

City of Westminster, Maryland

Fiscal Year 2021 Budget



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

Contents

- Mayor’s Budget Message 5**
- About Westminster 7**
 - Directory of Elected and Appointed Officials..... 7
 - Community Profile 9
 - Organizational Chart 11
- Budget Background 12**
 - Development, Adoption, and Structure of the Budget..... 12
 - Development 12
 - Adoption..... 15
 - Amendment 15
 - Structure 15
- FY 2021 Adopted Budget..... 17**
 - Summary 17
 - Budget Overview..... 17
 - FY 2020 In Review – Projected Results 23
 - General Fund 25
 - Capital Projects Fund 27
 - Enterprise Funds – Water, Sewer, and Fiber 29
 - General Fund FY 2021 Budget..... 36
 - General Fund Revenues..... 36
 - General Fund Expenses 37
 - Capital Projects Fund FY 2021 Budget 38
 - Capital Projects Fund Revenues..... 38
 - Capital Projects Fund Expenses..... 39
 - Housing Fund FY 2021 Budget 40
 - Housing Fund Revenues 40
 - Housing Fund Expenses..... 40
 - Sewer Fund FY 2021 Budget 41
 - Sewer Fund Revenues 41
 - Sewer Fund Expenses..... 42
 - Water Fund FY 2021 Budget 44
 - Water Fund Revenues 44
 - Water Fund Expenses..... 45
 - Fiber Fund FY 2021 Budget..... 47
 - Fiber Fund Revenues..... 47
 - Fiber Fund Expenses..... 47
- Departmental Information..... 48**
 - Legislative and Administrative Services 48
 - Position Summary Schedule 49
 - Accomplishments 49
 - Goals 51
 - Budget..... 52
 - Finance and Administrative Services 53
 - Position Summary Schedule 53
 - Accomplishments 54
 - Performance Measures..... 55
 - Goals 55
 - Budget..... 56
 - Human Resources 57
 - Position Summary Schedule 57

Accomplishments	62
Performance Measures.....	64
Goals	65
Budget.....	66
Community Planning and Development.....	67
Position Summary Schedule	67
Accomplishments	69
Performance Measures.....	71
Goals	71
Budget.....	72
Public Safety.....	73
Position Summary Schedule	74
Accomplishments	75
Performance Measures.....	78
Goals	79
Budget.....	79
Facilities	80
Accomplishments	80
Goals	80
Budget.....	81
Public Works	82
Position Summary Schedule	82
Accomplishments	83
Performance Measures.....	84
Goals	84
Budget.....	85
Streets and Sanitation	86
Position Summary Schedule	86
Accomplishments	86
Performance Measures.....	89
Goals	91
Budget.....	92
Information Technology.....	93
Position Summary Schedule	93
Accomplishments	94
Performance Measures.....	94
Goals	95
Budget.....	95
Housing Services	96
Position Summary Schedule	96
Accomplishments	97
Performance Measures.....	97
Goals	98
Budget.....	98
Recreation and Parks	99
Position Summary Schedule	99
Accomplishments	102
Performance Measures.....	103
Goals	103
Budget.....	104
Sewer Department.....	105
Position Summary Schedule	105
Accomplishments	106
Performance Measures.....	106
Goals	107
Budget.....	107
Utility Maintenance.....	108

Position Summary Schedule	108
Accomplishments	109
Performance Measures.....	109
Goals	110
Budget.....	111
Water Department.....	112
Position Summary Schedule	112
Accomplishments	112
Performance Measures.....	113
Goals	113
Budget.....	113
Fiber Department	114
Accomplishments	114
Goals	114
Budget.....	114
Appendix A – Financial Policies	115
General.....	115
Budget.....	115
Revenue Policies	115
Expenditure Policies.....	116
Capital Improvement Plan (CIP) Policies.....	116
Accounting, Auditing, & Financial Reporting Policies	117
Purchasing Policy.....	117
Investment Policy	117
Debt Management Policies	118
Appendix B – Revenue Book	119
Purpose.....	119
General Fund Revenues.....	119
Sewer and Water Fund Revenues	125
Fiber Fund Revenues	128
Appendix C – Three Year Comparison – Staffing Schedule by Position	129
Appendix D – Salary Structure by Position	132
Appendix E – Capital Improvements Program FY 2021 to FY 2026.....	133
Introduction.....	133
Capital Improvements Program Schedule	133
Highlights of Capital Program FY 2021	133
Individual Capital Improvement Projects.....	135
Individual Capital Improvement Project Descriptions	137
Debt related to Capital Projects.....	144
Appendix F – Budget Ordinance	145
Appendix G – Statistical Data	151
Appendix H – Glossary of Terms.....	153



Mayor's Budget Message

July 1, 2020

City of Westminster Residents:

I am pleased to present the adopted Fiscal Year (FY) 2021 operating budget and Capital Improvements Program for the City of Westminster. The City's annual budget determines the manner in which services will be delivered to the community during the coming year, and its adoption is the most important legislative action that my Common Council colleagues take each year.

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

During the budget review process, the Common Council and I had extensive discussions regarding the Westminster Family Fitness Center, which has operated at a deficit in recent years. I felt it was important to bring this matter to a resolution, and I was pleased that the Common Council charged the Recreation and Parks Director with developing a plan to make the Fitness Center self-supporting. The adopted FY 2021 budget incorporates the provisions of that plan, which include a new Fitness Center membership fee structure and staffing changes to reduce operating costs.

Another major focus in crafting the FY 2021 budget was the continued implementation of the Compensation and Classification Study results. The City undertook this assessment of its salary and benefit structure in early FY 2018 to ensure its ability to attract and retain a quality workforce. Transitioning the Fitness Center to a self-sustaining operation allowed more funding to be allocated to the final stage of implementing the Study results. City staff is at the heart of our mission to provide exceptional services to the Westminster community, and I was gratified that my Council colleagues and I were able to make this investment in our workforce, particularly with the economic uncertainty stemming from the COVID-19 pandemic.

In FY 2019, the City undertook a facility audit of the Westminster Municipal Pool Complex, which identified needed repairs, as well as potential enhancements, to the Complex. In the coming year, the City will be undertaking repairs to the main pool and installing new plumbing and filtration equipment, at a projected cost of \$1,225,000. The project will be bond financed.

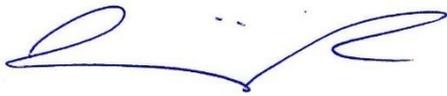
The FY 2021 budget will also advance several initiatives included in the City's Strategic Plan, adopted by the Mayor and Common Council in February 2018. Funding has been included in the Sewer Fund for our ongoing efforts to reduce inflow and infiltration into the City's sewer system; minimizing inflow and infiltration will restore sewer treatment capacity, which is critical to Westminster's continued economic growth. The FY 2021 budget includes

an allocation in the Water Fund to continue work on the City's water re-use initiative, one of several projects to identify new water sources.

The City will also make a significant investment in its infrastructure and facilities. Budgeted FY 2021 projects include street improvements and replacement of vehicles and equipment. We also expect to complete renovation of the 45 West Main Street property (formerly occupied by BB&T Bank), which will serve as the future home of the City's administrative offices; the acquisition of the property will allow the City to cease lease payments exceeding \$172,000 per year for its rented office space. Work will also continue on the ENR/Biosolids Upgrade Project at the Wastewater Treatment Plant in FY 2021.

The preparation of the budget is a significant undertaking by the City's Management Team and other staff members, and I offer my sincere thanks to all who played a role in its development. I would particularly like to acknowledge the work of City Administrator Barbara B. Matthews and Finance Director Tammy Palmer, whose assistance and guidance throughout the budget development and review process was invaluable.

Sincerely,

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

Joe Dominick
Mayor, City of Westminster

About Westminster

DIRECTORY OF ELECTED AND APPOINTED OFFICIALS

Mayor

Mr. Joe Dominick

Common Council

Mr. Gregory Pecoraro, Council President

Mr. Tony Chiavacci, Councilmember

Mr. Kevin Dayhoff, Councilmember

Ms. Ann Gilbert, Councilmember

Mr. Benjamin Yingling, Councilmember

Management Team

Title

City Administrator

Chief of Police

Director of Finance and Administrative Services

Director of Housing Services

Director of Community Planning and Development

Director of Public Works

Director of Recreation and Parks

Director of Human Resources

Name

Barbara B. Matthews

Thomas Ledwell

Tammy Palmer

Cindy Valenzisi

Mark Depo

Jeffery D. Glass

Abby Gruber

Darlene Childs



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Westminster
Maryland**

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morrill

Executive Director

The City was proud to receive the Government Finance Officers Association Distinguished Budget Presentation Award for its fiscal year 2020 budget document. We believe the fiscal year 2021 budget document continues to conform to program requirements, and we are submitting it to Government Finance Officers Association to determine its eligibility for another award.

COMMUNITY PROFILE

The City of Westminster serves as the county seat and is located in the center of Carroll County. Westminster is conveniently located near Maryland's largest cities, the capitals of both Maryland and Pennsylvania, and Washington, D.C. The City is approximately 35 miles northwest of Baltimore and 32 miles east of Frederick, 57 miles northwest of Annapolis and 60 miles south of Harrisburg, and 56 miles north of Washington D.C.



William Winchester laid out the original lots of Westminster in 1764, and the City of Westminster was incorporated shortly after the creation of Carroll County in 1838. From its original incorporated area of less than 400 acres, the City of Westminster grew to its current size of approximately 6.5 square miles, primarily since the 1970s. While the City's land area was expanding, its population was also growing; from a little over 7,000 people in 1970 to over 16,000 people in 2000. Today, the City's population is just under 20,000 people.

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

Westminster is recognized nationally as a technology leader with its groundbreaking gigabit fiber network installation project. The City uses the new fiber optics to provide for a high-speed internet connection to virtually every home and business in the City.

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

Westminster is truly the best of both worlds. National, brand-name retailers and restaurateurs are attracted to Westminster's MD Route 140 shopping corridor, while the historic downtown provides a unique setting for local shopping, dining, and cultural experiences, capitalizing on the City's small town atmosphere. Westminster is home to the largest community events in Carroll County – the Flower and Jazz Festival, FallFest, and the Miracle on Main Street Holiday Electric Parade. The City also offers the area's longest running, producer-only Farmers' Market.

Culturally, the historic downtown is bookended by the Historical Society of Carroll County on East Main Street and the Carroll Arts Center on West Main Street. The Historical Society showcases cultural heritage exhibits of Carroll County and the Piedmont area of Maryland. The Carroll Arts Center features a 263-seat theatre and two art galleries, and hosts numerous concerts, films, lectures, plays, recitals, and showings throughout the year. Numerous restaurants also offer live entertainment on weekends throughout the year.

Westminster is home to McDaniel College, a private, liberal arts and sciences institution founded in 1867 as Western Maryland College. The College is routinely ranked among the country's best small colleges for quality and affordability. Over 3,000 undergraduate and graduate students attend McDaniel.

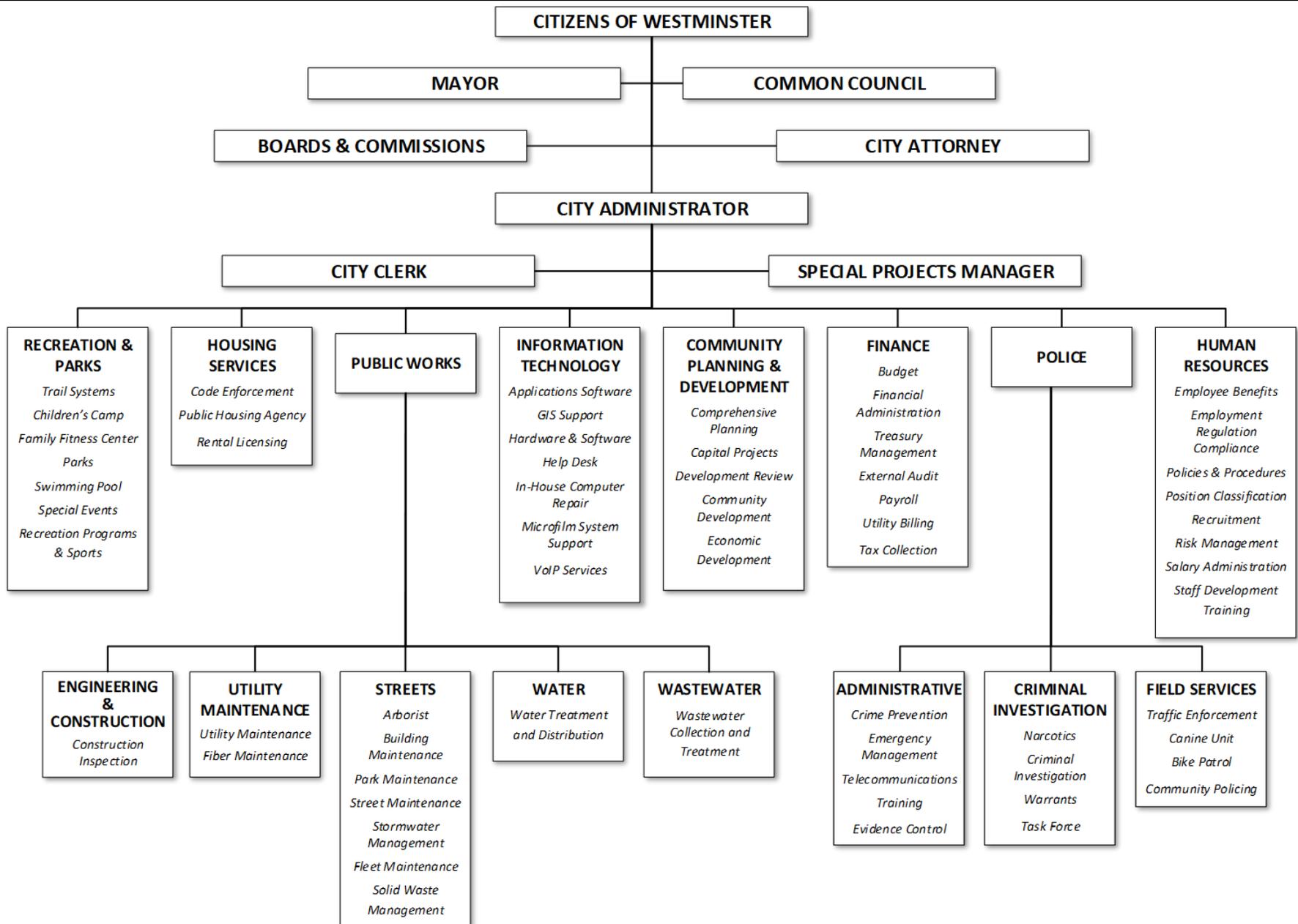
The City of Westminster operates under a Mayor-Council form of government. The Mayor is elected at-large to a four-year term. The Common Council is composed of five members who also are elected at-large to serve four-year terms. The qualified voters of Westminster vote for the Mayor and two members of the Common Council on the Tuesday after the second Monday of May in one election cycle. Two years after, the remaining three Councilmembers are elected in a separate election cycle. All elections are held in odd-numbered years.

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

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

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

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 Strategic Plan.

The City's adopted budget document incorporates the vision set forth in the City of Westminster Strategic Plan:

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

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

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

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

The FY 2021 budget advances these priority projects through the applicable revenue, operating, enterprise, and capital budgets. Below are the goals and defined projects listed in the Strategic Plan:

- **Strong Partnerships and an Engaged Community**
 - **Enhance downtown partners** - provided in the General Fund Community Planning and Development operating budget in the form of a Farmers' Market contract, new holiday decorations, wayfinding signage, and an ambassador program.
 - **Identify leadership of various homeowners' associations** - provided in the General Fund Community Planning and Development operating budget in the form of salaries and office supplies.
 - **Build upon existing initiatives** - provided in the General Fund Community Planning and Development and Legislative operating budgets in the form of salaries and the ambassador program.
 - **Create a Communications Coordinator position** - not funded in FY 2021.
 - **Engage the community in the City election** - provided through the General Fund Legislative operating budget in the form of salaries and office supplies.
- **Water and Sewer Capacity for Future Generations**
 - **Adopt a new water and sewer allocation policy** - funded and achieved in FY 2018.

- **Complete water and sewer rate studies** - funded and achieved in FY 2018.
- **Develop an intergovernmental strategy to pursue water re-use** - provided in the Water Fund operating budget in the form of contractual expense.
- **Explore technology for water conservation** - provided in the Water Fund operating budget in the form of salaries and operating expense.
- **Retrofit City-owned facilities to model best practices in water conservation** - provided in the Capital Projects Fund budget as part of the 45 West Main Renovation Project.

- **Economic Activity and Growth**
 - **Create an Economic Development position** - not funded in FY 2021.
 - **Streamline City's Zoning Code, remove barriers for development** - provided in the General Fund operating budget in the form of salaries and contractual expense.
 - **Conduct a market analysis and develop a marketing strategy** - provided in the General Fund operating budget in the form of salaries and contractual expense.
 - **Meet with Westminster employers** - provided in the General Fund Community Planning and Development budget in the form of salaries and operating expense.
 - **Promote private/public partnerships** - provided in the General Fund operating budget in the form of salaries.
 - **Pursue targeted annexations** - provided in the General Fund operating budget in the form of salaries and operating expense.
 - **Develop a branding initiative** - provided in the General Fund operating budget in the form of salaries and contractual expense.

- **Responsible Stewardship of City Resources**
 - **Perform a Compensation and Classification Study** - the study was funded and completed in FY 2018; Phase 1 implementation was funded and completed in FY 2019; Phase 2 was funded and completed in FY 2020, and Phase 3 is funded in 2021 in all funds, in the form of salaries and benefit expenses.
 - **Implement a comprehensive performance evaluation system** – funded and achieved in FY 2020.
 - **Invest in professional development of workforce** - provided in all funds' operating budgets in the form of tuition reimbursement, dues, and training expenses.
 - **Refine City's existing reserve, debt management, and investment policies** - provided in each fund's operating budget in the form of salaries.
 - **Improve City services with new technology** - provided in the General Fund Technology operating and the Capital Projects Fund in the form of hardware and software expense.
 - **Develop a parks ordinance** - provided in the Recreation and Parks operating budget in the form of salaries.
 - **Conduct citizen survey and review of City open space** - funded in the General Fund Recreation and Parks operating budget.
 - **Determine use of Wakefield Valley Park undeveloped open space** - funded in Recreation and Parks operating and General Fund capital budgets.
 - **Relocate Street Maintenance facility** - not funded in FY 2021.

- **A Safe and Livable Community**
 - **Link bicycle and walking trails** - not funded in FY 2021.
 - **Increase community engagement in public safety** - funded in the General Fund Public Safety operating budget.
 - **Enhance crime analysis capabilities** - funded in the General Fund Public Safety operating budget.
 - **Enhance recruiting and retention for public safety positions** - funded in the General Fund Public Safety operating budget in the form of salaries and benefit expenses as a result of the Phase I and Phase II implementation of the Compensation and Classification Study.

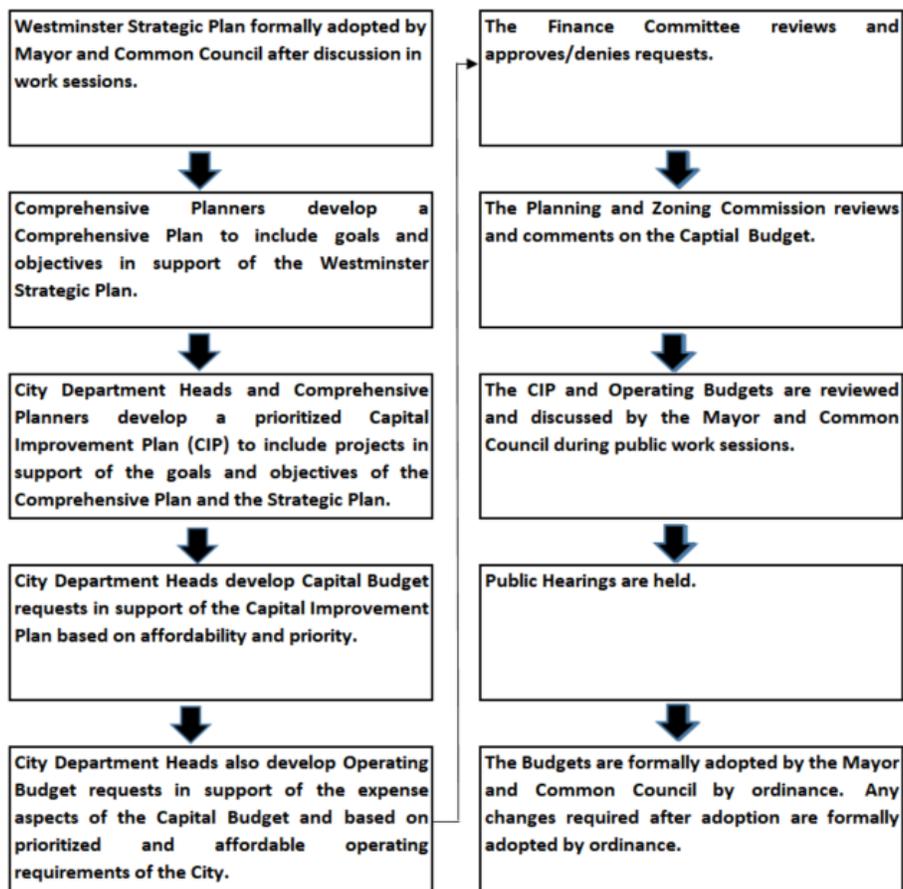
- **Enhance Tree Commission** - funded in the General Fund Community Planning and Development operating budget.
- **Review Rental Housing Licensing Program** - funded in the General Fund Housing Services operating budget.
- **Enhance property maintenance enforcement** - funded in the General Fund Housing Services operating budget.

Each Department Head develops departmental budgets that are correlated by the Finance Director, reviewed and approved by the City Administrator, discussed with the Mayor and members of the Common Council’s Finance Committee, and presented by the Mayor to the Common Council for review and adoption. The Capital Improvements Plan is submitted for review and comment by the Planning and Zoning Commission prior to adoption of the operating budget.

The City’s budget reflects both operating and capital items in single form; although, the expenditure requirements for each are designated separately. The Finance Director prepares the revenue budgets. Please refer to *Appendix I – Revenue Book* for a discussion of the major sources of revenue.

Any substantive change in the budget as appropriated by the Mayor and Common Council requires the adoption of a budget amendment.

BUDGET DEVELOPMENT FLOW CHART



FISCAL YEAR

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

BUDGET SCHEDULE

FY 2021 Budget Schedule

Jan - Feb 2020	Review in regular Department Head meetings
February 18-28, 2020	Receive Department Head requests and meet for discussions
March 6, 2020	Review preliminary budget with Finance Committee
March 12, 2020	Review preliminary budget with Finance Committee
April 17, 2020	Review revised post COVID-19 budget with Finance Committee
April 20, 2020	Review revised post-COVID 19 budget with Finance Committee
April 27, 2020	City Administrator presentation at Mayor and Common Council meeting
April 27, 2020	Constant Yield Tax Rate Public Hearing at Mayor and Common Council meeting
April 27, 2020	Introduction of Budget Ordinance at Mayor and Common Council Meeting
April 30, 2020	Budget Work Session #1, Public Hearing at Mayor and Common Council meeting
April 27, 2020	Budget Work Session #2, Public Hearing at Mayor and Common Council meeting
May 26, 2020	Budget Discussion with Parks and Recreation Committee
May 27, 2020	Budget Discussion with Personnel Committee
May 29, 2020	Budget Discussion with Finance Committee
June 8, 2020	Budget Adoption

ADOPTION

The budget ordinance was formally adopted on June 8, 2020.

AMENDMENT

Amendment of the Adopted Budget is by ordinance and requires two readings.

STRUCTURE

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

- **General Fund** – The General Fund is the general operating fund for the City. It is used to account for all financial activity related to general government functions, public safety, public works, recreation and parks, and finance.
- **Special Revenue Funds** – Special Revenue Funds are used to account for the proceeds of specific revenue sources that are restricted by legal and regulatory provisions to finance specific activities. The Public Housing Fund is the fund pertaining to all aspects of Public Housing and is funded by HUD grants. The Capital Projects Fund is the fund that accounts for non-enterprise capital projects; its primary funding source is a designated portion of the City's real property tax revenue.
- **Enterprise Funds** – Enterprise Funds are used to account for those activities of the City that are financed and operated in a manner similar to private business enterprises. Costs and expenses, including depreciation, are recovered principally through user charges. The Water Fund accounts for financial

activity related to the provision of public drinking water and is funded by service charges. The Sewer Fund tracks financial activity related to public sewer services and is funded by service charges. The Fiber Fund accounts for financial activity related to the construction and operation of the Westminster Fiber Network and is funded through lease revenues and loan proceeds.

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

DEPARTMENTAL MATRIX

Department	General Fund	Capital Fund	Sewer Fund	Water Fund	Fiber Fund
Executive and Legislative	1.06%	0.00%	0.46%	0.47%	0.00%
Finance	0.30%	0.00%	0.44%	0.44%	0.01%
Human Resources	0.23%	0.00%	0.28%	0.28%	0.00%
Community Planning and Development	0.77%	0.04%	0.19%	0.19%	0.00%
Housing Services	0.17%	0.00%	0.00%	0.00%	0.00%
Public Safety	11.14%	0.39%	0.00%	0.00%	0.00%
Facilities	0.38%	7.32%	0.08%	0.08%	0.00%
Public Works	5.25%	5.36%	0.37%	0.37%	0.11%
Technology	0.52%	0.01%	0.76%	0.76%	0.07%
Public Housing	4.16%	0.00%	0.00%	0.00%	0.00%
Parks and Recreation	1.95%	0.00%	0.00%	0.00%	0.00%
Sewer	0.00%	0.00%	45.11%	0.00%	0.00%
Utility Maintenance	0.00%	0.00%	1.38%	1.33%	0.16%
Water	0.00%	0.00%	0.00%	5.70%	0.00%
Fiber	0.00%	0.00%	0.00%	0.00%	1.93%

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

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

Information on the City's FY 2021 adopted budget is provided below, followed by a discussion of each fund budget. Thereafter, information is provided for each City department, delineating the functions and resource requirements of each department and the significant performance measures by which progress is measured for its key programs and initiatives. Following the department discussions are appendices that highlight key aspects of the City's operations.

FY 2021 Adopted Budget

SUMMARY

BUDGET OVERVIEW

Economic Climate

The City's budget is impacted by the national economic climate, as well as the state and local economy. The FY 2021 budget was developed at a time of great economic uncertainty due to the COVID-19 pandemic. At the time of the budget's adoption, many businesses in the City were operating at limited capacity as a result of Executive Orders issued by Governor Hogan. Across the nation and in Maryland, unemployment claims have skyrocketed.

In response to the COVID-10 pandemic, the City modified staff work schedules and moved as many employees as possible to remote work. All City festivals scheduled for March – May, which draw thousands of visitors to Downtown Westminster, were cancelled; the City subsequently cancelled all of its special events for calendar year 2020. Additionally, the Westminster Family Fitness Center was closed in mid-March through mid-June; non-benefited staff associated with the Center's operation were furloughed in early April. In addition, the City's 2020 Summer Camp Program was cancelled, and the decision was made not to open the Community Pool for the 2020 season.

On April 24, 2020, the Governor outlined his three-tiered plan to begin lifting COVID-19 restrictions and restart the State's economy. Implementation of the plan is tied to a number of factors, such as the coronavirus being under control, the leveling or reduction in hospitalizations, and public health system capacity. The re-opening of businesses and resumption of other activities will take into account the extent to which physical distancing requirements can be accommodated.

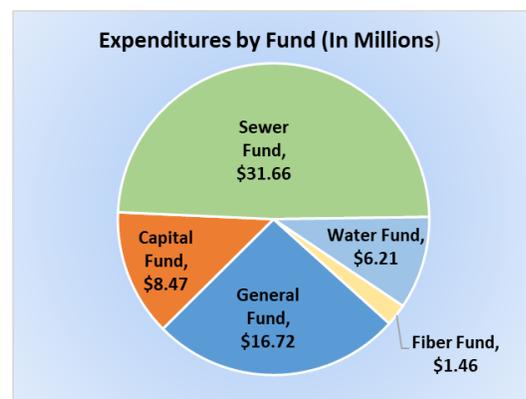
The long-term economic impacts of the COVID-19 pandemic are unknown. In the years preceding the pandemic, the City had experienced an uptick in economic development activities. Contributing factors included a new water source (the Gesell Well), the adoption of a new Water and Sewer Allocation Policy in 2018, and improved market conditions.

Due to the current state of the economy, staff has scaled back projected revenues in several categories. The FY 2021 budget anticipates a decline of approximately 20% in income tax receipts based on current unemployment figures. Other revenue categories expected to decline are business personal property taxes, amusement and admission taxes, and trader's license fees. Additionally, the City is expected to realize a significant decline in investment income as a result of low interest rates.

FY 2021 Budget Overview

The FY 2021 budget accounts for the City's financial activities through five primary funds, or fiscal entities – the General Fund, the Water Fund, the Sewer Fund, the Fiber Fund, and the Capital Projects Fund. Combined revenues for all funds total approximately \$60.4 million. Combined expenditures for all funds for FY 2021 equal about \$64.5 million. The variance is comprised of allocations from reserves and transfers between funds. The adjacent graph breaks down FY 2021 expenditures by fund.

The General Fund accounts for the day-to-day operational activities of the City, such as planning, police protection, snow removal, and



general administration. Approximately 26 percent of the City's spending in FY 2021 is accounted for in the General Fund.

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

The Capital Projects Fund accounts for the City's non-enterprise capital expenditures. FY 2021 projects include street improvements, acquisition of vehicles, storm drain repairs, and sidewalk retrofit work to ADA standards. Funding is also provided for repairs and enhancements to City-owned facilities, including the 45 West Main Renovation Project and repairs to the two parking garages.

Property Assessments and Tax Revenue

Real property in Maryland is assessed on a triennial basis. All real property in Westminster was reassessed during FY 2018. For homeowners in the City, any increase in assessed value is phased in equally over a three-year period, and the resulting increase in the real property tax bill is capped at seven percent. Any decrease is fully factored into the first full levy year after the assessment.

FY 2021 marks the third year of the three-year assessment phase-in period. According to the Maryland Department of Assessments and Taxation, the City's assessable real property base (net) for FY 2021 is estimated to increase by approximately \$58.8 million, or 3.2 % from the prior year. This increase is a result of higher assessments from the January 2018 reassessment cycle and new properties being added to the tax roll.

The FY 2021 budget is predicated on the continuation of the \$0.56 per \$100 of assessed valuation of real property tax rate. Of this rate, \$0.44 is allocated for the City's general operations and \$0.12 is earmarked for the Capital Projects Fund.

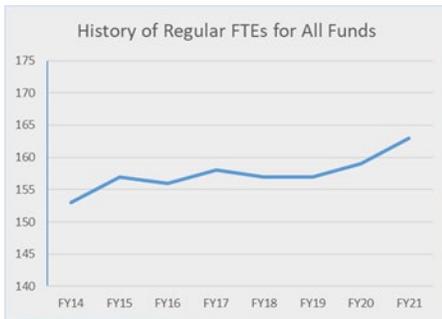
Real property tax revenues in FY 2021 will increase by approximately \$400,000 compared to FY 2020 budgeted revenues. The FY 2021 Constant Yield Tax Rate is \$0.5425 per \$100 of assessed valuation.

Staffing and Personnel Costs

The recruitment and retention of quality staff is critical to the City's ability to provide a high level of service to its customers. The budget provides for a 2% across-the board wage adjustment for all benefited City staff, at an approximate cost of \$160,000 (all funds). An estimated 108 employees will receive an additional adjustment as part of the Phase 3 implementation of the Compensation and Classification Study. The associated cost is about \$156,000 (all funds); this figure does not include the resulting increase in benefit costs.

Employee health insurance costs will increase by 9.9% in FY 2021. Contribution rates to the Maryland State Retirement and Pension Rates will also increase – from 32.22% to 34.93% for the Law Enforcement Officers' Pension System (LEOPS) and from 9.38% to 10.24% for eligible non-sworn personnel.

In FY 2020, the Mayor and Common Council authorized the Police Department to over-hire due to anticipated retirements, and added a temporary 45th sworn police officer slot. With the adoption of the FY 2021 budget, the 45th position became an ongoing part of the Police Department's sworn staffing.



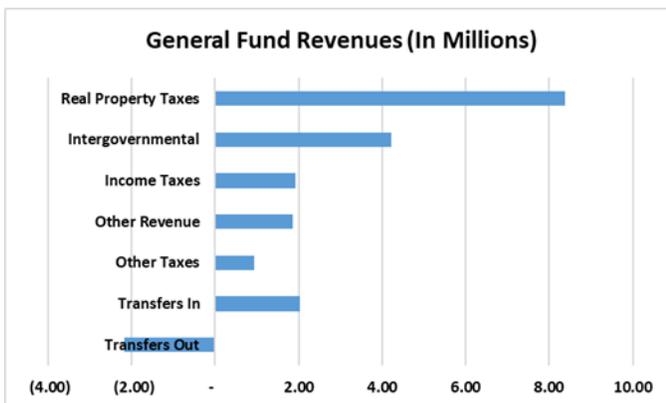
The adjacent chart provides historical information on City staffing. The number of full-time equivalent (FTE) positions is proposed to increase by four positions in FY 2021. The newly established Special Projects Coordinator position in City Administrator’s Office will provide much needed assistance to advance the objectives of the Strategic Plan. The additional Equipment Operator in the Street Department will compensate for the additional workload resulting from the Stonegate and Bolton Hill residential developments, as well as the additional workload associated with the increasing number of City special events. The addition of a

second shift Water Mechanic will facilitate repairs and preventative maintenance that cannot be accomplished with the existing single mechanic’s position, as well as reduce after-hour, overtime callouts. The addition of an Equipment Operator in the Utility Maintenance Department recognizes the operational impact of maintenance and installation responsibilities associated with the Westminster Fiber Network; it will also allow more resources to be devoted to regular and preventive maintenance tasks, such as televising and routine cleaning of the sewer collection system and leak detection in the water distribution system.

In March 2019, the Legislature overrode the Governor’s veto of the Fight for \$15 bill. The State minimum wage will be steadily increased until it reaches \$15.00 per hour as of January 1, 2025. The impact of the increased minimum wage is reflected in the Recreation and Parks operating budget for FY 2021. Long-term, the State minimum wage increase will likely create upwards pressure on the City’s salary structure for its benefited employees.

General Fund Revenues

The General Fund supports many of the City’s core services and administrative functions. Fund revenues for FY 2021 are projected to total \$17.1 million – a decrease of less than 1% compared to the prior year budget. The graph below reflects fund revenues by source.



The single largest General Fund revenue source is real property tax revenue, representing 49 percent of fund revenues in FY 2021. As previously mentioned, the real property tax rate will remain unchanged for FY 2021. This revenue source is expected to generate approximately \$8.4 million in the General Fund.

Income tax receipts account for about 11 percent of General Fund operating revenues in FY 2021. This revenue source, budgeted at \$1.9 million, is the City’s share of income taxes received by the State of Maryland for returns filed by Westminster residents.

Income tax receipts are projected to decrease by approximately 20% due to the economic downturn resulting from the COVID-19 pandemic.

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

Charges for services include revenues generated from Westminster Family Fitness Center memberships and other Recreation and Parks programming. As discussed at great length during the budget deliberation process, the Fitness Center has been operating at a deficit for at least the past six years. Prior to budget adoption, the Mayor and Common Council charged the Director of Recreation and Parks with developing a plan to eliminate the

operating deficit. The adopted FY 2021 budget incorporates the provisions of that plan, which put in place a new membership fee structure and reduced staffing and facility operating hours.

General Fund Expenditures

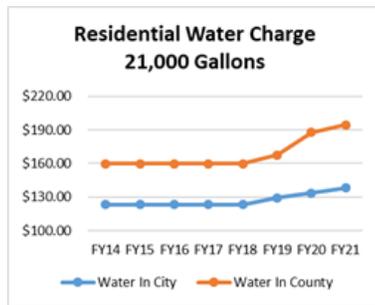
Personnel costs are the major cost driver for the General Fund, accounting for 48 percent of fund expenditures. The budget for FY 2021 reflects a slight increase in budgeted FTEs in the General Fund. The full cost of an additional Equipment Operator position in the Street Department is reflected in General Fund expenditures, as well as one-third of the cost of the full-time Special Projects Manager position in the City Administrator’s Office.

The General Fund budget reflects the continuation of the City’s current complement of services. Funding is included in the Community Planning and Development budget for an update of the City’s Zoning Code and technical assistance associated with the redevelopment of the former Stocksdale Property.

The FY 2021 budget also provides for continued financial support to the Westminster Volunteer Fire Department (\$250,000) and the Westminster Municipal Band (\$5,000).

Water Fund

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



The adjacent chart shows the history of the City’s residential water charges within the Westminster corporate boundaries and outside the City limits. In FY 2018, the City completed a rate study. The Mayor and Common Council adopted new water rates for FY 2019 through FY 2023 in conjunction with the adoption of the FY 2019 budget. Water rates will increase by 3.5% in FY 2021.

Water Fund revenues are projected to total about \$5.86 million in FY 2021. Staff has noted reduced consumption by larger users in recent years, which may necessitate a re-evaluation of the existing rate structure.

FY 2021 Water Fund expenditures total approximately \$6.17 million. Funding in the amount of \$250,000 is provided for the City’s water re-use initiative, one of the priorities included in the City’s Strategic Plan. Other Water Fund expenditures include \$325,000 for a water main replacement on Route 27, \$100,000 for GIS engineering and layers, and \$50,000 for a gate bolt replacement program.

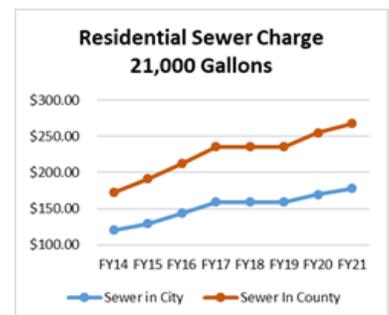
Sewer Fund

The Sewer Fund accounts for the financial activity associated with the collection and delivery of sewage for treatment and disposal. Charges are based on water consumption.

The results of the rate study completed in FY 2018 were adopted in May 2018, with rates established for FY 2019 through FY 2023. Sewer rates will increase by 5% in FY 2021.

Sewer Fund revenues are projected to total about \$31.33 million in FY 2021. The chart to the right shows the history of residential sewer rates within the corporate boundaries of Westminster and outside the City limits.

Fund expenditures will total approximately \$31.7 million. The single largest cost in FY 2021 is associated with the ENR/ Biosolids Project at the City’s Wastewater Treatment Plant, budgeted at \$24.1 million. Of this amount, \$1.7 million represents the cost of an upgrade of the County’s septage facility, which is



funded 100% by the County. Substantial completion of the project, which got underway in FY 2019, is expected to take at least 42 months.

To advance the Strategic Plan objective of ensuring water and sewer capacity for future generations, the FY 2021 budget includes \$1.6 million as part of the City’s continuing effort to address inflow and infiltration into the sewer system. Minimizing inflow and infiltration will restore sewer treatment capacity, which is critical to Westminster’s continued economic growth.

Fiber Fund

The Fiber Fund accounts for the financial activity associated with the City’s construction of a community-wide gigabit fiber network. Fund revenues are projected to total about \$1.5 million in FY 2021. Contractually-based payments from Ting, the network operator, account for \$724,932 of this amount. The City will draw down \$530,209 in proceeds from a State-provided loan for network operating costs. The City will also receive a payment in the amount of \$924 for fiber it leases to Carroll Lutheran Village.

Fiber Fund expenditures are estimated to total approximately \$1.5 million in FY 2021. Debt service accounts for \$927,967 of this amount. Other expenses relate to the operation and maintenance of the Westminster Fiber Network.

A grant in the amount of \$80,000 to the Mid-Atlantic Gigabit Innovation Collaboratory (MAGIC) is also included in the FY 2021 budget. As of June 30, 2020, City-provided grant funding to MAGIC will total \$240,000; this amount does not include prior support provided via a contractual payment made to an individual serving as MAGIC’s executive director.

FY 2021 revenues will be insufficient to cover debt service costs, and State loan proceeds cannot be used for debt service. Therefore, a transfer in the amount of \$203,035 will be made from the General Fund to the Fiber Fund in FY 2021 to make up the shortfall.

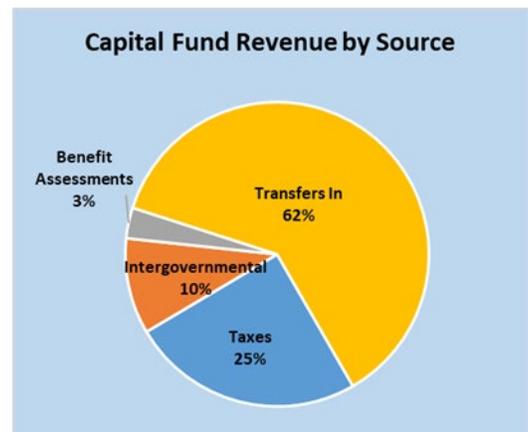
Capital Projects Fund

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

The Capital Projects Fund’s share of real property tax revenue is projected to total \$2.3 million in FY 2021. Highway User Revenue (HUR) is budgeted at approximately \$722,950 while benefit assessments are anticipated to generate \$306,880. Fund revenues for FY 2021 also include a Land Water and Conservation Fund grant from the Maryland Department of Natural Resources, a Community Parks and Playground Program grant, and Program Open Space monies.

