,000	2,069,500	1,465,000	1,535,000	1,895,000	11,955,000

Capital Improvement Program FY 2016 to FY 2021 (In Thousands of Dollars)

Enterprise Operations											
Sewer Enterprise Operations	Project	Fund	Pri	CO\$	2016	2017	2018	2019	2020	2021	Total
Sewer System Rehab.	SE08-1	SR	1		600,000	600,000	600,000	600,000	600,000	600,000	3,600,000
WWTP Upgrade/ENR	SE08-3	DE39, GR61	1		24,075,000	24,075,000	0	0	0	0	48,150,000
WWTP Upgrade-Septage (County)	SE15-01	GR100	1		2,438,307	2,438,307					4,876,613
WWTP Plant Expansion	SE10-3	SBA	2		0	0	500,000	8,500,000	0	0	9,000,000
Veh. & Equip. Replacement Prog.	SE08-6	SR	1		89,000	35,000	160,000	0	0	0	284,000
Replace Clarifier 1&2 Drives	SE13-1	SR	2			125,000	0				125,000
Replace BNR Mixers	SE14-1	SR	1		25,000	25,000	25,000				75,000
Roof Replacement-Bldg 3	SE14-2	SR	2		0		50,000				50,000
Pump Station Upgrades	SE15-1	SR	1	24,458	30,000	30,000	30,000	30,000	30,000	30,000	204,458
VOIP System	INF08-5	SR	1		13,500	7,000	0	0	0	0	20,500
San 2013	INF13-1	SR	1		15,000	15,000	14,500	0	0	0	44,500
Upgrade Pump Sta. No. 12	SE08-4	SR50, SBA5	2			500,000	0	0	0	0	500,000
Rehab. Pump Sta. No. 15	SE08-7	SBA	1		90,000	190,000	150,000	0	0	0	430,000
Portable Emergency Pump	SE16-1	SR	1		80,000			0	0	0	80,000
Sewer Lateral Inspection Camera	SE16-2	SR	1		11,000			0	0	0	11,000
Maintenance Facility Floor Replacement	SE16-3	SR	1		8,000			0	0	0	8,000
Debt Service		SR	1		250,000	1,325,000	1,325,000	1,325,000	1,325,000	1,325,000	6,875,000
Sewer Fund Total				24,458	27,724,807	29,365,307	2,854,500	10,455,000	1,955,000	1,955,000	74,334,071

Capital Improvement Program FY 2016 to FY 2021 (In Thousands of Dollars)

FIBER FUND											
Fiber Enterprise Operations	Project	Fund	Pri	CO\$	2016	2017	2018	2019	2020	2021	Total
Construction & Engineering	FI15-01	BA/DE	1		5,000,000	5,000,000	5,000,000	5,000,000			20,000,000
Debt Service					180,000	160,000	290,000	320,000	400,000	1,227,831	2,577,831
Fiber Fund Total				0	5,180,000	5,160,000	5,290,000	5,320,000	400,000	1,227,831	22,577,831



INDIVIDUAL CAPITAL IMPROVEMENT PROJECT DESCRIPTIONS

CITY OF WESTMINSTER CAPITAL IMPROVEMENTS PROGRAM- GENERAL

Project Name: Information Technology Equipment

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

These items are capital leases for equipment related to Voice over Internet systems and technology servers and systems. These capital leases are expensed evenly between the General, Water and Sewer funds.

Project Name: Sidewalk Retrofit – Street Dept.

Project Number: ST08-20

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

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

Project Number: ST11-01

This project is recurring annual expense to repair and replace leaking pipes at Storm Water Management pond overflows and dredge at various locations throughout the City. This project also addresses State-mandated storm water management regulations. This project is funded with priority one tax revenues.

Project Name: Wakefield Development – Facilities Dept.

Project Number:

The City expects to acquire a public golf course through an agreement with the foreclosing bank. The property is in great disrepair. This project will fund development costs, engineering costs and property maintenance (to the extent to make the property safe). This project is funded with priority one tax revenues.

Project Name: ADA Pedestrian Upgrades - Street Dept.

Project Number: ST16-05

This project will update audible pedestrian signals at all traffic signs to comply with expected State laws. The City is responsible for nine signalized intersections. This project is funded with priority one tax revenues.

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

Project Number: FA08-2

This project is to replace windows and insulation in the Longwell Building. The windows are deteriorated to the point they don't open and close. Most are rotten and no longer seal out the weather. The replacements will save energy. This project is funded with priority one tax revenues.

Project Name: City Hall Building Renovations – Facilities Dept.

Project Number: FA08-6

This project is to abate lead, repaint the exterior and add improvements to meet fire code to City Hall. This project will create a safer environment and reduce energy costs. This project is funded with priority one tax revenues.

Project Name: Broadband Project – Technology Department

Project Number: INF13-2

This project is a subsidy to the Fiber Fund from the General Fund for the City-wide Fiber project. The City-wide Fiber project will provide fiber and high speed internet services to all addresses in the City.

Project Name: Recycle Toters – 65 Gallon

Project Number: ST15-01

This project will provide residents with larger 65 gallon toters for recycling. This will incent residents to recycle and reduce City tipping expenses for solid waste. This project is funded with priority one tax revenues.

Project Name: Replacement Radio System

Project Number: POL10-1

This item is a carry-over radio console for the Police Department Dispatch. This item supports the department-wide replacement of radios that has occurred over the last several years. This item and maintenance and additional expenses are funded through real property taxes.

Project Name: Replacement Police Vehicles

Project Number: POL08-1

These items are recurring expenses for vehicles related to public safety. These items are funded through the priority one capital tax.

Project Name: Street Overlay – Street Dept.

Project Number: ST08-2

This project includes design and construction of overlay for various streets and alleys in Westminster and includes upgrades to handicap ramps where required. A street and alley survey has been completed. The City started with the most deteriorated streets that can still be resurfaced. Due to past heavy winters, many streets are in very poor repair. Extensive work is necessary to ensure roads are maintained. This work is completed by outside contractors. These items and maintenance and additional expenses are funded through highway user revenues and priority one real property taxes.