An allocation of about \$859,026 will be made from the Capital Projects Fund reserve. This amount is comprised of re-appropriated monies for projects not completed in FY 2020 and the use of accumulated benefit assessment funds for the acquisition of equipment to be used in new developments. Re-appropriated FY 2020 funding will be used for curb replacements, storm drain work, parking garage improvements, installation of a HVAC system as 91 West Main, and a retaining wall replacement.

The budget assumes a transfer of \$2.79 million from the General Fund to the Capital Projects Fund. The vast majority of this amount



is attributable to the ongoing construction of the 45 West Main Renovation Project. The balance represents the appropriation of federal forfeiture funds for the installation of cameras in select downtown areas (\$70,000) and purchase of a license plate reader (\$16,740).

Capital Projects Fund expenditures are budgeted at approximately \$8.47 million. As in prior years, departmental requests initially exceeded available funding. Several steps were taken to bring the budget into alignment, including:

- Scaling back the annual paving project to align with projected HUR;
- Allocation of forfeiture funds for certain public safety projects;
- Appropriation of previously collected benefit assessment fees for the purchase of eligible equipment;
- Deferral of certain projects; and
- Bond financing to fund improvements to the Westminster Municipal Pool complex.

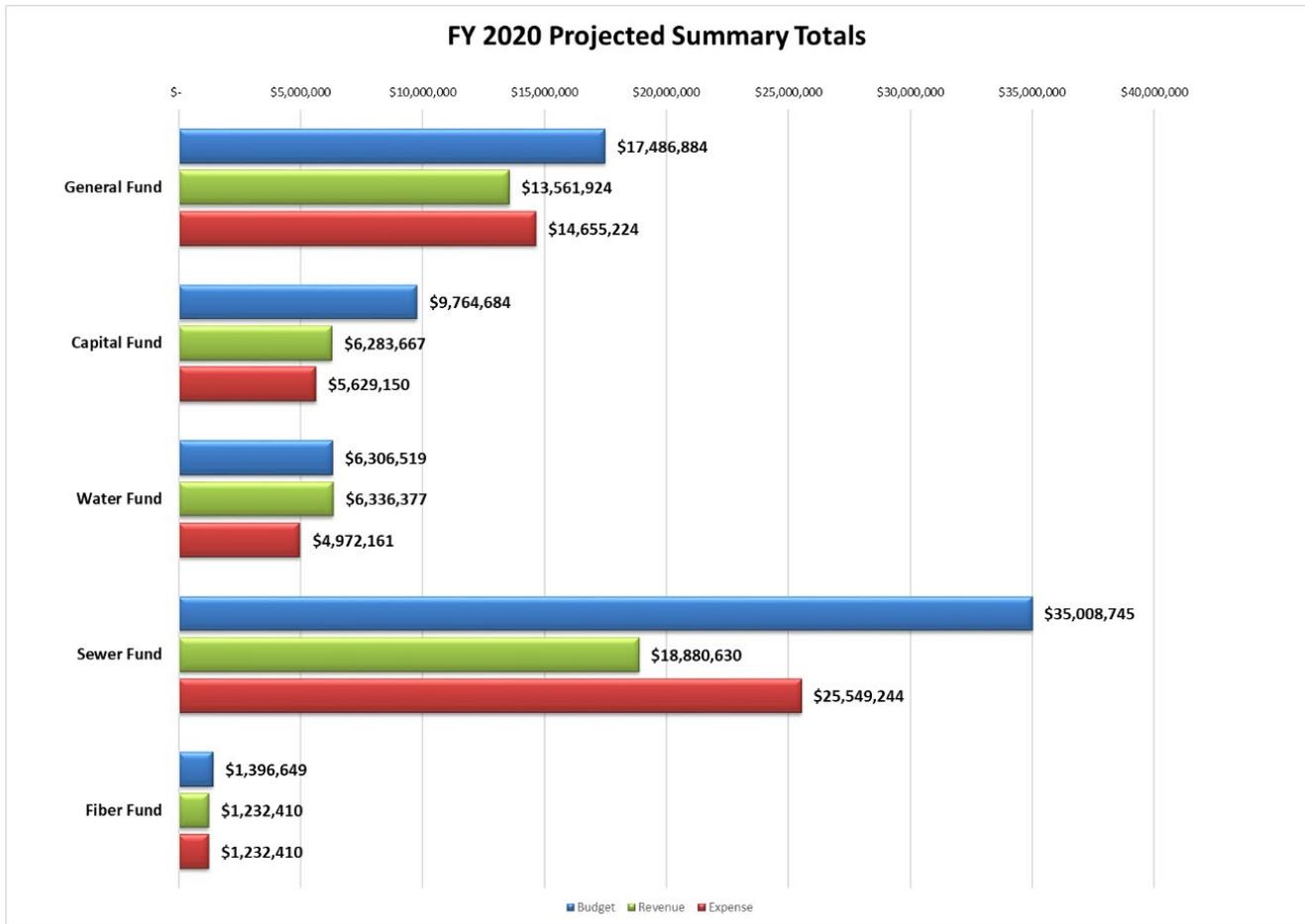
Highlighted below are some of the more significant FY 2021 projects:

- \$1.225 million for costs associated with renovation of the Westminster Municipal Pool complex;
- \$2.7 million for costs associated with the 45 West Main Renovation Project, including architectural and engineering services and construction activities;
- \$0.72 million for street paving;
- \$0.76 million for debt service associated with the 2005, 2009, and 2017 bond issues;
- \$0.56 million for storm drain system repairs; and,
- \$0.45 million for the purchase of Street Department vehicles.

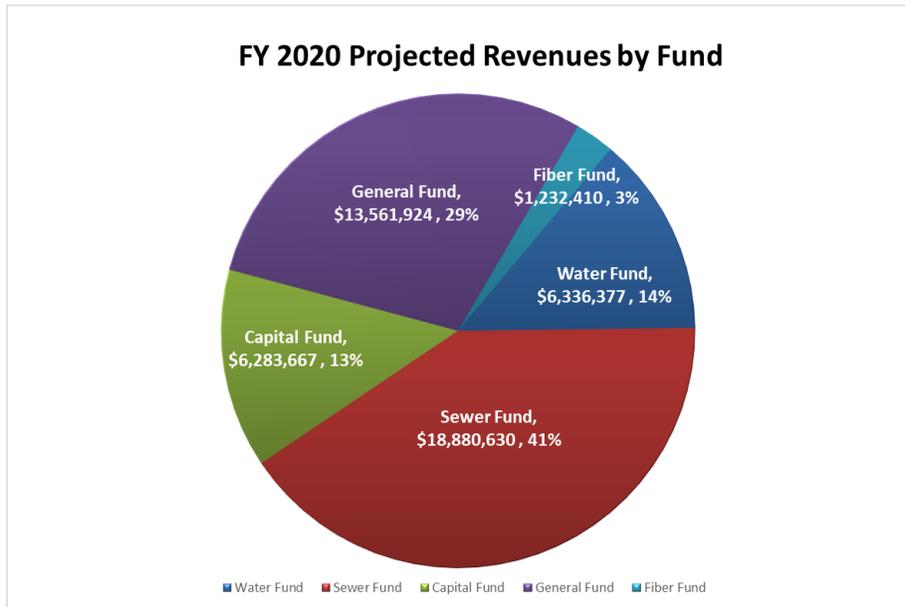
These projects will advance the City's strategic planning objective to be a responsible steward of resources through appropriate investment in its physical infrastructure. Determining the future use of the former Wakefield Valley golf course property (now called Wakefield Valley Park) is also a priority of the City's Strategic Plan.

FY 2020 IN REVIEW – PROJECTED RESULTS

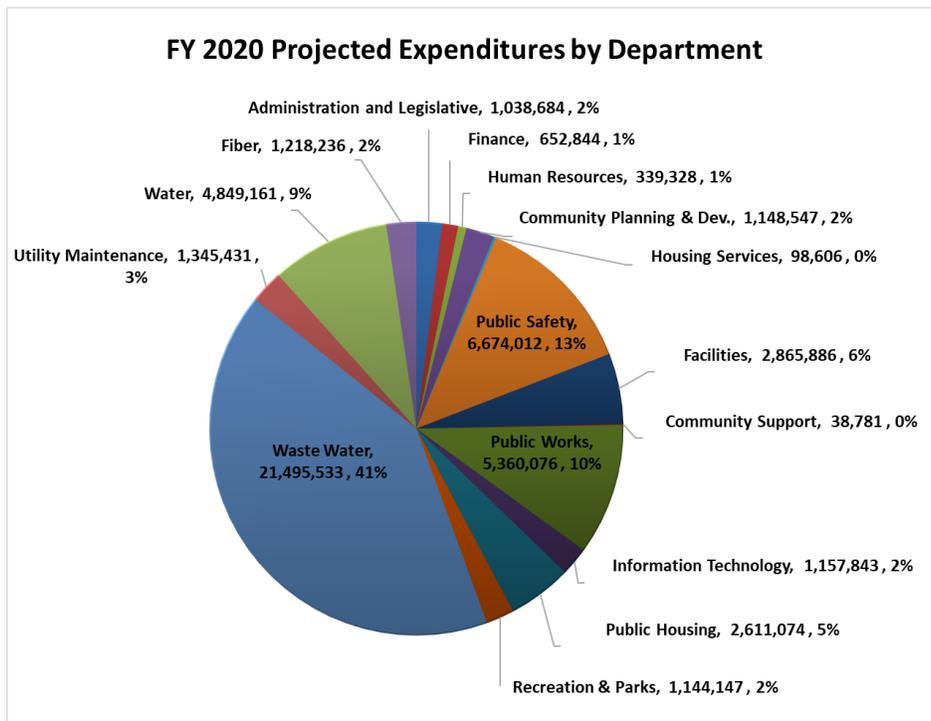
General Fund expenses are projected to exceed fund revenues by \$1,093,330. This is primarily due to a budgeted transfer from reserves to the Capital Fund for the 45 West Main Street Renovation Project. Capital Projects Fund revenues are expected to exceed fund expenditures by \$654,517. Several projects were not completed in fiscal year 2020 and were re-allocated in the FY 2021 budget. Water Fund revenues are expected to exceed expenses by \$1,364,216. This is due to capital projects not being completed in FY 2020. In addition, several operating expenses came in under budget, including electric services. Sewer Fund expenses are expected to exceed revenues by \$6,668,614. This is due to loan proceeds not recorded as revenue for the Enhanced Nutrient Removal (ENR) project.



The following charts display the projected results for FY 2020. Please refer to *Appendix B – Revenue Book* for additional information.



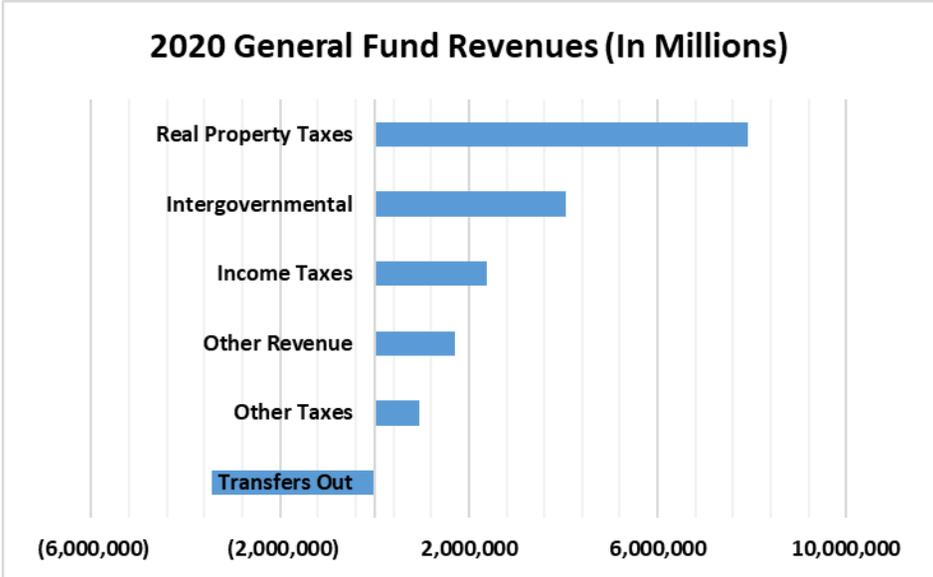
The following charts display the projected results for FY 2020. In the Wastewater Department, the Enhanced Nutrient Removal Project continued construction resulting in increased expenditures.



GENERAL FUND

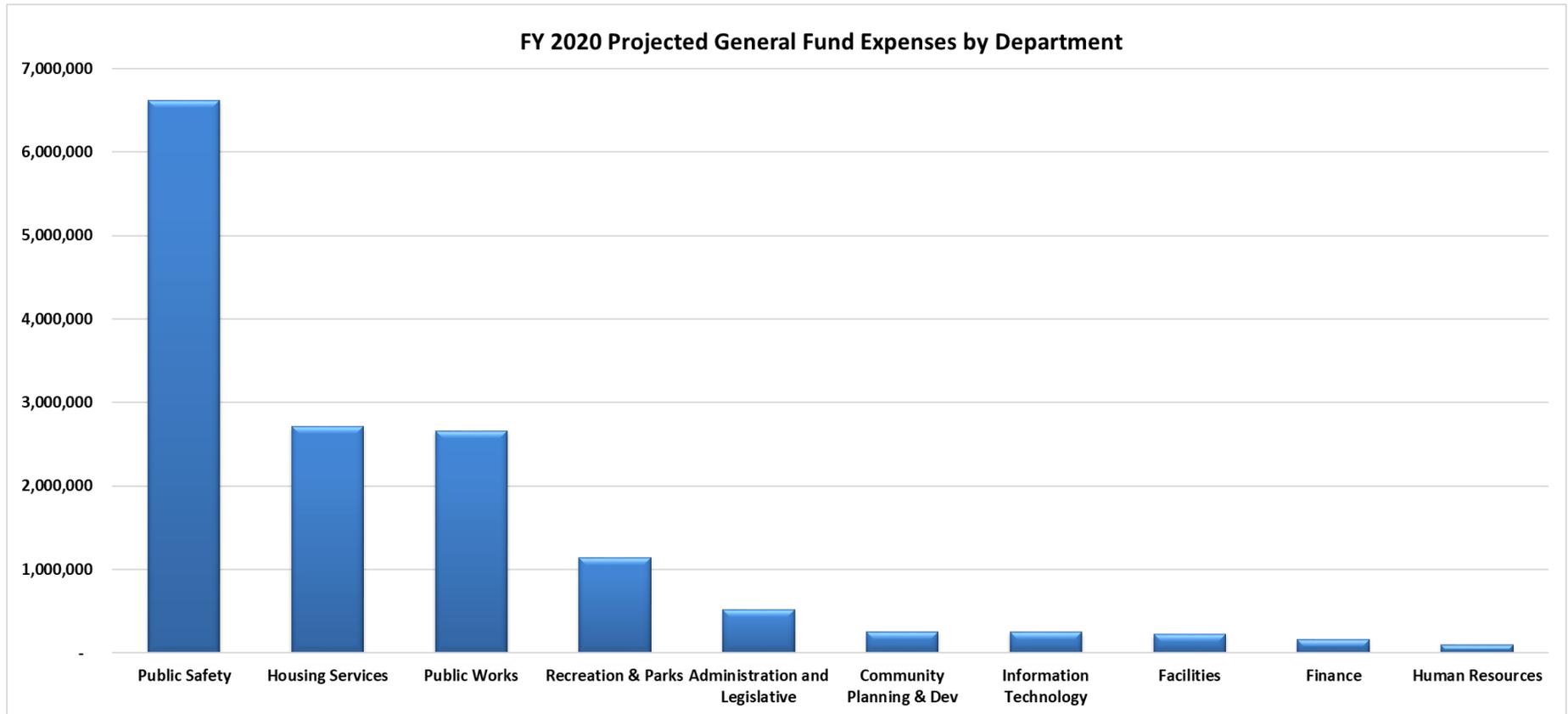
GENERAL FUND PROJECTED REVENUES

The General Fund’s largest revenue source is real property tax receipts, accounting for 47% of fund revenues. The next largest revenue source is intergovernmental funding, comprising 24% of estimated FY 2020 fund revenues.



GENERAL FUND PROJECTED EXPENSES

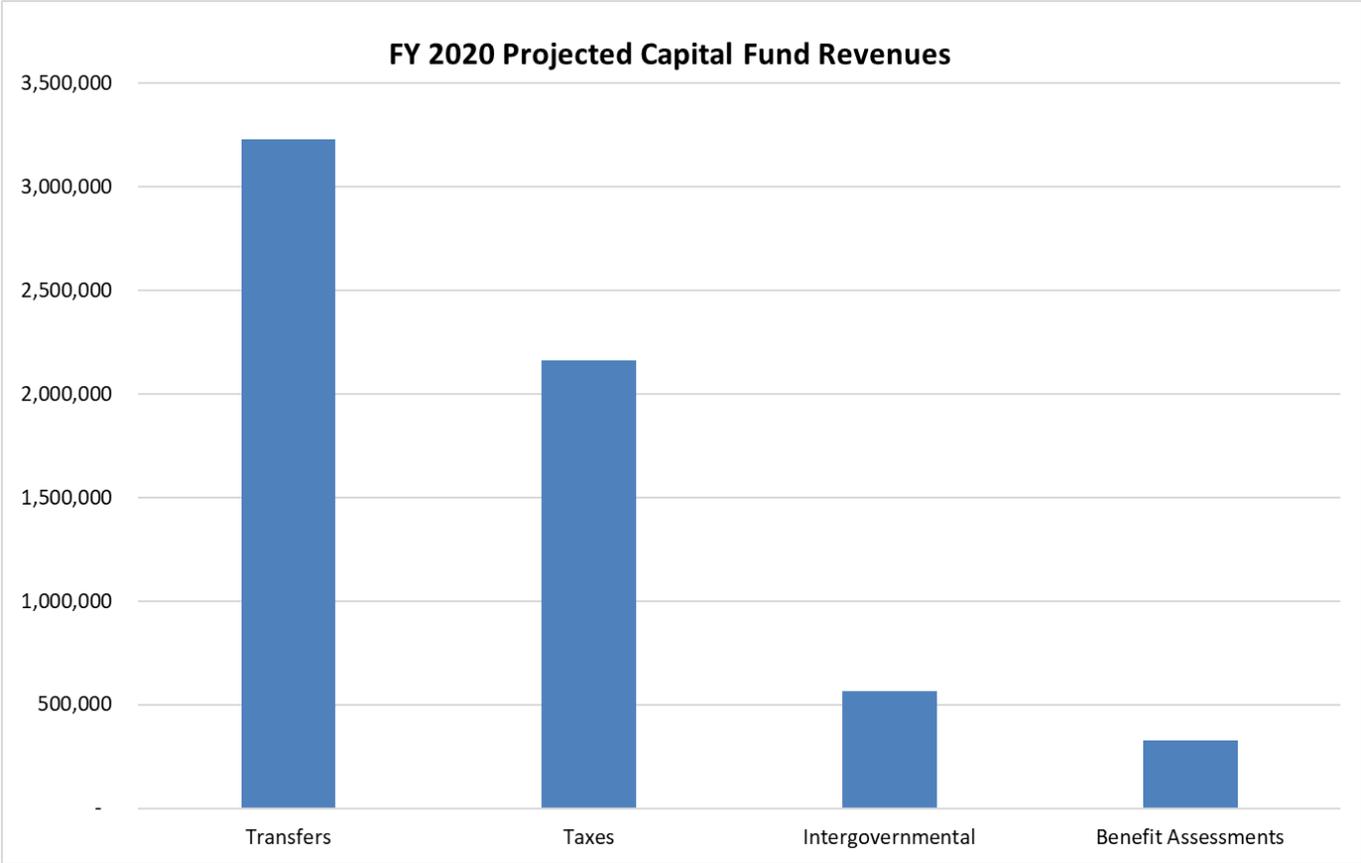
General Fund projected expenses are comprised primarily of Public Safety (45%), Public Works (18%), and Housing Services (18%) expenses. All other expenses are supporting departments (Administration, Finance, Human Resources, Community Planning and Development, Information Technology, and Recreation and Parks).



CAPITAL PROJECTS FUND

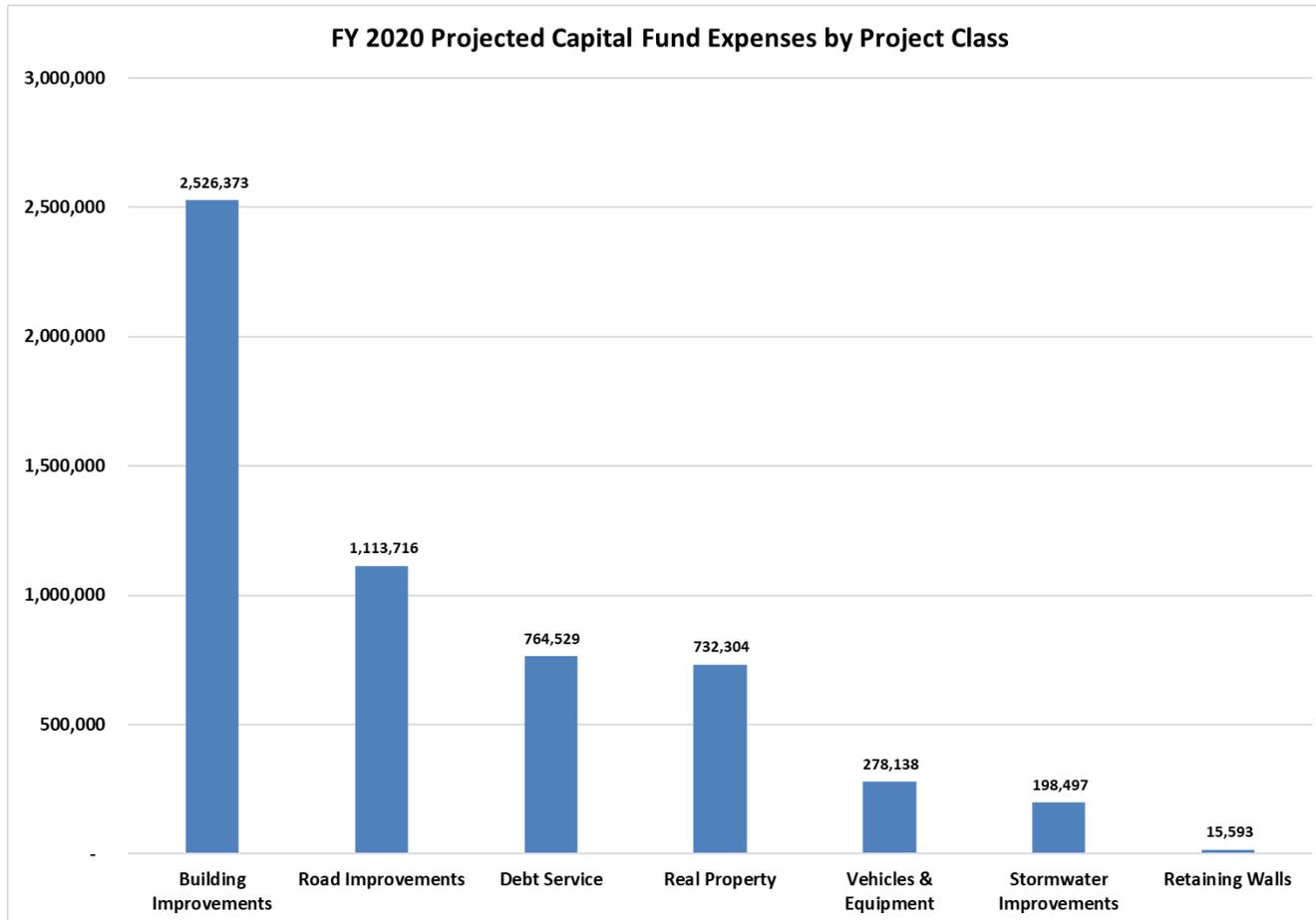
PROJECTED CAPITAL FUND REVENUES

The Capital Projects Fund saw increased revenue from a General Fund transfer in the amount of \$3.23 million for the 45 West Main Renovation Project. Other than the transfer, the largest revenue is Real Property Taxes.



PROJECTED CAPITAL FUND EXPENSES

The largest capital expense of fiscal year 2020 was improvements to 45 West Main Street with the City spending \$2.45 million for that purpose. Road improvements are the second largest expense of the year.



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

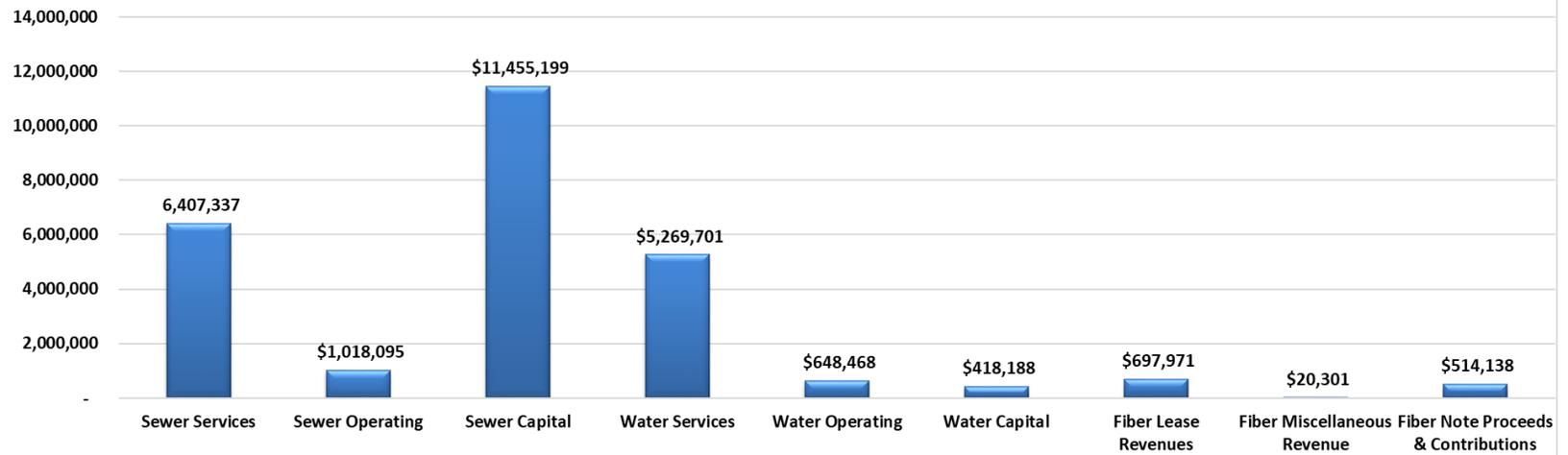
General, Capital & Housing Fund	Actual FY 2012	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Actual FY 2017	Actual FY 2018	Actual FY 2019	Projected FY 2020	Budgeted FY 2021
Net Position - Beginning	40,053,317	44,093,809	45,255,511	40,728,690	44,835,903	48,983,708	47,041,401	48,449,613	50,024,270	49,585,487
Taxes	13,134,343	11,795,180	11,846,750	12,335,060	12,038,803	12,057,925	12,218,963	13,097,157	13,093,595	13,506,968
Charges for Services	1,443,285	1,420,942	1,236,061	1,418,408	1,144,123	1,254,812	2,232,112	1,476,233	1,856,504	1,853,188
Intergovernmental	4,643,433	3,364,268	4,380,290	5,798,481	8,854,276	5,050,240	4,693,806	4,901,414	4,490,458	5,189,349
Interest	34,368	19,900	11,478	15,876	26,550	42,233	52,048	291,898	110,000	38,000
Miscellaneous	145,750	259,471	30,563	187,336	704,408	615,868	34,736	159,141	860,096	111,526
Transfers					(2,055,923)	(35,000)	(110,000)	-	(565,062)	1,021,965
Total	19,401,179	16,859,761	17,505,142	19,755,161	20,712,237	18,986,078	19,121,665	19,925,843	19,845,591	21,720,996
General Government	1,658,564	1,619,659	2,033,740	2,279,392	2,044,804	1,958,923	1,791,223	1,924,967	1,037,519	1,374,138
Public Safety	5,537,316	5,849,529	5,698,822	5,917,816	6,077,097	7,779,910	6,391,879	6,920,328	6,757,413	7,440,362
Public Works	4,176,521	4,395,239	4,668,285	4,990,363	4,833,127	5,288,557	5,049,594	5,058,444	7,447,167	11,809,106
Recreation and Culture	1,231,756	1,142,296	1,267,334	1,229,001	1,363,735	1,406,611	1,609,625	1,824,481	1,144,147	1,255,391
Community Dev & Housing	2,510,928	2,364,831	2,218,483	2,179,252	2,067,003	2,293,036	2,464,400	2,410,829	3,698,399	3,310,219
Interest	<u>245,602</u>	<u>218,755</u>	<u>196,380</u>	<u>190,055</u>	<u>178,666</u>	<u>166,597</u>	<u>376,477</u>	<u>212,137</u>	<u>199,729</u>	<u>-</u>
Total	15,360,687	15,590,309	16,083,044	16,785,879	16,564,432	18,893,634	17,683,198	18,351,186	20,284,374	25,189,216
Change in Position	4,040,492	1,269,452	1,422,098	2,969,282	4,147,805	92,444	1,438,467	1,574,657	(438,783)	(3,468,220)
Net Position Ending	44,093,809	45,363,261	46,677,609	43,697,972	48,983,708	49,076,152	48,479,868	50,024,270	49,585,487	46,117,267

ENTERPRISE FUNDS – WATER, SEWER, AND FIBER

ENTERPRISE FUNDS – WATER, SEWER, AND FIBER REVENUES

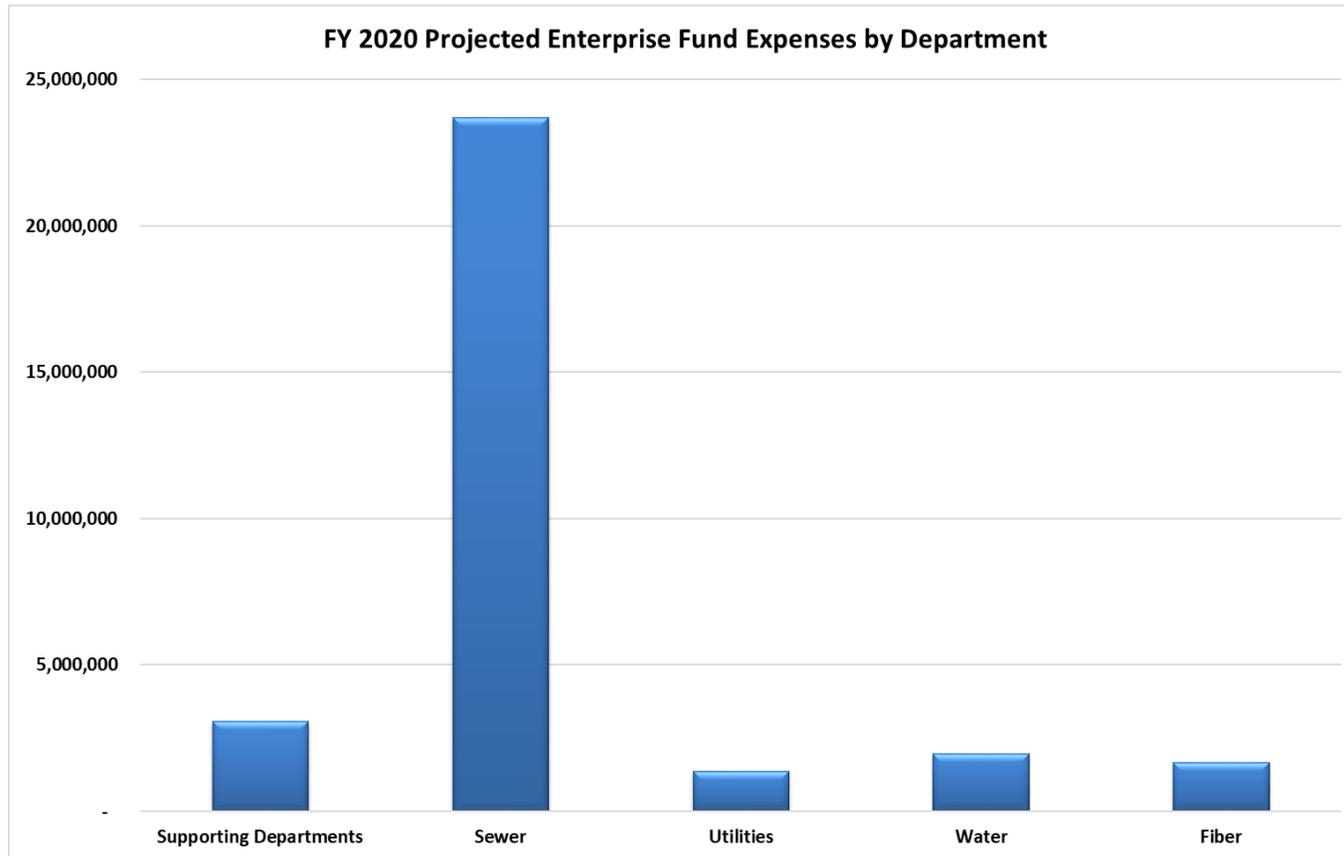
Both the Water and Sewer Funds saw charges for services come in under budget. This is primarily due to conservation efforts. Fiber Fund lease revenues do not exceed debt service, so a transfer from the General Fund is required. In addition, proceeds from a Note from the Governor’s Office of Rural Broadband covers operating expenditures.

FY 2020 Projected Enterprise Funds Revenues



ENTERPRISE FUND EXPENSES

Enterprise Fund expenses consist mainly of Sewer Fund expenses (75%). This is due to the ENR construction project. These are capital expenses that will be moved into fixed assets upon project completion.



ENTERPRISE FUND CHANGES IN EQUITY

Enterprise Funds	Actual FY 2012	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Actual FY 2017	Actual FY 2018	Actual FY 2019	Projected FY 2020	Budgeted FY 2021
Net Position - Beginning	52,338,811	55,012,354	56,980,461	59,277,441	60,855,345	65,430,242	67,571,580	71,029,937	77,745,054	72,440,656
Charges for Services	10,756,362	10,620,457	10,819,233	10,830,889	11,502,435	11,698,090	13,468,473	12,266,531	13,739,442	14,391,832
Capital Contributions	995,845	480,407	872,369	1,615,385	419,379	941,831	-	5,439,362	11,466,590	23,201,808
Interest	16,730	17,379	14,547	31,694	53,066	84,466	101,906	312,722	276,836	62,000
Miscellaneous	60,182	29,399	17,565	14,059	228,452	373,012	292,500	413,130	464,128	264,227
Transfers & Other Financing				-	2,055,923	35,000	110,000	-	502,421	1,411,857
Total	11,829,119	11,147,642	11,723,714	12,492,027	14,259,255	13,132,399	13,972,879	18,431,745	26,449,417	39,331,724
Sewer Services	4,990,870	4,762,370	4,877,723	4,944,571	4,839,774	5,036,757	5,108,995	5,518,913	25,549,244	31,660,545
Water Services	4,164,706	4,417,165	4,549,011	4,424,143	4,496,897	4,548,024	4,779,413	4,793,870	4,972,161	6,210,008
Fiber Services					347,687	378,031	617,265	1,403,845	1,232,410	1,461,171
Total	9,155,576	9,179,535	9,426,734	9,368,714	9,684,358	9,962,812	10,505,673	11,716,628	31,753,815	39,331,724
Change in Position	2,673,543	1,968,107	2,296,980	3,123,313	4,574,897	3,169,587	3,467,206	6,715,117	(5,304,398)	-
Net Position Ending	55,012,354	56,980,461	59,277,441	62,400,754	65,430,242	68,599,829	71,038,786	77,745,054	72,440,656	72,440,656

ALL FUNDS SUMMARY – FUND BALANCES AND CHANGES IN EQUITY

Fund balances decreased in FY 2020, and are budgeted to decrease in FY 2021, as a result of the ENR/Biosolids Upgrade Project. Loan proceeds not listed as revenues will be used to fund the project. In addition, City reserves are being used for the project and for building renovations at 45 West Main Renovation Project. Forfeiture reserves are also budgeted to be used in FY 2021 for cameras and equipment.

City-Wide	Actual FY 2012	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Actual FY 2017	Actual FY 2018	Actual FY 2019	Projected FY 2020	Budgeted FY 2021
Net Position - Beginning	92,392,128	99,106,163	102,235,972	100,006,131	105,691,248	114,413,950	114,612,981	119,479,550	127,769,324	122,026,143
Taxes	13,134,343	11,795,180	11,846,750	12,335,060	12,038,803	12,057,925	12,218,963	13,097,157	13,093,595	13,506,968
Charges for Services	12,199,647	12,041,399	12,055,294	12,249,297	12,646,558	12,952,902	15,700,585	13,742,764	15,595,946	16,245,020
Intergovernmental	5,639,278	3,844,675	5,252,659	7,413,866	9,273,655	5,992,071	4,693,806	10,340,776	15,957,048	28,391,157
Interest	51,098	37,279	26,025	47,570	79,616	126,699	153,954	604,620	386,836	100,000
Miscellaneous	205,932	288,870	48,128	201,395	932,860	988,880	327,236	572,271	1,324,224	375,753
Transfers and Other Financing									(62,641)	2,433,822
Total	31,230,298	28,007,403	29,228,856	32,247,188	34,971,492	32,118,477	33,094,544	38,357,588	46,295,008	61,052,720
General Government	1,658,564	1,619,659	2,033,740	2,279,392	2,044,804	1,958,923	1,791,223	1,924,967	1,037,519	1,374,138
Public Safety	5,537,316	5,849,529	5,698,822	5,917,816	6,077,097	7,779,910	6,391,879	6,920,328	6,757,413	7,440,362
Public Works	4,176,521	4,395,239	4,668,285	4,990,363	4,833,127	5,288,557	5,049,594	5,058,444	7,447,167	11,809,106
Recreation and Culture	1,231,756	1,142,296	1,267,334	1,229,001	1,363,735	1,406,611	1,609,625	1,824,481	1,144,147	1,255,391
Community Dev & Housing	2,510,928	2,364,831	2,218,483	2,179,252	2,067,003	2,293,036	2,464,400	2,410,829	3,698,399	3,310,219
Interest	245,602	218,755	196,380	190,055	178,666	166,597	376,477	212,137	199,729	-
Sewer Services	4,990,870	4,762,370	4,877,723	4,944,571	4,839,774	5,036,757	5,108,995	5,518,913	25,549,244	31,660,545
Water Services	4,164,706	4,417,165	4,549,011	4,424,143	4,496,897	4,548,024	4,779,413	4,793,870	4,972,161	6,210,008
Fiber Services	-	-	-	-	347,687	378,031	617,265	1,403,845	1,232,410	1,461,171
Total	24,516,263	24,769,844	25,509,778	26,154,593	26,248,790	28,856,446	28,188,871	30,067,814	52,038,189	64,520,940
Change in Position	6,714,035	3,237,559	3,719,078	6,092,595	8,722,702	3,262,031	4,905,673	8,289,774	(5,743,181)	(3,468,220)
Net Position Ending	99,106,163	102,343,722	105,955,050	106,098,726	114,413,950	117,675,981	119,518,654	127,769,324	122,026,143	118,557,923

CASH FUND BALANCE RESULTS

As shown below, cash balances have been accumulating over the past several years. The FY 2020 budget called for use of City reserves in the General Fund for the 45 West Main Renovation Project.