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

Project Number: FA08-4

This project is to replace the carpet, lockers and showers in the Family Center. Due to constant traffic, carpet is worn, lockers are dented and rusted and showers need to be re-grouted. This project is funded with priority one tax revenues.

Project Name: Vehicle and Equipment Replacement – Street Dept.

Project Number: ST08-1

This is the routine replacement of vehicles and equipment. These items and maintenance and additional expenses are funded through real property taxes.

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

Project Number: ST16-03

This project includes painting and sanding all pipes and doors in the Westminster Square Garage. An inspection conducted in 2014 found major leaks. All repairs were made in 2015. The doors and pipes are showing a great deal of rust. This project is funded with priority one tax revenues.

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

Project Number: ST16-04

This project includes painting the exterior and repairing the floors and walls of the Street Department Building. This project includes and inspection of the floors and lifts and anticipates additional needed repairs. This project is funded with priority one tax revenues.

Project Name: Community Trail Phase 3 Resurface

Project Number: REC08-2

This project will resurface the Community Trail. This project is scheduled for 2016 and will be funded by Program Open Space and Community Parks and Playgrounds grants if available or with priority one tax revenues.

Project Name: Wakefield Valley Trail Extension - Recreation Dept.

Project Number: REC07-4

This project is to extend and complete the Wakefield Valley walking trail from Uniontown Road to W. Main Street. This project is funded by Program Open Space and Community Parks and Playgrounds grants and priority one tax revenues.

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

Project Number: ST08-5

This project includes installation of pedestrian level lighting at 17 locations as the final phase of the SHA reconstruction project. Lights are \$16,000 per pole, fixture and electric. Lights will be installed at each of the crosswalks along West Main Street from Pennsylvania Avenue to the intersection of West Main Street with Old New Windsor Road and Uniontown Road. During the street reconstruction, the State Highway administration installed hand-boxes which will permit access for the installation of electrical conduit for the light fixtures. This project will improve visibility along the streets and at the crosswalks, thereby improving safety and access for both pedestrians and motorists. This project is scheduled for 2017 and later.

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

Project Number: ST08-6

This project includes installation of pedestrian level lighting at 26 locations as the final phase of the SHA reconstruction project. Lights are \$16,000 per pole, fixture and electric. During the street reconstruction, the State Highway administration installed hand-boxes which will permit access for the installation of electrical conduit for the light fixtures. This project will improve visibility along the streets and at the crosswalks, thereby improving safety and access for both pedestrians and motorists. This project is scheduled for 2017 and later.

Project Name: Stamped Crosswalks – Street Dept.

Project Number: ST08-16

This project is to replace existing brick crosswalks with stamped thermo plastic. The brick crosswalks are deteriorating due to weather and traffic. The stamped thermo plastic will hold up better to snow

removal and climate change. The current rate is \$20.00 per square foot. The City has over 12,000 square feet of crosswalks. One major intersection a year will cost \$26,000. This project is scheduled for 2016 and later. It will be funded with priority one real property taxes.

Project Name: Pool Parking Lot Resurface - Street Dept.

Project Number: ST16-01

This project is to mill and overlay the pool park lot on Royer Road. The pavement will be pervious surface to comply with new storm water regulations. This project is scheduled for 2020. This project is funded by priority one tax revenues.

Project Name: Dutterer Parking Lot Resurface - Street Dept.

Project Number: ST16-02

This project is to mill and overlay the Dutterer Park parking lot. The pavement will be pervious surface to comply with new storm water regulations. This project is scheduled for 2019. This project is funded by priority one tax revenues.

Project Name: Salt Barn Door Replacement - Facilities Dept.

Project Number: FA08-5

This project is to replace the doors of two existing salt barns. The doors can no longer be repaired to extend the life. This project is scheduled for 2018. This project is priority one tax revenues.

Project Name: Pool Community Building Improvements - Recreation Dept.

Project Number: REC10-4

This project is to replace the kitchen and roof in the Pool Community Building. This project is scheduled for 2017. This project is funded by Program Open Space and Community Parks and Playgrounds grants.

Project Name: City Park Improvements - Recreation Dept.

Project Number: REC10-10

This project is to replace the lights at the Tennis Courts and Ball Fields with energy saving lights and to replace the play equipment. This project is scheduled for 2019 and 2020. This project is funded by Program Open Space, Community Parks and Playgrounds grants and Maryland Energy grants.

Project Name: Municipal Pool- Recreation Dept.

Project Number:

This project is to replace the parking lot at the Community Pool. This project is scheduled for 2017. This project is funded by Program Open Space, Community Parks and Playgrounds grants.

Project Name: Dutterer Park Improvements- Recreation Dept.

Project Number: REC10-5

This project is to replace the parking lot and play equipment at Dutterer Park. This project is scheduled for 2017. This project is funded by Program Open Space, Community Parks and Playgrounds grants.

Project Name: Jaycee Park Improvements- Recreation Dept.

Project Number: REC10-7

This project is to repair the parking lot, redevelop the multi-purpose fields and replace the lights with energy saving lights at the Jaycee Park. This project is scheduled for 2017 and 2018. This project is

funded by Program Open Space, Community Parks and Playgrounds grants and Maryland Energy grants.

Project Name: King Park Improvements- Recreation Dept.

Project Number: REC10-8

This project is to resurface the tennis and basketball courts at the King Park. This project is scheduled for 2018 and 2019. This project is funded by Program Open Space, Community Parks and Playgrounds grants.

Project Name: Charles Street Tot Lot Improvements

Project Number: REC10-3

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

CITY OF WESTMINSTER CAPITAL IMPROVEMENTS PROGRAM- FIBER

Project Name: Fiber Project

Project Number: INF13-2

This project will provide fiber and high speed internet services to residential and commercial sites located in the City. This project is funded with sale of bonds.

CITY OF WESTMINSTER CAPITAL IMPROVEMENTS PROGRAM- WATER

Project Descriptions

Project Name: Rt. 27 Water Main

Project Number: WA03-04

This project is for the design and construction of 16" ductile iron water main to replace existing asbestos concrete pipe along Rt. 27 from Hahn Rd. to Tuck Rd. This section of water main on Rt. 27 has broken several times in recent year and is a critical feed line. When this section of main develops a leak, the entire system is affected with great loss of water and pressure.

Project Name: Gessell Well/Little Pipe Creek

Project Number: WA08-9

This project is for a Well Treatment Building for the Gesell property. This project provides a significant contribution, upwards to 400,000 gpd of additional water. This project is fast tracked and will need to be engineered prior to construction. It is anticipated that the construction will span two budget cycles, which will allow time for adjustments in costs if necessary. There will be operation costs associated with this treatment system when it becomes operational.

Project Name: Vehicle and Equipment Replacement

Project Number: W92-21

Routine replacement of trucks funded from the water fund for water plant and Utility Maintenance (water). Routine replacement of old and worn out vehicles lowers operation and maintenance costs.

Project Name: Main Street Water Main Upgrade

Project Number: W92-35

For the design and construction to upgrade and existing water main to 12". This is Main Street from Longwell Ave. to Pennsylvania Ave. Increased water main size is required for fire protection. The main was not upgraded when the street was reconstructed. The upgrade comprises 2,300 linear feet.

Project Name: Ralph and Church St. Water Main

Project Number: W93-06

For installation of water main in Ralph St. and Church St. This is from Ralph St. to Charles St. and from Church St. to Charles St. This project creates a loop form two dead end lines. Installation includes 700 linear feet of pipe.

Project Name: Park Ave. Water Main

Project Number: W93-08

For design and construction of a 6" water main as a replacement for two 4" mains. This is Park Ave. from W. Green St. to W. George St. Both of the mains were installed before 1934. One of the mains has a blow off valve, but the other doesn't. This contributes to an undesirable taste in the water due to incomplete flushing. The project will create a loop in the system, allowing complete flushing of the line.

The length of replacement pipe is 750 feet. The City will maintain only one line instead of two.

Project Name: Winter St. Water Main

Project Number: W93-11

For the replacement of an existing 4" main with a 6" main. This is for Winter St. from Railroad Ave. to John St. The existing main is high maintenance and problematic due to old dead end lines. In addition, this project will supply a fire hydrant that is currently fed from Main St., thereby increasing its flow rate if other hydrants on Main St. are used. The project also completes a loop in the distribution system. The design and engineering was funded in FY 98-99.

Project Name: Hollow Rock/ City View Water Main

Project Number: W93-13

To install a 6" water main as a replacement for an old 2" main. This is for Hollow Rock Ave. from Liberty St. to end and City View Ave. from Hollow Rock to Goodwin Quarry Rd. The existing 2" line is inadequate to supply the area, and it is a dead end line. This project will complete a loop in the system, allowing more efficient distribution and flushing of the line. The length of replacement pipe is 1,600 feet.

Project Name: Ridge Road Water Main

Project Number: W96-08

For design and construction of an 8" and 6" water main as a replacement for an old 2" and 4" main. This is for Old New Windsor Rd. to Westmoreland St. to the dead end of the line on Ridge Rd. The existing mains are old, and tapped on a fire hydrant lateral. Some of it is asbestos concrete pipe, and some of the line is under trees. The length of replacement pipe is 1,882 feet.

Project Name: Sophia Ave. Water Main

Project Number: W98-01

For design and construction of 8" ductile iron water main, replaces existing asbestos concrete pipe. This is for Fairfield Ave. to Gist and Washington Rd. This water main on Sophia Ave. broke three times in 1999, and numerous times in the last five years. This job will replace 2,172 feet of pipe.

Project Name: W. George Street Water Main

Project Number: W99-05

For design and construction of a 4" water main. This is from W. George St. to Chase St. This water main in the alley serves two apartment buildings on Chase St. and is in need of replacement. This project will replace about 350 ft. of pipe with P.V.C. pipe.

Project Name: John Street Water Main Replacement

Project Number: W99-06

This is for design and construction of a 6" water main replacement. This will be along John Street, between its intersections with W. Main Street and Winters Alley. This will lower our maintenance and increase our supply to the area. We will have one tap on W. Main when the W. Main St. water main is upgraded under W92-35. This project will be about 350 feet of pipe.

Project Name: James Street Water Main Replacement

Project Number: W99-07

This is for the design and construction of 6" water main replacement. This will be along James Street, from Kemper Ave. to the alley. This will lower our maintenance on the main. We have made repairs here in the past and this is a fragile line. This will be about 350 feet of pipe.

Project Name: Watershed Easement Purchase Program

Project Number: W00-03

This is for the purchase of water quality protection easements in the Cranberry Branch and West Branch watersheds. This is for Cranberry Branch and West Branch watersheds. The Cranberry Branch and West Branch are two tributaries which are surface water supplies for the City's public drinking water, and drain directly to the Water Treatment Plant. Easements adjacent to the tributaries would allow the City to protect the public drinking water from such events as the summer 1999 sludge spill in the Cranberry Branch. Watershed protection is also one of the options available to meet EPA standards for the Water Treatment Plant.

Project Name: Interzone Main

Project Number: W01-06

This is for the design and construction of a water main connecting various water zones in the service area along Maryland Route 140. Construction of an interzone connector is necessary to better equalize pressure and system operations. This may also lessen pumping requirements.

Project Name: New Water Supply Source Development

Project Number: W02-03

This project is for new water supply source development. The project includes Big, Little Pipe Creek and potential ground water sources. The City must continually search for new water supply sources.

Project Name: MD 140 Parallel Water Main

Project Number: W02-05

This is for the design and construction of water main connection various water zones in the service area along the MD Route 140 area. Construction of a parallel main is necessary to better equalize pressure and system operations.

Project Name: Storage Building

Project Number: WA15-02

This project includes design and construction of a storage building at the existing facility.

Project Name: Maintenance Facility Floor Replacement

Project Number: WA16-03

This project includes replacing the floor at the existing facility. This project is split 50/50 with the sewer fund.

CITY OF WESTMINSTER CAPITAL IMPROVEMENTS PROGRAM- SEWER

Project Name: Sewer System Rehabilitation

Project Number: SE08-1

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

2014:

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

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

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

This reduces flow surges during storm events so that only sewerage is treated instead of groundwater and storage. Corrective work will lower operating costs due to decreased flows. This will extend the life of the facility for treatment of only sewage.