General Fund Opening Balances:

	July 1, 2011	July 1, 2012	July 1, 2013	July 1, 2014	July 1, 2015	July 1, 2016	July 1, 2017	July 1, 2018	July 1, 2019	July 1, 2020
· General Operating Funds:	\$ 4,161,830	\$ 5,988,153	\$ 7,868,076	\$ 8,154,993	\$ 10,867,627	\$ 11,186,431	\$ 15,579,323	\$ 9,675,162	\$ 11,446,251	\$ 10,597,865
· Police Forfeiture Funds:	\$ 63,305	\$ 54,210	\$ 55,061	\$ 63,078	\$ 109,161	\$ 106,426	\$ 93,877	\$ 159,866	\$ 175,848	\$ 168,410
· Capital Projects Funds:	\$ 928,273	\$ 1,579,781	\$ 1,899,612	\$ 1,830,180	\$ 1,631,040	\$ 3,492,548	\$ 1,372,001	\$ 1,690,016	\$ 1,127,337	\$ 212,094
· Benefit Assessment Funds:	\$ 819,421	\$ 870,266	\$ 985,652	\$ 1,061,557	\$ -	\$ 37,548	\$ 171,958	\$ 171,958	\$ 791,807	\$ 1,393,033
· Other Restricted Funds:	\$ 255,739	\$ 474,891	\$ 475,953	\$ 475,953	\$ 475,953	\$ 475,953	\$ 475,953	\$ 5,778,159	\$ 5,332,800	\$ 3,920,415
o Total General Fund:	\$ 6,228,568	\$ 8,967,301	\$ 11,284,354	\$ 11,585,761	\$ 13,083,781	\$ 15,298,906	\$ 17,693,112	\$ 17,475,161	\$ 18,874,043	\$ 16,291,817

Sewer Fund Opening Balances:

· Sewer Fund Operating Fund:	\$ 2,523,013	\$ 3,390,753	\$ 4,484,765	\$ 5,068,821	\$ 5,468,737	\$ 6,733,279	\$ 8,123,711	\$ 8,525,105	\$ 9,758,911	\$ 9,205,143
· Benefit Assessment Funds:	\$ 3,390,595	\$ 3,638,037	\$ 3,868,050	\$ 4,158,771	\$ 4,413,804	\$ 4,593,252	\$ 4,878,625	\$ 5,386,822	\$ 5,043,126	\$ 5,455,806
· Retainage:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 232,485	\$ 1,090,399
· Other Restricted Funds:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 554,319
o Total Sewer Fund:	\$ 5,913,608	\$ 7,028,790	\$ 8,352,815	\$ 9,227,592	\$ 9,882,540	\$ 11,326,531	\$ 13,002,336	\$ 13,911,927	\$ 15,034,522	\$ 16,305,667

Water Fund Opening Balances:

· Water Fund Operating Fund:	\$ 3,367,771	\$ 4,273,236	\$ 5,083,930	\$ 5,204,233	\$ 5,729,266	\$ 6,502,129	\$ 6,630,279	\$ 6,736,557	\$ 7,510,991	\$ 8,327,794
· Benefit Assessment Funds:	\$ 3,452,259	\$ 3,685,835	\$ 3,705,480	\$ 3,977,749	\$ 2,691,211	\$ 1,520,429	\$ 616,929	\$ (206,861)	\$ (78,956)	\$ 2,164
· Retainage:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,905	\$ 10,086
· Other Restricted Funds:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 578,920
o Total Water Fund:	\$ 6,820,030	\$ 7,959,071	\$ 8,789,410	\$ 9,181,982	\$ 8,420,477	\$ 8,022,558	\$ 7,247,208	\$ 6,529,697	\$ 7,443,940	\$ 8,918,964

Public Housing Agency Opening Balances:

· PHA Operating Funds:	\$ 67,048	\$ 3,536	\$ -	\$ -	\$ 81,353	\$ 124,316	\$ 188,329	\$ 184,529	\$ 233,198	\$ 235,145
· PHA HAP Equity Funds:	\$ 739,805	\$ 480,815	\$ 394,157	\$ 305,473	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
· PHA Admin Equity Funds:	\$ -	\$ 78,154	\$ 17,619	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,905	\$ 10,086
· PHA FSS Escrow Funds:	\$ 35,831	\$ 20,366	\$ 13,999	\$ 13,510	\$ 22,427	\$ 36,483	\$ 9,240	\$ 2,130	\$ 3,684	\$ -
o Total PHA Fund:	\$ 842,684	\$ 582,871	\$ 425,775	\$ 318,983	\$ 103,780	\$ 160,799	\$ 197,569	\$ 186,659	\$ 236,882	\$ 235,145

Fiber Fund Opening Balances:

· Fiber Operating Funds:	\$ -	\$ -	\$ -	\$ -	\$ 128,942	\$ 299,275	\$ 717,514	\$ 283,713	\$ 57,344	\$ 28,192
· Retainage:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 763,154	\$ 474,149
o Total Fiber Fund:	\$ -	\$ -	\$ -	\$ -	\$ 128,942	\$ 299,275	\$ 717,514	\$ 283,713	\$ 820,498	\$ 502,341

Total City of Westminster Balance:

	\$ 19,804,890	\$ 24,538,033	\$ 28,852,354	\$ 30,314,318	\$ 31,619,522	\$ 35,108,069	\$ 38,857,739	\$ 38,387,157	\$ 42,409,885	\$ 42,253,934
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DEBT SERVICE

The General Fund carries debt for the development of the City’s two public parking garages, the re-construction of Green Street, and road paving financed in 2002, 2005, and 2018 utilizing Community Development Association (CDA) tax exempt bonds from the State of Maryland. The City refunded the 2002 bond to a lower interest rate in 2012. The 2002 bond is now referred to as the 2012 bond. The City refunded \$750,000 of the 2005 bond in both FY 2018 and FY 2019.

In the Fiber Fund, the City issued taxable General Obligation Bonds in the amount of \$21.0 million in FY 2016 for construction of the Westminster Fiber Network. As of June 30, 2019, the City had drawn \$15,784,652 of the bond. The City completed construction in FY 2019 and refunded the 2016 GO bonds with a CDA bond. In addition, the City borrowed \$1.5 million at 0% in a 30-year deferred issuance to be used towards operation of the Westminster Fiber Network. Debt service is expected to be paid with dark fiber lease revenues and subsidies from the General Fund, as necessary.

Water Fund debt is focused on two major water system projects: the Medford Quarry Emergency Pipeline and the Cranberry Water Treatment Plant. The Maryland Water Quality Financing Administration financed both instruments.

Debt Instrument	Project Name	Balance June 30, 2020	Future Payments			
			FY 2021		FY 2022	
			Principal	Interest	Principal	Interest
General						
2005 Infrastructure Bond A	Green St Paving	1,012,000	207,500	46,328	216,500	37,613
2012 Infrastructure Bond B	Parking Garages	327,900	162,400	5,659	165,500	1,957
2017 Infrastructure Bond	Road Paving	4,423,000	211,000	129,286	215,000	124,960
<i>Total General Fund</i>		<i>5,762,900</i>	<i>580,900</i>	<i>181,273</i>	<i>597,000</i>	<i>164,530</i>
Water						
Drinking Water Bond 2007	Cranberry WTP Upgrade	3,710,359	592,184	64,152	598,106	58,230
Drinking Water Bond 2008	Medford Quarry Emergency Connection	2,102,883	241,565	64,428	247,363	58,630
<i>Total Water Fund</i>		<i>5,813,242</i>	<i>833,749</i>	<i>128,580</i>	<i>845,469</i>	<i>116,860</i>
Sewer						
State Revolving Fund 2019A	Enhanced Nutrient Removal/Biosolids	8,983,343	-	200,000	-	300,000
State Revolving Fund 2019B	Enhanced Nutrient Removal/Biosolids	-	-	-	-	-
Fiber						
Fiber Infrastructure Bond A	City-wide Broadband Network	15,900,000	345,000	582,967	350,000	575,272

The City issued Water Quality Bonds Series A and B on March 28, 2019. The bonds are accounted for in the Sewer Fund and are for improvements related to the ENR project and other improvements at the Wastewater Treatment Plant. The Series A bonds are in the amount of \$27,606,475 and carry a 30-year term with an interest rate of 0.9%. The Series B bonds are in the amount of \$1,500,000 and are interest-free and deferred for 30 years. Both series are being drawn simultaneously as construction occurs, with interest only payable during construction. Substantial completion of project construction is expected to take 42 months.

GENERAL FUND FY 2021 BUDGET

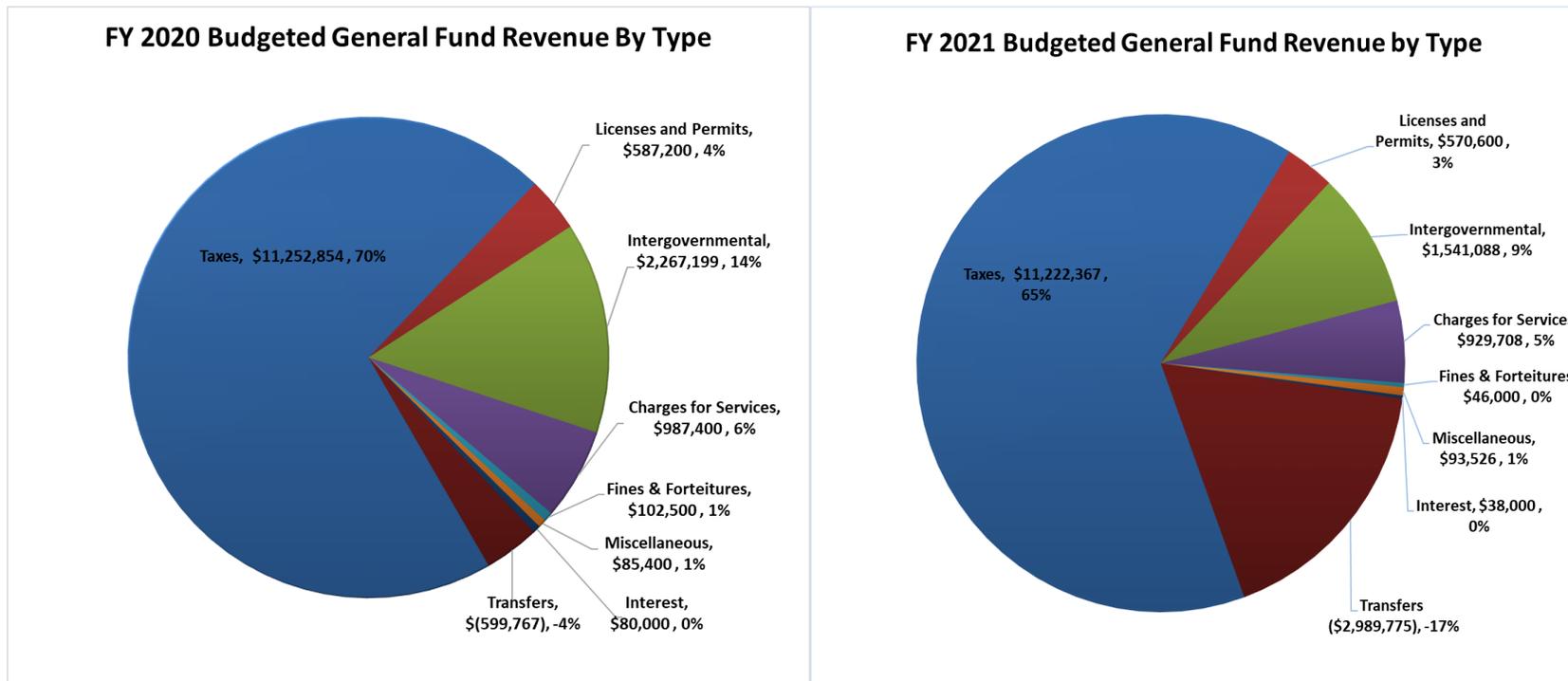
GENERAL FUND REVENUES

The charts below compare FY 2020 to FY 2021 General Fund revenues. The City held its real estate tax rate at \$0.56 per \$100 of assessed value. Tax revenues will increase slightly due to higher property assessments. The most substantial change from FY 2020 to FY 2021 is the Transfers Out. In FY 2021, the General Fund will transfer the following amounts to the Capital Projects Fund: \$2,700,000 for the 45 West Main Renovation Project, \$16,740 for a license plate reader and \$70,000 for downtown cameras. The General Fund will also transfer \$ 203,035 to the Fiber Fund.

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

REVENUE COMPARISON FY 2020 vs. FY 2021

Real Property Taxes are expected to increase by 3%, while Local Income Taxes are expected to decrease 20% as a result of the COVID-19 pandemic. Overall, the City will see a slight decrease in tax revenue. Transfers to the Capital Projects Fund and the Fiber Fund are also a large part of the revenue chart. Both unrestricted reserves and forfeiture reserves will be used in transfers for non-enterprise capital projects.



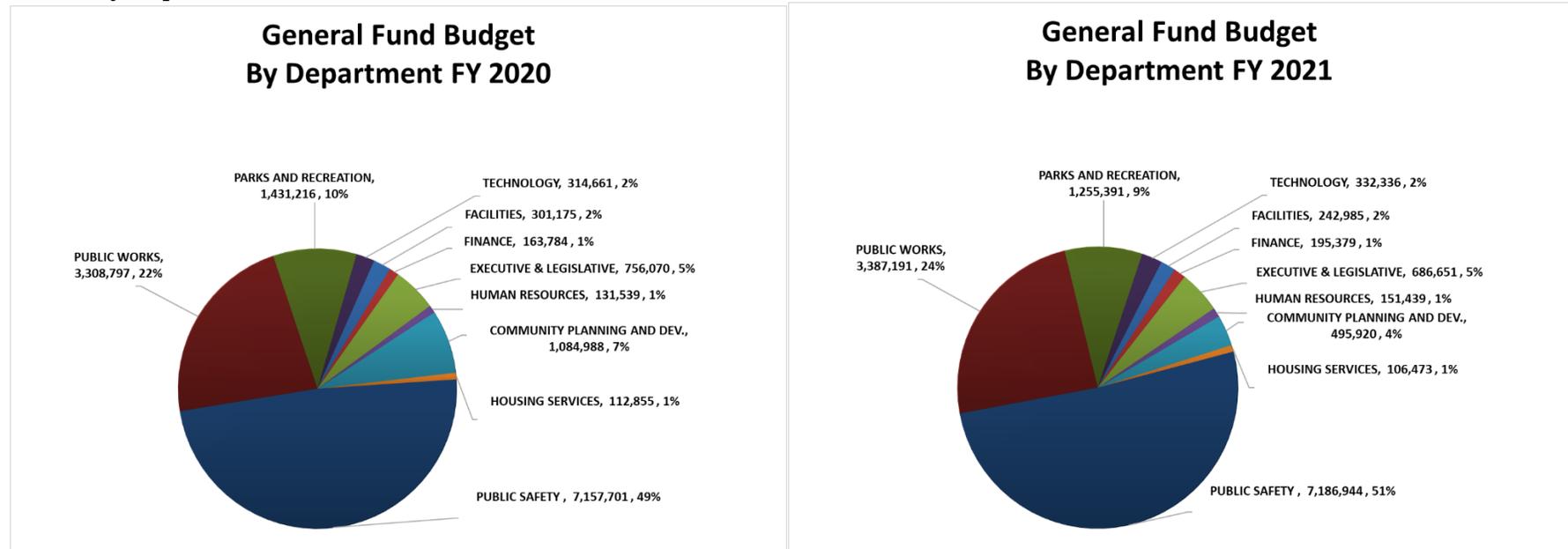
REVENUE COMPARISON – GENERAL FUND FY 2015 – FY 2021 BUDGET AND ACTUAL

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2019	FY 2019	FY 2020	FY 2020	FY 2021
General Fund	Actual	Actual	Actual	Budget	Actual	Budget	Actual	Budget	Proj. Actual	Budget
Taxes	11,943,094	12,250,654	12,058,463	10,764,551	10,485,508	10,842,259	11,037,346	11,252,854	11,108,723	11,222,367
Licenses & Permits	534,137	525,886	606,307	560,730	545,773	581,600	579,465	605,130	501,894	570,600
Intergovernmental	2,490,436	2,393,759	2,390,419	1,568,427	1,505,766	2,254,056	1,434,659	2,267,199	1,369,009	1,541,088
Charges for Services	563,579	722,721	775,162	611,590	783,692	853,704	992,746	1,188,653	924,231	929,708
Fines & Forfeitures	201,139	222,351	141,899	217,500	160,288	122,000	119,991	105,500	96,890	46,000
Miscellaneous Income	232,064	432,098	382,352	84,000	421,627	830,400	189,903	103,900	124,833	93,526
Interest Income	15,876	26,550	42,233	35,000	52,046	40,000	291,898	180,000	153,211	38,000
Transfers	(1,507,955)	(405,305)	(110,000)	(185,000)	(1,785,000)	(3,251,857)	(470,138)	(599,767)	(3,447,664)	(203,035)
Total	14,472,370	16,168,714	16,286,833	13,656,798	12,169,700	12,272,162	14,175,870	15,103,469	10,831,127	14,238,254

GENERAL FUND EXPENSES

The Operating Budget saw little change from FY 2020 to FY 2021.

By Department



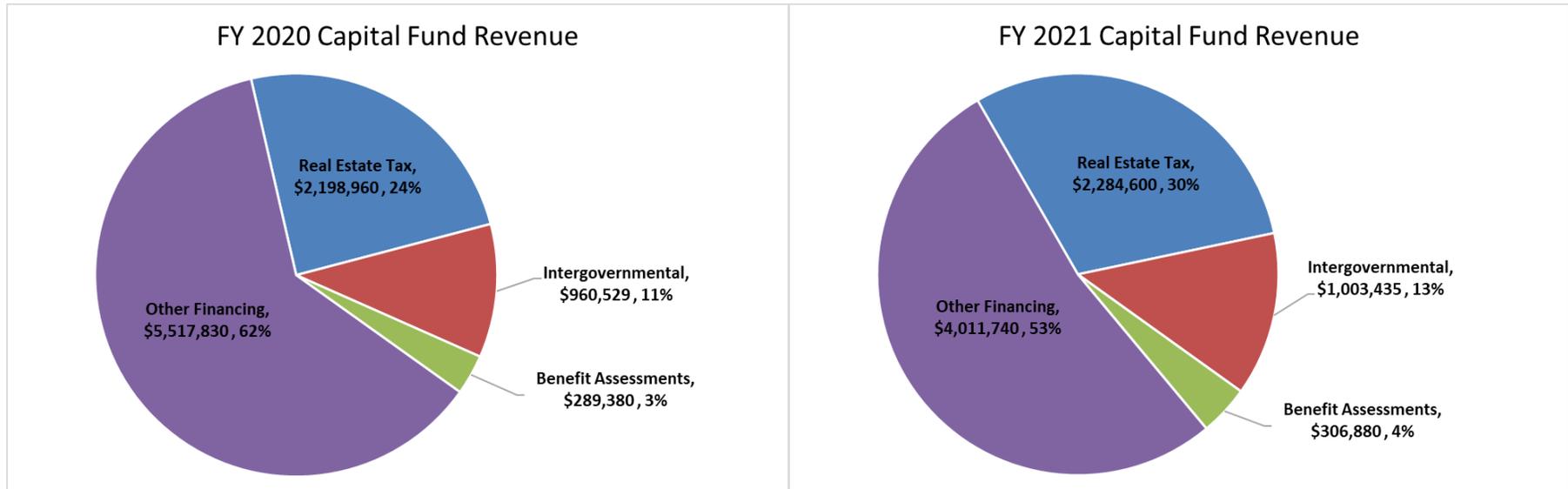
CAPITAL PROJECTS FUND FY 2021 BUDGET

CAPITAL PROJECTS FUND REVENUES

The charts below compare FY 2020 to FY 2021 Capital Projects Fund revenues. The City held its real estate tax rate at \$0.56 per \$100 of assessed value, with no change in the tax share dedicated to the Capital Projects Fund. Tax revenues will increase slightly as property assessments rose. The most substantial change from FY 2020 to FY 2021 is the Other Financing category. In FY 2021, the General Fund will transfer \$2,786,740 to the Capital Projects Fund for the 45 West Main Renovation Project and Public Safety Equipment. The City also anticipates loan proceeds of \$1,225,000 for Municipal Pool Complex Improvements.

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

REVENUE COMPARISON FY 2020 vs. FY 2021



REVENUE COMPARISON – CAPITAL FUND FY 2018 – FY 2021 BUDGET AND ACTUAL

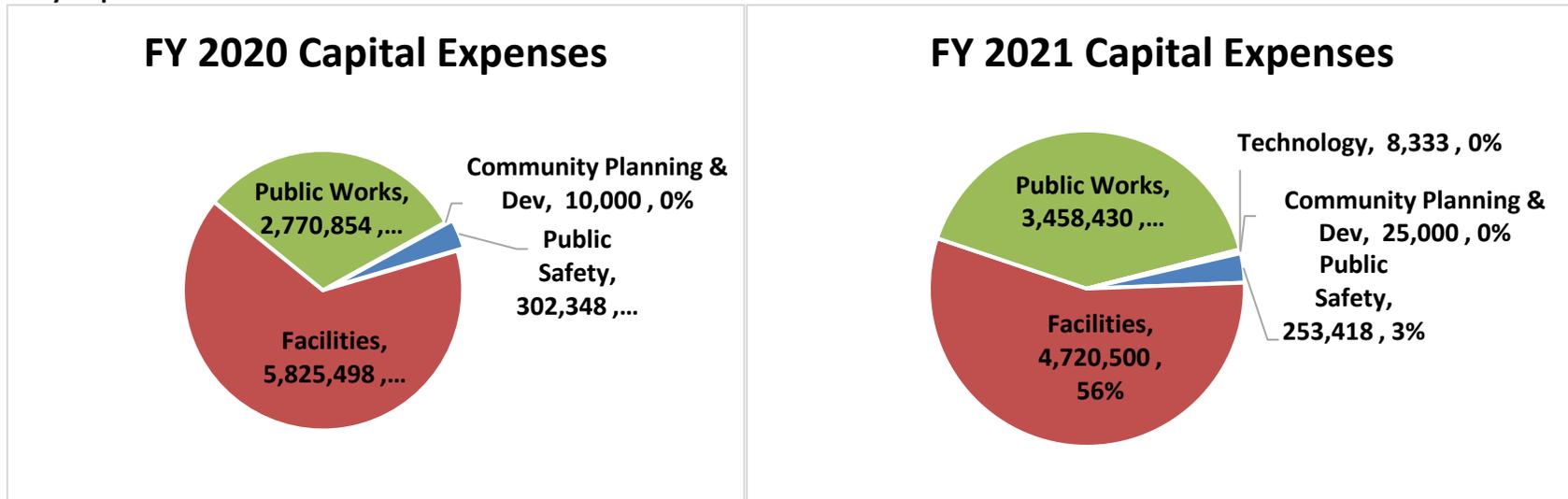
	FY 2018	FY 2018	FY 2019	FY 2019	FY 2020	FY 2020	FY 2021
Capital Fund	Budget	Actual	Budget	Actual	Budget	Proj. Actual	Budget
Taxes	2,027,381	1,991,369	2,099,252	2,093,053	2,198,960	2,161,385	2,284,600
Intergovernmental	617,838	621,986	617,085	619,457	983,657	567,071	1,003,435
Charges for Services	238,839	346,416	210,946	273,432	289,380	326,726	306,880
Other Fin & Transfers	5,000,000	6,600,000	-	395,138	5,517,830	3,228,486	4,870,766
Total	7,884,058	9,559,772	2,927,283	3,381,080	8,989,827	6,283,668	8,465,681

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

CAPITAL PROJECTS FUND EXPENSES

Increased spending in Public Works for Vehicles and Equipment and Building Improvements.

By Department



HOUSING FUND FY 2021 BUDGET

HOUSING FUND REVENUES

Public Housing Agency revenues will not materially change from FY 2020.

REVENUE DETAIL COMPARISON – FY 2015 – FY 2021 BUDGET AND ACTUAL

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2019	FY 2019	FY 2020	FY 2020	FY 2021
Public Housing Fund	Actual	Actual	Actual	Budget	Actual	Budget	Actual	Budget	Proj. Actual	Budget
Intergovernmental	1,966,975	1,874,730	2,168,588	1,991,118	2,290,464	2,340,206	2,262,143	2,401,233	2,425,451	2,664,826
Other Revenue	21,236	100,259	41,959	10,000	33,828	16,000	86,160	122,934	110,101	18,000
Transfers	75,000	-	75,000	75,000	75,000	75,000	75,000	75,000	75,000	-
Total	2,063,211	1,974,989	2,285,547	2,076,118	2,399,292	2,431,206	2,423,303	2,599,167	2,610,551	2,682,826

HOUSING FUND EXPENSES

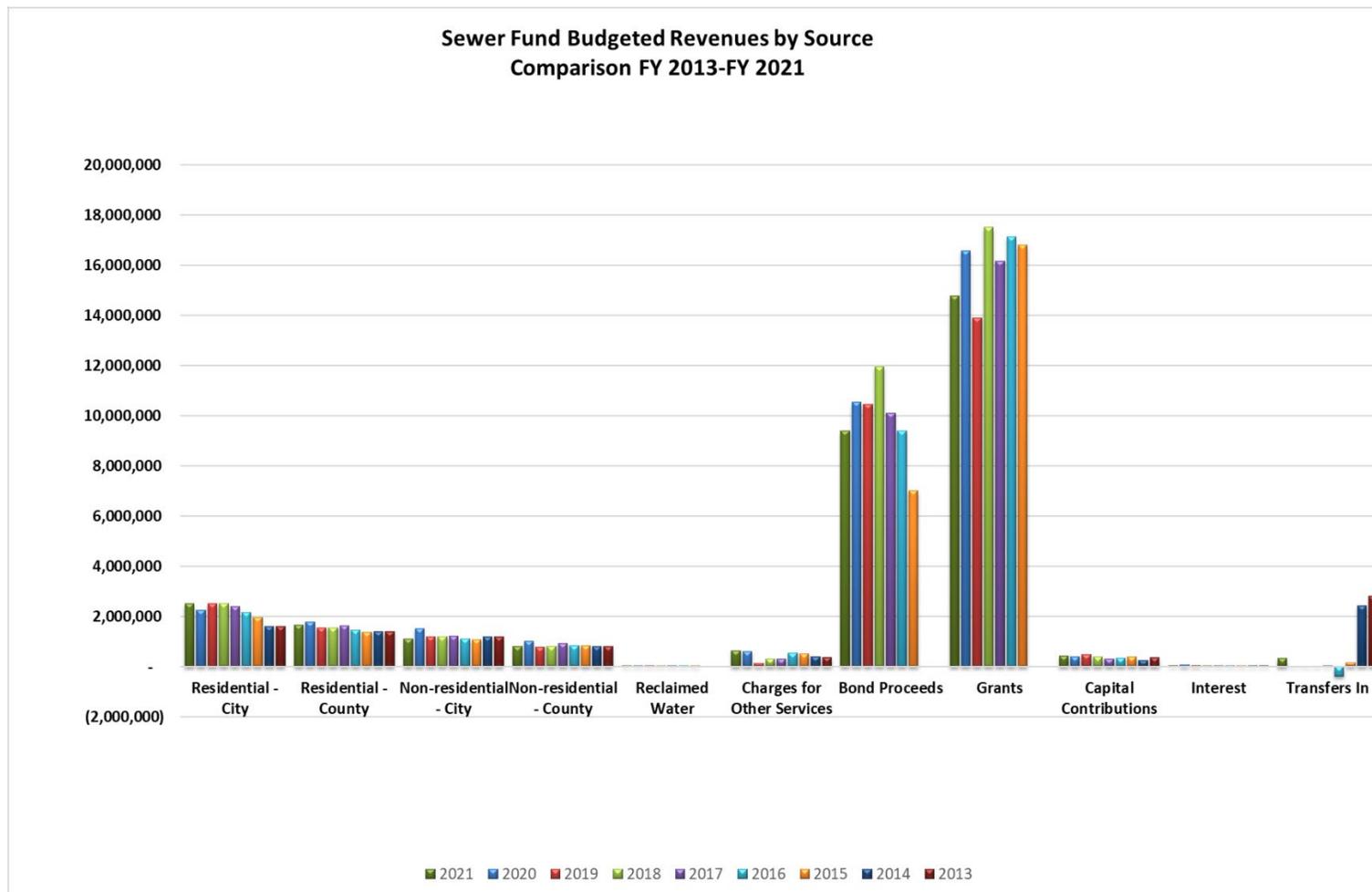
Public Housing Agency expenses will not materially change from FY 2020.

	2016		2017		2018		2019		2020		2021
Public Housing Fund	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Proj. Actual	Budget
Salary	144,697	133,063	149,354	165,996	148,623	138,247	150,162	135,154	159,959	112,538	164,742
Benefits	68,098	63,813	73,491	71,208	70,176	67,688	66,091	49,207	75,556	48,831	80,633
Operating	1,856,696	1,809,372	1,851,562	1,992,051	1,857,319	2,195,372	2,218,534	2,182,202	2,358,719	1,767,167	2,437,451
Total	2,069,491	2,006,248	2,074,407	2,229,255	2,076,118	2,401,307	2,434,787	2,366,562	2,594,234	1,928,536	2,682,826

SEWER FUND FY 2021 BUDGET

SEWER FUND REVENUES

A rate study was performed during FY 2018, and sewer rates for the following five years were adopted as part of the FY 2019 budget process. Sewer rates will increase 5% per year over this time period. The largest capital project in the Sewer Fund is the ENR/Biosolids Project, which includes significant upgrades to the Wastewater Treatment Plant. Project construction got underway in FY 2019. The FY 2021 budget calls for 40% completion of the project, totaling \$22,400,000 in capital expenses; most of those expenses are replaced by bond proceeds, Carroll County reimbursements, and Bay Restoration Grant funds. Carroll County will be fully funding the portion of the project that pertains to its septage facility, representing \$1,744,000 in FY 2021.



REVENUE DETAIL COMPARISON – FY 2015 – FY 2021 BUDGET AND ACTUAL

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2019	FY 2019	FY 2020	FY 2020	FY 2021
Sewer Fund	Actual	Actual	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
Charges for Services	5,556,134	6,214,019	6,587,898	6,355,150	6,824,869	6,585,222	6,507,852	7,110,464	6,946,498	6,699,700
Capital Contributions	1,112,039	312,836	223,035	29,850,118	665,168	67,452,580	5,066,081	27,565,646	11,584,199	24,577,607
Rental Revenue	-	-	-	-	-	-	32,500	32,500	167,500	-
Other Revenue	13,959	23,215	10,285	13,000	10,169	35,800	59,319	10,000	11,453	10,000
Interest Revenue	15,847	26,533	42,233	35,000	50,953	45,000	201,384	140,000	168,030	40,000
Gains/Loss on Assets	-	429	-	3,000	-	-	7,377	-	2,950	-
Transfers	16,596	-	-	-	-	2,180,240	-	-	-	333,233
Total	6,714,576	6,577,033	6,863,451	36,256,268	7,551,158	76,298,842	11,874,515	34,858,610	18,880,630	31,660,540

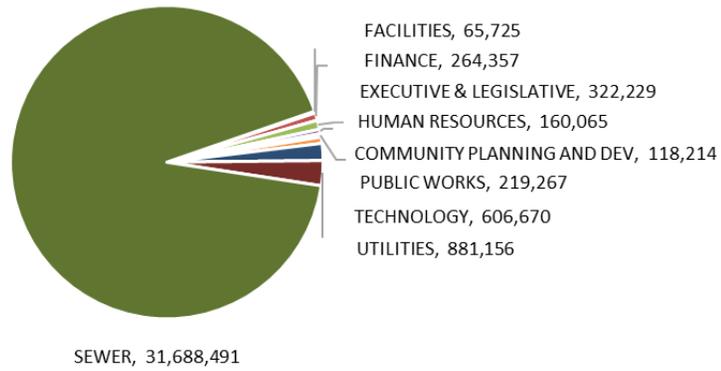
SEWER FUND EXPENSES

The only material change between the FY 2020 and FY 2021 Sewer Fund budgets relates to the ENR/Biosolids Project and associated improvements at the Wastewater Treatment Plant. The project is in the second year and is expected to be completed during FY 2023.

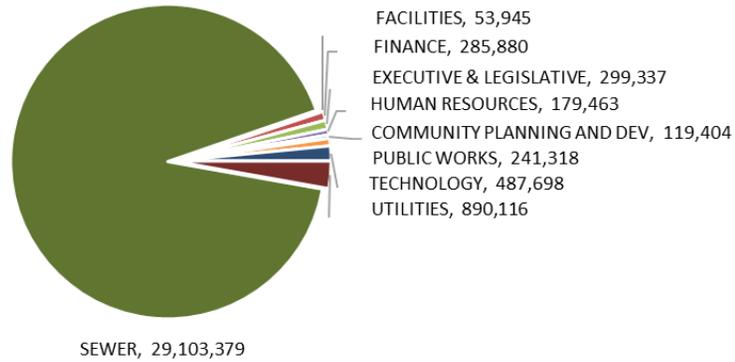
EXPENSE DETAIL COMPARISON BY DEPARTMENT – FY 2014 – FY 2021

Department	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Legislative & Admin	312,695	326,860	342,405	408,294	373,527	392,921	325,376	299,337
Finance	239,620	262,103	250,158	263,501	278,102	305,294	281,358	285,880
Human Resources	101,166	104,585	110,282	119,314	154,986	157,428	160,064	179,463
Planning	113,978	106,326	145,923	123,448	124,079	118,985	118,213	119,404
Facilities	97,666	60,756	63,550	64,343	64,673	64,700	65,725	53,945
Public Works	277,499	259,150	257,201	244,356	222,969	231,899	231,689	241,318
Technology	297,550	300,092	359,055	429,780	534,063	324,043	606,671	487,698
Sewer	5,693,759	27,874,152	30,197,536	31,135,942	34,178,563	33,363,932	31,688,492	29,103,379
Utility Maintenance	777,405	833,759	871,135	867,530	888,103	925,340	881,157	890,116
Total	7,911,338	30,127,783	32,597,245	33,656,508	36,819,065	35,884,542	34,358,745	31,660,540

FY 2020 Sewer Fund Expenses By Department



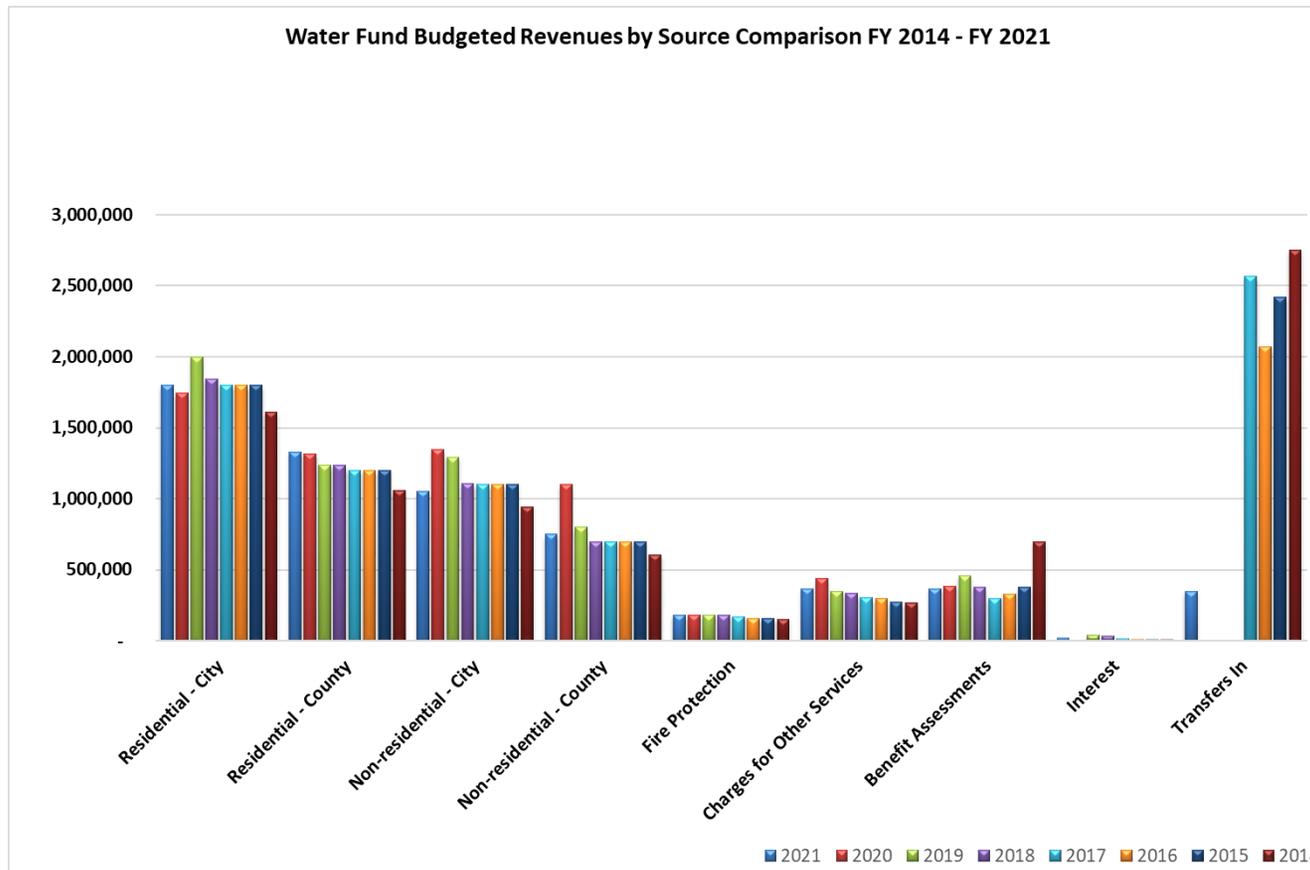
FY 2021 Sewer Fund Expenses By Department



WATER FUND FY 2021 BUDGET

WATER FUND REVENUES

A rate study was performed in FY 2018, and five-year water rates were adopted during the FY 2019 budget process. Water rates will increase 3.5% each year during this time period. The rate study discovered an inequity between the Residential City and the Residential County rates. Therefore, a decrease in rates for the largest portion of the customer base (Residential City) was recommended and implemented.



REVENUE DETAIL COMPARISON – FY 2015 – FY 2021 BUDGET AND ACTUAL

Even though utility rates have increased, overall Charges for Services have decreased as a result of conservation efforts.

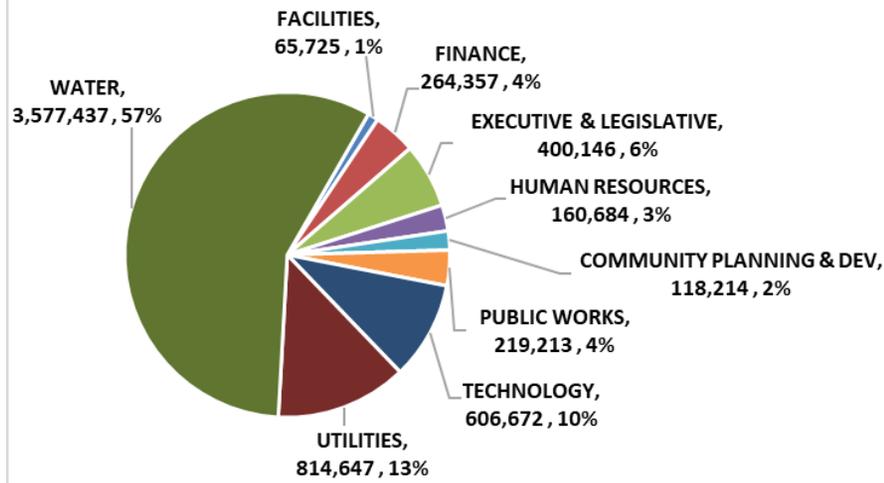
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2019	FY 2019	FY 2020	FY 2020	FY 2021
Water Fund	Actual	Actual	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
Charges for Services	5,085,557	5,264,257	5,045,374	5,157,267	5,097,976	5,610,500	5,200,787	5,788,195	5,537,649	5,213,200
Capital Contributions	503,346	296,281	182,796	379,539	571,388	458,270	373,282	385,728	418,188	368,201
Rental Revenue	189,197	182,479	199,714	236,772	207,796	280,910	277,406	253,390	276,701	262,227
Other Revenue	100	883	71,157	3,000	200	22,000	42,016	5,000	200	1,000
Interest Revenue	15,847	26,533	42,233	35,000	50,953	113,000	102,103	140,000	101,088	20,000
Gains/Loss on Assets	-	-	-	2,000	8,709	-	2,980	-	2,551	-
Transfers	(16,596)	-	-	-	-	381,822	-	-	-	345,380
Total	5,777,451	5,770,434	5,541,274	5,813,578	5,937,022	6,866,502	5,998,574	6,572,313	6,336,377	6,210,008

WATER FUND EXPENSES

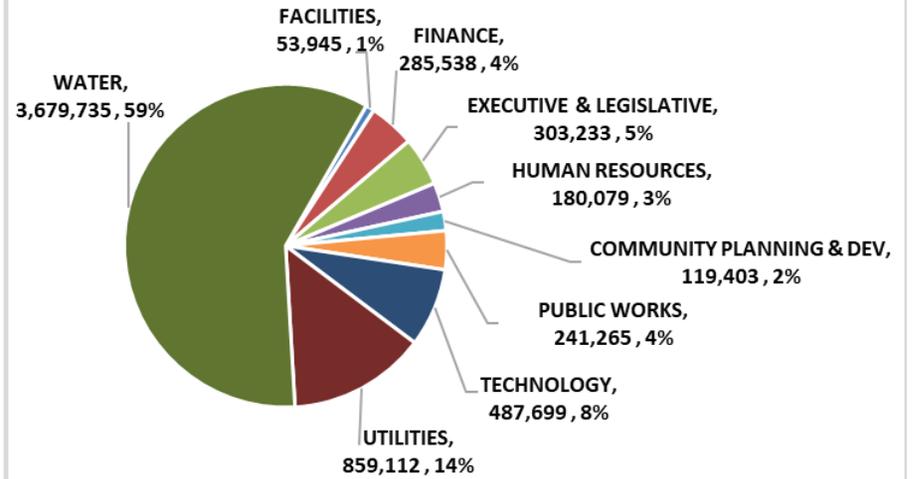
Most operating expenses will remain static in FY 2021. The largest investments in Capital Projects will be in Geographical Information System (GIS) layers, a water main replacement on Route 27, and new water sources. Most other capital investments are for equipment, facilities improvements and debt service.

Department	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Legislative & Admin	313,760	335,085	327,604	386,424	358,163	377,927	410,147	303,233
Finance	238,310	262,104	250,158	263,501	278,102	288,293	281,358	285,538
Human Resources	101,165	104,589	110,282	119,314	155,776	158,103	160,684	180,079
Community Planning & Dev	113,978	106,327	145,923	123,448	124,079	118,987	118,213	119,403
Facilities	98,505	60,956	63,550	64,343	64,673	64,700	65,725	53,945
Public Works	277,499	259,900	257,959	245,106	223,719	227,145	231,635	241,265
Technology	297,550	300,091	359,055	429,780	534,063	324,043	606,673	487,699
Utility Maintenance	714,422	751,288	796,135	788,530	824,103	1,367,422	814,648	859,112
Water	5,988,491	5,598,661	4,953,381	5,264,630	5,070,774	3,944,184	3,617,436	3,679,735
Total	8,143,680	7,779,001	7,264,047	7,685,076	7,633,452	6,870,804	6,306,519	6,210,008

FY 2020 Water Fund Expenses by Department



FY 2021 Water Fund Expenses by Department



FIBER FUND FY 2021 BUDGET

The Fiber Fund was established in FY 2015. In FY 2019, construction of the Westminster Fiber Network was completed. The FY 2021 budget anticipates only operating costs and debt service, with no capital expenditures. In FY 2019, the City issued a Note through the Governor’s Office of Rural Broadband in the amount of \$1,300,000. The City draws down the note to offset operating costs. Note proceeds are reflected in the Other Financing category.