Project Name: WWTP Upgrade/ENR

Project Number: SE08-3

This is at the wastewater treatment plant. Currently the Maryland Department of the Environment requires the wastewater plant to meet a total nitrogen (TN) limit of 8 mg/l on a yearly average and a total phosphorous (TP) limit of 2mg/l on a monthly average. Newly proposed TN and TP limits are going to be 3.0 mg/l and .03 mg/l. An Enhanced Nutrient Removal upgrade will be needed to meet the new regulation. This project is funded through Bay Restoration grants and Maryland Water Quality Revolving loans.

Project Name: WWTP Upgrade/ENR County Portion

Project Number: SE15-01

This is at the wastewater treatment plant. Currently the Maryland Department of the Environment requires the wastewater plant to meet a total nitrogen (TN) limit of 8 mg/l on a yearly average and a total phosphorous (TP) limit of 2mg/l on a monthly average. Newly proposed TN and TP limits are going to be 3.0 mg/l and .03 mg/l. An Enhanced Nutrient Removal upgrade will be needed to meet the new regulation. This portion is for upgrades to the part of the facility that Carroll County utilizes. Carroll County is funding this project.

Project Name: Wastewater Plant Expansion

Project Number: SE10-3

Increase the capacity of the treatment plant from 5.0 MGD to 6.5 MGD at the wastewater treatment plant. Currently the treatment plant is greater than 80% of its capacity. An expansion will be required when plant flows reach 5.0 MGD.

Project Name: Vehicle and Equipment Replacement Program

Project Number: SE08-6

This is for routine replacement of vehicles for Wastewater Treatment Plant and Utility Maintenance (sewer). Routine replacement of vehicles is required to minimize operation and maintenance cost, and to ensure that equipment and vehicles are reliable.

Project Name: Wastewater Treatment Clarifier Drives

Project Number: SE13-1

This project is for secondary treatment at the wastewater treatment plant. Secondary clarifiers one and two have been in service since 1990. The clarifiers are critical to the operation of the treatment plant. The clarifiers are approaching 25 years in service. Replacing the drives is in order based on their age.

Project Name: BNR Mixers

Project Number: SE14-1

This project replaces BNR Mixers. This is a recurring cost.

Project Name: Roof Replacement Building 3

Project Number: SE14-2

This project replaces the roof on Building 3.

Project Name: Pump Station Upgrades

Project Number: SE15-1

This project is a recurring project to make various pump station upgrades as the facilities age.

Project Name: Upgrade Pump Station # 12

Project Number: SE08-4

Upgrade pump station to install two new submersible pumps, a new wet well, valve vault and piping. Pump station # 12 is located on Old Bachman's Valley Road, adjacent to the West Branch Trade Center Industrial Park. These upgrades are recommended in the December 2000 "Infrastructure Assessment Report" conducted for the City by Stearns and Wheler, LLC, for economic development in the Route 97 Corridor. This project could be funded by contributors to the sewer shed and development.

Project Name: Rehabilitate Pump Station # 15

Project Number: SE08-7

This project proposes the replacement of the existing pump at station # 15. This pump is located on Poole Road of Route 97. The pumps have been repaired in the past, but now replacement is necessary. Additionally, the development of new homes in the area will result in increased flows. Development in the area could necessitate relocation of the entire facility. Relocation costs would be born by the developer. The new pumps will lower operation and maintenance costs.

Project Name: Portable Emergency Pump

Project Number: SE16-1

This equipment will help prevent sewage spills at the pump stations.

Project Name: Sewer Lateral Inspection Camera

Project Number: SE16-2

This equipment is used to locate problems in lateral lines.

Project Name: Maintenance Facility Floor Replacement

Project Number: SE16-03

This project includes replacing the floor at the existing facility. This project is split 50/50 with the water fund.

Appendix F – Budget Ordinance

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

ORDINANCE NO. 854

OF THE MAYOR AND COMMON COUNCIL OF WESTMINSTER, MARYLAND APPROVING AND ADOPTING A BUDGET FOR THE FISCAL YEAR BEGINNING JULY 1, 2015 AND ENDING JUNE 30, 2016 AND AMENDING SECTION A175-1 OF THE CITY CODE

WHEREAS, in accordance with the requirements of Md. Code Ann., Title 5 of the Local Government Article, and Section 41 of the Charter of the City of Westminster and Chapter 20 of the Code of the City of Westminster, it is the determination of the Mayor and Common Council that an ordinance should be enacted to budget and appropriate funds for the several programs and purposes for which the City of Westminster must provide in the fiscal year beginning July 1, 2015, and ending June 30, 2016 (“Fiscal Year 2016”) and to set the property tax rates for the said Fiscal Year 2016; and,

WHEREAS, the Mayor, as required by the City Charter, on or before the 15th of June, 2015 prepared and presented to the Common Council a proposed budget outlining the anticipated expenditures and transfers for Fiscal Year 2016. The budget includes the estimated revenues and other financing sources required and establishes the proposed tax rate for all real property taxes; and,

WHEREAS, the Common Council held scheduled budget worksessions and a public hearing on April 27, 2015 after notice thereof in a newspaper having general circulation in Westminster.

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

Section 1: That from and out of the moneys and balances known to be in the General Fund, Water and Sewer Funds, and Public Housing Fund of the City of Westminster, Maryland, and from all moneys anticipated to come into all funds during the twelve (12) month period

ending June 30, 2016, there shall be, and hereby are, appropriated the following sums for use by the several departments and offices of the City, and for the objects and purposes for which the City must provide during Fiscal Year 2016.