FIBER FUND REVENUES

Nearly all revenue is lease of dark fiber revenue.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	FY 2019	FY 2019	FY 2020	FY 2020	FY 2021
Fiber Fund	Actual	Actual	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
Charges for Services	-	24,161	64,817	328,894	309,069	513,135	557,890	778,570	726,971	724,932
Capital Contributions	108,918	-	-	-	-	-	-	-	-	-
Other Revenue	-	21,875	88,499	85,065	65,625	8,820	1,889	1,000	13,126	1,000
Transfers	1,507,955	1,903,158	35,000	110,000	110,000	360,591	-	617,078	144,178	203,035
Interest Revenue	-	-	-	-	-	-	9,235	-	7,719	2,000
Other Financing	-	908,852	4,466,989	7,000,000	-	7,300,000	-	-	340,416	530,209
Total	1,616,873	2,858,046	4,655,305	7,523,959	484,694	8,182,546	569,014	1,396,648	1,232,410	1,461,176

FIBER FUND EXPENSES

Expenses for FY 2021 include operating expenses consisting of personnel, equipment, and material. The largest expense is debt service.

Department	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Public Works	-	-	-	61,139	64,816	66,944	70,369
Technology	-	-	14,270	30,766	36,890	39,469	42,851
Fiber	7,634,345	5,534,800	9,626,396	7,432,054	8,065,964	1,185,736	1,242,482
	7,634,345	5,534,800	9,640,666	7,523,959	8,182,670	1,396,649	1,461,176

Departmental Information

LEGISLATIVE AND ADMINISTRATIVE SERVICES

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

MAYOR AND COMMON COUNCIL



(left to right) Councilmember Yingling, Councilmember Chiavacci, Council President Pecoraro, Mayor Dominick, Councilmember Gilbert and Councilmember Dayhoff

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

The Mayor and members of the Common Council are elected at-large for four-year staggered terms; municipal elections take place on the Tuesday following the second Monday in May. The Mayor receives an annual salary of \$10,000. The Council

President receives \$3,000, while other members of the Common Council each receive \$2,400 per year. The salaries of the Mayor and members of the Common Council are established in the City Code and have not changed since June 1985. The Mayor and members of the Common Council are treated like full-time City employees for benefit purposes; among the benefits received are health insurance coverage.

OFFICE OF THE CITY ADMINISTRATOR

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

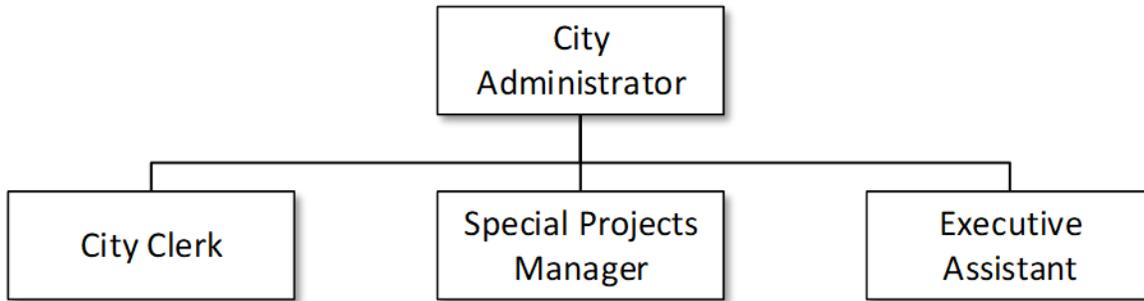
Staffing in the City Administrator's Office includes the City Clerk. The position of City Clerk manages the preparation of Mayor and Council meeting agenda and creates meeting minutes. The position also serves as the election administrator for all municipal elections, ensures proper codification of City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

LEGAL SERVICES

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

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

POSITION SUMMARY SCHEDULE



<i>Office of the City Administrator</i>	Grade	Authorized FY 2018	Authorized FY 2019	Authorized FY 2020	Authorized FY 2021
City Administrator	123	1.0	1.0	1.0	1.0
Special Projects Manager	117	0.0	0.0	0.0	1.0
City Clerk	114	1.0	1.0	1.0	1.0
Executive Assistant	110	0.5	0.5	0.5	0.5
Total Authorized		2.5	2.5	2.5	3.5

ACCOMPLISHMENTS

MAYOR AND COMMON COUNCIL

- Held a facilitated retreat with the City Administrator in October 2019 to review the City’s adopted Strategic Plan. Modified the Strategic Plan via Resolution No. 19-19 to provide greater focus on the initiatives of most significance to Westminster’s future.
- Provided guidance and direction to City staff to address the various challenges resulting from the COVID-19 pandemic.
- Amended the Water and Sewer Allocation Policy via Resolution No. 19-16 and Resolution No. 19-18 to ensure that the City’s limited water and sewer resources are used to promote the growth and prosperity of the community.
- Acquired the former Stocksdale Property, located at 17-25 West Main Street, in keeping with the objective of the Strategic Plan to address the underutilization of key parcels in the downtown area.
- Authorized the issuance of a general obligation bond to finance improvements at the Westminster Municipal Pool Complex.
- Adopted legislation to prohibit smoking, vaping, and possession of lighted or ignited nicotine or cannabis products in places of public accommodation, in order to protect residents of the City and employees of business establishments in Westminster from exposure to second-hand smoke.

- In conjunction with the FY 2021 budget process, resolved the longstanding Westminster Family Fitness Center operating deficit. Charged the Director of Recreation and Parks with developing a plan to make the Fitness Center self-supporting.
- Authorized funding as part of the FY 2021 budget to implement the third phase of the Compensation and Classification Study results. Additional funding made available for the third phase by eliminating the Fitness Center operating deficit, allowing the City to make more headway in addressing salary compression issues.
- Supported the local business community during the COVID-19 pandemic by facilitating expanded outdoor dining opportunities (including the waiver of the associated sidewalk permit fee) and allowing use of City-owned property for business activities.
- Enacted legislation to defer the effective date of the City's plastic bag distribution restrictions to avoid placing an additional burden on businesses during the COVID-19 pandemic.

CITY ADMINISTRATOR

- Successfully guided the Department of Community Planning and Development through the transition of its department director. Served as Acting Director of Community Planning and Development for four months. In conjunction with the Director of Human Resources, conducted a recruitment to fill the Director of Community Planning and Development position.
- Retained Katz & Associates to provide public education/information services associated with the City's water re-use initiative and oversaw the firm's work.
- Worked with the Director of Public Works, the City's intergovernmental/lobbying firm, and the contracted engineering firm to advance the City's water re-use initiative with the Maryland Department of the Environment.
- Awarded a construction contract for the 45 West Main Renovation Project. In conjunction with the project architect and the Director of Public Works, oversaw the facility's renovation.
- In conjunction with the Director of Human Resources, developed and issued a Request for Proposals for executive search services, and retained a firm to assist the City with filling both the Director of Finance and Director of Human Resources positions. Recruitment process for both positions began in FY 2020 and will continue during FY 2021.
- Together with the Director of Finance and the City's bond counsel, submitted all required information for the City's participation in the Maryland Community Development Administration 2020 bond issuance.
- Provided staff support to the various Common Council committees and citizen-led boards and commissions.
- Met with the Board of Elections and reviewed the Charter and Code that pertains to the Election to provide necessary updates and revisions.
- Reviewed with the Board of Elections the Declaration of Intent, Declaration of Lack of Campaign Contributions and Expenditures, and Campaign Finance forms to update deadlines for clarity. A new

deadline for submissions was agreed upon, and will be submitted to the Mayor and Common Council for their consideration.

- Began reviewing an amendment to the absentee ballot process to provide more time for citizens to request and submit ballots, which in turn will provide better voter turnout.
- Met with the Recreation and Parks Department, Police Department, and Street Department to create a new Special Events Permit application based on feedback from those departments. Following discussion with staff, proposed deadlines and more strict guidelines were noted for the City Clerk to continue research.
- Worked with the Director of Human Resources and the City's compensation consultant to develop a new option for the third phase of the Compensation and Classification Study results implementation, in light of the additional funding authorized by the Mayor and Common Council during the FY 2021 budget process.
- Jointly sponsored the second *Westminster Welcome* to greet over 600 incoming McDaniel College students to the community.
- Provided regular community updates regarding changes to City operational procedures during the COVID-19 pandemic.
- Refined the format of the City newsletter to provide more substantive information on City programs and activities and to make it more visually appealing.
- Began digitization process for all ordinances, resolutions, agreements, and meeting minutes for both ease of record search and preservation of City records.

GOALS

- Complete construction of the 45 West Main Renovation Project. Oversee the transition of City staff from the leased space at 56 West Main Street to the new location.
- Continue to advance the City's water re-use initiative, including the initiation of a pilot project. Continue work with Katz & Associates and Director of Public Works to finalize a community outreach and education program regarding water re-use.
- Successfully guide the Department of Human Resources through the transition of its department director by serving as Acting Director of Human Resources.
- Finalize the recruitment for both the Director of Finance and Director of Human Resources positions, and support the new department directors in their acclimation to the City of Westminster organization.
- Finalize the City's sale of the former West End School property to Family and Children's Services of Central Maryland.
- Continue working with the Board of Elections to modernize the City's election procedures and processes through City Code revisions.

- Work with the Community Media Center to hold a candidate forum for those running for the Mayor and Common Council in May 2021.
- Continue to research effective outreach strategies to increase voter turnout in municipal elections.
- Continue to refine the format of the City newsletter so that it serves as a readable, beneficial source of information on City programs and activities.
- Support the Mayor and Common Council in their continued evaluation of the City’s Rental Housing License Program and, as warranted, modify its provisions to ensure appropriate maintenance of Westminster’s housing stock.
- Support the Mayor and Common Council in their continued evaluation of establishing a stormwater utility to ensure that the City is properly maintaining its infrastructure.
- Continue community discussion concerning Wakefield Valley Park, and support the Mayor and Common Council in their decision-making process regarding its future use.
- Enhance the City’s community engagement efforts through outreach with the various homeowners’ associations in Westminster, establishing a two-way communication mechanism.
- Build upon existing initiatives, such as McDaniel and Main, to enrich the City’s partnership with McDaniel College. Continue to identify opportunities for collaboration between the City and the College.
- Initiate regularly scheduled meetings between the City government and the largest employers in Westminster to enhance communication and to determine how the City can support these employers in their continued growth.
- Continue modification of the City’s special event and alcohol use permit application process. Provide the City Attorney with staff proposals to amend the Code and implement fees and deadlines.
- Continue digitizing City ordinances, resolutions, agreements, and meeting minutes for both ease of record search and preservation of City records. Provide scanned documents to General Code to enhance the City’s digital records.

BUDGET

	FY 2016		FY 2017		FY 2018		FY 2019		FY 2020		FY 2021
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
FTE	3.0	3.0	3.0	3.0	2.5	2.5	2.5	2.5	2.5	2.5	3.5
Salary	234,230	245,821	425,836	305,134	263,962	272,112	284,734	286,266	285,528	193,394	374,420
Benefits	109,555	117,419	148,480	159,195	159,707	167,217	183,958	155,018	174,481	143,601	167,741
Operating	1,021,268	717,923	878,654	764,909	892,881	573,743	1,079,732	721,801	1,023,082	520,221	747,061
Capital	494,525	494,523	492,985	492,984	-	-	-	-	-	-	-
Total	1,859,578	1,575,686	1,945,955	1,722,223	1,316,550	1,013,073	1,548,424	1,163,085	1,483,091	857,216	1,289,222

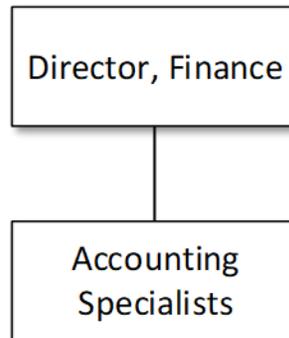
FINANCE AND ADMINISTRATIVE SERVICES

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

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

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

POSITION SUMMARY SCHEDULE



<i>Finance</i>	Grade	Authorized FY 2018	Authorized FY 2019	Authorized FY 2020	Authorized FY 2021
Director, Finance	121	0.0	0.0	0.0	1.0
Director, Finance & Administrative Services	121	1.0	1.0	1.0	0.0
Deputy Director of Finance	N/A	1.0	0.0	0.0	0.0
Assistant City Treasurer	N/A	1.0	0.0	0.0	0.0
Certified Public Accountant	115	0.0	1.0	0.0	0.0
Accounting Specialist	110	3.0	4.0	5.0	5.0
Total Authorized		6.0	6.0	6.0	6.0

ACCOMPLISHMENTS

- Implemented new Utility Billing Read software.
- Completed payment reimbursement applications for Bay Restoration Grant.
- Completed State Revolving Fund applications for payments.
- Assisted in the preparation of the FY 2021 budget.
- Invested cash in several instruments with separate banks for diversity and best return on investment.
- Distributed monthly Financial Performance Reports to the City Administrator, Mayor and Common Council, and department supervisors and directors.
- Continued to manage the Purchase Card Program.
- Continued the use of automated, in-house purchase orders for capital projects. This application manages contract amounts and catches overages prior to invoices being paid. In addition, the application tracks change orders and manager approvals. The check process is more efficient because the invoice is already coded and manager approval is one-time.
- Continued to use import functions to create efficiencies with certain vendors. Worker's compensation and electric supply bills are now imported, resulting in several hours of time saved on entry and proofing. In addition, all purchase card transactions are uploaded directly from the banking software.
- Assisted all other departments with disposal of surplus property by centralizing the process and utilizing an online public auction website.
- Processed all payments through cash transactions, checks, and online payment systems. All collections are entered through the City's integrated Cashiering system.
- Invoiced all water and sewer utility accounts in a timely manner.

PERFORMANCE MEASURES

	FY 2018	FY 2019	FY 2020 (projected)
Utility bills issued	45,624	46,090	46,416
Utility bills – charges for services	\$12,151,250	\$11,242,583	\$12,050,041
90-day outstanding amount – utility bills	\$73,552	\$90,607	\$109,107
Payment agreements executed – utility bills	95	133	165
Shut off notices mailed – utility billing	2,605	2,531	2,600
Number of customers – utility billing	10,059	10,056	10,105
Payments made by website	4,915	11,180	14,100
Payments made by credit card	5,265	2,220	1,700
Accounts payables checks issued	2,868	2,534	2,200
Number of vendors used – accounts payable	947	408	615
1099s issued	43	43	40
Payroll checks issued	5,657	5,585	5,585
Number of employees	279	281	281
W2s issued	279	281	281
Personal property tax bills issued	1,095	975	975
Personal property tax delinquent amount	\$21,324	\$18,000	\$18,000
On-time delivery of paychecks	100%	100%	100%
On-time billing of taxes (all)	100%	100%	100%

GOALS

- Improve payroll processes and procedures. Explore out-sourcing opportunities to allow online time entry by supervisors and to accommodate fast-changing State and Federal regulations regarding deductions for time worked, sick pay, and Affordable Care Act changes.
- Implement ACH payment system that will reduce number of checks printed by 10%.
- Explore alternative solutions to parking permits.
- Utilize the import feature of the financial software system to create efficiencies with the business personal tax billing, resulting in decreased bill production time by 50%.

BUDGET

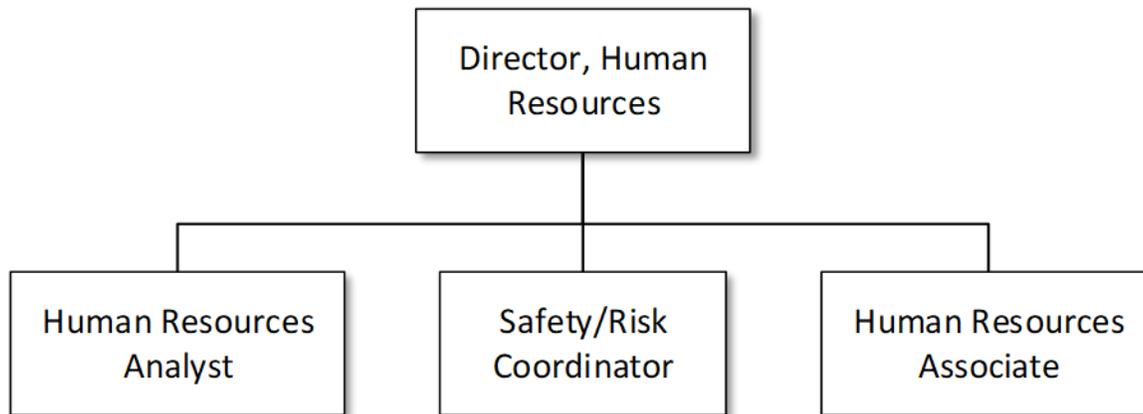
	FY 2016		FY 2017		FY 2018		FY 2019		FY 2020		FY 2021
	Budget	Actual	Budget								
FTE	10.5	10.5	11.0	11.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Salary	416,073	400,266	379,420	350,502	378,125	359,940	384,545	378,479	341,582	224,330	343,843
Benefits	136,114	134,679	130,901	134,756	134,710	142,417	148,408	129,702	149,920	105,584	193,053
Operating	183,900	102,268	202,050	107,809	217,650	172,531	242,950	197,042	255,950	170,903	233,850
Capital	-	-	-	-	-	-	-	-	-	-	-
Total	736,087	637,214	712,371	593,067	730,485	674,889	775,903	705,224	747,452	500,816	770,746

HUMAN RESOURCES

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

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

POSITION SUMMARY SCHEDULE



<i>Human Resources</i>	Grade	Authorized FY 2018	Authorized FY 2019	Authorized FY 2020	Authorized FY 2021
Director, Human Resources	120	0.0	1.0	1.0	1.0
Manager, Human Resources	N/A	1.0	0.0	0.0	0.0
Safety/Risk Coordinator	112	1.0	1.0	1.0	1.0
Human Resources Analyst	112	1.0	1.0	1.0	1.0
Human Resources Associate	110	0.875	0.875	0.875	0.875
Total Authorized		3.875	3.875	3.875	3.875

COMPENSATION

The City desires to be competitive in its identified market in providing compensation to attract and retain qualified employees. In FY 2018, the City retained a consultant to conduct a compensation/classification and benefits study, make recommendations regarding the City's pay structure, update job descriptions, and develop a new performance evaluation program. The Mayor and Common Council authorized the establishment of a new pay structure as of July 1, 2019, with corresponding employee salary adjustments phased in over a period of three years. The phase process will be completed in FY 2021.

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

EMPLOYEE INSURANCE BENEFITS

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

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

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

Joining the cooperative has proven to be beneficial to the City by stabilizing the plan design and premiums. By participating in the cooperative, the City has the potential to receive a refund if there is a claims fund surplus at the end of the plan year. A claims fund surplus occurs if medical claims fall below the actuarial projections for claims within a plan year. Through FY 2019, the City has received surplus refunds totaling \$2,252,000.

The Benecon Group provides various services to employers participating in LGIT Health, including assistance with compliance, administrative policies, training, and Patient Protection and Affordable Care Act (PPACA) updates. Beginning in FY 2015, the City incurred additional fees for the medical plan under PPACA. The fees now include only the Patient Centered Outcomes Research Fee (PCOR). The PCOR fee is a Federal tax on group health plans to fund comparative effectiveness research. The FY 2021 PCOR fee is \$2.45 per participant insured under the City's health plan.

The City utilizes a service provided by The Benecon Group to handle all COBRA administration. This service is provided at no cost to LGIT Health members. COBRA administration by City staff has been eliminated, and compliance risk has been greatly reduced.

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

In FY 2021, the City will continue to offer employees and dependents a remote healthcare program through Teladoc. This program is offered at no cost to the employee, and provides immediate access to board-certified, state-licensed primary care physicians via telephonic or video consultations. The remote physician is able to diagnose many illnesses and injuries that fall under the category of general medicine and prescribe prescription medications. The service is available at any time of the day or night, 365 days a year, anywhere in the U.S., with no co-pay for the patient. It is anticipated that, over time, this program will decrease the number of primary care, urgent care, and emergency room visits, resulting in claims reductions in the City's self-insured medical plan.

The dental plan offered to employees provides for preventive and restorative benefits utilizing both in-network and out-of-network providers with a maximum benefit of \$1,500 per year per covered member. The vision plan offers eye exams every 12 months and provides monetary assistance with the purchase of corrective glasses or

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

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

WELLNESS PROGRAM

Human Resources began promoting a structured, points-based wellness program in April 2014. This program encourages employees to adopt and maintain a healthier lifestyle, and focuses on employees seeking preventive healthcare to identify possible health risks and by supporting treatment of chronic conditions. Employees earn points for participation that can result in employee insurance contribution discounts for the next plan year. The plan includes a physical exam requirement for spouses. The benefit of encouraging employees and spouses to seek preventive care is an anticipated reduction of healthcare claims over time due to early intervention.

In addition, Human Resources plans and promotes employee participation in various wellness activities, health assessments, preventive health screenings, health and wellness challenges, and educational workshops throughout the program year. A Wellness Committee, comprised of employee members from various departments, supports the wellness initiatives through planning and promoting activities. Human Resources produces a quarterly wellness electronic newsletter for distribution to all employees.

The Cigna medical plan contributes \$20 per insured employee to assist with the cost of various wellness initiatives. In FY 2020, Cigna provided \$2,440 in wellness funds. At the end of each plan year, CIGNA presents the City with a Consultative Analytics Report that covers plan costs, trends, population demographics, summary claims information, pharmacy utilization, summaries of risks based on health assessments, a summary of disease management outcomes, and an overall medical snapshot. This report is used as a tool in determining the overall health needs of plan participants and gives the Wellness Program direction for the best return on investment.

The Human Resources staff organizes an annual Employee Expo, a wellness and benefits event held in the Family Center gym. This is a coordinated effort with planning assistance from Wellness Committee members. The goal of the Expo is to promote health and wellness, offer preventive screenings, and to give employees the opportunity to speak with insurance providers about coverage and benefits. Each year, the Expo promotes a theme to add excitement and fun to the event, and it continues to be a success year after year. In FY 2020, 21 vendors participated in the Expo, and approximately 100 employees and retirees attended. The event included the opportunity for participants to get a flu shot, have their vision tested, complete a health risk assessment, get their blood pressure checked, have an upper body massage, observe the preparation of a healthy cooking recipe, speak with a health and wellness coach, receive a body composition analysis, and tips on eating healthy on a budget.

RETIREMENT AND PENSION

The City provides pension benefits to employees through participation in the Maryland State Retirement and Pension System. This State system requires that all eligible employees become a member in the pension system upon employment with the City. Effective July 1, 2011, all regular full- and part-time employees, except sworn police officers, are enrolled in the Reformed Contributory Pension Benefit (RCPB). Employees hired prior to July 1, 2011 are enrolled in the Alternate Contributory Pension Selection Plan (ACPSP). Sworn police officers are enrolled in the Law Enforcement Officers Pension System (LEOPS).

The City’s contribution is based on the employee’s base salary at the end of the fiscal year each June. 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 is projected to be \$136.26 in FY 2021. The various State pension plans, service retirement years and age, and employee and City contribution rates are shown in the chart below.

Plan	Service Retirement Years	Service Retirement Age	Employee Contribution Rate			City Contribution Rate		
			FY 2019	FY 2020	FY 2021	FY 2019	FY 2020	FY 2021
RCPB (Employees enrolled effective 7/1/11)	Rule of 90 (age plus years of service)	65 (with 10 years of service)	7%	7%	7%	9.00%	9.38%	10.24%
ACPS (Employees enrolled prior to 7/1/11)	30	62	7%	7%	7%	9.00%	9.38%	10.24%
LEOPS	25	50	7%	7%	7%	31.43%	32.22%	34.93%

In addition, all employees are eligible to participate in the voluntary Nationwide Retirement Solutions 457(b) Deferred Compensation Plan. The City offers all regular full- and part-time employees a 2% matching contribution through a 401(a) Matching Program, other than those who are enrolled in the LEOPS plan.

EMPLOYMENT POLICIES

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

EMPLOYEE RECOGNITION

Service and Retirement Awards

The City highly values its employees and provides an employee recognition program to acknowledge employee service milestones. Employees receive a framed service award certificate, along with a City emblem key chain at year five, in addition to a monetary award of \$50. Beginning at year 10, and at each five-year milestone until retirement, employees receive a service award certificate and a monetary award. Each year, the City holds an awards ceremony at the holiday luncheon. In FY 2020, 12 employees were honored with awards. Upon retirement, employees receive a gift award and a commemorative City plate to honor their years of service.

Public Service Recognition

In FY 2020, the City continued the practice of honoring all of its employees during Public Service Recognition Week in May. The Mayor issues a proclamation, and a small token of appreciation is delivered to each City location. In addition, an Employee Appreciation Picnic was held in September.

RECRUITMENT

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

police officer positions. Active regular full- and part-time employees may apply for vacant positions through an internal application process.

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

RISK MANAGEMENT AND SAFETY

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

Claims experience can have a significant effect on workers' compensation insurance premiums. The City is committed to a culture of workplace safety and the Human Resources staff strives to be proactive on loss control measures to reduce claims experience by submitting claims on a timely basis, providing claims support to employees, and by serving as a liaison between the employee and the City's workers' compensation provider.

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

The City has a Safety Committee that has representation from the various departments. The Committee provides an interdepartmental communication mechanism that promotes continuity for safety procedures and training. In addition, the Committee reviews safety policies on an annual basis to ensure that they are up to date with current standards and procedures. The Safety Committee also reviews motor vehicle accident, property damage, and injury claims to look for possible ways to avoid the same type of incidents in the future. Training initiatives may result from these reviews. This proactive approach is an important factor in minimizing future employee injuries, vehicle accidents, and property and liability claims. An online safety training service is utilized by all City departments. Each Safety Committee member monitors the online safety training for their department to ensure that safety training is completed for each employee.

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

Since 2014, the City has held an annual safety day for employees in June during National Safety Month. Safety demonstrations and topics are presented, safety gift bags are distributed, and lunch for attendees follows the trainings.

In January 2020, the Federal Motor Safety Carrier Administration's (FMCSA) Drug and Alcohol Clearinghouse went into effect. The Clearinghouse is a national database of Commercial Driver's License (CDL) drivers who are subject to the Department of Transportation (DOT) regulations. The Clearinghouse documents all drivers that have had drug and alcohol violations. The City is required to annually query, through the Clearinghouse, every employee who holds a Commercial Driver's License. The City is also required to query newly hired employees who hold a CDL. The City is required to report to the Clearinghouse all drug and alcohol violations for a CDL driver. The City utilizes a third-party administrator to assist with the query process and to report any violations to the Clearinghouse.

TRAINING

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

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

In FY 2021, Human Resources staff is coordinating Lockout/Tagout and Confined Space training for Public Works employees.

ACCOMPLISHMENTS

- Employee Benefits/Wellness Program
 - Managed the annual renewal of all employee insurance benefits, including the open enrollment process for employees and the Medicare renewal for retirees
 - Coordinated the annual renewal of the AFLAC voluntary insurance benefits program
 - Facilitated two on-site visits by the Nationwide Retirement Solutions representative to meet with employees
 - Distributed and promoted the points-based incentivized Wellness Program available to all employees participating in the City's medical plan
 - Planned and held the 15th annual Employee Expo
 - Coordinated a recruitment process for the Director of Community Planning and Development position
 - Updated the City's cafeteria plan documents to increase the FSA maximum contribution amount to bring it up to date with I.R.S. regulations; updated the cafeteria plan documents to allow over-the-counter drug reimbursements as amended by the CARES Act.
- Compensation and Classification
 - Coordinated the FY 2020 implementation of Phase Two of the Compensation and Classification Study implementation; finalized Phase Three plan for FY 2021
 - Finalized the new job descriptions drafted by Compensation and Classification Study consultant;

- distributed to the departments for dissemination to employees
 - Coordinated training for supervisors on the new performance evaluation forms created by the Compensation and Classification Study consultant; finalized and distributed the new evaluation forms to supervisors
 - Updated the Maryland Municipal League online salary survey system with the FY 2020 salary and benefits information
- Employee Recognition
 - Planned and held the City's annual Employee Appreciation Picnic
 - Coordinated the service awards ceremony at the annual holiday luncheon
- Employment and Recruitment
 - Conducted employee orientations for all new hires, including regular full- and part-time, temporary, and seasonal employees
 - Performed required fingerprinting for criminal background checks on all employees working around children in the course of their job duties
 - Updated the evaluation form for seasonal employees
 - Updated the Employment Application
- Policies and Compliance
 - Updated the Eden Reports section for the Human Resources Procedures Manual
 - Identified safety-sensitive positions for the new Drug-Free Workplace policy; updated job descriptions to include the designation
 - Finalized the Drug-Free Workplace Policy for all employees and the Federal Motor Carrier Safety Administration Controlled Substances and Alcohol Use Testing Policy for DOT regulated drivers; distributed the policies to supervisors and employees
 - Finalized a supplemental job description for all DOT-regulated drivers; distributed the job descriptions to employees
 - Updated Employee Handbook policies, including changes to the number of hours per week required to be designated as a regular benefited employee; updated the holiday leave policy to incorporate changes to the observed holidays
 - Assisted with drafting the Civility Policy for approval by the Mayor and Common Council
- Risk Management and Safety
 - Received a Risk Management Services Award from the Local Government Insurance Trust (LGIT), given to members that consistently demonstrate excellence in committing to loss reduction, ongoing training, adhering to LGIT's risk management guidelines, and using LGIT resources
 - Coordinated the Safety Committee's annual review of City safety policies
 - Performed two audits of employment posters at each City location
 - Coordinated a Safety Day luncheon with safety presentations
 - Finalized changes to the Vehicle Driver Policy
- Training
 - Coordinated the Carroll Community College Momentum and management training programs, designed for local government employees
 - Coordinated one session of mandatory Citizen's Response to Active Shooter Event (CRASE) training for new employees
 - Coordinated Lockout/Tagout and Confined Space Entry training for Public Works employees to be held in FY 2021
 - Coordinated National Safety Council Defensive Driver Training for new employees

- Coordinated a Local Government Insurance Trust (LGIT) Special Events Liabilities Loss Prevention and Control Strategies training
- Coordinated Supervisor Reasonable Suspicion training for Drugs and Alcohol for DOT and non-DOT supervisors
- Coordinated an OSHA-required Chesapeake Regional Safety Council excavation training for Public Works employees

In FY 2020, CPR/First Aid/AED biennial classroom training was provided by Chesapeake Employers' Insurance. The Local Government Insurance Trust presented Reasonable Suspicion for Drugs and Alcohol training to all supervisors. Harassment in the Workplace, and other supervisory trainings are initially provided upon employment, upon promotion to the supervisor level, and periodically. In FY 2020, Local Government Insurance Trust (LGIT) provided the National Safety Council's 6-hour defensive driver training for new CDL and authorized driver employees. In addition, OSHA-required annual safety training for all administrative staff is coordinated by Human Resources. In FY 2020, this training included Emergency Preparedness planning, fire extinguisher use and safety, and bloodborne pathogens.

PERFORMANCE MEASURES

<i>Recruitment</i>	FY2018	FY2019	FY2020 <i>(projected)</i>	FY2021 <i>(projected)</i>
Full- & part-time external employment advertisements	25	53	21	20
Temporary/Contractual/Seasonal external advertisements	11	7	9	7
Employment applications processed	413	956	879	749
Full- & part-time new hires	23	35	22	25
Temporary/Seasonal new hires	52	53	53	53
Full- & part-time separations and retirements	22	33	20	20
Temporary/Seasonal separations	36	39	39	39
<i>Wellness Program</i>	FY2018	FY2019	FY2020 <i>(projected)</i>	FY2021 <i>(projected)</i>
Wellness Program participants meeting 30-point goal <i>(Target 50)</i>	42	37	34	50
Employees completing Health Risk Assessments <i>(Target 50)</i>	30	20	27	50
Wellness points earning activities <i>(Target 12)</i>	14	15	10	15
Wellness educational sessions <i>(Target 12)</i>	15	14	12	14
Flu shots provided to employees <i>(Target 50)</i>	50	49	53	50
<i>Risk Management</i>	FY2018	FY2019	FY2020 <i>(projected)</i>	FY2021 <i>(projected)</i>
Liability, property, & automobile claims	29	30	26	25
Worker's compensation claims	32	31	21	24

D.O.T. physicals	29	37	40	47
D.O.T. random drug/alcohol tests	16	16	16	30
Non-D.O.T. random drug/alcohol tests	N/A	N/A	N/A	24
FMCSA Drug and Alcohol Clearinghouse Queries	N/A	N/A	N/A	70
Hearing Conservation testing	52	67	55	57
Respirator fit tests	66	63	73	69
<i>Training (employees attending)</i>	FY2018	FY2019	FY2020 (projected)	FY2021 (projected)
CPR/AED/First-Aid	85	78	76	72
Defensive driving	12	13	12	12
Supervisor reasonable suspicion drug and alcohol	0	3	48	3
Preventing harassment in the workplace	70	88	75	235

GOALS

- Monitor the City’s medical insurance to determine Wellness Plan initiatives
- Continue to monitor healthcare regulations and reporting requirements under the Affordable Care Act by attending educational sessions
- Monitor and continue to improve the effectiveness of the points-based incentivized Wellness Program, and utilize the Wellness Committee to:
 - Promote the plan benefits to employees to increase participation
 - Promote, create, and select wellness point-earning education sessions and activities
 - Utilize local resources to provide support to the program
 - Utilize all wellness funds provided by the Cigna plan to support program activities
- Monitor employment policies to:
 - Identify the critical areas where policies need to be updated or established
 - Continue to update Employee Handbook
- Continue to promote a safe working environment through:
 - Working with the Safety Committee to monitor safety and risk management policies and procedures for updates and required changes; coordinate training opportunities for Safety Committee members; support and coordinate safety activities and trainings
 - Utilizing the Safety Committee to monitor accidents and incidents in an effort to prevent recurrence in the future and to determine future training needs; promote the reporting of near-miss accidents to prevent future injuries
- Coordinate employment law training for managers and supervisors to provide current information on regulations and knowledge on legal consequences when making employment decisions

BUDGET

	FY 2016		FY 2017		FY 2018		FY 2019		FY 2020		FY 2021
	Budget	Actual	Budget								
FTE	3.0	3.0	3.0	3.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Salary	158,267	154,215	145,739	139,996	192,512	151,284	207,551	215,252	215,606	138,795	226,719
Benefits	74,507	62,030	81,982	70,559	117,244	80,468	103,631	88,496	96,302	59,642	103,232
Operating	100,350	84,315	113,800	69,356	130,015	90,956	135,760	100,537	140,380	65,194	181,030
Capital	-	-	-	-	-	-	-	-	-	-	-
Total	333,124	300,559	341,521	279,912	439,771	322,709	446,942	404,284	452,288	263,630	510,981

COMMUNITY PLANNING AND DEVELOPMENT

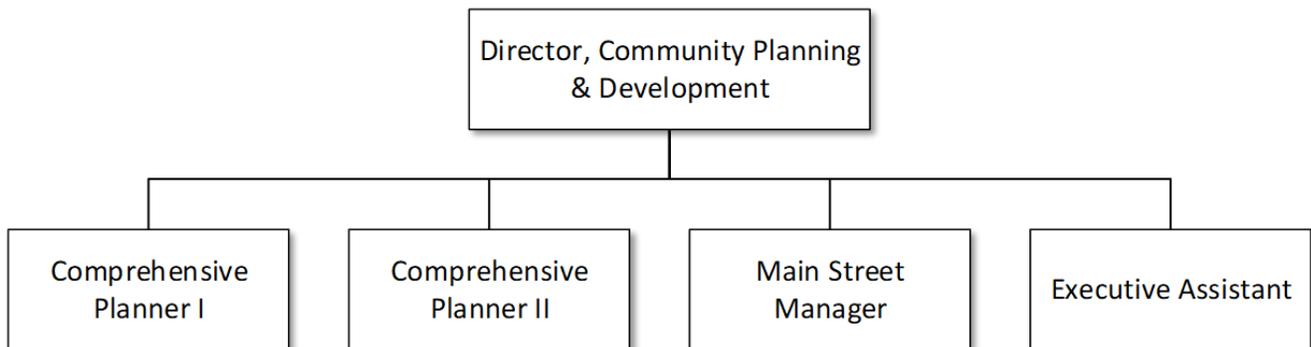
The Department of Community Planning and Development (DCPD) is responsible for facilitating the planning and physical development of the City, professionally and sustainably. DCPD’s services include planning, zoning, water and sewer allocation, plans and permit review, economic development, and Main Street management.

DCPD serves all four of the City’s planning-related boards and commissions – Board of Zoning Appeals, Planning and Zoning Commission, Historic District Commission, and Tree Commission. The DCPD team also provides assistance, as directed by the City Administrator, at meetings of the Mayor and Common Council.



Arbor Day is an annual event held by the City’s Tree Commission - one of four boards which DCPD staffs and serves.

POSITION SUMMARY SCHEDULE



<i>Community Planning & Development</i>	Grade	Authorized FY 2018	Authorized FY 2019	Authorized FY 2020	Authorized FY 2021
Administration					
Director, Community Planning & Development	121	1.0	1.0	1.0	1.0

Executive Assistant	110	0.5	0.5	0.5	0.5
Planning and Zoning					
Comprehensive Planner II	115	0.0	0.0	1.0	1.0
Comprehensive Planner I	114	1.0	1.0	1.0	1.0
Economic and Community Development					
Main Street Manager	114	0.0	1.0	1.0	1.0
Economic Development Administrator	N/A	1.0	0.0	0.0	0.0
Total Authorized		3.5	3.5	4.5	4.5

Through DCPD activities, the City collects fees and benefit assessments averaging \$1,000,000 annually. The current economic development boom is the direct result of water availability and its careful allocation, based on the Mayor and Common Council’s newly adopted policy and the continual pursuit of new water.

	FY2017	FY2018	FY2019	FY2020 Projected	FY2021 Projected
Permits Issued	272	291	340	340	340
Housing Starts	35	70	74	60	70
Private Investment	\$16,300,000	\$35,700,000	Varies due to commercial	Varies due to commercial	Varies due to commercial
Benefit Assessment	\$466,740	\$1,005,540	\$1,255,337	\$1,300,353	\$1,172,000

COMPREHENSIVE PLANNING, ZONING, AND BUILDING PERMITS

DCPD provides research, staff reports, advertising, agendas, summaries of meetings, and maintenance of the public records for the Board of Zoning Appeals, Planning and Zoning Commission, Historic District Commission, and Tree Commission. DCPD provides high-quality customer services to applicants; members of the public; and, County, State, and federal agencies.

DCPD ensures compliance with the City of Westminster Zoning Ordinance and applicable Maryland law. DCPD manages a variety of development processes/applications (rezoning, annexation, planned unit developments, site development plans, special exceptions, variances, subdivision, zoning map amendments, administrative appeals); manages and prepares required revisions to the Comprehensive Plan and Zoning Ordinance (zoning text amendments); manages the City’s water and sewer allocation system, including good cause waivers and amendments to the water and sewer policies; and, oversees the Tree Commission’s annual Arbor Day celebrations. The Director serves as the City’s Zoning Administrator, and DCPD staff serve as liaisons to both County and State government on many interjurisdictional matters.

COMMUNITY PLANNING, ECONOMIC DEVELOPMENT, AND MAIN STREET

DCPD services in these areas include Main Street management, City-business-community joint projects, public outreach, and grant writing and management. Both water and sewer allocation system management and guiding new development through the City and County review processes are also major economic development activities performed by DCPD for the City.

The Main Street Manager facilitates Community Development Block Grants through which the City has successfully obtained grants since 2006 totaling over \$3 million to date, as well as Community Legacy grants. The

Main Street Manager also facilitates the Downtown façade improvement grant program, which provides funds to invest in Downtown Westminster. DCPD also facilitates applications for Historic Rehabilitation Property Tax Credits, which helps offset the cost of improvements for structures located in the Westminster Historic National Register District, including Downtown Westminster.

The Main Street Manager is lead staff to the Downtown Partners program, Carroll County Downtowns, and the Heart of the Civil War Heritage Area. The Main Street Manager is responsible for the City’s highly successful restaurant week in the spring, Small Business Saturday in the fall, and the Mayor’s Cup window decorating contest that takes place around the holidays. Furthermore, the Main Street Manager visits small businesses quarterly, works with the Farmers’ Market Manager, and collaborates with other City departments regarding major City events and social media outreach.



Three of the new Downtown businesses that have opened in FY2020.

ACCOMPLISHMENTS

- In FY 2020, a Site Development Plan for one of the new multi-family residential projects (Westminster Way Apartments, pictured below) was approved by the Planning and Zoning Commission. Additionally, a Site Development Plan has been submitted and is currently under review for another multi-family residential project.



Westminster Way Apartments - 35 multi-family dwelling units

- DCPD continues its participation in the local business community through regular business visits and joint venturing with local merchants, restaurateurs, and community institutional partners on new Downtown efforts. DCPD continues to represent the City of Westminster on the Carroll County Complete Count Committee and the Carroll County Technical Review Committee. At the Technical Review Committee meetings, DCPD staff provides updates to applicants with properties located outside the City, but on the City water system, about possible water allocations that may be needed for proposed projects.
- The City of Westminster partners with McDaniel College for the “Westminster Welcome” event. In fall 2019, McDaniel College had a record number of incoming students. Through this partnership with the City, the Class of 2023 had the opportunity to visit downtown establishments and be treated to a warm “Westminster Welcome.”
- DCPD staff completed work on an amendment to the newly adopted Carroll County Water and Sewer Master Plan in coordination with Department of Public Works. The spring 2020 Water and Sewer Amendment was subsequently submitted to Carroll County. DCPD staff also represents the City of Westminster on the East Middle School Construction Committee and the Heart of the Civil War Heritage Area, Inc.
- A DCPD staff member presented his Graduate Thesis entitled *Analyzing the Urban Heat Island Effect in the City of Westminster, Maryland, with Attention to Mitigative and Adaptive Measures*, at the 2019 Biennial Conference of the American Planning Association, Maryland Chapter. Staff also had the honor of attending the first Westminster Elementary School Lego League Robotics Team meeting to discuss challenges facing the City of Westminster.
- DCPD staff, the Mayor, Council President, and Director of Recreation and Parks met with the local student team from Carroll County Lego League Robotics.
- DCPD prepared Emergency Ordinance No. 918 to permit as of right single-family attached dwellings lawfully existing in the R-10,000 and R-20,000 Residential Zones on or before December 1, 2019, subject to the dimensional requirements contained in the ordinance (approved December 9, 2019). DCPD prepared Resolution No. 19-18, amending the Adopted Water and Sewer Allocation policy for 2018-2024 (approved November 11, 2019).
- The City of Westminster was awarded a \$5,000 Keep Maryland Beautiful grant. The grant funds will be used to purchase ten planters for flowers to be placed throughout Downtown Westminster.
- The City of Westminster commissioned a comprehensive feasibility analysis for the reuse potential for 15-28 West Main Street property.
- An essential service of DCPD is continued coordination with stakeholders (public, private, governmental agencies) to assist with the development process, including but not limited to, water and sewer allocation, subdivision, site plan, and permit review. DCPD continues to work with the Mayor and the Council’s Economic Development Committee on water and sewer allocation requests and to maintain and evaluate the approach and methodology for the water and sewer allocation system.
- As part of daily efforts of resource management, DCPD has been requesting that all new projects attempt to fit within the existing water envelope of the previous or existing use. DCPD plans to continue this practice in order to allocate the minimum amount of new water required to complete a development project. For all new allocations moving forward, there is a concentrated focus on promoting economic

development in the City via new commercial and industrial projects, while also providing for new multi-family residential uses to ensure the City’s wider economic health and to support its young workforce, so they continue to thrive.

- Water and sewer capacity for FY 2020 remains for commercial, industrial, and multi-family residential development, but it is limited. The Council’s Public Works Committee is constantly in the process of looking for and securing water re-use, new water resources, and new water rights. That process is ongoing and includes coordination with Carroll County and the State of Maryland.

PERFORMANCE MEASURES

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

PROCESSES TRACKED	FY2017	FY2018	FY2019	FY2020
Building Permits	272	291	340	300+
Downtown Business (Visits)	n/a	300	400+	400+
Annexations	4	1	3	2
Rezoning Requests	2	3	3	1
Board of Zoning Appeals (Monthly Meetings)	6	4	8	7
Historic District Commission (Monthly Meetings)	9	9	9	7
Planning and Zoning Commission (Monthly Meetings)	11	12	12	12
Tree Commission (Meetings - Monthly to Quarterly)	7	6	4	2
Water Allocations (GPD)	12,736	8,175	18,400	18,810
Zoning Ordinance Text Amendments	2	6	8	2
Zoning Inquires/Research Projects	1,318	1,208	1,700	2,000

GOALS

- Continue research and begin drafting the rewrite of the Zoning Ordinance, including, but not limited to, parking, signage, and landscaping requirements. The Zoning Ordinance needs modernization and updating to be more user friendly and to address current and future needs of and development in the City of Westminster.
- Continue to work on updating and streamlining development review processes, create new and update existing development application forms, and update the DCPD webpage to be more user friendly and to provide additional information to the public and development community.
- Continue to work with Partners for Economic Solutions (PES) regarding the reuse potential feasibility analysis for and marketing of the City-owned 17-25 West Main Street property.
- Continue to facilitate and grow joint City-business-community partnerships and initiatives.

BUDGET

	FY 2016		FY 2017		FY 2018		FY 2019		FY 2020		FY 2021
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
FTE	4.0	4.0	4.0	4.0	4.5	4.5	4.5	4.5	4.5	4.5	4.5
Salary	360,628	306,948	277,627	281,085	284,447	291,301	296,211	244,246	300,760	178,745	306,951
Benefits	130,838	118,920	130,654	130,662	133,990	118,973	124,652	89,148	123,755	52,659	123,576
Operating	261,500	163,603	225,168	202,051	237,400	56,051	886,897	78,752	896,900	73,920	304,200
Capital	-	-	-	-	-	-	-	-	742,304	732,304	25,000
Total	752,966	589,471	633,449	613,798	655,837	466,325	1,307,760	412,145	2,063,719	1,037,628	759,726

PUBLIC SAFETY

The Westminster Police Department (WPD) is a full-service municipal police agency that provides community-oriented law enforcement services to the City of Westminster. The WPD was established in 1839 when the first “City Bailiff” was hired by the “City Burgess and Commissioners” to keep order in the business district. It has grown into a progressive police department employing 45 sworn police officers and 13 civilian employees.

The WPD’s mission revolves around the following three policing principles or strategies:

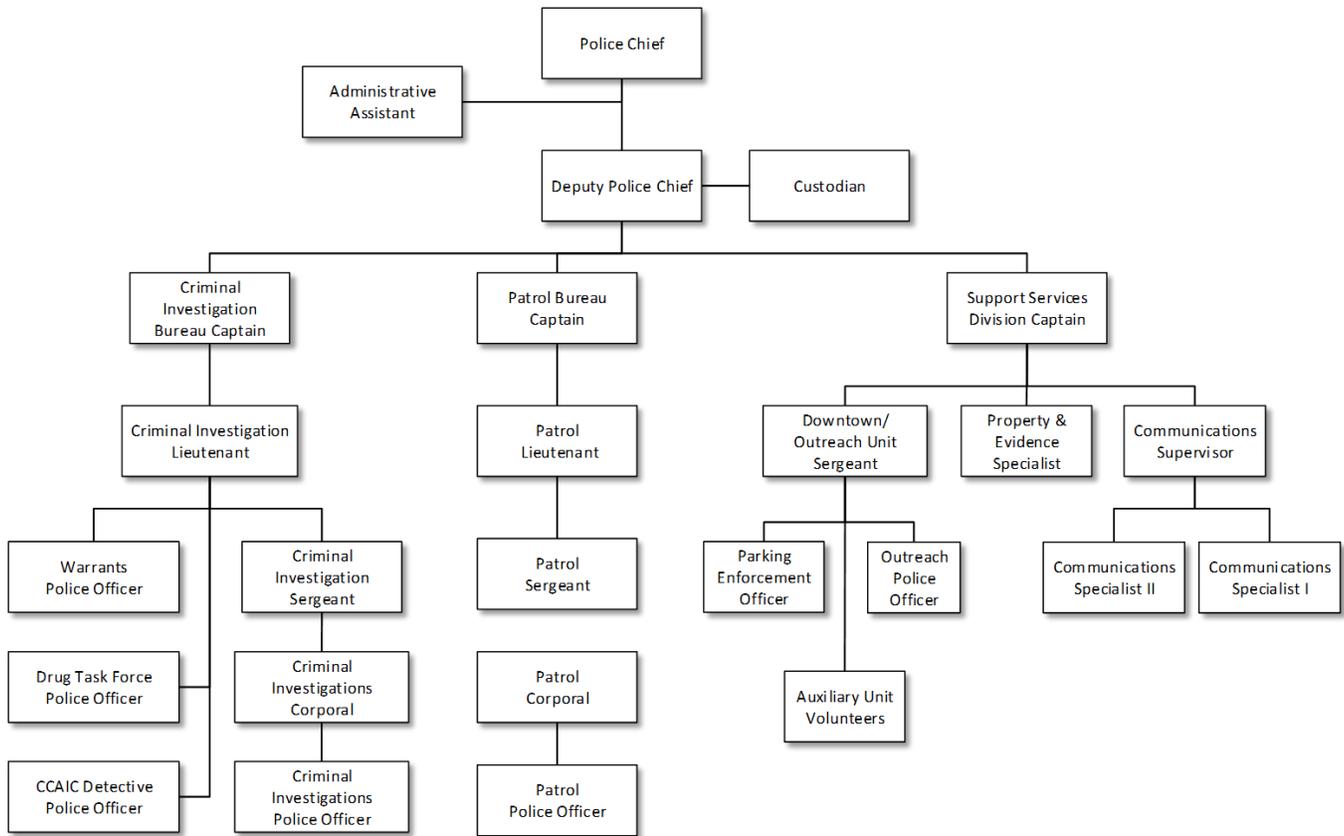
1. Data-Driven Policing – using available information and technology to increase efficiency and effectiveness;
2. Problem-Oriented Policing – coordinating internally and with partner law enforcement agencies, and partnering with citizens to problem-solve continuing public safety issues; and,
3. Community-Oriented Policing – a policing culture that involves all WPD sworn staff consistently engaging and partnering with members of the community to address public safety issues.

The Patrol Bureau provides uniformed patrol service to all areas of the City 24-hours a day, 365 days a year. Officers respond to calls for service, employ proactive enforcement efforts, conduct foot and bicycle patrols, handle special events, and provide a number of additional police services.

The Criminal Investigations Bureau is responsible for the investigation of major crimes and local drug crimes, and the service of outstanding arrest warrants and criminal summons. Additionally, four members of this Bureau are assigned to countywide multi-jurisdictional task forces that handle major drug investigations and child abuse/sex crime investigations throughout Carroll County.

The Support Services Bureau (SSB) handles a diverse group of responsibilities critical to the operation of the department, including the Communications Division, property and evidence, automated enforcement program, fleet and facilities management, staff training and development, and police records functions. Additionally, the SSB includes a Downtown/Outreach Unit and the parking enforcement officer.

POSITION SUMMARY SCHEDULE



<i>Police</i>	Grade	Authorized FY 2018	Authorized FY 2019	Authorized FY 2020	Authorized FY 2021
Civilian					
Communications Supervisor	113	1.0	1.0	1.0	1.0
Communications Specialist II	111	1.0	1.0	1.0	1.0
Communications Specialist I	110	7.0	7.0	7.0	7.0
Administrative Assistant	110	1.0	1.0	1.0	1.0
Property & Evidence Specialist	110	1.0	1.0	1.0	1.0
Parking Enforcement Officer	107	1.0	1.0	1.0	1.0
Custodian	105	0.875	0.875	0.875	0.875
Total Authorized		12.875	12.875	12.875	12.875
Sworn					
Police Chief	121	1.0	1.0	1.0	1.0
Deputy Police Chief	120	1.0	1.0	1.0	1.0
Police Captain	118	2.0	3.0	3.0	3.0
Police Lieutenant	116	6.0	5.0	5.0	4.0
Police Sergeant	115	8.0	7.0	7.0	8.0

Police Corporal	114	2.0	2.0	2.0	4.0
Police Officer	112	24.0	25.0	26.0	24.0
Total Authorized		44.0	44.0	45.0	45.0

ACCOMPLISHMENTS

PERSONNEL

Due to the COVID-19 pandemic, the Department postponed its annual awards and promotions ceremony. When it is rescheduled, the following personnel, along with others, will be recognized for accomplishments during 2019:

- Sergeant Timothy Rife – Police Officer of the Year
- PFC. Alexander DeAngelis – Police Rookie of the Year
- Auxiliary Sergeant Larry Myers – Volunteer of the Year
- A/Cpl. Ashley Stahlman, PFC. Spencer Volland, DFC. Evan Kinsey and Off. Noah Saltzman – Life Saving Award

PFC. Alexander DeAngelis and his K9 partner, Uri, successfully completed North American Police Workdog Association (NAPWDA) training and certification, becoming the newest WPD K9 team.

Retirements of note in FY 2020:

- Lt. Radcliff Darby retired on August 31, 2019 (25 years total police service).
- Lt. William Valentine retired on December 1, 2019 (25 years total police service).
- PFC. Allen Bullington retired on December 31, 2019 (7 years with WPD).
- Communications Specialist II Cheryl Pickett retired on March 1, 2020 (30 years with WPD).

The following members were promoted:

- Stephen Blackwell was promoted to lieutenant and assigned as a Patrol Bureau squad commander.
- Patricia Parks was promoted to sergeant and assigned as a Patrol Bureau squad supervisor.
- Brian Hoff was appointed to acting corporal and assigned as a Patrol Bureau assistant squad supervisor.
- Ashley Stahlman was appointed to acting corporal and assigned as a Patrol Bureau assistant squad supervisor.

ADMINISTRATIVE

The Chief of Police and the Patrol Bureau Commander meet weekly with the Carroll County Sheriff's Office Command Staff to discuss crime trends, investigations, initiatives, and other mutually-beneficial information. This partnership has resulted in mutual trust and in the formation of several joint initiatives documented below.

The Department collaborated with the Carroll County Health Department to research and obtain the Law Enforcement Assisted Diversion (LEAD) grant. This grant involves police officers working with a dedicated case manager to divert individuals into treatment or harm reduction strategies. The Police Department also has access to the County's Health Department real-time intervention treatment program.

The Department continues to collaborate with the Office of the States' Attorney and the Carroll County Public School System on the "Handle with Care" Program. The program provides a confidential process for law enforcement to notify school guidance personnel when a student has been exposed to a traumatic event such as suicide, the death of a family member, or domestic violence in the household. This puts school staff on notice that the child may be suffering adverse effects as a result of the traumatic event, thus allowing staff to better anticipate and serve the needs of the child in a school setting.

OPERATIONS

Effective March 3, 2020, the Department implemented a new schedule and organizational structure for its Patrol Bureau designed to:

1. Increase police staffing by 2-3 officers during the highest call volume times;
2. Increase police supervision by 2 supervisors during the highest call volume times;
3. Reduce police overtime costs and mandatory officer holdovers and call-ins;
4. Utilize increased police staffing for proactive assignments, such as bicycle patrols;
5. Provide more on-duty officers to assist with special event staffing; and,
6. Improve police officer recruitment and retention by providing a more attractive patrol schedule.

The Department collaborated with the Carroll County Sheriff's Office (CCSO) and the State's Attorney to reorganize the Drug Task Force (DTF) and to re-define its mission. Effective November 1, 2019, the DTF was reorganized and is now designed to:

1. Focus assigned investigators on cases directly effecting the City of Westminster and Carroll County;
2. Combine drug investigators and supervision from the WPD and the CCSO to provide better capability to conduct effective investigations and operations across jurisdictional boundaries;
3. Utilize the CCSO Proactive Community Enforcement Team (PACE) as a force multiplier to assist with drug operations by providing stop teams; and,
4. Increase communication between police agencies and agency leaders regarding ongoing investigations and drug complaints.

The Department acquired and trained a second police K9 team following a \$15,000 donation from Fratelli's Italian and Seafood Restaurant of Hampstead. The addition of a second police K9 team provides increased availability of a police K9 for drug scans, tracking of suspects and missing persons, and area and article searches.

The Department trained and certified six (6) additional police officers on bicycle patrol. The expansion of the bicycle patrol program supports the Department's mission and goals to increase foot and bicycle patrols for effective community-oriented policing through increased face-to-face interactions between community members and their local police officers. Additionally, bicycle patrols provide a highly visible and effective policing tool to traverse downtown alleyways, park trails, and other less-traveled locations in an efficient and stealth manner.

Following approval from the Mayor and Common Council, the Department connected their license plate reader system (LPR) with the Maryland Coordination and Analysis Center (MCAC) to allow the Department:

1. To receive alerts on license plates already entered into the MCAC "Hot List", as well as the ability to enter plates into the system. The "Hot List" is a real-time list of license plates hand-entered into the system at the MCAC, including stolen vehicles, AMBER alerts, or vehicles flagged for other crimes and not yet entered into the National Crime Information Center (NCIC);
2. To receive LPR software upgrades necessary to communicate within the system;
3. To be able to access LPR scan data from the MCAC to further official criminal and motor vehicle

investigations; and,

4. To be able to provide LPR scan data that may benefit our neighboring law enforcement jurisdictions in furthering their official criminal and motor vehicle investigations.

Additionally, the Department acquired a second LPR system as a public safety force-multiplier, which it deployed in the Patrol Bureau.

The Department collaborated with the Carroll County Health Department (CCHD) to obtain a grant for the implementation of a Law Enforcement Assisted Diversion (LEAD) program. This LEAD program provides the WPD with an additional tool to combat the opioid epidemic. According to the U.S. Department of Justice, "Law Enforcement Assisted Diversion (LEAD) is a pre-booking diversion pilot program developed with the community to address low-level drug and prostitution crimes ... The program allows law enforcement officers to redirect low-level offenders engaged in drug or prostitution activity to community-based services. By diverting eligible individuals to services, LEAD is committed to improving public safety and public order, and reducing the criminal behavior of people who participate in the program. LEAD has been shown to reduce recidivism by 22%." Grant funds will provide staffing for a case manager position and a peer in recovery position at WPD to work alongside police officers when addressing individuals in the community meeting the criteria for LEAD.

Effective July 1, 2019, the Carroll County Child Advocacy & Investigation Center (CCAIC) ceased conducting adult sex crime investigations. As a result, the WPD assumed this responsibility for cases generated in the City of Westminster. The Criminal Investigations Bureau (CIB) now conducts all investigations of reported adult rapes and sex offenses in Westminster. This change increased the CIB caseload significantly. Additionally, rape and other sex offense investigations require a delicate and comprehensive approach, including facets such as victim advocacy. As a result, the Department collaborated with Rape Crisis Intervention Services (RCIS) to draft a sexual assault response team Memorandum of Understanding that will ensure best practices are followed for the investigation of rapes and other reported sex crimes. Additionally, the CIB Commander joined the RCIS as a board member.

The Department collaborated with the Carroll County Health Department to train the sixth class of Crisis Intervention Team (CIT) officers in the County. CIT officers receive specialized training to help them recognize and safely assist individuals who are suffering from a mental health crisis or mental illness. There are now 70 CIT officers in Carroll County representing every law enforcement agency. The WPD currently has 12 trained CIT officers.

The Department collaborated with Family and Children Services of Carroll County (FCS) on a technology demonstration grant to enhance the safety of domestic violence victims. This grant provided smart phones for each Patrol Bureau officer that allowed domestic violence victims at the scene of an incident to video chat with a domestic violence caseworker to discuss safety planning and other resources available to the victim. The successful results of this grant have led FCS to apply for a second year of the grant, attempting to expand the program to involve other Carroll County law enforcement agencies.

The Department is once again participating in a School Resource Officer Partnership. Through this program, Patrol Bureau officers make vehicular and foot patrols of the schools within their patrol area. This includes daily foot patrols within the school and contact with the school administration and students.

COMMUNITY OUTREACH

The Department participated in a number of community outreach activities during the year to include:

- Boys & Girls Club of Westminster – Relay Challenge.

- Camp Cops – A week-long summer camp for more than 100 local middle school students.
- Coffee with Cops – The Department organized multiple events to provide community members with the opportunity to meet and get to know their local police officers, discuss issues, and ask questions in an informal setting.
- Cops on Rooftops – A fundraising event in support of Special Olympics Maryland
- National Night Out Against Crime – National Night Out (NNO) is an annual community-building campaign that promotes police-community partnerships and neighborhood camaraderie. The National Association of Town Watch (NATW) sponsors NNO in partnership with law enforcement and community groups. The Department hosted this annual event at seven (7) locations.
- Shop With A Cop: Back to School – School supplies were provided to more than 120 local schoolchildren.
- Shop With A Cop: Holiday Event – Local children shopped with Officers and staff for holiday gifts for their family members. Children also received gifts from their wish list.

The WPD assigned geographical accountability to Patrol Bureau supervisors to liaison with community members regarding crime and other public safety issues. Police liaisons collaborate with community members to effectively problem-solve identified public safety issues in the community. The Department emphasizes proactive community contacts and responsiveness.

The Department sent the SSB Commander to Police Social Media Academy training to learn about effective outreach via social media. The Department began utilizing the “NextDoor” application in addition to its current outlets.

The Department proactively engaged with community groups through its liaisons at venues to include Public Safety Advisory Council (PSAC)-generated neighborhood groups, the local public library, multiple local homeowner association meetings, the Downtown Business Partners Meeting, and the Carroll County Chapter of the National Association for the Advancement of Colored People (NAACP) meetings.

PERFORMANCE MEASURES

	FY15	FY16	FY17	FY18	FY19	FY20 Projection
Homicide	0	1	0	0	0	0
Rape	N/A	N/A	N/A	N/A	N/A	15
Robbery	17	17	17	14	19	15
Aggravated Assault	52	29	30	24	27	13
Burglary	90	72	99	57	62	64
Theft	631	612	668	517	486	485
Auto Theft	12	12	16	18	21	16
Total Part 1 Crime	802	743	830	630	616	608
Total Police Calls	10,654	10,897	11,776	12,644	13,431	13,181
Emergency Evaluations	93	95	96	122	126	145
DUI Arrests	127	121	89	75	87	84
Foot/Bike/T-3 Patrol Hours	2,390	3,037	2,931	2,612	2,122	3,639

Total State Citations	3,187	2,656	2,275	3,491	2,809	2,465
Total Sworn Staffing	44	44	44	44	44	44
Adult Arrests	765	528	610	495	680	535
Juvenile Arrests	120	86	104	89	49	79
Total Arrests	885	614	714	584	729	613

GOALS

- Develop a standard operating procedure for the use of facial recognition software by department personnel.
- Host or attend stress management training and de-escalation training for dispatchers.
- Improve call taking and dispatching in Communications Division through the development and the monitoring of best practice protocols.
- Increase the use of bicycle patrols and foot patrols in residential neighborhoods and walking trails to address crime and the perception of crime, and to build upon community relationships.
- Organize and enter police department assets (quartermaster items) into the PMI Evidence Tracker software.
- Procure and utilize security cameras at sites identified as having best potential for public safety impact.
- Train a secondary Communications Division staff member on the police records expungement process.
- Train criminal investigators in advanced homicide and sexual assault investigations.
- Train patrol supervisors on the LexisNexis software crime mapping capabilities.

BUDGET

	FY 2016		FY 2017		FY 2018		FY 2019		FY 2020		FY 2021
	Budget	Actual	Budget								
FTE	56.0	56.0	56.0	56.0	56.9	56.9	56.9	56.9	57.9	57.9	57.9
Salary	3,328,961	3,249,160	3,668,846	3,435,260	3,677,076	3,450,099	3,927,869	3,754,513	3,962,846	2,765,505	4,063,478
Benefits	2,029,472	1,740,704	2,180,702	1,908,313	2,166,805	1,938,809	2,127,298	1,812,502	2,227,537	1,652,838	2,164,832
Operating	956,680	899,447	1,007,607	881,045	972,066	846,894	1,013,599	891,992	1,022,515	708,054	958,635
Capital	186,526	139,760	188,525	186,529	170,795	206,738	355,720	283,564	302,348	138,263	253,418
Total	6,501,639	6,029,072	7,045,680	6,411,146	6,986,742	6,442,539	7,424,486	6,742,571	7,515,246	5,264,661	7,440,362

FACILITIES

The City of Westminster has established separate budget accounts to capture all costs associated with the various based facilities the City rents or owns to establish a baseline for future maintenance, rehabilitation, and improvements. This will also 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, need major investment for rehabilitation. It is a significant financial undertaking to rehabilitate these buildings, and, therefore, prudent to perform a comprehensive needs-based analysis of all City buildings and facilities. The analysis includes a complete inventory of facilities, assessment of current conditions, and investment requirements to prepare a realistic, long-range facilities plan for Westminster.

In addition, the City owns the following based properties, with various levels of responsibility for insuring and maintaining the property and structures:

- City Hall 1838 Emerald Hill Lane
- Police Department 36 Locust Street
- Recreation and Parks 11 Longwell Avenue (Old Armory)
- Streets Department 105 Railroad Avenue
- Carroll Arts Center 91 West Main Street
- West End School 7 Schoolhouse Avenue
- New Administration Building 45 West Main Street
- Wastewater Property 1117 Old New Windsor Road
- Former Stocksdale Property 17-25 West Main Street

In addition to these eight 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 area.

ACCOMPLISHMENTS

- The following facility repairs were completed in FY 2020:
 - Replaced boiler at 48-52 Charles Street
 - Replaced boiler at City Hall
 - Replaced HVAC system at Municipal Pool Complex
 - Improved parking lot at Police Department to restrict water intrusion

GOALS

- Replace HVAC system at 91 West Main Street
- Complete renovations of new offices at 45 West Main Street
- Coordinate all facilities under one HVAC contractor
- Develop plan for Clock Tower repair
- Repair roof at Old Armory (above gym)

- Repair ceiling at Old Armory (Barre studio)

BUDGET

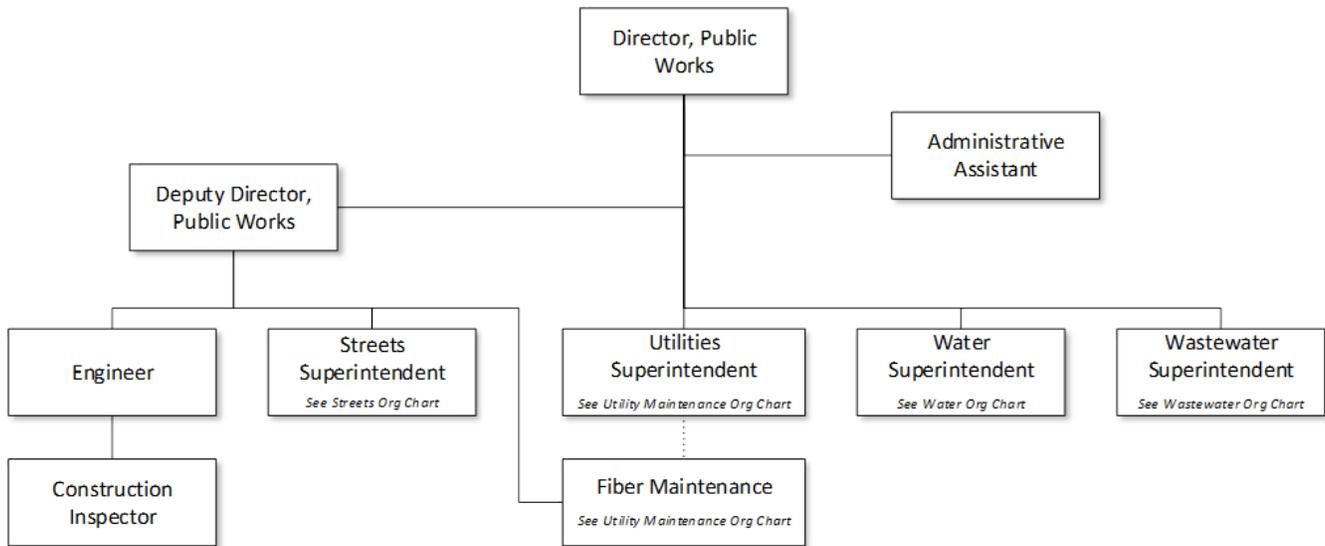
	FY 2016		FY 2017		FY 2018		FY 2019		FY 2020		FY 2021
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
FTE											
Salary	-	-	-	-	-	-	-	-	-	-	-
Benefits	-	-	-	-	-	-	-	-	-	-	-
Operating	410,400	355,832	458,579	369,280	451,769	377,349	484,350	425,302	433,325	246,015	350,875
Capital	723,025	264,133	735,827	132,131	2,098,206	1,815,684	2,874,184	278,376	5,892,803	492,277	4,720,500
Total	1,133,425	619,965	1,194,406	501,411	2,549,975	2,193,033	3,358,534	703,678	6,326,128	738,293	5,071,375

PUBLIC WORKS

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

Public Works provides assistance to other City departments, ranging from project management to painting and hanging pictures. The Director works closely with contracted design and engineering firms for capital projects and 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



<i>Public Works</i>	Grade	Authorized FY 2018	Authorized FY 2019	Authorized FY 2020	Authorized FY 2021
Administrative					
Director, Public Works	121	1.0	1.0	1.0	1.0
Deputy Director, Public Works	119	1.0	1.0	1.0	1.0
Administrative Assistant	110	1.0	1.0	1.0	1.0
Engineering					
Engineer	116	1.0	1.0	1.0	1.0
Construction Inspector	112	2.0	2.0	2.0	2.0
Total Authorized		6.0	6.0	6.0	6.0

ENGINEERING

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

ACCOMPLISHMENTS

Little Pipe Creek Realignment

During the construction of the Gesell Well treatment facility, it was discovered that a hydraulic connection between the groundwater aquifer and nearby Little Pipe Creek. This connection, while a potential for contamination, also inhibits the stream water flow by requirements and effectively reduces water appropriation quantities. In an effort to mitigate such negative impacts and increase groundwater appropriation, a realignment and lining design bid project was undertaken. This project is now complete, including a long-term pump testing study that has confirmed additional water is available for appropriation. The increase in appropriation request is now before the Maryland Department of the Environment for review and comment.

Wastewater Treatment Plant Enhanced Nutrient Removal and Bio-solids Project

In FY 2020, work continued on upgrading the Wastewater Treatment Plant to ENR standards and provides a bio-solids drying system that will enable the materials to be used as a fuel at the Lehigh Cement Plant in Union Bridge, Maryland. The project also includes an upgrade to the County Septage Facility, which is funded 100% by Carroll County.

Inflow and Infiltration Reduction

This project studies sections of the largest collector sewer pipelines in search of infiltration of groundwater, in order 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. Phase Two of the I&I project was completed in FY 2020, with a total construction cost of approximately \$1.1 million.

Fiber To The Premises (FTTP)

The Fiber Maintenance Team continued to build connections as needed to service new subscribers. The Team also performed system maintenance as necessary.

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 of work to minimize mobilization/demobilization costs to maximize the rehabilitation effort. In FY 2020, about \$1.1 million of pavement milling and overlay work was completed.

Langdon Stormwater Facility

The City is required by stormwater 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 worked together on necessary land

acquisition and engineering. The project is currently under construction and is expected to be completed in FY 2021.

Temporary Shoring of the Clock Tower

The City holds an easement over the Clock Tower located in the old Fire House building at 66 East Main Street. The tower was found to have structural defects significant enough to warrant a system of temporary shoring to ensure its integrity until sufficient rehabilitation funds are secured.

Water Re-use Project

Water capacity constraints continue to be a challenge for the City. As part of the City’s efforts to address these constraints, the City has undertaken a water re-use initiative. This project will blend highly-treated effluent from the existing enhanced water reclamation facility with raw water supplies, to supplement and become a new water source. The project is currently in the pilot study phase; the City has applied for funding from the U.S. Bureau of Reclamation to support the pilot project, as well as extensive research efforts in partnership with the University of Maryland. In FY 2020, the City hired a communications firm to assist the City with the public education and awareness component of the water re-use initiative. While the project is in its infancy, it has the potential, upon completion, to become the long-term solution to the City’s water needs.

Stormwater Management

Considerable effort between the County, WRCC, City, and other municipalities resulted in a general agreement which defines a direction toward stormwater compliance. The general agreement included a Memorandum of Understanding that contains a funding cost share of 80/20 and a single stormwater permit that would be countywide. Each municipality will still hold individual responsibility for its jurisdiction’s responsibilities. However, the single permit approach will facilitate a more economical compliance, where facilities can be built outside the confines of jurisdictional boundaries and take advantage of economies of scale as well.

PERFORMANCE MEASURES

	FY2018	FY2019	FY2020	FY2021 (Projected)
Daily Inspections	70	70	500	600
Pre-bid Conferences	12	12	3	15
Construction Progress Meetings	30	40	52	100
Construction Change Orders	10	14	6	20

GOALS

- Ensure adequacy of wastewater treatment operations in terms of quantity and quality, while maintaining compliance with regulatory requirements.
 - Continue to assist with oversight of the ENR/Biosolids Upgrade Project at the Wastewater Treatment Plant.
- Ensure adequacy of potable water systems in terms of quantity and quality.
 - Implement priority water supply projects as they become financially feasible.

- Install enhanced mixing and aeration of stored water facilities to reduce disinfection by products.
 - Coordinate with State and County agencies to develop long-term water resources, including Medford Quarry and water re-use strategies
- Link Westminster area parks and open space with a system of trails, pedestrian pathways, and bicycle routes.
- Develop strategies to meet new stormwater regulations.
 - Work with Carroll County staff for design and administration of stormwater projects.
 - Continue stormwater management upgrades for Langdon facility, Willow Pond, and Greens of Westminster pond.
- Facility Improvements
 - Continue efforts to restore and repair City-owned structures, specifically the iconic Clock Tower.
- Complete construction of the City offices at 45 West Main Street.
- Complete the water re-use pilot project.
- Complete Phase 3 of the Inflow and Infiltration Reduction Project.

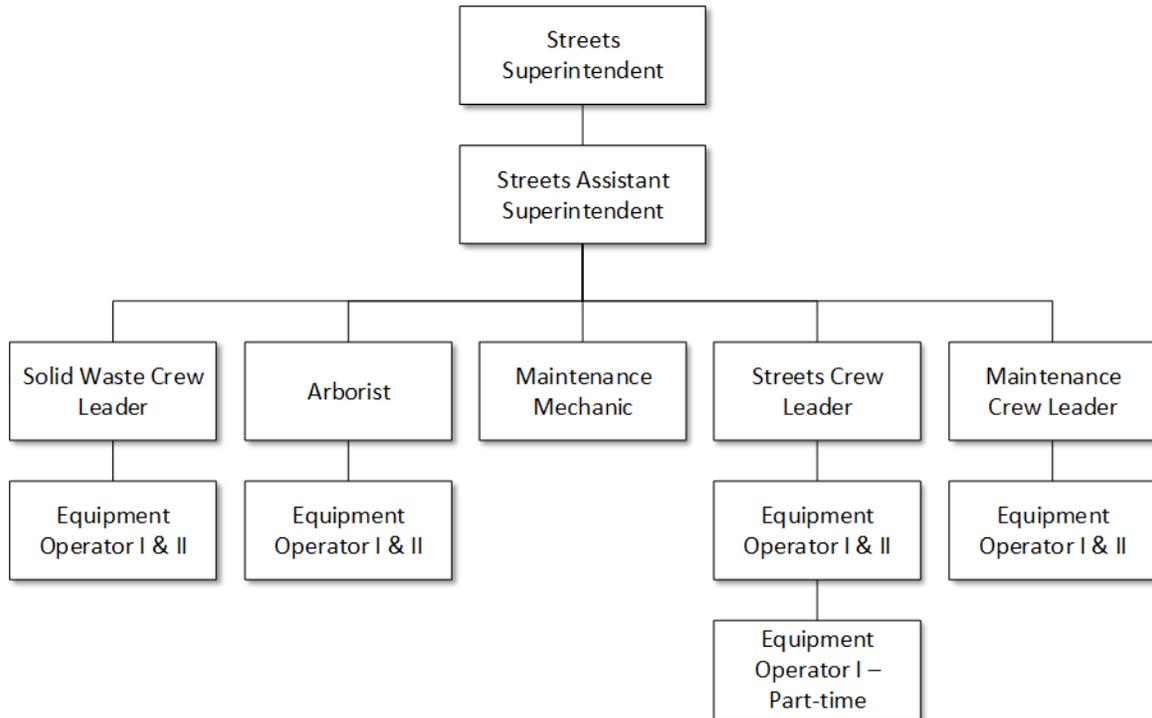
BUDGET

Included with Streets and Sanitation Budget (Next Section).

STREETS AND SANITATION

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

POSITION SUMMARY SCHEDULE



Streets	Grade	Authorized FY 2018	Authorized FY 2019	Authorized FY 2020	Authorized FY 2021
Streets Superintendent	116	1.0	1.0	1.0	1.0
Streets Assistant Superintendent	115	1.0	1.0	1.0	1.0
Arborist	113	1.0	1.0	1.0	1.0
Crew Leader	112	3.0	3.0	3.0	3.0
Mechanic	110	1.0	1.0	1.0	1.0
Equipment Operator II	110	3.0	2.0	2.0	4.0
Equipment Operator I	108	10.0	10.0	10.0	9.0
Equipment Operator I (part-time)	108	0.0	0.5	0.5	0.5
Total Authorized		20.0	19.5	19.5	20.5

ACCOMPLISHMENTS

Storm Drains

- Maintained and repaired storm drains and inlets; repaired 13 inlets

- Assisted the County with storm drain outfall inspections and illicit discharge detection
- Updated the Stormwater Pollution Prevention Plan

February 7, 2020 Tornado

- Dedicated 308 hours to cleaning/opening streets and removing/hauling 100+ tons of brush and trees throughout the City

Traffic Controls

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

Streets

- Maintained and repaired two parking garages
- Collected fees at all parking meters
- Repainted parking areas in City-owned parking lots
- Hired a contractor to paint 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 after annual paving project
- Repaired numerous potholes, as necessary
- Trained and certified two City employees in American Traffic Safety Services Association temporary traffic control standards as required by the Maryland State Highway Administration
- Collected GIS information on ADA ramps
- 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
- Evaluated HVAC system at Carroll Arts Center (91 West Main Street)

Vehicles

- Maintained City's fleet of vehicles and equipment
- Completed 988 work orders on fleet

Curbside Services

- Continued weekly curbside yard waste removal and call-in service (2,516 calls)
- Continued bi-weekly curbside bulk refuse removal, including tree limbs, brush, and metal (5,083 calls)
- Placed Dumpsters at residences for large quantity of bulk materials (20 times)

Holiday and Special Events

- Supported special events and holiday activities with additional manpower
- Installed and removed holiday decorations and lights (approximately 400 hours)
- Cut, transported, and erected three Christmas trees for decorating (approximately 100 hours)
- Placed additional U.S. flags and lowered flags several times for patriotic holidays
- Installed and removed approximately 19 banners across Main Street for Recreation and Parks permits
- Directed one City clean-up day with McDaniel and Carroll Community College



Students from McDaniel and Carroll Community Colleges participate in Clean-up Day.