GENERAL FUND REVENUES

Taxes	\$10,170,827
Licenses and Permits	494,080
Intergovernmental	2,791,495
Charges for Services	558,000
Fines & Forfeitures	175,000
Miscellaneous Income	314,895
Transfers	(42,425)
Capital Fund	2,857,323

GENERAL FUND APPROPRIATIONS BY ACTIVITY

Community Support	\$ 51,200
Facilities	1,143,614
Finance	245,771
Executive & Legislative	1,192,569
Human Resources	109,879
Planning, Zoning & Development	656,622
Housing & Preservation Services	268,622
Public Safety Department	6,437,111
Public Works	5,525,865
Recreation & Parks	1,157,969
Technology	529,973
Total General Fund Revenues	<u>\$17,319,195</u>
Total General Fund Appropriations	<u>\$17,319,195</u>
Difference	<u>\$ NONE</u>

WATER AND SEWER FUNDS

WATER FUND REVENUES

Small Meter – City	1,800,000
Small Meter - County	1,200,000
Large Meter - City	1,100,000
Large Meter – County	700,000
Penalties and Fees	266,365
Miscellaneous Income	203,665

Benefit Assessment Fees	330,606
Transfers	2,072,648

WATER FUND APPROPRIATIONS BY ACTIVITY

Community Support	\$ 6,200
Facilities	63,550
Finance	260,157
Executive & Legislative	325,605
Human Resources	107,622
Planning, Zoning & Development	145,923
Public Works	251,758
Technology	320,954
Utilities	780,135
Water	5,411,380

Total Water Fund Revenues	<u>\$7,673,284</u>
Total Water Fund Appropriations	<u>\$7,673,284</u>
Difference	<u>\$ NONE</u>

SEWER FUND REVENUES

Small Meter – City	2,159,720
Small Meter – County	1,462,854
Large Meter – City	1,087,693
Large Meter – County	832,249
Reclaimed Water-County	20,000
Penalties and Fees	525,200
Miscellaneous Income	15,000
Benefit Assessment Fees	345,532
Grants	17,124,057
Bond Proceeds	9,389,250
Transfers	(395,073)

SEWER FUND APPROPRIATIONS BY ACTIVITY

Community Support	\$ 6,200
Facilities	63,550
Finance	260,157
Executive & Legislative	340,405
Human Resources	107,622
Planning, Zoning & Development	145,923
Public Works	251,001

Technology	320,954
Utilities	871,136
Wastewater	30,199,534
Total Sewer Fund Revenues	<u>\$32,566,482</u>
Total Sewer Fund Appropriations	<u>\$32,566,482</u>
Difference	<u>\$ NONE</u>

PUBLIC HOUSING FUNDS

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

PUBLIC HOUSING FUND REVENUES

Housing Assistance Payments	\$1,767,286
HUD Administrative Fee Distribution	210,730
Miscellaneous Income	10,000
Transfers	75,000

PUBLIC HOUSING FUND EXPENDITURES

Salaries & Benefits	\$ 212,879
Administration	30,300
Housing Assistance Payments	1,777,287
Facilities	42,550
Total Housing Fund Revenues	<u>\$2,063,016</u>
Total Housing Fund Expenditures	<u>\$2,063,016</u>
Difference	

FIBER INFRASTRUCTURE FUND REVENUES

Provider Fees	\$ 129,495
Loan Proceeds	5,000,000
General Fund Subsidy	205,305

FIBER INFRASTRUCTURE FUND EXPENDITURES

Salaries & Benefits	\$ 60,000
Operating Expenses	94,800
Debt Service	80,000
Capital Improvements	5,100,000
Total Fiber Fund Revenues	<u>\$5,334,800</u>
Total Fiber Fund Expenditures	<u>\$5,334,800</u>
Difference	<u>\$ NONE</u>

Section 2. That the water and sewerage rate structure effective for all water consumption and sewerage service used between July 1, 2015 and June 30, 2016 shall be as set forth below, and Section A175-1 of the City Code shall be and hereby is amended as follows.

City of Westminster
Water and Sewer Rates 2016

Fixed Quarterly Charge

Meter Size	AWWA Meter Eqv.	<u>Inside City</u>		<u>Outside City</u>	
		<u>Water</u>	<u>Sewer</u>	<u>Water</u>	<u>Sewer</u>
Tier 1 - 5/8	1.00	\$23.09	[\$21.23] <u>\$23.57</u>	\$24.71	[\$29.83] <u>\$33.11</u>
Tier 1 - 3/4	1.00	\$23.09	[\$21.23] <u>\$23.57</u>	\$24.71	[\$29.83] <u>\$33.11</u>
Tier 2 - 1	2.50	\$57.72	[\$53.08] <u>\$58.92</u>	\$61.78	[\$74.58] <u>\$82.78</u>
Tier 2 - 1 1/2	5.00	\$115.44	[\$106.16] <u>\$117.84</u>	\$123.57	[\$149.17] <u>\$165.58</u>
Tier 2 - 2	8.00	\$184.70	[\$169.85] <u>\$188.53</u>	\$197.71	[\$238.67] <u>\$264.92</u>
Tier 2 - 3	16.00	\$369.39	[\$339.70] <u>\$377.07</u>	\$395.41	[\$477.34] <u>\$529.85</u>
Tier 2 - 4	25.00	\$577.18	[\$530.79] <u>\$589.18</u>	\$617.83	[\$745.85] <u>\$827.89</u>
Tier 2 - 6	50.00	\$1,154.35	[\$1,061.58] <u>\$1,178.35</u>	\$1,235.66	[\$1,491.71] <u>\$1,655.80</u>
Tier 2 - 8	80.00	\$1,846.96	[\$1,698.53] <u>\$1,885.37</u>	\$1,977.06	[\$2,386.73] <u>\$2,649.27</u>

Water Usage Charge

Tier 1 Rates

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

<u>Tier 2 Rates</u>	<u>Inside City</u>	<u>Outside City</u>
Unit Rate	<u>Water</u>	<u>Water</u>
per 1,000	\$5.29	\$7.15
gallons		
<u>Sewer Usage</u>	<u>Inside City</u>	<u>Outside City</u>
<u>Charge</u>		
<u>Everyone</u>	<u>Sewer</u>	<u>Sewer</u>
Unit Rate (per	<u>[\$5.14]</u>	<u>[\$7.69]</u>
1,000 gallons)	<u>\$5.71</u>	<u>\$8.54</u>

Section 3: That the Tax Levy for the tax year beginning July 1, 2015 and ending June 30, 2016 shall be: (a) a tax of FIFTY FOUR AND FIFTY-SIX HUNDREDTHS CENTS (54.56) on every One Hundred Dollars of the assessed value of all real property within the corporate limits of the City of Westminster, Maryland, and a tax of ONE HUNDRED SIX AND FOURTY HUNDREDTHS CENTS (106.40 CENTS) on every One Hundred Dollars of the assessed value of all personal property and a tax of ONE HUNDRED THIRTY SIX AND FOURTY HUNDREDTHS CENTS (136.40 CENTS) on every One Hundred Dollars of the assessed value of all public utility operating property within the corporate limits of the City of Westminster, Maryland, subject to assessment and taxation, shall be levied for the use of The Mayor and Common Council of Westminster, for its general purposes as authorized by Section 41 of the Charter of the City of Westminster.