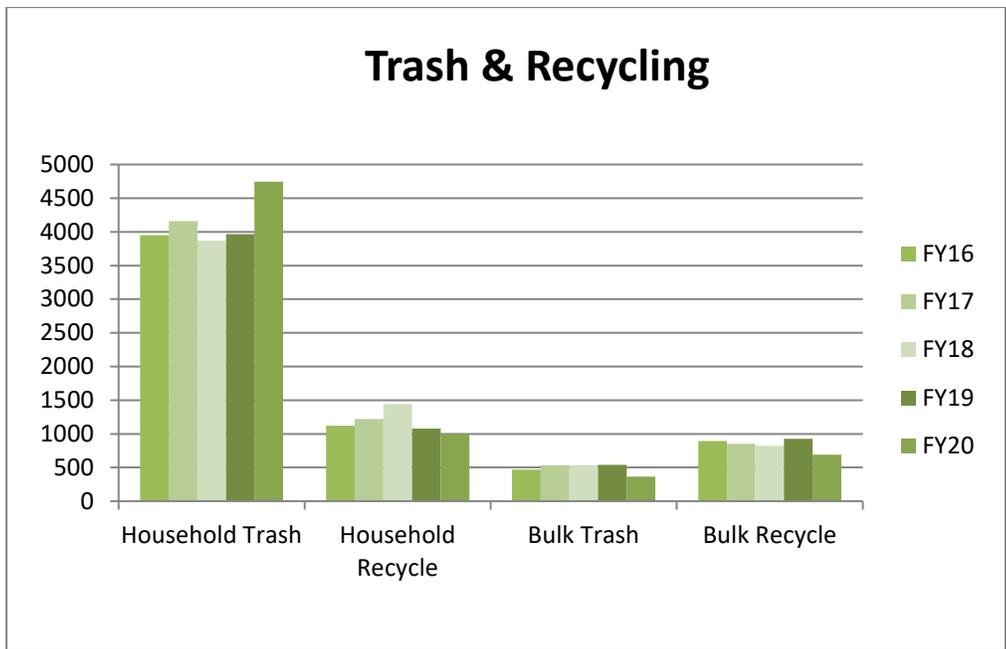
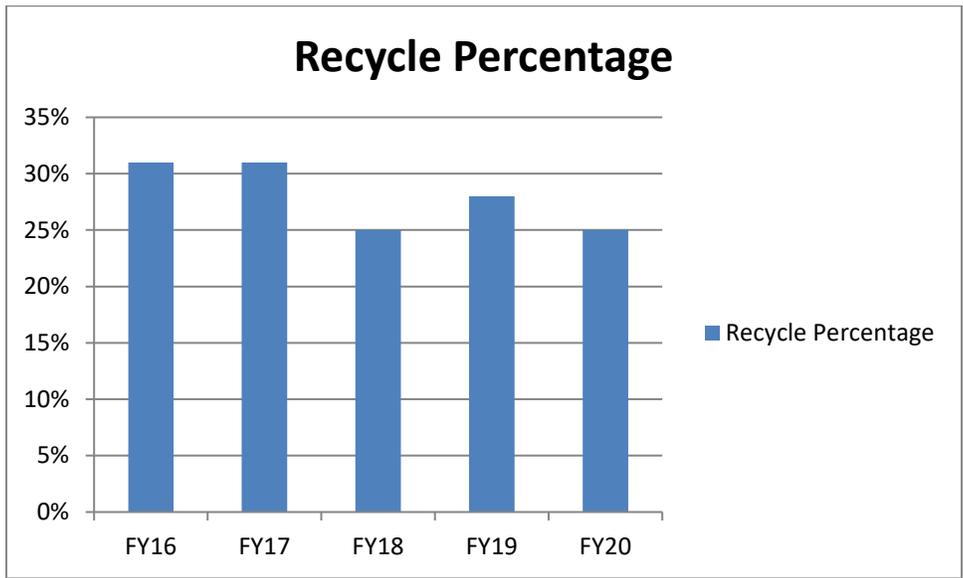
Parks

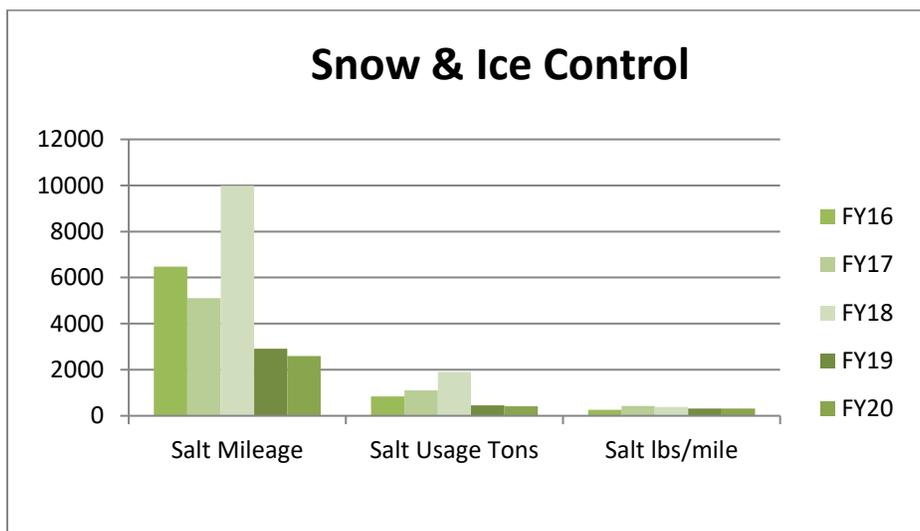
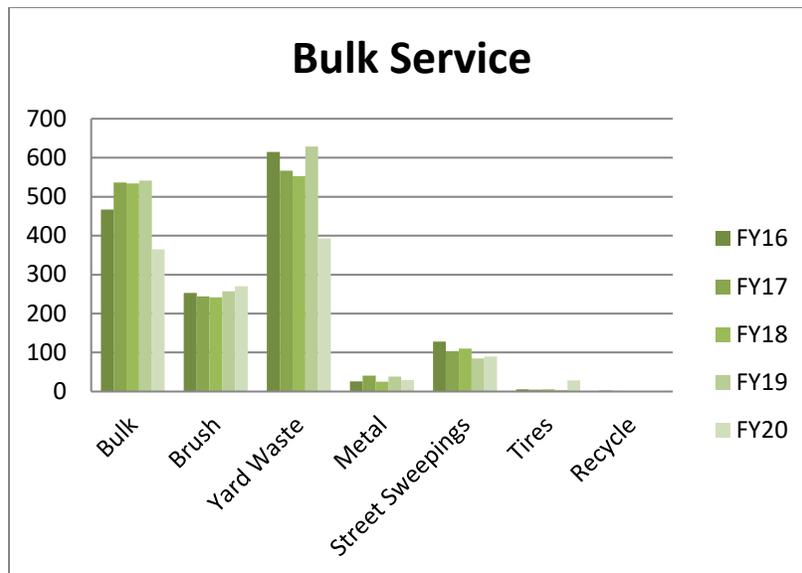
- Maintained grounds of all City parks, open spaces, and rights-of-way, including tree plantings
- Repaired and/or replaced equipment at City parks due to vandalism and as part of regular maintenance
- Held annual tree plantings for Arbor Week in cooperation with the Westminster Tree Commission
- Assisted and attended annual Urban and Community Forestry Workshop
- Planted and maintained flowerbeds at City Hall, Pennsylvania Avenue, and Main Street
- Performed landscape inspections and hazard tree assessments
- Maintained athletic fields for Parks and Recreation, including dragging, aerating, fertilizing, and over seeding
- Repaired City Park grounds after Fallfest event
- Replaced fall protection and wood carpet for park playground equipment
- Removed graffiti from park equipment
- Mowed perimeter of Wakefield Valley Park

Lighting

- Reported more than 40 streetlight outages to BGE
- Reported about 40 traffic light outages to the State Highway Administration for repairs

PERFORMANCE MEASURES





	FY 2018	FY 2019	FY 2020 (Projected)
Tons of refuse collected	6,694	6,512	6,800
Tons of recyclable material collected	2,261	2,006	1687
Recyclable rate	25%	28%	25%
Tons of bulk trash collected	534	541	365*
Tons of brush collected	242	257	270
Tons of yard waste/leaves collected	553	628	393*
Tons of metal collected	50	38	29*
Streetlights repaired	50	44	42
Hours provided to special events	1,800	1,900	977
Linear feet of yellow curb painted	1,250	2,275	3,680
General information calls	100	150	150
Bulk pickup service calls	327	4,539	1,454
Parking meter housing replacements	3	5	0
Vehicle maintenance work orders completed	240	502	988
Linear feet of cracks sealed	125	100	100
Storm drains repaired	8	19	13
Grates and catch basins cleaned	40	28	25
Storm drain grates opened	5	5	5
Tons of salt spread	1,898	1,832	414.59
Pounds of salt per lane mile	380	288	319

*Street Department collection of yard waste and bulk items were less than usual in FY 2020 due to temporary suspension of service due to the COVID-19 pandemic.

GOALS

- Use new asset management software, Facility Dude, to better track maintenance issues.
- Review and monitor the transportation system to provide adequate service to existing and future land uses.
- Update the Road Surface Management System to track and plan for needed repairs to streets to track work completed.
- Prepare for the new stormwater regulations and associated discharge permit issues.
- Increase use of salt brine for pre-treatment of roads during winter storm events, which has proven to decrease salt usage per lane mile.

- Switch to complete call in for bulk service using the Mobile311 program.
- Research a Smart Meter upgrade to the City's parking meter program due to current obsolete meters.
- Begin in-house tree treatment program instead of contracting for these services.
- Increase use of crack sealing machine to lower annual overlay numbers.

BUDGET

	FY 2016		FY 2017		FY 2018		FY 2019		FY 2020		FY 2021
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
FTE	27.0	27.0	26.0	26.0	26.0	26.0	25.0	25.0	25.0	25.0	26.0
Salary	1,537,159	1,410,299	1,271,595	1,267,206	1,350,427	1,310,533	1,360,599	1,358,516	1,370,549	912,410	1,427,458
Benefits	644,952	605,009	665,912	578,746	608,515	564,460	561,652	477,318	533,457	387,442	608,885
Operating	1,970,908	1,742,985	1,993,154	1,691,771	1,899,024	1,756,313	1,821,461	1,578,542	1,910,061	970,052	1,903,800
Capital	2,069,578	1,248,539	1,386,469	1,368,176	7,627,880	7,269,525	3,879,917	3,635,559	2,827,229	712,218	3,458,430
Total	6,222,597	5,006,833	5,317,130	4,905,900	11,485,846	10,900,832	7,623,629	7,049,935	6,641,296	2,982,121	7,398,573

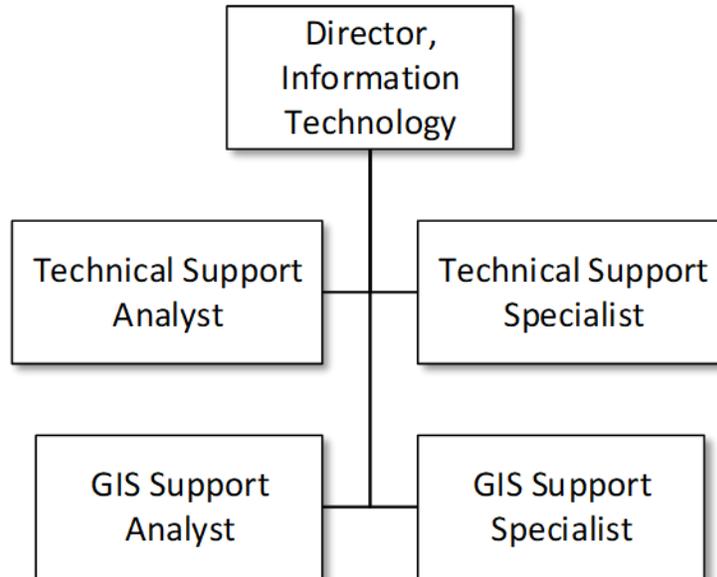
INFORMATION TECHNOLOGY

The Department of Technology provides a single focal point for all of the City’s computing and network communications technology infrastructure, as well as providing 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 Geographical Information Systems function is part of the Technology Department.

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

- Communication with the City Administrator regarding the City’s technological;
- Customer service through the Helpdesk to external and internal customers;
- Management of all software systems, including upgrades and security patches;
- Assessing, addressing, and management of cyber security concerns;
- Analysis and recommendation of software for all City departments;
- Backup and recovery of all City electronic records;
- Management of all City-issued hardware to include telephones, laptops, computers, and tablets;
- Providing inter-City communication through telephone and computer systems;
- Providing Geographical Information Systems (GIS) applications and customer service;
- Training; and,
- Management of City email accounts.

POSITION SUMMARY SCHEDULE



<i>Information Technology</i>	Grade	Authorized FY 2018	Authorized FY 2019	Authorized FY 2020	Authorized FY 2021
Director, Information Technology	118	0.0	0.0	0.0	1.0
Manager, Technology	118	1.0	1.0	1.0	0.0
Technical Support Analyst	114	1.0	1.0	1.0	1.0
Technical Support Specialist	113	1.0	1.0	1.0	1.0

GIS Support Analyst	114	1.0	1.0	1.0	1.0
GIS Support Specialist	113	1.0	1.0	1.0	1.0
Total Authorized		5.0	5.0	5.0	5.0

ACCOMPLISHMENTS

- Provided devices to City employees to utilize Verizon VPN.
- Performed a risk and disaster recovery assessment.
- Moved police LPR program to MCAC to align with rest of the County.
- Furnished 24 laptops to facilitate teleworking during COVID-19 pandemic.
- Upgraded firewalls at Westminster Police Department Headquarters.
- Implemented a firewall at City’s disaster recovery site.
- Implemented a new firewall at Recreation and Parks location to provide a direct VPN link back to the City’s Administrative Offices at 56 West Main
- Assisted with Spatial Systems data clean-up/creation.
- Updated Digital Submission Guidelines.
- Continued scanning as-builts and other documentation for interdepartmental use.
- Continued social networking with Baltimore Gas and Electric and Maryland Department of Transportation.
- Maintained active membership in URISA Chesapeake Chapter.
- Completed training videos for interdepartmental needs and for other departments on Mobile 311, Data Driven Pages, OSPInsight, etc.

PERFORMANCE MEASURES

Performance Measures	FY 2017	FY 2018	FY 2019	FY 2020
IT Helpdesk Requests	735 (formal tracking)	1,827	2,087	1790
Number of Staff (IT)	3	3	3	3
Number of Staff (GIS)	2	2	2	2
Number of Users Supported	177	172	180+	190
Users/ Support Staff	88	86	90+	95
IT Budget Total (Actual)	\$778,551	\$1,369,107	\$ 859,891	\$1,437,267
Citizen Help Requests	200	130	123	221
Employee Help Requests	525	1,386	1,964	1569
Number of PCs	201	203	220	225
Number of Mobile Devices	67	67	114	119
Number of Servers	37	37	51	51
Managed City Facilities	40	41	42	42
GIS Map Layers Created	350+	350+	350+	350+

Converted As-Built Blueprints	10,000+	2,500+	2,500+	1,500+
Maps Created by GIS	250+	300+	300+	300+
Emails Sent/Received	1,040,000	683,306	N/A	N/A
Webpage Total Users	222,209	213,232	218,666	208,307
Utility Bill Online Payments	12,271	13,790	17,401	15,894

GOALS

- Continue efforts to meet security audit guidelines and secure the City’s system.
- Create a secondary server system to act as a test environment for patches and updates.
- Migrate Windows 7 to Windows 10 to meet EOL requirements.
- Design and plan move to new City administrative office building at 45 West Main.
- Design and plan a fiber ring network for City buildings.
- Finalize upgrade of the City’s phone system.
- Assist with the temporary office setup for the Wastewater Treatment Plant due to ENR Project.
- Continue coordination of 911 data on one- and two-way streets for Carroll County GIS Department.
- Set up Spatial Systems GPS base station and GPS unit.
- Maintain new GPS system to help boost accuracy/precision on data.
- Coordinate with Community Planning and Development Department to address corporate limit issues, including obtaining final dataset.
- Coordinate with Ting Internet and the Public Works Department to ensure correct fiber datasets/documents.
- Fully implement “Digital Submission” requirements for all future Public Works projects.
- Provide AGOL/OSPIinsight services for fiber related issues/questions for Public Works Department.
- Complete URISA survey to see which departmental areas need future development.
- Complete ArcGIS Online integration with ArcPro.

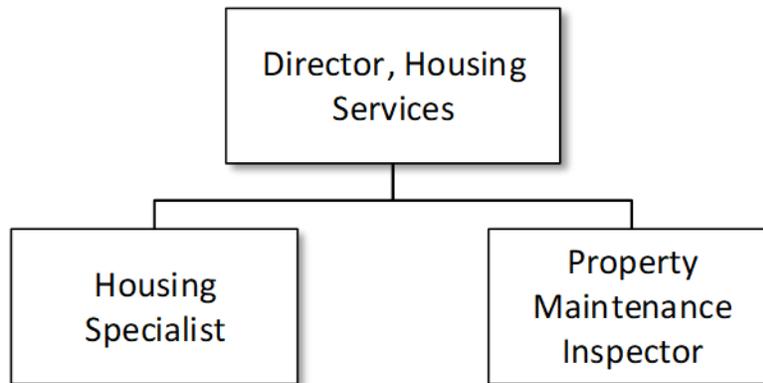
BUDGET

	FY 2016		FY 2017		FY 2018		FY 2019		FY 2020		FY 2021
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
FTE					5	5	5	5	5	5	5
Salary	281,127	238,201	242,743	227,290	255,149	267,102	271,511	253,918	276,197	192,355	296,657
Benefits	144,450	117,572	120,211	109,583	129,508	129,645	142,692	115,660	143,169	91,230	164,652
Operating	570,300	496,765	530,025	375,816	665,691	590,137	543,253	449,106	648,109	311,874	672,609
Capital	97,100	44,807	386,700	72,361	490,187	382,222	27,000	26,970	500,000	39,766	224,999
Total	1,092,977	897,345	1,279,679	785,049	1,540,535	1,369,107	984,456	845,654	1,567,475	635,225	1,358,917

HOUSING SERVICES

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

POSITION SUMMARY SCHEDULE



<i>Housing Services</i>	Grade	Authorized FY 2018	Authorized FY 2019	Authorized FY 2020	Authorized FY 2021
Director, Housing Services	119	1.0	1.0	1.0	1.0
Property Maintenance Inspector	111	1.0	1.0	1.0	1.0
Housing Specialist	108	2.0	2.0	2.0	2.0
Total Authorized		4.0	4.0	4.0	4.0

The Director oversees all operations of the department and serves as Executive Director of the Public Housing Agency (PHA) and Code Official for the City of Westminster. The Director also administers the City's Rental Housing License Program.

The Department of Housing Services is the PHA for the HUD Section 8 Housing Choice Voucher program. The PHA is allocated 293 vouchers for rent subsidies, and a grant of \$2,166,395 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 \$208,892, based on the average unit months leased. Use of these funds provides housing assistance for 500+ citizens of Westminster, in addition to providing several homeownership opportunities to qualified recipients.

In addition to the Director, program staffing includes two Housing Specialists. The Director and Housing Specialists are certified in one or more disciplines of HUD housing program management and operations.

The Property Maintenance Inspector administers the City's Property Maintenance Code and conducts zoning inspections. When a complaint is received by the City, the Property Maintenance Inspector completes the initial

inspection, issues a notice of violation, if necessary, and completes all follow-up inspections. If the violation is mitigated within the established timeframe, the case is closed. However, if the violation is not mitigated, the Property Maintenance Inspector issues a citation and requests a court date. The City may abate the violation and bill the property owner. The City also reserves the right to seek a court injunction to gain compliance.

The Department of Housing services oversees the City’s Rental Housing License Program. The Rental Housing License Program became effective in FY 2013. 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.

ACCOMPLISHMENTS

- The PHA utilized 100% of 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 2019, the PHA identified over \$20,966 in payments made based on fraudulent activities by voucher holders, and collected over \$13,865 in repayments. One-half of the fraud payment collections are returned to the HUD subsidy payment fund, and the remainder is directed to the PHA to cover the costs of operating the program. Since 2007, a total of \$375,474 in fraudulent payments has been identified and a total of \$187,816 has been received.
- In addition to collecting repayments, the PHA, in conjunction with the City of Westminster Police Department, prosecuted several of the most significant fraud cases in court.
- Total compliance rate of roughly 97%.
- Property maintenance liens were recorded to ensure that the taxpayers were made whole, plus interest, for code enforcement expenses.
- Worked closely with homeowners’ associations in the City to promote and ensure local code enforcement.
- Continued membership in the International Code Council to further professional development.
- Continued partnership with the Carroll County Bureau of Permits and Inspections to locate illegal rental apartments and bring them into compliance.
- Maintained updated International Code Council manual to provide Code Enforcement services.

PERFORMANCE MEASURES

Violation Type	Number of Violations	Compliances	Number of Fines	% of Total Violations
Grass/Weeds	99	80	3 liens	19.5%
Untagged Vehicles	54	10	0	10.6%
Trash/Rubbish	220	198	0	43.3%
Snow Removal	0	0	0	0.0%

Property Maintenance	121	119	2	23.8%
Condemnations	14	13	0	2.8%
Winter Waivers	0	0	0	0.0%
Totals	508	420	5	100.00%

GOALS

- Maintain High Performing agency rating via Section 8 Management Assessment Program (SEMAP) ratings.
- Maintain the number of unit months leased in order to continue to receive the current HUD Administrative funding.
- Synchronize and integrate PHA activities with the City's Rental Housing License Program.
- Continue to build a working relationship with other municipalities, homeowners' associations, the Carroll County Landlord association, and other businesses in the City of Westminster.
- Assist the Housing Choice Program with quality assurance inspections.
- Continue integration of property maintenance inspection activities with Rental Housing License Program.
- Continue to support the Mayor and Common Council's review of the Rental Housing License Program to ensure it is meeting the City's goals, and modify the Program as warranted.
- Achieve 100% registration of rental units.

BUDGET

	FY 2016		FY 2017		FY 2018		FY 2019		FY 2020		FY 2021
	Budget	Actual	Budget								
FTE	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Salary	178,635	39,628	87,932	54,756	78,130	43,405	58,111	55,635	57,721	43,142	59,783
Benefits	49,989	34,647	48,777	39,847	49,874	33,922	45,487	37,782	46,334	31,823	40,390
Operating	40,000	5,535	39,500	3,397	13,713	3,723	8,550	1,902	8,800	1,477	6,300
Capital	-	-	-	-	-	-	-	-	-	-	-
Total	268,624	79,811	176,209	98,000	141,717	81,050	112,148	95,319	112,855	76,442	106,473

	FY 2016		FY 2017		FY 2018		FY 2019		FY 2020		FY 2021
	Budget	Actual	Budget								
FTE	4.0	4.0	4.0	4.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Salary	144,697	133,063	149,354	165,996	148,623	138,247	150,162	135,154	159,959	112,538	164,742
Benefits	68,098	63,813	73,491	71,208	70,176	67,688	66,091	49,207	75,556	48,831	80,633
Operating	1,856,696	1,809,372	1,851,562	1,992,051	1,857,319	2,195,372	2,218,534	2,182,202	2,358,719	1,767,167	2,437,451
Capital	-	-	-	-	-	-	-	-	-	-	-
Total	2,069,491	2,006,248	2,074,407	2,229,255	2,076,118	2,401,307	2,434,787	2,366,562	2,594,234	1,928,536	2,682,826

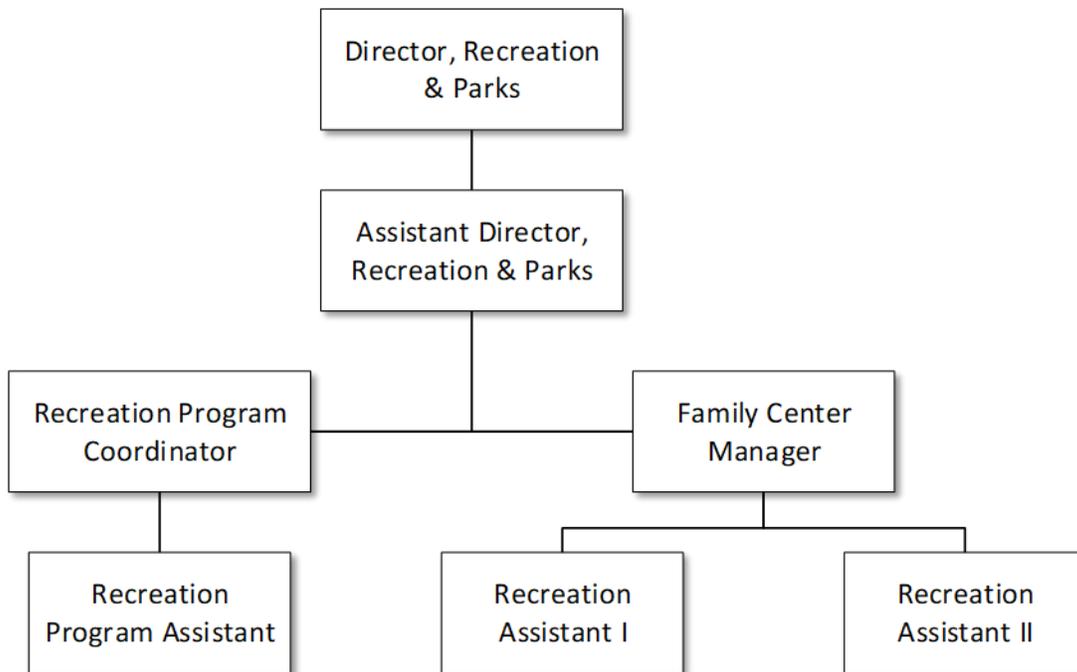
RECREATION AND PARKS

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

With 14 parks totaling 50 square 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-aged 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 Fitness Center, Municipal Pool Complex, and Community Building to further serve the leisure needs of the community.

The Fitness Center is committed to providing an affordable option to individuals and families by encouraging members to adopt positive lifestyle choices by offering a full-service weight room, circuit and free-weight equipment, a variety of cardiovascular equipment, and on-staff trainers to instruct on proper equipment use. The group fitness program offers more than 80 fun-filled classes weekly, including cardio, yoga, spinning, and Zumba.

POSITION SUMMARY SCHEDULE



<i>Recreation & Parks</i>	Grade	Authorized FY 2018	Authorized FY 2019	Authorized FY 2020	Authorized FY 2021
Director, Recreation & Parks	120	1.0	1.0	1.0	1.0
Assistant Director, Recreation & Parks	115	0.0	1.0	1.0	1.0
Recreation Program Coordinator	111	2.0	2.0	2.0	2.0
Recreation Program Assistant	108	1.0	1.0	1.0	1.0
Administrative Coordinator	N/A	1.0	0.0	0.0	0.0

Family Center Manager	114	2.0	1.0	1.0	1.0
Recreation Assistant III	108	2.0	2.0	2.0	0.0
Recreation Assistant II	106	0.0	0.875	0.875	0.625
Recreation Assistant I	105	4.0	2.125	2.125	2.625
Total Authorized		13.0	11.0	11.0	9.25

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 in City Park. Visitors can also board trolley transportation to tour around town and/or to participate in Westminster’s Celtic Canter Pub Crawl.

Community Garden Plots

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

Corbit’s Charge Dance

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

Egg Hunt

This traditional egg hunt for children (ages one to eight) is an annual event held at Westminster City Park. The egg hunt features over 15,000 treat-filled eggs and 200 special prize eggs. The Westminster 4-H Rabbit Club provides hands-on experience with rabbits. Event participants also enjoy face painting, crafts, and games.

Wine Stroll

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

Flower and Jazz Festival

The Westminster Flower and Jazz Festival is held the Saturday before Mother’s Day. This Downtown street fair features local nurseries offering a variety of plants, flowers, and shrubs for purchase; food vendors serving a multitude of tasty treats; great entertainment on three stages; and, over 200 craft and retail vendors showcasing a variety of unique items.

Mother/Son & Daddy/Daughter Date Night

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

BBQ Stroll

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

Summer Camp

The City of Westminster's Summer Camp Program provides a safe and enjoyable environment for children in grades 1-8 to participate in a variety of activities, games, sports, crafts, and field trips. The goal is to help children have fun, while building social interaction and problem-solving skills through positive peer interactions.

Corbit's Charge Encampment & Reenactment

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

Recreation and Parks Month

During the month of July, the City of Westminster celebrates Recreation and Parks Month, part of a nationwide movement supported through the National Recreation and Park Association. The various events highlight Westminster's recreational facilities, parks, or open spaces.

Pooch Pool Party

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

Westminster Fallfest

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

Oyster Stroll

This annual festival features oysters, music, food, and fun for the community, and is also designed to raise awareness about Chesapeake Bay farmed-raised oysters. The event highlights how Westminster is working to restore wild oysters back into the Bay by working with environmental partners to create new oyster reefs from recycled oyster shells and concrete reef balls.

Downtown Halloween Party

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

Electric Holiday Parade

The Electric Holiday Parade, known as "Miracle on Main Street," is held the Saturday after Thanksgiving. Starting at Monroe Street, this magical parade features lighted floats down Pennsylvania Avenue to Main

Street and ends on Longwell Avenue. Many local businesses participate in the parade, along with a variety of groups, bands, and vehicles.

Tree Lighting

Ring in the holiday season, listen to the seasonal sounds of the Westminster Municipal Band, and sing carols in historic Downtown Westminster while eagerly awaiting the arrival of Santa. At the conclusion of the tree lighting, visitors are encouraged to gather across the street at the Westminster Public 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 Public Library following the electric holiday parade and the tree lighting ceremony. This festive event hosts over 300 children and activities include crafts, games, entertainment, and refreshments.

Saturdays with Santa & Horse-Drawn Carriage Rides

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

ACCOMPLISHMENTS

- Increased marketing and promotional efforts, with the Recreation and Parks Facebook page reaching a milestone of 8,000 likes during FY 2020 compared to 6,000 likes achieved during FY 2019.
- Developed an exclusive VIP ticket for Wine Stroll, Beer & BBQ Stroll, and Oyster Stroll participants wishing to upgrade their event experience for a premium price.
- Researched and implemented a new fee structure for both pool memberships and summer camp registration, incorporating City and non-City resident rates for taxpayer equity and revenue generation.
- Identified and developed a new, online volunteer management solution to assist with the complexities of scheduling and managing the sizeable amount of Fallfest volunteers.
- Continued to grow and strengthen community partnerships with organizations that assist with the provision of volunteer support for special events, including the Kiwanis Club, Carroll Community College, McDaniel College, Carroll County Public Schools, and the Coastal Conservation Association of Maryland.

PERFORMANCE MEASURES

	FY2019	FY2020	FY2021 (Projected)
Park, Field & Facility Rentals	240	156*	200
Pool Memberships (individually counted)	2,200	1915	1,800
Swim Team Members	150	150	150
Swim Lesson Participants	100	90	90
Summer Camp Enrollments	740	800	800
Total Family Fitness Center Members	1,525	1,676	1,700
Number of Check-ins	51,636	38,986*	52,000
Group Fitness Class Attendance	31,000	17,517*	31,000
Gym Rental Hours	570	310*	600
Number of Rental Patrons	8,100	6,400*	8,500
Approximate Yearly Traffic (Fitness Center)	60,000	65,000	70,000
Volunteer Hours	2,042	2300*	3,000
Celtic Canter & Irish Festival	4,000	0*	5,000
Parent Date Nights	600	0*	600
Egg Hunts	2,500	0*	3,000
Wine Stroll	7,000	0*	7,000
Flower and Jazz Festival	7,000	0*	7,500
Flower and Jazz 5K	350	0*	0*
Pooch Pool Party	110	115	120
BBQ Stroll	5,000	0*	6,000
Oyster Stroll	5,000	5,000	5,000
Downtown Halloween Party	2,000	2,000	2,000
Electric Holiday Parade	0*	9,000	9,000
Santa's Treat	50*	400	450
Tree Lighting Ceremony	0*	1,000	1,000
Visits with Santa/Horse Drawn Carriage Rides	700*	700*	1,050
Month of Sundays Summer Concert Series	6,000*	6,000*	0*
Westminster Fallfest	30,000*	40,000	40,000
Recreation & Parks Month	3,000	6,000	6,000

* Program cancelled or attendance effected by inclement weather or COVID-19

GOALS

- Identify and determine innovative strategies to re-purpose parks and facilities to continue to meet the needs of the community.
 - Engage in a planned approach to enhance the user experience at the Westminster Municipal Pool through a series of facility upgrades.
 - Develop a master plan and phased development strategy for Wakefield Valley Park.

- Seek out and acquire professional services to conduct a comprehensive building assessment of 11 Longwell Avenue, the facility that houses Recreation and Parks Department offices and the Westminster Family Fitness Center.
- Secure funding to evaluate Jaycee Park and Whispering Meadows Community Park for the potential development of a sports complex, including the installation of turf fields and adequate parking.
- Assess under-utilized parks and open spaces and, as appropriate, investigate innovative design and re-development strategies.
- Secure funding for the development and installation of an outdoor fitness trail on the property located at Center Street and Gorsuch Road.
- Implement the deficit reduction plan as directed by the Mayor and Common Council, and provide periodic reports on its status.
- Produce high quality special events to meet the growing expectations of attendees, while containing costs and expanding sponsorship opportunities.
- Improve the department’s online presence through enhanced activity descriptions, consistent naming conventions, easily accessible information, and branded event information packets.
- Seek additional funding opportunities through grants.
- Provide diverse opportunities for volunteers to assist the department in the provision of services.
 - Continue to advertise a volunteer incentive program to increase awareness of volunteer opportunities and incentivize greater volunteer engagement.
- Maintain all facilities to their highest levels to ensure customer satisfaction.
- Continue efforts to decrease expenditures and increase revenues for summer camp.
- Support a well-trained staff that provides the public with the best customer service and user experience possible.

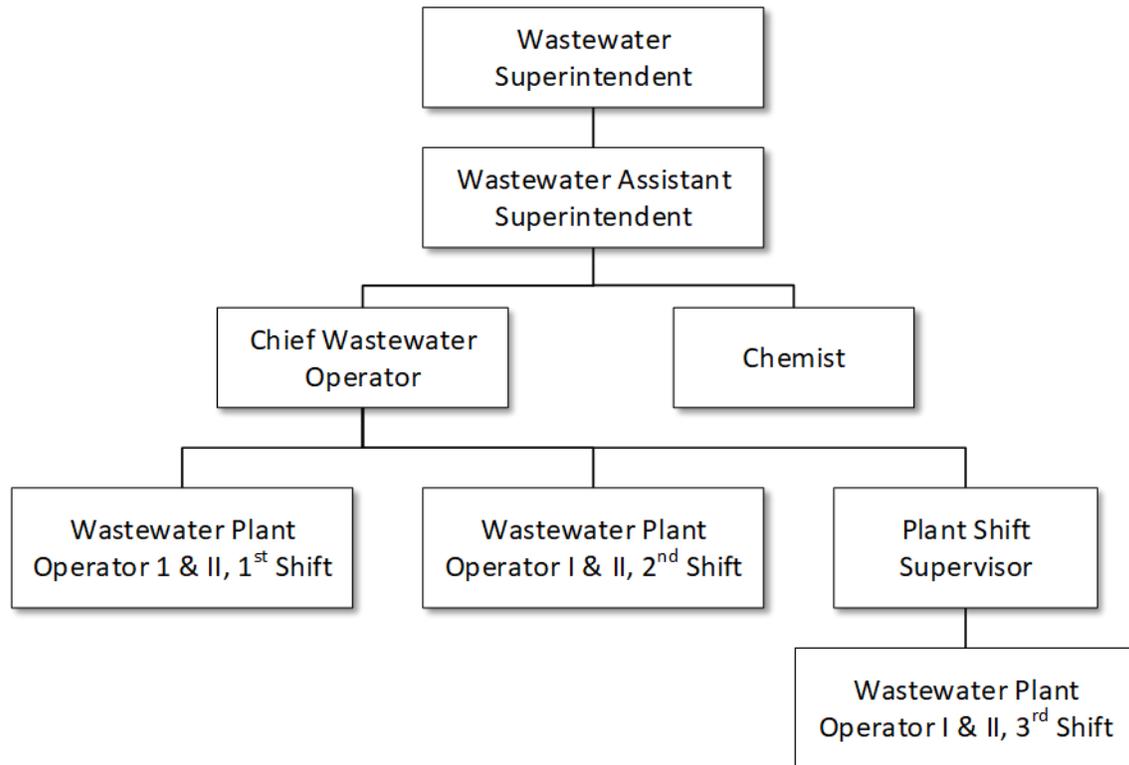
BUDGET

	FY 2016		FY 2017		FY 2018		FY 2019		FY 2020		FY 2021
	Budget	Actual	Budget								
FTE	12.0	12.0	12.0	12.0	13.0	13.0	11.0	11.0	11.0	11.0	9.3
Salary	674,847	571,718	615,965	603,820	684,207	682,500	742,516	767,980	738,050	522,281	577,815
Benefits	285,465	237,172	269,621	228,750	256,466	246,887	265,197	228,868	270,717	170,204	196,425
Operating	236,558	218,943	263,933	237,625	330,841	321,990	477,604	435,393	465,770	307,814	481,150
Capital	-	-	-	-	25,678	21,627	-	-	-	-	-
Total	1,196,870	1,027,833	1,149,519	1,070,195	1,297,192	1,273,005	1,485,317	1,432,241	1,474,537	1,000,298	1,255,391

SEWER DEPARTMENT

The Sewer Department is responsible for the operation and maintenance of an advanced-level treatment system utilizing Biological Nutrient Removal technology. The plant is designed for 5 million gallons per day (MGD), but can handle in excess of 15 MGD during rain events. The Wastewater Treatment 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



Sewer (Wastewater)	Grade	Authorized FY 2018	Authorized FY 2019	Authorized FY 2020	Authorized FY 2021
Wastewater Superintendent	116	1.0	1.0	1.0	1.0
Wastewater Assistant Superintendent	115	1.0	1.0	1.0	1.0
Chief Wastewater Operator	114	1.0	1.0	1.0	1.0
Chemist	114	1.0	1.0	1.0	1.0
Shift Supervisor	112	0.0	1.0	2.0	2.0
Wastewater Plant Operator II	110	4.0	4.0	3.0	2.0
Wastewater Plant Operator II (part-time)	110	0.625	0.625	0.625	0.625
Wastewater Plant Operator I	108	4.0	3.0	3.0	4.0
Total Authorized		12.625	12.625	12.625	12.625

ACCOMPLISHMENTS

Maintenance

- Continued construction of the ENR upgrade
- Replaced one feed gate for aeration reactor #1
- Cleaned and removed grit and material from the septage facility tanks
- Applied for sludge disposal approval to Modern Landfill in York, Pennsylvania
- Performed routine maintenance on treatment plant equipment
- Replaced the skimmer on clarifier #2

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 Employee Wellness committees
- Attended CPR, First Aid, and AED training
- Conducted plant safety meetings
- Attended the Water Environment Technical Conference and Exhibition for technical training and to investigate new technologies
- Trained staff on stormwater and pollution prevention
- Trained staff on Electrical safety and Lock-Out-Tagout procedures
- Hired one new noncertified operator (existing position)
- Along with the engineering firm WATEK, staff performed bench scale modeling of the plant effluent to determine the course of action for a water reuse pilot testing project; a full-scale pilot project at the wastewater plant is projected for late calendar year 2020

Analysis

- Conducted quarterly and bi-annual raw wastewater analysis on selected industrial sewer customers and provided the Finance Department with billing information for sewer surcharges
- Conducted nutrient analysis
- Collected and recorded quarterly stormwater sampling
- Scheduled annual Biological Monitoring and Toxic Chemical analysis on the treatment plant effluent

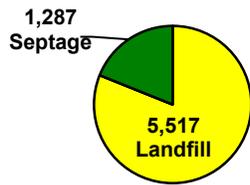
Plant Operations

- Performed inspections of industrial sewer customer discharges and issued two non-compliance letters and penalties
- Issued an industrial discharge permit to Water Depot, Inc.
- Interacted on a daily basis with HRI, Inc. and its subcontractors in conjunction with the ENR/Biosolids Upgrade Project.

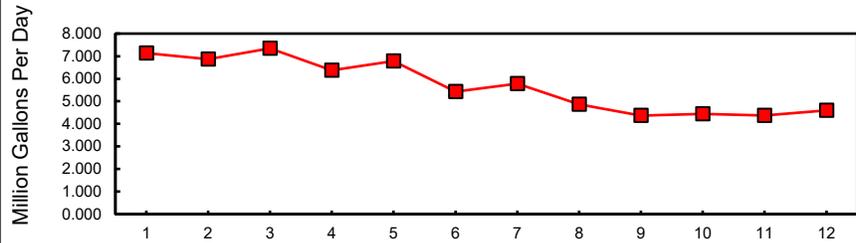
PERFORMANCE MEASURES

	FY 2018	FY 2019	FY 2020 (Projected)
Wastewater analysis conducted	35,000	35,000	35,000
Average Daily Flow (MGD)	4.8	5.7	5.0
Annual Sludge Production (wet tons)	5,187	5,517	5,800
Annual Septage Received (MG)	15.7	18.4	19

Sludge Production 2019



Average Monthly Flow 2019



GOALS

- Refine Wastewater Treatment Plant processes to ensure efficiency and effectiveness.
- Continue to monitor work associated with the ENR/Biosolids Upgrade Project.
- Continue Inflow and Infiltration (I & I) study to determine specific areas with high I & I

BUDGET

	FY 2016		FY 2017		FY 2018		FY 2019		FY 2020		FY 2021
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
FTE	13.0	13.0	13.0	13.0	13.6	13.6	12.6	12.6	14.6	14.6	12.6
Salary	628,039	558,821	621,355	606,520	639,351	594,775	617,141	625,029	701,294	394,951	684,204
Benefits	298,532	252,008	279,886	314,063	308,403	300,565	322,499	281,129	366,704	232,064	418,685
Operating	1,800,200	1,259,768	1,777,700	1,212,886	1,505,022	1,320,843	2,429,500	1,615,866	1,799,000	922,616	1,818,600
Capital	27,470,765	638,411	28,457,001	1,098,167	31,725,787	1,398,458	29,994,792	8,956,777	28,821,494	10,764,548	26,181,890
Total	30,197,536	2,709,007	31,135,942	3,231,637	34,178,563	3,614,641	33,363,932	11,478,801	31,688,492	12,314,179	29,103,379

UTILITY MAINTENANCE

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

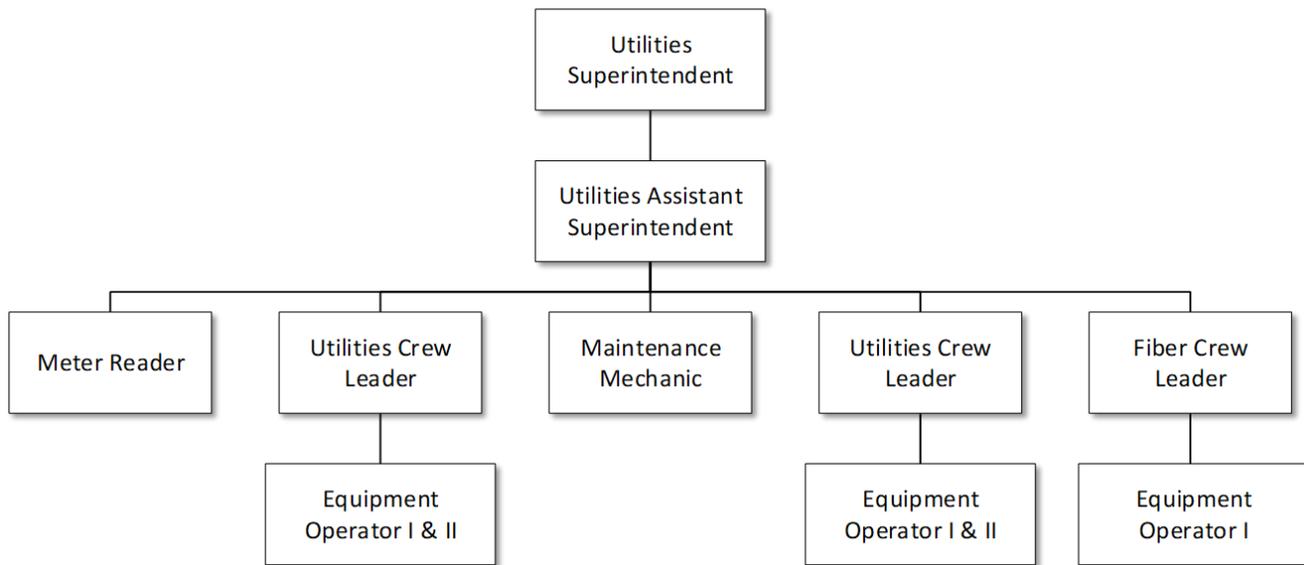
The sewer collection system is comprised of over 159 miles of sewers, ranging in size from 6" to 48" pipes. The system contains 11 sewer pump stations and over 2,300 manholes. Maintenance duties include video inspection of sewer mains and appurtenances; flushing, cleaning, and repair of sewer mains and manholes; and, cleaning and repair of house service/lateral line connections.

The water distribution system has over 119 miles of water lines, ranging in size from ¾" to 24" pipes. The system also contains over 450 fire hydrants, 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 water meters; and, repair, installation, and maintenance of fire hydrants. The department also maintains a 122 million-gallon reservoir and two concrete dams.



The Westminster Fiber Network is made up of 116 miles of 288- and 144-strand fiber, located in both underground conduit and on overhead utility poles. The Utility Maintenance Department is responsible for installation of new laterals and repair of minor fiber breaks.

POSITION SUMMARY SCHEDULE



<i>Utility Maintenance</i>	Grade	Authorized FY 2018	Authorized FY 2019	Authorized FY 2020	Authorized FY 2021
Utilities Superintendent	116	1.0	1.0	1.0	1.0
Utilities Assistant Superintendent	115	1.0	1.0	1.0	1.0
Crew Leader	112	2.0	2.0	2.0	3.0
Mechanic	110	1.0	1.0	1.0	1.0

Meter Reader	109	1.0	1.0	1.0	1.0
Equipment Operator II	110	7.0	7.0	7.0	2.0
Equipment Operator I	108	0.0	2.0	2.0	7.0
Total Authorized		13.0	15.0	15.0	16.0

ACCOMPLISHMENTS

WATER

- Completed preventive maintenance work orders
- Replaced liner and cover for the clear reservoir
- Completed high zone tank blower and mixer installation
- Replaced 2" water main feeding the City Playground

SEWER

- Completed preventive maintenance work orders
- Replaced generator at pump station #5
- Televised sewer main from Gist Road to Spring Mill
- Worked with contractor completing I & I repairs

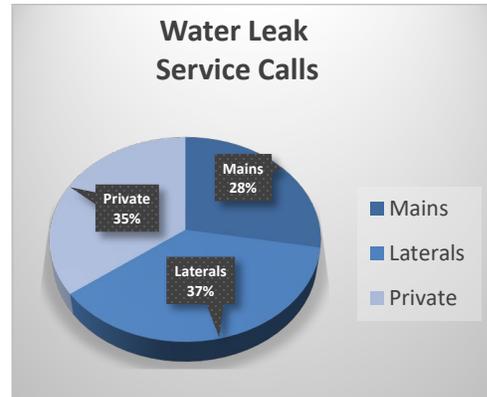
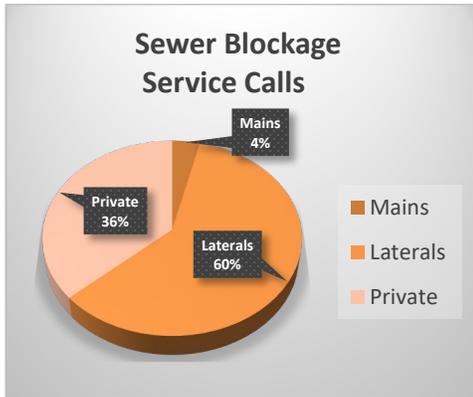
FIBER

- Installed 153 house drops
- Built fiber network around Bella Vita Condominiums
- Completed fiber installation at TownMall Westminster
- Attended fiber training

PERFORMANCE MEASURES

	CY 2019	CY 2020	CY 2021 (Projected)
Feet of sewer main televised/cleaned/flushed	102,581'	66,344'	100,000'
Sewer laterals excavated and repaired	5	3	3
New/renewed sewer service installations	0	0	1
Sewer lateral service calls	69	111	75
Private and miscellaneous service call responses	55	68	60
Sewer main repairs	11	7	10
Sewer work orders completed	2,136	2,670	2,400
Water meter readings (Quarterly, Finals & Check)	44,795	44,795	44,490
Water meter/meter top replacements	202	102	150
High water bill Inspections	205	174	200
New/renewed water service installations	7	4	3
Hours of leak detection conducted	556	320	832

Number of fire hydrants repaired and serviced	26	15	75
Main leak responses	12	15	13
House service leak responses	11	20	10
Private house service leak responses	18	19	20
Water work orders completed	252	218	240
Fiber drops installed	14	153	200
Miss Utility Tickets completed	6,157	5,757	5,000



GOALS

WATER

- Start valve bolt replacement program
- Begin water main replacement Route 27 and Hahn Road
- Install 12" isolation valve along Route 27
- Replace 2" water main feeding Longview Avenue
- Replace 2" water main on Monterey Drive

SEWER

- Suction and discharge piping at pump stations 6 & 13
- Begin manhole grouting and restoration with newly purchased equipment
- Rebuild pumps at station #15
- Conduct flow monitoring and televising of the collection system to locate Infiltration into the system

FIBER

- Become more familiar with fiber equipment (directional drill, splicing, and OTDR testing equipment)
- Continue fiber education

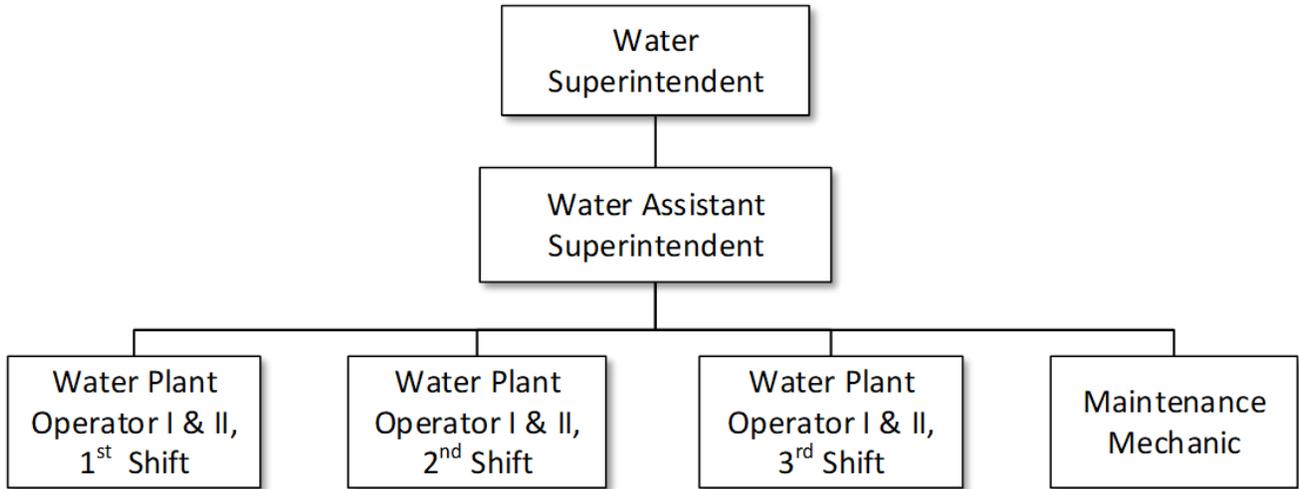
BUDGET

	FY 2016		FY 2017		FY 2018		FY 2019		FY 2020		FY 2021
	Budget	Actual	Budget								
FTE	13	13	13	13	13	13	15	15	15	15	16
Salary	706,860	659,864	723,616	678,431	743,674	687,090	783,561	646,619	790,172	410,654	791,733
Benefits	364,610	310,971	339,044	358,163	382,642	357,015	389,647	304,560	375,233	240,266	456,095
Operating	595,800	454,308	593,400	492,948	585,890	498,091	1,134,554	563,198	630,950	396,868	602,925
Capital	-	-	-	-	-	-	-	-	-	-	-
Total	1,667,270	1,425,144	1,656,060	1,529,542	1,712,206	1,542,197	2,307,762	1,514,377	1,796,355	1,047,788	1,850,753

WATER DEPARTMENT

The Water Treatment Plant is responsible for the operation of four filter plants – three of which incorporate wells as source water. The filtering means and methodology are membrane/microfiltration, 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. Beginning January 1, 2015, the City assumed operational responsibility for the Bramble Hills Water System.

POSITION SUMMARY SCHEDULE



<i>Water</i>	Grade	Authorized FY 2018	Authorized FY 2019	Authorized FY 2020	Authorized FY 2021
Water Superintendent	116	1.0	1.0	1.0	1.0
Water Assistant Superintendent	115	1.0	1.0	1.0	1.0
Mechanic	110	1.0	1.0	1.0	2.0
Water Plant Operator II	110	8.0	8.0	8.0	6.0
Water Plant Operator I	108	0.0	0.0	0.0	2.0
Total Authorized		11.0	11.0	11.0	12.0

ACCOMPLISHMENTS

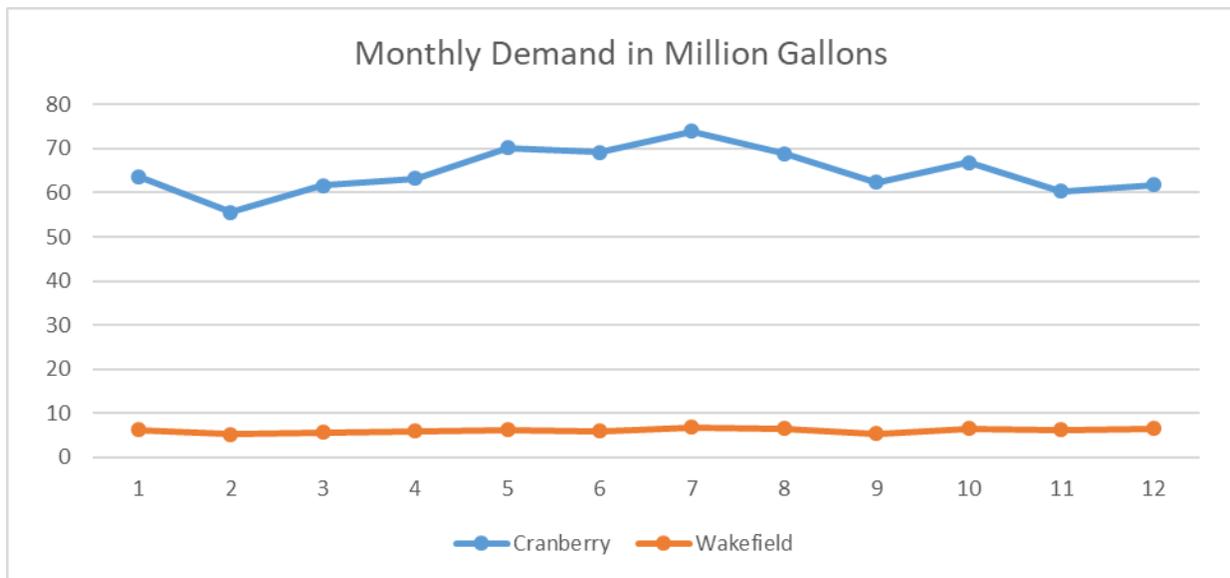
- Successfully completed long term 2 Enhanced Surface Water Treatment Rule compliance sampling for Cranberry and Wakefield Systems
- Began Unregulated Contaminant Monitoring Rule 4 sampling for the Cranberry System
- Completed Phase II of the Gesell Property Well Treatment Facility
- Successfully completed Lead and Copper Rule sampling for the Cranberry and Wakefield Systems

PERFORMANCE MEASURES

	FY 2018	FY 2019	FY 2020 (Projected)
Millions of gallons delivered to Cranberry System	760	798	840
Millions of gallons delivered to Wakefield System	71	75	79
Number of incidents/interruptions	0	0	0
Quality control tests conducted	21,900	21,900	21,900

GOALS

- Design Taste and Odor Compound reduction system for the Cranberry Water Plant
- Design and construct the Little Pipe Creek Raw Water Pump Station
- Refine treatment processes to further improve the quality of the finished water provided to customers
- Rehab Well 5 piping and flow devices
- Rehab Well 6 piping and control system



BUDGET

	FY 2016		FY 2017		FY 2018		FY 2019		FY 2020		FY 2021
	Budget	Actual	Budget								
FTE	10.0	10.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	12.0
Salary	498,249	513,175	571,254	546,698	584,531	524,915	621,559	553,886	583,742	375,840	654,015
Benefits	245,582	234,638	253,188	254,612	246,071	250,645	280,575	213,169	256,044	179,667	298,175
Operating	891,850	740,801	941,500	716,135	916,522	774,417	834,000	765,634	884,000	424,328	744,000
Capital	3,317,700	1,695,533	3,498,688	1,470,041	3,323,650	1,635,309	2,208,050	670,604	1,893,650	458,794	1,983,545
Total	4,953,381	3,184,147	5,264,630	2,987,486	5,070,774	3,185,285	3,944,184	2,203,293	3,617,436	1,438,630	3,679,735

FIBER DEPARTMENT

The Fiber Fund is an enterprise operation that accounts for all financial transactions related to the Westminster Fiber Network (WFN) operations. It is designed to be self-supporting; however, the General Fund provides a subsidy to the Fiber Fund, as revenues from the Fiber Fund are not sufficient to pay debt expenses related to construction.

ACCOMPLISHMENTS

- Completed Phases 1 and 2 of Stonegate Development
- Signed an agreement and completed construction of Bella Vita Condominiums installation
- Completed enterprise lines for McDaniel College and Carroll Lutheran Village
- Completed infrastructure for the Westminster TownMall

GOALS

- Support marketing efforts of the City's network operator to increase take/subscriber rates, thereby minimizing required General Fund subsidy of the Fiber Fund
- Expand the City's Network to increase take/subscriber rates, thereby minimizing required General Fund subsidy of the Fiber Fund
- Finalize hiring and training of in-house staff for Network maintenance, reducing need for outside contractual assistance
- Expand the City's Fiber Network outside of City limits in strategic areas to increase take/subscriber rates, thereby minimizing required General Fund subsidy of the Fiber Fund

BUDGET

	FY 2016		FY 2017		FY 2018		FY 2019		FY 2020		FY 2021
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
FTE	-	-	-	-	1	-	2	2	2	2	2
Salary	30,000	2,920	54,530	-	50,000	-	66,835	55,764	110,950	59,480	94,961
Benefits	30,000	223	30,000	0	35,501	6,098	35,683	19,449	41,595	25,835	57,054
Operating	294,800	130,608	435,200	135,365	165,553	101,572	130,250	122,114	140,000	69,261	162,500
Capital	5,180,000	1,043,721	9,106,666	6,264,280	7,181,000	241,456	7,833,196	6,037,154	893,191	836,187	927,967
Total	5,534,800	1,177,472	9,626,396	6,399,645	7,432,054	349,127	8,065,964	6,234,481	1,185,736	990,762	1,242,482

Appendix A – Financial Policies

GENERAL

1. The City of Westminster's various departments will carry out the Mayor and Common Council's goals, objectives, and policies through a service delivery system financed through the Operating and Capital Budgets.
2. The City will take 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 doing so will increase efficiency of service delivery or recover the cost of providing the service from the benefiting entity by charging 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 levels.
6. The City will seek out, apply for, and effectively administer federal, state, and foundation grants-in-aid that address the City's current priorities and policy objectives.
7. The City will initiate, encourage, and participate in economic development efforts to create job opportunities and strengthen the local economy.
8. The City's Finance Department personnel will carry out all policies responsibly, ethically, and professionally for the betterment of the City of Westminster.

BUDGET

1. The budget will be developed by the City Department Heads, correlated by the Finance Director, recommended by the City Administrator, and presented by the Mayor to the Common Council for adoption.
2. The budget will be prepared using Government Finance Officer Association (GFOA) budget document development guidelines as a planning document, and will present key economic issues for public discussion.
3. As required by State law, the Mayor and 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 Mayor and Common Council for adoption will be balanced, with projected expenditures equal to projected revenues and applied fund balances.
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. These 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 periodically review fees/charges.

6. The City will consider market rates and charges levied by other area municipalities of similar size for like services in establishing rates, fees, and charges. The fee structure will be reviewed during the budget process and will be included in the budget document.
7. Enterprise operations will be self-supporting.
8. The City 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 as a 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 partnership with other governmental agencies for resource purchasing shall be encouraged.
5. If budgeted funds are not available, the Director of Finance shall be contacted to assist in locating a source of funds prior to the purchase occurring.

CAPITAL IMPROVEMENT PLAN (CIP) POLICIES

1. The City will develop a multi-year plan for capital improvements, which will include for each project a description, cost, funding source, and future impact on the operating budget. The plan will be updated annually. All capital improvements will be made in accordance with the plan and applicable 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, or part of an adopted maintenance/replacement schedule, minimize operating costs, and 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. Capital projects are designated as funded or unfunded, depending on whether or not the forecasted operating budget can support or fund the project.
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:
 - Have an estimated useful life of five (5) or more years;
 - Are not intended for sale in the ordinary course of operations; and,
 - 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 Mayor and Common Council.
3. The capitalization threshold used in determining if a given asset qualifies for capitalization is \$10,000.
4. Adequate insurance shall be maintained on all capital assets consistent with the results of the annual physical count/inspection.

ACCOUNTING, AUDITING, & FINANCIAL REPORTING POLICIES

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

PURCHASING POLICY

1. The City shall ensure that all purchasing actions are fair and impartial, with no impropriety or appearance of impropriety. All qualified buyers and sellers will have equal access to City business and no individual or firm shall be arbitrarily excluded.
2. To the maximum extent possible, purchasing actions will be conducted in a competitive environment.
3. Purchases and contracts will be made by the City Treasurer. Responsibility for certain purchasing actions may be delegated to other senior City officials by the City Treasurer.
4. All budgeted purchase requisitions are subject to the following approvals:
 - Purchases up to \$25,000 are approved by the Mayor, City Administrator, or Department Head.
 - Purchases above \$25,000 are approved by the Mayor and 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 Mayor and 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 that 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 and 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 Mayor and 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 that 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 City.

DEBT MANAGEMENT POLICIES

1. 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 the City's long-term financial stability.
4. The amount of outstanding debt will not place undue burden on community residents and businesses.
5. The City does not limit debt by dollar amount or percentage.
6. Debt issuance is subject and the legal limits set by the State of Maryland as set forth in §19-308 of the Annotated Code of the State of Maryland and the Charter of the Westminster as set forth in §13, §13.1, §29, and §42 (<https://ecode360.com/12119283>).

Appendix B – Revenue Book

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 Common Council.

GENERAL FUND REVENUES

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

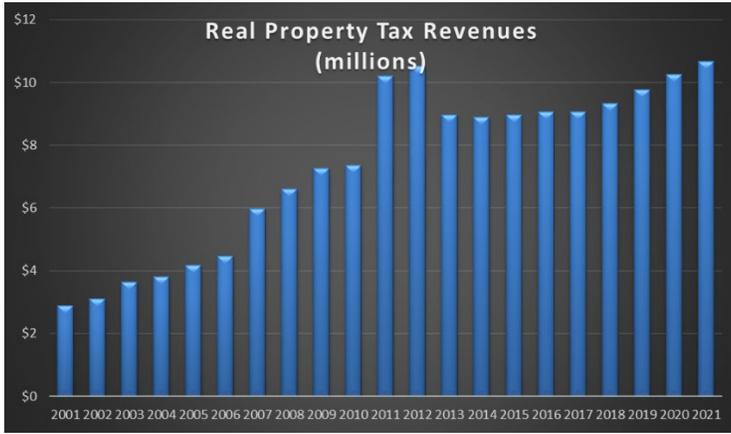
TAXES – REAL PROPERTY

All property is generally divided into the following categories:

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

Real property is divided into the following subclasses:

- (1) Land that is actively devoted to farm or agricultural use;
- (2) Marshland;
- (3) Woodland;
- (4) Land owned by a country club;
- (5) Land used for a planned development;
- (6) Rezoned real property that is used for residential purposes;
- (7) Operating real property of a railroad;
- (8) Operating real property of a public utility;
- (9) Conservation property; and,
- (10) All other real property.



Real property taxes are assessment-based with a FY 2021 rate of \$0.56 per \$100 of assessed value for the City. The Maryland Department of Assessments and Taxation determines assessments every three years. Tax revenue has been steadily rising since FY 2013. The FY 2021 budget assumes a 3% increase in real property tax revenue due to increasing assessments and new construction.

BUSINESS PERSONAL PROPERTY TAXES

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

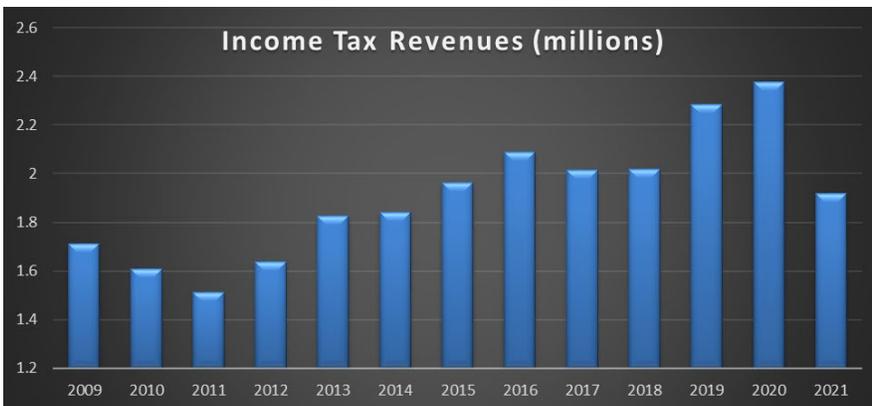
The tax rate on real property of \$0.56/\$100, the personal property rate of \$1.10/\$100, and the utility operating property rate of \$1.40/\$100 of assessed value remain the same for FY 2021.

INCOME TAXES

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

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

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



The State Comptroller pays quarterly each municipality and special taxing district its share of the local income tax. 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.

The FY 2021 budget anticipates a 20% decrease in Income Tax as a result of unemployment resulting from the COVID-19 pandemic.

ADMISSIONS & AMUSEMENTS TAX

Municipalities may levy a tax on the gross receipts of a wide variety of entertainment and amusement activities that 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; and,
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 patrons.

The Comptroller has divided the activities into 24 categories such as athletic events, concerts, nightclubs, and the use of coin-operated amusement machines. The gross receipts from these activities may be taxed at a rate of up to 10%, and each category may be taxed at a different rate. State-authorized exemptions currently include: bowling alleys, boxing and wrestling matches, certain bingo events, charter fishing, concerts, a variety of charitable, religious, and non-profit activities, and arts and entertainment enterprises.

If the activity is also subject to the state sales tax or use tax, the combined total tax on the gross receipts may not exceed 10%. Since the state sales tax is 6%, this means that the local admissions and amusement tax may not exceed 4% on such activities as the rental of boats, golf carts, horses, skates, and skis, or the sale of refreshments and merchandise where there is live entertainment.

Each person or firm subject to the tax is required to pay its respective taxes to the State Comptroller by the 10th of each month. The Comptroller deducts and retains an amount of revenue sufficient to cover the cost of administering the program. The balance of the taxes collected are paid back to the respective governments from which the revenues originated within 20 days of the end of each calendar quarter. The revenue expected by the City of Westminster is approximately \$200,000 annually.

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

HIGHWAY USER REVENUES

On or before December 31 of each year, each municipality must complete a form officially requesting its share of Highway User Revenues (HUR). In addition, a report must be completed indicating any changes within the past year in the amount of road mileage within the municipality. Both the form and the report must be filed with the Bureau of Highway Statistics of the State Highway Administration. In addition, prior to September 30 of each year, municipalities must complete and return a form that states on what projects HUR money was spent in the prior fiscal year.

HUR may only be used to pay or finance:

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



From FY 2010 to FY 2013, the State cut HUR significantly in order to fund its own transportation projects. The State re-instated local shares of HUR in FY 2019. For FY 2021, expected revenue is \$722,950.

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 use permits, building permits, and cable television franchise fees.

GRANTS FROM FEDERAL GOVERNMENT

The City’s Public Housing Agency receives approximately \$2,300,000 each year in housing assistance and administrative funding from the U.S. Department of Housing and Urban Development.

STATE AID FOR POLICE PROTECTION

The state allocates funds to county areas 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. Baltimore City receives \$0.50 per capita.

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

Municipal governments also receive in police aid an additional \$1,950 per full-time sworn police officer based on the number of police officers employed in the immediately preceding fiscal year.

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

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

PROGRAM OPEN SPACE

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

long-term commitment to conserving its natural resources while providing exceptional outdoor recreation opportunities for its citizens.

GENERAL FEES

Special Capital Benefit Assessment

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

§133-1 Findings, intent and authority.

- A. New development and growth in the City can add to and help maintain the quality of life in the City under a balanced growth management program.
- B. New development and growth require the provision of increased public facilities, including additional or expanded public works, improvements and equipment adequate to serve said new growth.
- C. The City, in exercise of its governmental functions, must assure the availability of additional or expanded public works, improvements, facilities and equipment and desires to do so without undue hardship on the existing fiscal budget.
- D. The City has determined that new residential, commercial, industrial and related development should assume a fair share of the capital costs of providing additional or expanded public works, improvements, facilities and equipment.
- E. The City finds that requiring new development to pay its proportionate fair share of the costs of providing additional or expanded public works, improvements, facilities and equipment necessary due to new development promotes the health, safety and general welfare of the City's residents.
- F. The City finds that the establishment of a special capital benefit assessment and resulting fees is an equitable and appropriate method to help provide for additional or expanded public works, improvements, facilities and equipment necessary due to new development.
- G. The City finds that the establishment of a special capital benefit assessment will ensure and coordinate the provision of adequate public works, improvements, facilities and equipment with new developments so that the public health, safety and welfare are enhanced, congestion is lessened, accessibility and use is improved and economic development is promoted.
- H. The City finds that the establishment of a special capital benefit assessment promotes the purposes of the City's Comprehensive Plan adopted September 28, 2009, and further amended on January 28, 2019, its capital improvements budget and the master plan of highways and promotes consistency between adopted plans and zoning, subdivision and building regulations.
- I. Article XI-E of the Maryland Constitution, Article 23A of the Annotated Code of Maryland and the City's Charter authorize the City to enact ordinances for the protection and promotion of public safety, health, morals and welfare, including but not limited to matters relating to planning and zoning.

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

- A. From and after the effective date of this chapter, in any instance in which the City approves a building permit for any building, dwelling, apartment, living unit or other structure within the corporate limits of the City, as herein set forth, a special benefit assessment is hereby levied and imposed upon the affected real property, to be paid by its owner in the amount or amounts as provided in the General Fee Ordinance.
- B. In any instance in which an existing structure is altered to add additional dwelling units, commercial units or business offices, there shall be imposed a special benefit assessment as provided in the General Fee Ordinance. However, in no event shall the cumulative assessments for said alterations exceed 75% of the assessment for new construction.
- C. In any instance in which an industrial or commercial structure is altered to add additional square footage, there shall be imposed a special benefit assessment in accordance with the General Fee Ordinance. Expansion of existing structures shall be allowed credit for previously paid special benefit assessments in all types of uses except dwellings and dwelling units and planned unit developments.

- D. In any instance in which a school or college expands existing structures or constructs new buildings for nonresident use, there shall be imposed a special capital benefit assessment in accordance with the schedule entitled “Industrial Warehousing” in the General Fee Ordinance. In the instance where a school or college adds or expands its residential buildings, a special capital benefit assessment shall be imposed in accordance with the schedule entitled “Dwellings and Dwelling Units” in the General Fee Ordinance or, in the event of construction of dormitories, the schedule entitled “Schools and Colleges, Including Dormitories” in the General Fee Ordinance shall be applicable.
- E. In an instance in which a continuing-care facility licensed by the State Department of Aging provides three levels of care for individuals 60 years of age or older, independent living, assisted living, and comprehensive care as those terms are defined by Maryland law, and also owns and maintains substantial on-site infrastructure, there shall be imposed a special benefit assessment in the following amounts. For independent-living units (single-family dwelling units or apartments or multifamily units) there shall be imposed a special benefit assessment in the amount of 65% of the amount of assessment set forth for said uses in the General Fee Ordinance. For assisted-living units and/or comprehensive-care units the amount of assessment shall be the same as set forth in the General Fee Ordinance for hospitals, care homes and nursing homes.
- F. In situations where no specified category is provided for in this section, the Director of Planning shall determine the applicable special capital benefit assessment to be charged, but in no case shall such charges exceed those existing in Subsection A of this section.
- G. The Director of Planning may waive or modify special benefit assessments for the construction or rehabilitation of lower-income housing units as authorized under § 21-101 of Article 24 of the Annotated Code of Maryland.

§133-4 Payment of fees.

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

§133-6 Use of Funds.

- A. The Mayor and Common Council for the City of Westminster shall have the sole power to appropriate funds from the special capital benefit assessment account created in accordance with § 133-5 hereof.
- B. All special capital benefit assessment fees collected under this chapter shall be used solely for financing, in whole or in part, the capital costs of additional or expanded public works improvements, facilities and equipment required to accommodate and/or benefit growth, construction or development, with the

purpose that new growth, construction and development pay a proportionate fair share of the costs and expenses. Such fees may be used for funding capital improvements for the City's six-year program approved by the Mayor and Common Council pursuant to § 20-2 of the Code.

- C. Special capital benefit assessment funds collected under this chapter shall not be utilized for water and/or sewer projects of any type.
- D. Special capital benefit assessment fees collected under this chapter shall not be used for replacement, maintenance or operating expenses.
- E. Nothing in this chapter shall release, relieve or in any way decrease a developer's obligation for assuming sole responsibility for financing the construction of all on-site and off-site improvements that are determined by the City to be directly attributable to the development and are required by the City or other applicable governmental authority to be constructed in accordance with approved plans, public works agreements and related documents.
- F. Nothing in this chapter shall release, relieve or in any way decrease a developer's obligation to the City for full payment of any and all other required fees and assessments, mandatory conveyances of land, execution of documents and for meeting any and all other requirements that are specified in the Code.
- G. Nothing in this chapter shall preclude the use of funds by the City from other sources to supplement or augment any special capital benefit assessment fees collected under this chapter.

SEWER AND WATER FUND REVENUES

RATE MODEL FOR FY 2019-2023

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

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

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

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

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

- Revenue collected at FY 2018 water rates would be insufficient to cover the water revenue requirements in any year from FY 2019 to FY 2023.
- Revenue collected at FY 2018 sewer rates would be insufficient to cover the sewer revenue requirements in any year from FY 2020 to FY 2023.
- The City's FY 2018 rate structure did not properly differentiate between Inside and Outside City rates.

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

Water, Sewer, Reclaimed Rates – FY 2021

Fixed Quarterly Charge

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

Consumption Charge (per thousand gallons)

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

Water, Sewer, Reclaimed Rates – FY 2022

Fixed Quarterly Charge

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

Consumption Charge (per thousand gallons)

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

Water, Sewer, Reclaimed Rates – FY 2023

Fixed Quarterly Charge

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

Consumption Charge (per thousand gallons)

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

FIBER FUND REVENUES

Fiber Fund revenues are generated through the lease of City-owned dark fiber. Under the contractual terms of the City's public-private partnership, Ting, Inc. leases fiber from the City, and lights and operates the fiber network. The City receives \$6.00 per household per month wherever dark fiber is eligible to be lit. The City receives \$17.00 per subscription per month where Ting, Inc. has lit and provided services. The network construction was completed in FY 2019 and nearly 6,000 customers are eligible for subscriptions.

Appendix C – Three Year Comparison – Staffing Schedule by Position

DEPARTMENT	FISCAL YEARS					
	2018/2019		2019/2020		2020/2021	
	FULL-TIME	PART-TIME	FULL-TIME	PART-TIME	FULL-TIME	PART-TIME
Office of the City Administrator	3	0	2.5	0	3.5	0
Housing Services	4	0	4	0	4	0
Information Technology	5	0	5	0	5	0
Fiber	2	0	2	0	3	0
Finance	6	0	6	0	6	0
Human Resources	4	0	4	0	4	0
Community Planning & Development	4	0	3.5	0	4.5	0
Engineering	3	0	3	0	3	0
Recreation & Parks	9	3	9	3	8	2
Police Administrative/Civilian	13	0	13	0	13	0
Police Sworn	44	0	45	0	45	0
Public Works Administration	3	0	3	0	3	0
Streets	19	0	19	0	20	1
Utilities	13	0	13	0	13	0
Wastewater	12	1	12	1	12	1
Water	11	0	11	0	12	0
CITY STAFFING LEVELS	155	4	156	4	159	4

DEPARTMENT	FISCAL YEARS					
	2018/2019		2019/2020		2020/2021	
	FULL-TIME	PART-TIME	FULL-TIME	PART-TIME	FULL-TIME	PART-TIME
Fiber	2	0	2	0	3	0
General Operations	38	3	38	3	38	2
Public Safety	57	0	58	0	58	0
Public Works	58	1	58	1	60	2
FUND TOTALS	159		160		163	

2017/18 – 2018/19

FT	PT	Position		Department
	1	Fiber Maintenance	40	Fiber
	-1	Manager, Housing	40	Housing
	-1	Senior Accounting Specialist	40	Finance
	-1	Accounting Manager	40	Finance
	2	Accounting Specialist	40	Finance
	-2	Administrative Coordinator	40	Administrative, Public Works
	2	Administrative Assistant	40	Administrative, Public Works
	-1	Administrative Coordinator	35	Human Resources
	1	Human Resources Associate	35	Human Resources
	-1	Administrator, Community Development	40	Community Planning & Dev
	1	Main Street Manager	40	Community Planning & Dev
	-7	Certified Operator	40	Wastewater, Water
	7	Plant Operator II	40	Wastewater, Water
	-1	Code Inspector	40	Housing Services
	1	Property Maintenance Inspector	40	Housing Services
	-1	Engineering Specialist	40	Community Planning & Dev
	-1	Development Review Coordinator	40	Community Planning & Dev
	1	Comprehensive Planner II	40	Community Planning & Dev
	-4	Group Leader	40	Utility Maintenance, Streets
	4	Crew Leader	40	Utility Maintenance, Streets
	-1	Manager, Human Resources	40	Human Resources
	1	Director, Human Resources	40	Human Resources
	-1	Manager, Technology Services	40	Technology Services
	1	IT Manager	40	Technology Services
	-8	Non-Certified Operator	40	Wastewater, Water
	8	Plant Operator I	40	Wastewater, Water
	-1	OPSinsight Data Technician	40	Technology Services
	1	GIS Support Specialist	40	Technology Services
	-1	Property Management Specialist	40	Police
	1	Property & Evidence Specialist	40	Police
	-1	Recreation Assistant III – Programs	40	Recreation & Parks
	1	Recreation Program Assistant	40	Recreation & Parks
	-1	Senior Engineer	40	Public Works
	1	Engineer	40	Public Works
	-10	Senior Equipment Operator	40	Streets, Utility Maintenance
	10	Equipment Operator II	40	Streets, Utility Maintenance
	-1	Senior Operator	40	Wastewater
	1	Chief Wastewater Operator	40	Wastewater
	-1	Shift Supervisor	40	Wastewater
	1	Plant Shift Supervisor	40	Wastewater
	-1	Sr. Human Resources Specialist	40	Human Resources
	1	Human Resources Analyst	40	Human Resources
	-1	Sr. Technical Support Analyst	40	Technology Services
	1	Technical Support Analyst	40	Technology Services

Total Staffing Change	0			
	FT	PT	Position	Department
2018/19 – 2019/20	-1		Development Review Coordinator	40 Community Planning & Dev
	1		Comprehensive Planner II	40 Community Planning & Dev
	-1		Certified Public Accountant	40 Finance
	1		Accounting Specialist	40 Finance
	-1		Police Lieutenant – Support Services	40 Police
	1		Police Captain – Support Services	40 Police
	1		Probationary Police Officer/Private First Class	40 Police
Total Staffing Change	1			
	FT	PT	Position	Department
2019/20 – 2020/21	1		Special Projects Manager	40 Office of the City Administrator
	-1		Director, Finance and Administrative Services	40 Finance
	1		Director, Finance	40 Finance
	-1		Manager, IT	40 Information Technology
	1		Director, Information Technology	40 Information Technology
		1	Equipment Operator I (Part-time)	20 Streets
	1		Equipment Operator I	40 Streets
	1		Equipment Operator I (Fiber)	40 Utility Maintenance
	1		Mechanic	40 Water
	-1		Recreation Assistant III (35 Hours)	40 Recreation & Parks
	2		Corporal	40 Police
	-2		Probationary Police Officer/Private First Class	40 Police
	-1		Recreation Assistant I (35 hour)	35 Recreation & Parks
	1		Recreation Assistant I (40 hour)	40 Recreation & Parks
-1		Recreation Assistant I (25 hour)	25 Recreation & Parks	
Total Staffing Change	3			

Appendix D – Salary Structure by Position

Grade	Job Title	Titles	Positions
105	Custodian, Recreation Assistant I	2	4
106	Recreation Assistant II	1	1
107	Parking Enforcement Officer	1	1
108	Equipment Operator I, Recreation Assistant III, Recreation Program Assistant, Plant Operator I	4	25
109	Meter Reader	1	1
110	Accounting Specialist, Administrative Assistant, Communications Specialist I, Equipment Operator II, Housing Specialist, Human Resources Associate, Police Officer Recruit, Property & Evidence Specialist, Plant Operator II	9	36
111	Accounting Specialist II, Communications Specialist II, Executive Assistant, Mechanic, Property Maintenance Inspector, Recreation Program Coordinator	6	9
112	Construction Inspector, Human Resources Analyst, Plant Shift Supervisor, Probationary Police Officer/Private First Class, Safety/Risk Coordinator, Crew Leader	6	32
113	Arborist, Communications Supervisor, GIS Support Specialist, Technical Support Specialist	4	4
114	Chemist, Chief Wastewater Operator, City Clerk, Comprehensive Planner I, Family Center Manager, GIS Support Analyst, Main Street Manager, Police Corporal, Technical Support Analyst	9	12
115	Assistant Director – Recreation & Parks, Comprehensive Planner II, Police Sergeant, Assistant Superintendent	4	14
116	Engineer, Police Lieutenant, Superintendent	3	9
117	Special Projects Manager	1	1
118	Police Captain	1	3
119	Deputy Director – Public Works, Director – Housing Services	2	2
120	Deputy Police Chief, Director – Human Resources, Director – Recreation & Parks, Director – Information Technology	4	4
121	Director – Community Planning & Development, Director – Finance, Director – Public Works, Police Chief	4	4
123	City Administrator	1	1
		63	163

Appendix E – Capital Improvements Program FY 2021 to FY 2026

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 the first year of the approved six-year CIP in the City’s budget. Capital projects are projects that have an expected life of more than five years and a value of more than \$10,000.

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

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

CAPITAL IMPROVEMENTS PROGRAM SCHEDULE

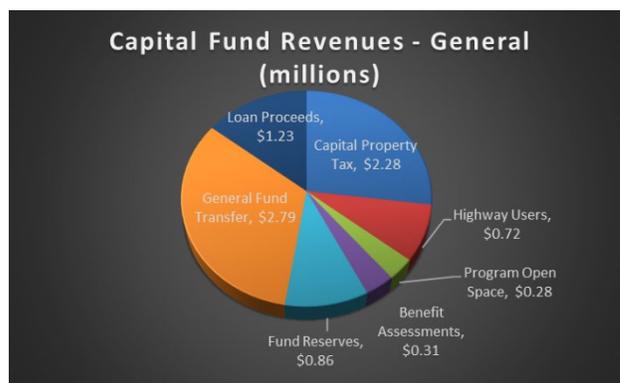
The City Administrator prepares the proposed six-year CIP before the end of February each year. In March, the CIP is presented to the Planning and Zoning Commission for review and comment. In April, the Mayor and Common Council hold a public hearing on the CIP, as part of the City’s overall budget process.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

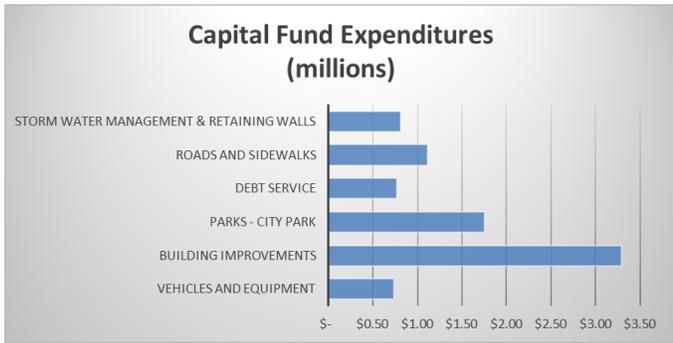
HIGHLIGHTS OF CAPITAL PROGRAM FY 2021

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

CAPITAL PROJECTS FUND – GENERAL

A portion of the City’s real property tax rate is earmarked for the Capital Projects Fund. Any Capital Tax revenue that carries over to future years is accounted for in a capital reserve fund, keeping these funds segregated from the rest of the budget. The \$0.12 Capital Tax is expected to raise \$2.28 million in revenue for capital projects in FY 2021. Other funding sources are Highway User Revenue, Program Open Space, Loan Proceeds, General Fund transfers, and benefit assessment fees. Transfers from the General Fund total \$2.79 million and will be applied to the 45 West Main Renovation Project and the installation of a camera system





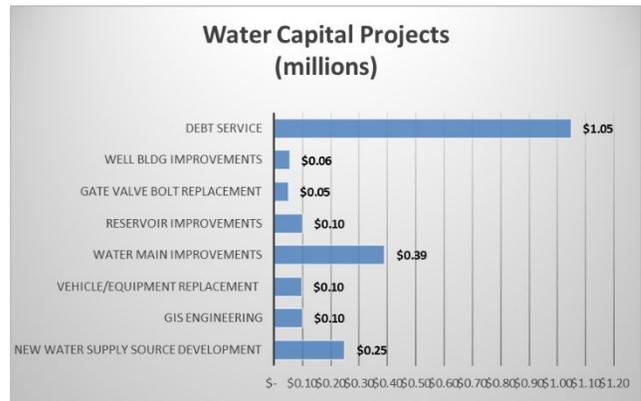
in the downtown area. Capital reserves will be reduced by \$0.86 million in FY 2021. This is primarily due to funding carryovers from the previous year for capital projects not completed.