(b) That a special tax of ONE AND FORTY-FOUR HUNDREDTHS CENTS (1.44 CENTS) on every One Hundred Dollars of the assessed value of all real property within the corporate limits of the City of Westminster, Maryland, and a special tax of THREE AND SIXTY HUNDREDTHS CENTS (3.60 CENTS) on every One Hundred Dollars of the assessed value of all personal property and public utility operating property within the corporate limits of the City of Westminster, Maryland, subject to assessment and taxation, shall be levied for the purposes of

paying for the light and water used by The Mayor and Common Council of Westminster, as authorized and directed by Section 31 of the Charter of the City of Westminster.

Section 3. That the taxes levied for the aforesaid respective purposes for the tax year beginning July 1, 2015 and ending June 30, 2016, shall be due and payable July 1, 2015 and shall be subject to interest beginning October 1, 2015 at the rate of $\frac{2}{3}$ of 1 per centum for each month or fraction thereof until paid, and additionally, a $\frac{1}{2}$ of 1 per centum penalty assessment for each month or fraction thereof until paid, provided that taxes paid by owner-occupants of residential property shall be due and payable as provided in § 10-204.3 of the Tax-Property Article of the Annotated Code of Maryland and § 143-3 of the City Code which authorize semiannual and annual payments of taxes. Additionally, taxes paid by owner-occupants of residential property on a semiannual basis as provided in § 10-204.3 of the Tax Property Article of the Annotated Code of Maryland and § 143-3 of the City Code shall also be subject to a service charge in an amount equal to the service charge adopted by the Board of County Commissioners of Carroll County as to its County property taxes, which charge may include an administrative fee as permitted by law.

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

Section 5: That outstanding encumbrances at Fiscal Year 2015 year end shall be considered revenues for Fiscal Year 2016 at June 30, 2015 and re-appropriated, by this budget ordinance, in Fiscal Year 2016 for the purposes set forth in the budget ordinance for the Fiscal Year 2015, unless otherwise appropriated by the Common Council.

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

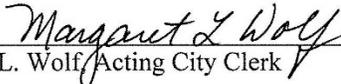
Section 7: That the City Administrator is hereby directed to transfer to the Priority Capital Projects subfund of the General Fund any proceeds received from property tax revenues attributable to the levy of taxes at a rate by which the current property tax rate exceeds the property tax rate established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

Section 8: BE IT FURTHER ORDAINED, that this ordinance shall become effective ten days after its enactment by the Common Council of the City of Westminster, Maryland.

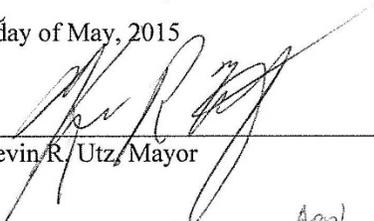
INTRODUCED this 27th day of April, 2015


Margaret L. Wolf, Acting City Clerk

ADOPTED this 11th day of May, 2015


Margaret L. Wolf, Acting City Clerk

APPROVED this 11th day of May, 2015


Kevin R. Utz, Mayor

APPROVED AS TO FORM AND SUFFICIENCY this 27th day of ^{April} May, 2015


Elissa D. Levan, City Attorney

Appendix G – Glossary of Terms

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

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

ADA – See Americans with Disabilities Act.

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

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

Appropriation – An authorization made by the Mayor and Council that permits City departments to make expenditures of governmental resources for specific purposes within a specific time frame.

Assessable Base – The total value of all real and personal property in the City which is used as a basis for levying taxes. Tax exempt property is excluded from the assessable base.

Assessed Valuation – The current market value of real estate as determined by the Department of Assessments and Taxation.

Balance Budget – A budget in which revenues equal expenditures.

Bond – A written promise to pay a designated sum of money (called the principal), at a specific date in the future, together with periodic interest at a specified rate. In the Operating Budget, these payments are identified as debt service. Bonds are generally used to obtain long-term financing for capital improvements.

Bond Anticipation Notes – Short-term interest-bearing notes issued by a government in anticipation of bonds to be issued at a later date. The notes are retired from proceeds of the bond issue to which they are related.

Bonds issued – Bonds sold.

Bond Rating – A rating from a schedule of grades indicating the probability of timely repayment of principal and interest on bond issued.

Budget – A plan of financial operation comprised of an estimate of proposed expenditures for a fiscal year and the proposed means of financing those expenditures to fund City services in accordance with adopted policy.

Budget Year – The fiscal year for which the budget is being considered, that is, the fiscal year following the current year.

CAFR – See Comprehensive Annual Financial Report.

Capital Budget – The annual adoption by the Mayor and Council of project appropriations. Project appropriations are for the amount necessary to carry out a capital projects expenditure plan, including multi-year contracts for which a total appropriation covering several years' planned expenditures may be required.

Capital Facilities Assessment (CFA) – Refers to the benefits that accrue to properties that are adjacent to public improvements. For example, if water mains are installed for the use of a neighborhood, the individual properties that are then connected to the water mains are receiving a “front-foot benefit”, for which they will pay a one-time connection charge, and an annual assessment for thirty (30) years.

Capital Outlay – Expenditures which result in the acquisition of, or addition to, fixed assets. Any item with an expected life of more than five years and a value of more than \$10,000 such as an automobile, truck or furniture, is considered a capital outlay.

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

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

CDBG – See Community Development Block Grant

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

CIP – See Capital Improvements Program.

Client Server – A computing platform where desktop PCs, known as clients, access large pools of information stored on high speed data servers. User interaction takes place at the PC, typically through graphical interfaces such as Windows. Information storage is managed by the server. This approach combines the PC’s innovation and ease-of-use with access to large pools of data traditionally associated with mainframe computers.

COBRA – See Consolidated Omnibus Budget Reconciliation Act.

Commingle – Refers to materials included in the City’s recycling program, specifically glass jars and bottles, aluminum and steel cans, and plastic containers.

Community Development Block Grant (CDBG) – A general purpose federal grant primarily used to facilitate the projection and preservation of low and moderate income housing.

Comprehensive Annual Financial Report (CAFR) – The official annual report of a government.

Consolidated Omnibus Budget Reconciliation Act (COBRA) – The legal requirement of an employer to offer eligible employees and their families the opportunity for a temporary extension of health coverage (called “continuation coverage”) at group rates in certain instances where coverage under the plan would otherwise end.

Constant Yield – The tax rate that maintains the revenue from property taxes at the same level as the prior year. This rate is computed by the State Department of Assessments and Taxation each year on the basis of the new, adjusted assessable base for each jurisdiction. New property appearing on the rolls for the first time is excluded from the calculation.

Current Resources – Resources to which recourse can be had to meet current obligations and expenditures. Examples are current assets, estimated revenues of a particular period not yet realized, transfers from other funds authorized but not received, and in the case of certain funds, bonds authorized and unissued.

Current Year – The fiscal year immediately preceding the fiscal year for which the budget is being prepared.

Debt Issuance – Sale or issuance of any type of debt instrument, such as a bond.

Debt Ratios – Ratios which provide measure of assessing debt load and ability to repay debt which play a part in the determination of credit ratings. They are also used to evaluate the City's debt position over time and against its own standards and policies.

Debt Service – The payment of interest on and repayment of principal on borrowed funds. The term may also be used to refer to payment of interest alone.

Deficit – The amount by which a government's budget outlays exceed its budget receipts for a given period, usually a fiscal year.

Department – A major administrative unit of the City which indicates overall management responsibility for an operation or a group of related operations within a functional area.

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

Disbursement – The expenditure of monies from an account.

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

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

Empowerment – A managerial style which places emphasis on decentralized problem-solving in an effort to allow employees and citizens who are affected by policy decisions to participate extensively in the decision-making process.

Encumbrance – A firm commitment to pay for future goods and services, formally documented with a contract or agreement that may extend over more than one budget year. Both encumbrances and planned expenditures on a project must fit within an agency's appropriation.

ENR – Enhanced Nutrient Removal

Enterprise Fund – A fund established to account for operations that are finance and operated in a manner similar to a private business enterprise, where the intent of the governing body is that the costs (expenses including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The City's enterprise funds include the Water and Sewer funds.

Expenditure – The issuance of checks, disbursement of cash, or electronic transfer of funds made to liquidate an obligation. Where accounts are kept on an accrual or modified accrual basis, expenditures are recognized whether or not cash payment has been made. Where accounts are kept on a cash basis, they are recognized only when cash payments have been made.

Expense – The outflow of assets or the incurring of liabilities (or both) during a period as a result of rendering services, delivering or producing goods, or carrying out other normal operating activities.

Fees and Credits – Income from any billing for services or sale made by the City; for example athletic program registration fees, building permit fees, and animal licenses.

Fiscal Policy - The City's policies with respect to revenues, spending and debt management as these relate to governmental services, programs and capital investment. Fiscal policy provides a set of principles for the planning and programming of government budgets and their funding.

Fiscal Year – Any yearly accounting period, regardless of its relationship to a calendar year. The fiscal year for the City begin on July 1 of each year and ends on June 30 of the following year; it is designated by the calendar year in which it ends. For example, the fiscal year 2013 begins on July 1, 2012 and ends on June 30, 2013.

Fixed Assets – Assets of a long-term character which are intended to continue to be held and used. Examples of fixed assets include items such as land, buildings, machinery, furniture, and other equipment.

Fringe Benefits – For budgeting purposes, fringe benefits are employer payment for social security, retirement, group health, dental and life insurance.

Front-Foot Benefit – See Capital Facilities Assessment.

FTE – See Full-Time Equivalent.

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

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

Fund – A fiscal entity with revenues and expenses which are segregated for the purpose of carrying out specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitation and constituting an independent fiscal and accounting entity.

Fund Balance – The cumulative difference between revenues and expenditures over the life of a fund. A negative fund balance is usually referred to as a deficit.

FY – See Fiscal Year.

GAAP – See Generally Accepted Accounting Principles.

GASB – See Governmental Accounting Standards Board.

General Obligation Bonds – Bonds that are backed by the full faith and credit of the issuing government.

General Fund – The general operating fund that is used to account for all financial resources except for these required to be accounted for in another fund.

Generally Accepted Accounting Principles (GAAP – Uniform minimum standards for financial accounting and recording encompassing the conventions, rules and procedures that define accepted accounting principles as determined through common practice or as promulgated by the Governmental Accounting Standards Board, Financial Accounting Standards Board, or various other accounting standard-setting bodies.

GFOA – An abbreviation for Government Finance Officers Association.

Goal – A statement of broad direction, purpose, or intent based on the needs of the community. A goal is a general and timeless.

Governmental Accounting Standards Board (GASB) – This organization was established as an arm of the Financial Accounting Foundation in April, 1984, to promulgate standards of financial accounting and reporting with respect to activities and transactions of state and local governmental entities.

Grant – A county, state or federal financial assistance award making payment in cash or in kind for a specified program.

Gross Bonded Debt – The total amount of direct debt of a government represented by outstanding bonds before deduction of any assets available and earmarked for their retirement.

HVAC – An abbreviation for heating, ventilation and air conditioning equipment.

ICMA – An abbreviation for International City Manager's Association.

Infrastructure – The physical assets of a city (streets, water, sewer, public building, parks), upon which the continuance and growth of a community depend.

Interfund Operating Transfers – Payments made from one operating fund to another as a contribution to defray a portion of the recipient fund's costs.

Intergovernmental Revenues – Revenues from other governments in the form of grants, entitlement, shared revenues, or payments in lieu of taxes.

Investments – Securities, bonds, and real property (land and buildings) held for the production of revenues in the form of interest, dividends, rentals, or lease payments. The term does not include fixed assets as used in the normal course of governmental operations.

Levy – (Verb) To impose taxes or special assessments for the support of governmental activities. (Noun) The total amount of taxes or special assessments imposed by a government.

Liabilities – Debts or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances.

Long-Term Debt – Debt with a maturity of more than one year after the date of issuance.

Management Indicators – Specific quantitative and qualitative measures of work performed as an objective of a department.

Matured Bonds Payable – A liability account reflecting unpaid bonds which have reached or passed their maturity date.

Measurement Focus – The accounting convention which determines (1) which assets and liabilities are included on an entity’s balance sheet and (2) whether its operating statement presents “financial flow” information (revenues and expenditures) or “capital maintenance” information (revenues and expenses).

Modified Accrual Basis of Accounting – The accrual basis of accounting adapted to the governmental fund type. It is a modified version of the full accrual basis of accounting in that it, in general measure financial flow (tax and spend) of an organization, rather than capital accumulation (profit or loss).

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

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

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

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

Obligations – Amounts which a government may be required legally to meet out of its resources. They include not only actual liabilities, but also un-liquidated encumbrances.

Operating Budget – See Budget.

Operating Expenditures – Costs other than expenditures for personnel directly employed by the City (salaries, wages and fringe benefits) and capital outlays. Examples of operating expenditures include office supplies, telephone expense, consulting or professional services and travel expenses.

Ordinance – A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status. Ordinarily, the statutes or charter will specify or imply those legislative actions which must be enacted by ordinance and those which may be enacted by resolution.

Other Charges – In a summary analysis of expense types, this refers to all expenses not included within specifically defined categorizations. For example, within the City’s general fund, this category consists primarily of funding to Outside Agencies and transfers to/from other funds.

Outside Agency – An independent non-profit community organization working on behalf of the community that request funding contributions from the City.

Overlapping Debt – The proportionate share of the debts of local governments located wholly or in part within the limits of the reporting government which must be borne by property within each government.

Pay-As-You-Go – Capital expenditures included in the Capital Improvements Program which are funded by a contribution from an operating fund.

Per Capita – Per unit of population; by or for each person.

Performance Measurements – See Management Indicators.

Permanent Employee – An employee who is hired to fill a position anticipated to have a continuous service duration of longer than one year, whose compensation is derived from the City's Administrative classification tables, and whose position is established by the Position Control System.

Personnel (Costs) – Expenditures which include salary costs for full-time part-time, hourly, and contract employees, overtime expenses, and all associated fringe benefits.

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

Prior Year(s) – The fiscal year(s) immediately preceding the current year.

Program Area – A group of activities and/or work programs based primarily upon measurable performance.

Projections – Estimates of budget authority, outlays, receipts, or other budget amounts extending several years into the future. Projections are generally intended to dictate the budgetary implications of existing or proposed programs.

Property Tax – A tax levied on all real and certain personal property, tangible and intangible, according to the property's assessed valuation. The power to impose and collect property taxes is given to the Mayor and Council.

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

Re-appropriation – Statutory action to continue the availability, whether for the same or different purposes, of all or part of the unobligated portion of a budget into the next fiscal year.

Re-appropriations Ordinance – Changes made to the appropriation ordinance during the fiscal year to reflect encumbered amounts added to the current budget from the prior fiscal year.

Receipts – Collections from the public, based on a government's exercise of its sovereign powers. Governmental receipts consist of receipts from taxes, court fines, gifts and contributions, and compulsory licenses.

Reimbursement – A sum (1) that is received by the government as a repayment for commodities sold or services furnished either to the public or to another government account and (2) that is authorized by law to be credited directly to specific appropriation and fund accounts.

Repurchase Agreement – An agreement in which a governmental entity transfers cash to a broker-dealer or financial institution; the broker-dealer or financial institution transfers securities to the entity and promises to repay the cash plus interest in exchange for the same securities.

Resolution – A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

Retained Earnings – The accumulated gains and losses of an enterprise fund to date, reduced by amounts transferred to permanent capital accounts.

Revenue – Monies received or collected by the City as income, including such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, shared revenues, and interest income.

Revenue Anticipation Notes – Notes (sometimes called warrants) issued in anticipation of collection of non-tax revenues, retired after the collection of such revenues.

Revenue Bonds – Bonds whose principal and interest are payable exclusively from earnings from an Enterprise Fund. In addition to a pledge of revenues, such bonds sometimes contain mortgages on Enterprise Fund Property.

Revision – Shifting of all or part of the budget authority in one appropriation or fund account to another, as specifically authorized by law.

Self-Insurance – Refers to the City's participation in a self insurance fund. Self-insurances allows an organization to closely realize its actual claim experience, as well as pool its insurance buying power with other participating agencies.

Special Assessment – A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

Special Revenue Fund – A fund used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or for major capital projects) that are legally restricted to expenditure for specified purposes.

Storm Water Management (SWM) – A means of controlling the quantity and quality of storm water runoff flowing downstream. SWM can refer to structural practices such as underground storage facilities, dams for retention and detention facilities, or it can refer to nonstructural practices such lower density of development and wider stream buffers.

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

Tax Anticipation Notes – Notes, sometimes called warrants, issued in anticipation of collection of taxes, retired from tax collections, and frequently from the proceeds of the tax levy whose collection they anticipate.

Tax Base – All forms of wealth under the City's jurisdiction that are taxable.

Tax Duplication – A state of affairs whereby both County and City levy property taxes on citizens to pay for services rendered by the City.

Tax Rate – The amount levied per \$100 of assessed property value, as determined by the State Assessor, on property within the City. The Mayor and Council establish the tax rate each year in order to finance General Fund Activities.

Temporary Employee – An employee who is hired to fill a position anticipated to have a continuous service duration of less than one year, whose compensation is not derived from the City's Administrative, Police or Union classification tables, and whose position is not established in the Position Control System.

Transfer – See Revision.

Undesignated Fund Balance – Funds remaining from the prior year which are available for appropriation and expenditure in the current year.

Unreserved Fund Balance – That portion of a fund balance for which no binding commitments have been made.

User Fees – Payments for direct receipt of a public service by the party benefitting from the service. Also known as user charges.

Zoning – The partitioning of a city, borough, or township by ordinance into sections reserved for different purposes (i.e. residential, offices, manufacturing).