The most sizable projects are the 45 West Main Renovation Project and the Municipal Pool Complex Improvements. Roads, sidewalks, stormwater management, retaining walls, debt service, parks, building improvements, vehicles, and equipment make

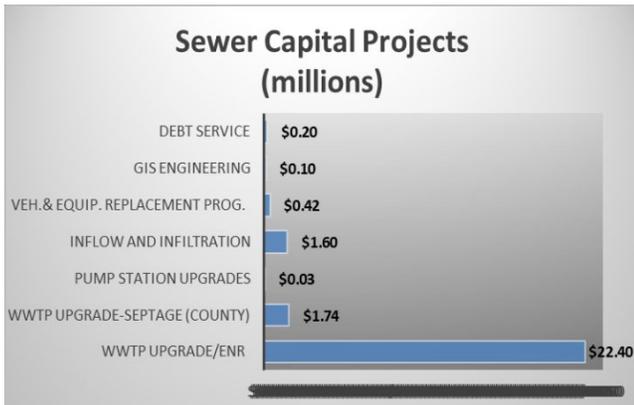
up the remainder. See the Individual Capital Projects Descriptions for more information (listed later in this Appendix).

ENTERPRISE FUNDS

Water Fund – The FY 2021 Capital Budget includes funding for New Supply Source Development, Vehicle and Equipment Replacement, Water Main Improvements, GIS Engineering, Reservoir Improvements, Debt Service, and Well Building Improvements. Capital projects are mostly funded through rate revenue. New development is funded through benefit assessments fees.



Sewer Fund – Improvements to the Wastewater Treatment Plant account for 85% of the Sewer Capital budget. This project includes improvements for Enhanced Nutrient Removal required by the Maryland Department of Environment, as well as enhancements for energy conservation and treatment efficiencies. The project got underway in FY 2019, with substantial completion expected to take 42 months. The project is partially funded through a Maryland Bay Restoration Grant. In addition, Carroll County is reimbursing the City for 100% of the expenses related to the upgrade of the County’s septage facility. The remainder of the funding is provided by a bond acquired through Maryland Water Quality Financing. The portion of the project covered in FY 2021 totals \$22.4 million. Other FY 2021 projects include Inflow and Infiltration (sewer rehab), vehicle and equipment replacement, GIS engineering, and pump station upgrades.



Fiber Fund – Construction of the Westminster Fiber Network was completed in FY 2019. The only capital expenditures anticipated for FY 2021 are debt service payments, estimated to be \$927,967.

INDIVIDUAL CAPITAL IMPROVEMENT PROJECTS

Capital Improvement Program FY 2021 to FY 2026 General Fund							
	2021	2022	2023	2024	2025	2026	Total
Community Planning & Dev							
Parking Study, including Meter System	25,000	165,000	0	0	0	0	190,000
Public Safety							
Vehicles - Police	166,678	167,000	167,000	167,000	164,000	164,000	995,678
Downtown Camera System	70,000	0	0	0	0	0	70,000
License Plate Reader	16,740	0	0	0	0	0	16,740
Facilities							
Longwell Building Improvements	100,000	0	0	0	0	0	100,000
Longwell Building HVAC	0	0	100,000	756,000	0	0	856,000
Parks - Jaycee Park	80,000	0	0	0	0	0	80,000
Parks - City Park	26,000	0	0	0	0	0	26,000
Community Pool Improvements	1,225,000	0	0	0	0	0	1,225,000
91 West Main Street HVAC (Carroll Arts)	164,500	0	0	0	0	0	164,500
45 West Main Street Building Renovations	2,700,000	0	0	0	0	0	2,700,000
Stage	20,300	0	0	0	0	0	20,300
Parks - Tahoma Farm	75,000	0	0	0	0	0	75,000
Parks - Wakefield Valley	329,700	0	0	0	0	0	329,700
Public Works							
Debt Service - Principal	580,900	597,000	445,000	456,500	358,500	234,000	2,671,900
Debt Service - Interest	184,083	167,340	148,954	134,420	119,496	106,398	860,691
Stormwater Mitigation - Carroll County Paymen	198,497	208,422	218,843	229,785	241,274	253,338	1,350,159
Annual Road Paving	722,950	1,111,433	1,061,485	1,023,161	1,185,728	1,800,000	6,904,757
Sidewalk Retrofit/ADA Ramps	200,000	100,000	125,000	125,000	125,000	150,000	825,000
Building Improvements	325,000	0	0	0	0	0	325,000
Vehicles - City Fleet	452,000	570,000	700,000	445,000	390,000	300,000	2,857,000
Storm Drain System	360,000	399,000	198,000	208,000	217,000	207,000	1,589,000
West Main Street Lights	0	15,000	300,000	0	0	0	315,000
East Main Street Lights	0	15,000	450,000	0	0	0	465,000
ADA Traffic Light Upgrades	0	50,000	200,000	200,000	0	0	450,000
Crosswalks	25,000	25,000	28,000	30,000	32,000	55,000	195,000
Parking Garage Improvements	140,000	0	0	0	0	0	140,000
Holiday Tree	20,000	0	0	0	0	0	20,000
Retaining Walls	250,000	250,000	250,000	0	0	0	750,000
Technology							
Phone System	8,333	0	0	0	0	0	8,333
GIS Engineering	0	0	0	0	100,000	100,000	200,000
Servers	0	0	500,000	0	0	0	500,000
General Fund Total	8,465,681	3,840,195	4,892,282	3,774,866	2,932,998	3,369,736	27,275,759

**Capital Improvement Program FY 2021 to FY 2026
Water Fund**

	2021	2022	2023	2024	2025	2026	Total
Diatomaceous Earth Filter Rehabilitation	0	1,000,000	1,000,000	0	0	0	2,000,000
New Water Supply Source Development	250,000	100,000	0	0	0	0	350,000
GIS Engineering	100,000	250,000	0	0	0	0	350,000
Servers	0	0	0	176,000	0	0	176,000
Phone System	8,333	0	0	0	0	0	8,333
Storage Tank Upgrades	0	0	450,000	0	0	0	450,000
Vehicle/Equipment Replacement	89,890	8,000	25,000	35,000	170,000	0	327,890
Taste and Odor Treatment (GAC)	0	500,000	500,000	0	0	0	1,000,000
Reservoir Improvements	100,000	0	0	0	0	0	100,000
Membrane Replacement	0	0	0	450,000	0	0	450,000
Route 27 Water Main	325,000	0	0	0	0	0	325,000
Hook Rd Tank Rehab	0	450,000	0	0	0	0	450,000
Main Street Water Main	0	0	40,000	600,000	0	0	640,000
Well Building Improvements	55,000	0	0	0	0	0	55,000
Wakefield Water System Improvements	65,000	0	0	0	0	0	65,000
Gate Valve Bolt Replacement	50,000	50,000	50,000	50,000	50,000	0	250,000
Debt Service	1,048,655	962,335	962,332	962,329	962,329	962,329	5,860,309
Water Fund Total	2,091,878	3,320,335	3,027,332	2,273,329	1,182,329	962,329	12,857,532

**Capital Improvement Program FY 2021 to FY 2026
Sewer Fund**

	2021	2022	2023	2024	2025	2026	Total
WWTP ENR & Biosolids Upgrade	22,400,000	15,715,989	6,286,395	0	0	0	44,402,384
WWTP Upgrade-Septage (County)	1,744,000	1,216,195	486,478	0	0	0	3,446,673
WWTP Upgrade-Roof	0	0	0	0	75,000	0	75,000
Inflow and Infiltration (I&I)	1,600,000	1,000,000	1,000,000	1,000,000	1,000,000	200,000	5,800,000
Vehicle & Equipment Replacement	107,890	123,000	475,000	110,000	375,000	0	1,190,890
GIS Layers	100,000	250,000	100,000	100,000	0	0	550,000
Servers	0	0	0	176,000	0	0	176,000
Phone System	8,333	0	0	0	0	0	8,333
WWTP Plant Expansion	0	0	500,000	8,500,000	0	0	9,000,000
Clarifier Feed Gates/Pumps	300,000	0	0	0	0	0	300,000
Pump Station Upgrades and Pumps	30,000	30,000	30,000	30,000	30,000	30,000	180,000
Debt Service	200,000	300,000	400,000	1,300,000	1,300,000	1,300,000	4,800,000
Sewer Fund Total	26,490,223	18,635,183	9,277,873	11,216,000	2,780,000	1,530,000	69,929,280

**Capital Improvement Program FY 2021 to FY 2026
Fiber Fund**

	2021	2022	2023	2024	2025	2026	Total
Servers	0	0	0	22,000	0	0	22,000
Debt Service	927,967	925,272	927,362	928,864	924,578	924,276	5,558,316
Fiber Fund Total	927,967	925,272	927,362	950,864	924,578	924,276	5,580,316

Capital Improvement Program FY 2021 to FY 2026 All Funds							
	2021	2022	2023	2024	2025	2026	Total
General Fund Total	8,465,681	3,840,195	4,892,282	3,774,866	2,932,998	3,369,736	27,275,759
Water Fund Total	2,091,878	3,320,335	3,027,332	2,273,329	1,182,329	962,329	12,857,532
Sewer Fund Total	26,490,223	18,635,183	9,277,873	11,216,000	2,780,000	1,530,000	69,929,280
Fiber Fund Total	927,967	930,000	930,000	930,000	930,000	930,000	5,577,967
Total All Funds	37,975,749	26,725,713	18,127,488	18,194,195	7,825,327	6,792,066	115,640,537

INDIVIDUAL CAPITAL IMPROVEMENT PROJECT DESCRIPTIONS

FY 2021 FUNDED PROJECTS

CAPITAL PROJECTS FUND, GENERAL FUND

Project Name: Parking Study - \$25,000

Project Number: PL21-1

The City maintains several public parking facilities, including two parking garages, several surface lots, and on-street parking in the downtown area. The City's public parking infrastructure is aging, and replacement meters are no longer available for the current system.

The City will undertake a parking study to address all public parking facilities, not just parking meters. The study will address the needs of the City, visitors, and business owners as well as analyze revenue impacts and enforcement solutions.

This project is funded through real property taxes. It is expected that this study will result in a recommendation for a capital improvement project for a new parking meter system, also to be funded through real property taxes in a future year.

Project Name: Replacement Police Vehicles - Public Safety - \$166,678

Project Number: POL08-1

The Police Department expects to purchase a total of five vehicles – four replacement cars and a new vehicle to expand the fleet for new police officer hires who will be eligible for the take-home vehicle program. The four vehicles, to be purchased with real property tax revenues, will include two marked cruisers, two unmarked vehicles, and one narcotics car. Outfitting the vehicles is included in the start-up cost. Recurring annual costs include maintenance, insurance, gasoline, and computer parts. Useful lives are 10 years.

Project Name: Downtown Westminster Camera System - \$70,000

Project Number: POL19-2

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

Project Name: License Plate Reader - \$16,740

Project Number: POL21-1

The Police Department will use federal forfeiture funds to purchase a license plate reader (LPR) to be installed in a police cruiser. An LPR-equipped officer is much more likely to catch wanted persons and recover stolen vehicles. In addition, the use of LPR technology enhances community safety with quick, up-to-date information related to missing, endangered, or dangerous person(s). Recurring annual costs are zero. All data-related costs remain the same. Useful life is 10 years.

Project Name: Longwell Building Improvements - \$100,000

Project Number: FA21-1

The Longwell Building, also known as the Old Armory, houses the offices of the Recreation and Parks Department and the Westminster Fitness Center. The building is aging and will require significant investment if the City continues its use. As unexpected repair requests continue to arise, it was determined that a complete building assessment should be conducted so that the City can factor those issues/needs into its financial plans. The anticipated cost of the study is \$25,000.

This project also anticipates reconstruction of the showers in the Fitness Center area of the building. Work will include removal of all tile, demolition of existing walls, removal of existing lighting and plumbing, addition of poured-in-place acrylic wall and floor, addition of new shower partitions, lighting, and plumbing and fixtures. This work is expected to cost \$75,000 and has a useful life of 20 years. This project is funded with real property tax revenues.

Project Name: Jaycee Park Improvements - \$80,000

Project Number: FA21-2

This project is for a Design Study at Jaycee Park and Whispering Meadows Park. It will explore enhanced uses of both parks, including improvements to field maintenance and use, an analysis of the use of multiple playing courts, lighting, restrooms, and parking. It is expected that the Study will recommend a new design and solutions for all issues. Implementation of improvements is expected to occur in future years. The estimated cost of the Study is \$80,000, which will be funded with real property tax revenues.

Project Name: City Park Improvements - \$26,000

Project Number: FA20-1

This project includes upgrades to the existing electric service at City Park, as well as the installation of service to pavilions and overhead lighting. The main electrical transformer is old, and parts are difficult to find. Useful life is 20 years. Impact to future operating budgets is a reduction in expense, as the new service will be more energy efficient. This project is funded with real property tax revenues.

Project Name: Community Pool Improvements - \$1,225,000

Project Number: FA21-3

In FY 2020, a study was performed to evaluate and recommend renovations to the community pool and associated facilities. Recommendations include installing a shell into the current pool infrastructure, new plumbing and filtration, new plumbing building, a new splash pad, the addition of a learning pool, improvements to office and locker rooms, establishment of a patron drop-off area, addition of a snack bar, and improvements to the community room. Total costs are expected to be \$2,955,500. In FY 2021, the City will move forward with Phase I of the overall project, with funding provided by a bond issuance through the Maryland Community Development Association. Future debt service is expected to be paid from a combination of increased pool revenue and real property tax revenues. Useful life is 20 years. The impact on future operating budgets is maintenance of filtration system, pool, and buildings.

Project Name: 91 West Main Street HVAC (Carroll Arts Center) - \$164,500

Project Number: FA20-2

This project entails the replacement of three HVAC units at the Carroll Arts Center, located at 91 West Main Street. Useful life is 15 years. Impact on future operating budgets is a reduction in expense, as the new equipment will be more energy efficient.

Project Name: 45 West Main Street Renovations - \$2,700,000

Project Number: FA19-2

In FY 2018, the City purchased the building located at 45 West Main Street to house its administrative offices. This project entails the renovation of the building, including architectural and engineering consulting services, permitting fees, the construction of ADA-compliant restrooms, installation of an ADA-compliant elevator, and installation of a building sprinkler system. The City currently leases office space at \$171,600 annually. Recurring expenses will include insurance and maintenance. Construction commenced in FY 2020 and will be completed in FY 2021. Remaining project expenditures are estimated at \$2,700,000. The project is funded entirely from a transfer from General Fund reserves. Useful life is 50 years.

Project Name: Portable Event Stage - \$20,300

Project Number: FA21-3

The Street Department maintains and sets up a portable stage for City events. The current event stage is deteriorating and in need of replacement. The new stage will be 20'x20' with steps, handrails, and a commercial-grade canopy. This project is funded with real property tax revenues. Useful life is 15 years. The City expects to realize time efficiencies due to easier set up and moving of the stage.

Project Name: Wakefield Valley Park Phase 1 - \$329,700

Project Number: FA20-4

This project is for Master Planning services for the Wakefield Valley Park and for parking lot upgrades. This project is expected to be funded by a Land and Water Conservation Fund grant in the amount of \$119,850 and Program Open Space grants in the amounts of \$85,635. The balance of the project cost will be funded from benefit assessment funds. Future impacts on operating budgets will include maintenance of any equipment or facilities. At this time, the only operating costs associated with this park is mowing. Useful life of the parking lot upgrades is 20 years.

Project Name: Debt Service - \$764,983

Project Number: ST19-4

The City has three debt service instruments: the 2005 Series for the Green Street bridge improvements, the 2012 Series for the parking garages, and the 2017 Series for paving.

Project Name: Stormwater Mitigation - Street Department - \$198,497

Project Number: ST11-01

This project includes repair and replacement of leaking pipes at stormwater management pond overflow facilities and dredging at various locations throughout the City. This project also addresses State-mandated stormwater management regulations. The City has partnered with the Carroll County Board of Commissioners and other municipalities in the County to address the State mandates. Useful life is 25 years. Impact to future operating budgets includes maintenance. This project is funded from real property revenues.

Project Name: Annual Road Paving - \$722,950

Project Number: ST19-3

This project includes design and construction of overlay for various streets and alleys in Westminster; upgrades to handicap ramps will be made where required under a separate project. A Pavement Conditions Index has been completed to prioritize work, which is performed by outside contractors. Useful lives are 15 years. There is no impact to future operating budgets. This project is funded from Highway User Revenues.

Project Name: Sidewalk Retrofit and ADA Ramps - Street Department - \$200,000

Project Number: ST08-20

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

Project Name: Building Improvements - \$325,000

Project Number: ST21-1

This project provides funding for anticipated costs associated with building improvements and potential building acquisition. Details of this project are withheld so as not to compromise certain land acquisition negotiations.

Project Name: Vehicle and Equipment Replacement – Street Department - \$452,000

Project Number: ST08-1

This project provides for the scheduled replacement and addition of vehicles and equipment, and will be funded through real property taxes and special benefit assessments. In FY 2021, the following items will be purchased: replacement 14' mowing deck for trackless mower (\$26,000), Truck 18 replacement (\$50,000), salt spreaders (\$16,000), new hook truck (\$250,000), new pickup truck (\$50,000), and new remote control hill mower (\$60,000). Annual recurring costs of \$35,000 for maintenance, insurance, and gasoline are expected to impact the operating budget. Annual savings of \$35,000 are expected to be realized in vehicle repair costs. Useful lives are 10 – 20 years.

Project Name: Storm Drain System - \$360,000

Project Number: ST20-1

This project is to replace the failing storm drain on Cranberry Road near Route 140 (\$250,000) and the failing storm drain on Sullivan Road (\$100,000). Design work in the amount of \$10,000 is also included for future projects. Useful life is 20 years. There is no impact to future operating budgets.

Project Name: Crosswalks - \$25,000

Project Number: ST21-2

This project replaces the brick crosswalks in the downtown area with thermo-plastic brick patterns. Most brick crosswalks have been removed and replaced with blacktop due to failure. Thermo-plastic brick patterns are not only aesthetically pleasing, but they make the crosswalks more visible to motorists. This project is funded with real property tax revenues. Useful life is ten years. There is no impact to future operating budgets.

Project Name: Parking Garage Improvements - \$140,000

Project Number: ST20-1

This project will remove old joint compound and clean, repair, and paint connectors before reinstalling new joint compound at the Westminster Square Parking Garage and the Longwell Parking Garage. This project is funded from real property tax revenues. Useful life is 20 years. There is no impact on future operating budgets.

Project Name: Holiday Tree - \$20,000

Project Number: ST21-3

This project involves the purchase of a 22-foot artificial tree for Locust Lane for display during the holidays. The City currently requests donations of live trees or is forced to purchase a live tree. The process of cutting the live tree, hauling to the Locust Street location, and setting up the tree is neither time nor cost-efficient. In addition, the City no longer has the proper equipment to cut and move a large live tree. Artificial trees are installed in sections, making for a much safer operation for staff. This project is funded from real property tax revenue. The useful life is 10 years. There is no impact on the operating budget.

Project Name: Retaining Walls - Street Department - \$250,000

Project Number: ST18-1

This project will replace the retaining wall near at the Diffendal Parking Lot (\$230,000), and also includes engineering for repairs to the City Park retaining wall (\$20,000), which are deteriorating. Funding is from real property tax revenues. Useful life is 50 years. There is no impact to future operating budgets.

Project Name: Telephone System - Technology Department - \$8,333

Project Number: IT21-1

This project will replace the current Voice Over Internet Phone system with a cloud-based system. Total project cost is \$25,000 and is being split between the General Fund, Water Fund, and Sewer Fund. The General Fund portion is being funded by real property tax revenue. Useful life is ten years. Operating impacts include annual maintenance and software costs.

WATER FUND

Project Name: New Water Supply Source Development - \$250,000

Project Number: W02-03

This project is for new water supply source development, specifically the continued advancement of the City's water re-use initiative. The City must continually search for new water supply sources in order to increase available capacity for economic development and redevelopment.

Project Name: GIS Engineering - \$100,000

Project Number: IT20-01

This project is for the retention of an engineering firm to create complete GIS layers of the City's water system. Useful life is 20 years. The impact to future operating budgets includes personnel to maintain and administer the GIS systems.

Project Name: Telephone System - Technology Department - \$8,333

Project Number: IT21-1

This project will replace the current Voice Over Internet Phone system with a cloud-based system. Total project cost is \$25,000 and is being split between the General Fund, Water Fund, and Sewer Fund. This project is funded through rate revenue. Useful life is ten years. Operating impacts include annual maintenance and software costs.

Project Name: Vehicle and Equipment Replacement - \$89,890

Project Number: W92-21

This project provides for the routine replacement of trucks funded from the Water Fund for use by Water Plant and Utility Maintenance personnel. In FY 2021, a replacement Meter Reading Truck will be purchased. The total cost of the vehicle is \$50,000, which will be split equally between the Water and Sewer Funds. Useful life is ten years. Recurring annual costs include insurance, gasoline, and maintenance.

Project Name: Reservoir Improvements - \$100,000

Project Number: WA20-02

This project includes installation of a new discharge valve at the Cranberry Reservoir for the control of water being released in the downstream line during normal operations and emergency repairs. Useful life is 20 years. There is no impact to future operating budgets.

Project Name: Water Main Replacement - Route 27 - \$325,000

Project Number: WA21-01

This project includes design and construction of a 16' water main to replace the existing asbestos concrete pipe on Route 27 from Hahn Road to Tuc Road. The total length of the replacement pipe is 4,471 feet. This section has broken several times in recent years and is a critical feed line. Widespread pressure loss and water outages occur throughout the City when this main breaks. Useful life is 30 years. The impact on the operating budget is a savings as a result of fewer repairs.

Project Name: Well Building Improvements - \$55,000

Project Number: WA20-04

This project is for improvements at Well #7 to include a new roof, replacement of influent valve controllers, and replacement of three turbid meters. Useful life is 30 years. Operating impacts will be required repainting of the metal roof.

Project Name: Wakefield Water System Upgrade - \$65,000

Project Number: WA21-02

This project includes the replacement of the power line from the Main Plant to the Well #2 Building, installation of radio equipment to facilitate control of the Well #2 pump, and installation of a variable frequency drive on the Well #2 pump. Useful life is 30 years. There is no impact to the operating budget.

Project Name: Gate Valve Bolt Replacement - \$50,000

Project Number: WA21-03

This project proposes a six-year plan to replace faulty gate valve bolts. These bolts are located on main line valves and cause large leaks, causing widespread service outages. This type of leak tends to require major roadway repairs after the leak has been resolved. Useful life is 30 years. The impact to the operating budget is a savings in roadway and leak repairs.

Project Name: Debt Service - \$1,048,655

Project Number: WA21-04

The Water Fund has two debt service instruments: the Cranberry Water Treatment Plant and the Medford Quarry. Both are financed through the Maryland Water Quality Financing Administration. Both loans will be paid in full by FY 2028.

SEWER FUND

Project Name: WWTP Solids Processing, Equipment, and ENR Upgrades - \$22,400,000

Project Number: SE08-3

This project provides for the Enhanced Nutrient Removal at the Wastewater Treatment Plant. Currently, the Maryland Department of the Environment requires the Plant to meet a total nitrogen (TN) limit of 8 mg/l on a yearly average and a total phosphorous (TP) limit of 2mg/l on a monthly average. Newly proposed TN and TP limits are 3.0 mg/l and .03 mg/l, respectively. An Enhanced Nutrient Removal upgrade will be needed to meet the new regulation. This project is funded through Bay Restoration Grants and Maryland Water Quality Revolving Loans. This construction project will include three major components of the Wastewater Treatment Plant: solids processing and generator, aeration tank diffusers, and utility water station.

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

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

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

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

The impact to future operating budgets is unknown at this time.

Project Name: WWTP Upgrade - Septage Facility - \$1,744,000

Project Number: SE15-01

This project provides for upgrades to the part of the facility used by Carroll County. It includes the construction of a building addition and installation of a new means to screen and remove grit material from the septage as it is received into the facility. The project will also include the installation of a septage dewatering screw press for solids removal. This project is funded 100% by Carroll County. There is no impact to future operating budgets.

Project Name: Inflow and Infiltration - \$1,600,000

Project Number: SE08-1

This project includes design and construction of sewer system rehabilitation projects throughout the entire collection system. The goal of the project is to reduce inflow and infiltration into the sanitary sewer system from groundwater and other sources due to leaks in old pipes. The rehabilitation work will reduce flow surges during storm events, so that only sewage is treated instead of groundwater and storage. Corrective work will lower operating costs due to decreased flows and extend the life and capacity of the Wastewater Treatment Plant.

Project Name: Vehicle and Equipment Replacement Program - \$107,890

Project Number: SE08-6

This project provides for the scheduled replacement of vehicles used by Wastewater Treatment Plant and Utility Maintenance staff. In FY 2021, the Meter Reading Truck (\$25,000) and a Utility Vehicle (\$18,000) will be replaced. The Meter Reading Truck's total cost is \$50,000, but the cost will be split equally between the Water Fund and the Sewer Fund. Recurring annual costs include insurance, gasoline, and maintenance. Useful life is ten years.

Project Name: GIS Engineering - \$100,000

Project Number: IT20-01

This project provides for retention of an engineering firm to complete GIS layers of the City's sewer system. Operating impacts include increased personnel to maintain and administer the GIS systems.

Project Name: Telephone System - Technology Department - \$8,333

Project Number: IT21-1

This project will replace the current Voice Over Internet Phone system with a cloud-based system. Total project cost is \$25,000 and is being split between the General Fund, Water Fund, and Sewer Fund. This project is funded through rate revenue. Useful life is ten years. Operating impacts include annual maintenance and software costs.

Project Name: Clarifier Feed Gates and Drives Replacement - \$300,000

Project Number: SE21-01

This project replaces the existing secondary clarifier drives 1 and 2 and four clarifier feed gates at the Wastewater Treatment Plant. This equipment is about 30 years old; a failure would be critical and would have a negative effect on treatment plant effluent quality. Useful life is 30 years. There is no impact to operating budget.

Project Name: Pumps - \$30,000

Project Number: SE20-1

This project provides for the replacement and repairs of existing pumps at pump stations throughout the collection system. Upgrades will reduce failures at the pump stations and help to eliminate discharges to the environment. There is no impact to future operating budgets. Useful life is 20 years.

Project Name: Debt Service - \$200,000

Project Number: SE21-04

The Sewer Fund has two debt service instruments: the 2019 Series A and B for the Westminster WWTP ENR and Biosolids Project. The project is currently under construction and only interest is due. Both are financed through the Maryland Water Quality Financing Administration.

FIBER FUND

Project Name: Debt Service - \$927,967

Project Number: INF13-2

The Fiber Fund has two debt service instruments: the 2019 Series A financed through the Maryland Community Development Association and a Note Payable financed through the Governor’s Office of Rural Broadband. This project impacts the General Fund, as lease revenues are not sufficient to pay debt service.

DEBT RELATED TO CAPITAL PROJECTS

Debt Instrument	Project Name	Balance June 30, 2020	Future Payments			
			FY 2021		FY 2022	
			Principal	Interest	Principal	Interest
General						
2005 Infrastructure Bond A	Green St Paving	1,012,000	207,500	46,328	216,500	37,613
2012 Infrastructure Bond B	Parking Garages	327,900	162,400	5,659	165,500	1,957
2017 Infrastructure Bond	Road Paving	4,423,000	211,000	129,286	215,000	124,960
<i>Total General Fund</i>		<i>5,762,900</i>	<i>580,900</i>	<i>181,273</i>	<i>597,000</i>	<i>164,530</i>
Water						
Drinking Water Bond 2007	Cranberry WTP Upgrade	3,710,359	592,184	64,152	598,106	58,230
Drinking Water Bond 2008	Medford Quarry Emergency Connection	2,102,883	241,565	64,428	247,363	58,630
<i>Total Water Fund</i>		<i>5,813,242</i>	<i>833,749</i>	<i>128,580</i>	<i>845,469</i>	<i>116,860</i>
Sewer						
State Revolving Fund 2019A	Enhanced Nutrient Removal/Biosolids	8,983,343	-	200,000	-	300,000
State Revolving Fund 2019B	Enhanced Nutrient Removal/Biosolids	-	-	-	-	-
Fiber						
Fiber Infrastructure Bond A	City-wide Broadband Network	15,900,000	345,000	582,967	350,000	575,272

Appendix F – Budget Ordinance

Sponsored By: Joe Dominick, Mayor
Gregory Pecoraro, Council President

ORDINANCE NO. 922 ~~AMENDED~~
OF THE MAYOR AND COMMON COUNCIL OF WESTMINSTER, MARYLAND
APPROVING AND ADOPTING A BUDGET FOR THE
FISCAL YEAR BEGINNING JULY 1, 2020 AND
ENDING JUNE 30, 2021

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, the Mayor and Common Council are required to adopt an budget ordinance to appropriate funds for the several programs and purposes for which the City of Westminster must provide in the fiscal year beginning July 1, 2020 and ending June 30, 2021 (“Fiscal Year 2021”) and to set the property tax rates for Fiscal Year 2021; and,

WHEREAS, the Mayor, as required by the City Charter, on or before June 15, 2020, prepared and presented to the Common Council a proposed budget outlining the anticipated expenditures and transfers for Fiscal Year 2021, and including the estimated revenues and other financing sources required and establishes the proposed tax rate for all real property taxes, personal property taxes, and public utility taxes; and,

WHEREAS, the Common Council held a public hearing with respect to the Constant Yield Tax Rate and the proposed budget on April 27, 2020, after appropriate notice thereof in a newspaper having general circulation in Westminster.

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

Section 1: From and out of the monies and balances known to be in the General Fund, Capital Projects Fund, Water Fund, Sewer Fund, Fiber Fund, and Public Housing Fund of the City of Westminster, Maryland, and from all monies anticipated to come into all funds during the
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twelve (12) month period ending June 30, 2021, there shall be, and hereby are, appropriated the following sums for use by the departments and offices of the City, and for the objects and purposes for which the City must provide during Fiscal Year 2021.

GENERAL FUND REVENUES

Taxes	\$11,222,367	
Licenses and Permits	570,600	
Intergovernmental	4,203,868	4,205,914
Charges for Services	1,057,212	929,708
Fines & Forfeitures	46,000	
Miscellaneous Income	111,526	
Interest Income	38,000	
Transfers	(2,178,304)	(2,989,775)
Other Financing Revenue/Reserves	2,020,512	2,589,194

GENERAL FUND APPROPRIATIONS BY ACTIVITY

Executive & Legislative	\$ 691,173	686,650
Finance	188,941	195,379
Human Resources	142,507	151,439
Planning, Zoning & Development	494,800	495,920
Housing Services	106,177	106,473
Public Safety Department	7,277,106	7,186,944
Facilities	242,985	
Public Works	3,375,770	3,387,191
Technology	331,672	332,336
Public Housing	2,680,780	2,682,826
Recreation & Parks	1,559,868	1,255,391

Total General Fund Revenues	\$17,091,781	<u>16,723,534</u>
Total General Fund Appropriations	\$17,091,781	<u>16,723,534</u>
Difference	<u>\$</u>	<u>0</u>

CAPITAL PROJECTS FUND REVENUES

Taxes	\$ 2,284,600	
Intergovernmental	1,017,435	1,003,436
Charges for Services	306,880	
Transfers	1,975,269	2,786,740
Other Financing Sources	3,665,026	2,084,025

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CAPITAL PROJECTS FUND APPROPRIATIONS BY ACTIVITY

Planning, Zoning & Development	\$ 25,000	
Public Safety Department	253,418	
Facilities	5,400,029	4,720,500
Public Works	3,547,430	3,458,430
Technology	8,333	
Recreation & Parks	15,000	
Total Capital Fund Revenues	<u>\$ 9,249,210</u>	<u>8,465,681</u>
Total Capital Fund Appropriations	<u>\$ 9,249,210</u>	<u>8,465,681</u>
Difference	<u>\$ 0</u>	

WATER FUND REVENUES

Charges for Services	\$5,213,200	
Rental Revenue	262,227	
Miscellaneous Revenue	1,000	
Interest Revenue	20,000	
Benefit Assessment Fees/Capital Contributions	368,201	
Other Financing-Reserves	302,209	345,380

WATER FUND APPROPRIATIONS BY ACTIVITY

Executive & Legislative	\$ 308,199	303,232
Finance	278,576	285,538
Human Resources	170,709	180,079
Planning, Zoning & Development	119,352	119,403
Facilities	53,945	
Public Works	239,615	241,265
Technology	486,733	487,699
Utilities	837,769	859,112
Water	3,671,939	3,679,735
Total Water Fund Revenues	<u>\$ 6,166,837</u>	<u>6,210,008</u>
Total Water Fund Appropriations	<u>\$ 6,166,837</u>	<u>6,210,008</u>
Difference	<u>\$ 0</u>	

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SEWER FUND REVENUES

Charges for Services	\$ 6,699,700	
Other Revenue	10,000	
Interest Revenue	40,000	
Benefit Assessment Fee/Capital Contributions	24,577,607	
Other Financing-Reserves	269,970	333,233

SEWER FUND APPROPRIATIONS BY ACTIVITY

Executive & Legislative	\$ 304,273	299,337
Finance	278,576	285,880
Human Resources	170,096	179,463
Planning, Zoning & Development	119,353	119,404
Facilities	53,945	
Public Works	239,668	241,318
Technology	486,732	487,698
Utilities	868,673	890,116
Wastewater	29,075,961	29,103,379

Total Sewer Fund Revenues	\$31,597,277	31,660,540
Total Sewer Fund Appropriations	\$31,597,277	31,660,540
Difference	\$	<u>0</u>

FIBER INFRASTRUCTURE FUND REVENUES

Charges for Services	\$ 724,932	
Other Revenue	1,000	
Interest	2,000	
Transfers	203,035	
Other Financing	503,215	530,209

FIBER INFRASTRUCTURE FUND EXPENDITURES

Finance	\$ 3,950	
Public Works	70,143	70,368
Technology	42,297	42,851
Utility Maintenance	101,525	
Fiber	1,216,266	1,242,482
Total Fiber Fund Revenues	\$1,434,182	1,461,176
Total Fiber Fund Expenditures	\$1,434,182	1,461,176
Difference	\$	<u>0</u>

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Section 2: The Tax Levy for all real property within the City's corporate limits for the tax year beginning July 1, 2020 and ending June 30, 2021 shall be Fifty-Six Cents (\$0.56) on every One Hundred Dollars (\$100.00) of assessed value. The Tax Levy for all personal property within the City's corporate limits shall be One Dollar and Ten Cents (\$1.10) on every One Hundred Dollars (\$100.00) of assessed value. The Tax Levy on all public utility operating property within the City's corporate limits shall be One Dollar and Forty Cents (\$1.40) for every One Hundred Dollars (\$100.00) of assessed value. The aforementioned Tax Levy rates are inclusive of the special tax levied for the purposes of paying for the light and water used by The Mayor and Common Council of Westminster, as authorized and directed by Section 31 of the Charter of the City of Westminster.

Section 3. The taxes levied for the aforesaid respective purposes for the tax year beginning July 1, 2020 and ending June 30, 2021 shall be due and payable July 1, 2020 and shall be subject to interest beginning October 1, 2020 at the rate of 2/3 of 1 per centum for each month or fraction thereof until paid, and additionally, a 1/2 of 1 per centum penalty assessment for each month or fraction thereof until paid, provided that taxes paid by owner-occupants of residential property shall be due and payable as provided in § 10-204.3 of the Tax-Property Article of the Annotated Code of Maryland and § 143-3 of the City Code which authorize semiannual and annual payments of taxes. Additionally, taxes paid by owner-occupants of residential property on a semiannual basis as provided in § 10-204.3 of the Tax Property Article of the Annotated Code of Maryland and § 143-3 of the City Code shall 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.

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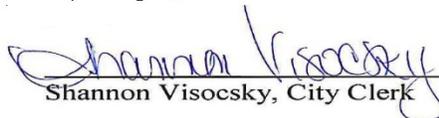
Section 4: That should any section of this Ordinance be determined to be invalid, such invalidity shall not affect any other sections.

Section 5: 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 6: The City Administrator is hereby directed to transfer to the Capital Projects Fund any proceeds received from property tax revenues attributable to the levy of taxes at a rate by which the current property tax rate exceeds the property tax rate established in the FY 2011 budget, provided that any expenditure of the funds so appropriated shall be subject to the approval of the Common Council.

Section 7: 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, 2020


Shannon Visocsky, City Clerk

ADOPTED this 8th day of May, 2020


Shannon Visocsky, City Clerk

APPROVED this 8th day of June, 2020


Joe Dominick, Mayor

APPROVED AS TO FORM AND SUFFICIENCY this 15th day of June, 2020

Elissa D. Levan, City Attorney

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Appendix G – Statistical Data

Community Profile

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

Demographic Profile

Area

2018 6.61 sq mi

Population:

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

Median Age

2010 33.3 Years

Age Composition:

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

Households and Housing Units

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

Household Income

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

Economic Profile

2010 Employee Statistics

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

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

Utility Statistics

Water

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

Sewer

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

Parks and Recreation Statistics

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

Police Protection Statistics (2015)

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

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

Fiscal Year	Direct Rate	Overlapping Rates	
	Assessed Value	State of Maryland	Carroll County
2010	0.440	0.112	1.048
2011	0.580	0.112	1.048
2012	0.580	0.112	1.028
2013	0.570	0.112	1.018
2014	0.560	0.112	1.018
2015	0.560	0.112	1.018
2016	0.560	0.112	1.018
2017	0.560	0.112	1.018
2018	0.560	0.112	1.018
2019	0.560	0.112	1.018
2020	0.560		

Principal Taxpayers

2018

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

Appendix H – 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 Common 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.

Balanced 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 a 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.

Capital Budget – The annual adoption by the Mayor and Common Council of project appropriations. Project appropriations are for the amount necessary to carry out a capital projects expenditure plan, including multi-year contracts for which a total appropriation covering several years' planned expenditures may be required.

Capital Facilities Assessment (CFA) – Refers to the benefits that accrue to properties that are adjacent to public improvements. For example, if water mains are installed for the use of a neighborhood, the individual properties that are then connected to the water mains are receiving a “front-foot benefit,” for which they will pay a one-time connection charge, and an annual assessment for thirty (30) years.

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

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

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

CDBG – See Community Development Block Grant

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

CIP – See Capital Improvements Program.

Client Server – A computing platform where desktop PCs, known as clients, access large pools of information stored on high-speed data servers. User interaction takes place at the PC, typically through graphical interfaces such as Windows. Information storage is managed by the server. This approach combines the PCs innovation and ease-of-use with access to large pools of data traditionally associated with mainframe computers.

COBRA – See Consolidated Omnibus Budget Reconciliation Act.

Community Development Block Grant (CDBG) – A general-purpose federal grant primarily used to facilitate the projection and preservation of low- and moderate-income housing.

Consolidated Omnibus Budget Reconciliation Act (COBRA) – The legal requirement of an employer to offer eligible employees and their families the opportunity for a temporary extension of health coverage (called “continuation coverage”) at group rates in certain instances where coverage under the plan would otherwise end.

Constant Yield – The tax rate that maintains the revenue from property taxes at the same level as the prior year. This rate is computed by the State Department of Assessments and Taxation each year on the basis of the new, adjusted assessable base for each jurisdiction. New property appearing on the rolls for the first time is excluded from the calculation.

Current Resources – Resources to which recourse can be had to meet current obligations and expenditures. Examples are current assets, estimated revenues of a particular period not yet realized, transfers from other funds authorized but not received, and, in the case of certain funds, bonds authorized and unissued.

Current Year – The fiscal year immediately preceding the fiscal year for which the budget is being prepared.

Debt Issuance – Sale or issuance of any type of debt instrument, such as a bond.

Debt Ratios – Ratios which provide measure of assessing debt load and ability to repay debt which play a part in the determination of credit ratings. They are also used to evaluate the City's debt position over time and against its own standards and policies.

Debt Service – The payment of interest on and repayment of principal on borrowed funds. The term may also be used to refer to payment of interest alone.

Deficit – The amount by which a government's budget outlays exceed its budget receipts for a given period, usually a fiscal year.

Department – A major administrative unit of the City that indicates overall management responsibility for an operation or a group of related operations within a functional area.

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

Disbursement – The expenditure of monies from an account.

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

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

ENR – Enhanced Nutrient Removal

Enterprise Fund – A fund established to account for operations that are financed 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; and, 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, such as program registration fees.

Fiscal Year (FY) – Any yearly accounting period, regardless of its relationship to a calendar year. The fiscal year for the City begins on July 1 of each year and ends on June 30 of the following year, and is designated by the calendar year in which it ends. For example, fiscal year 2013 begins on July 1, 2012 and ends on June 30, 2013.

Fixed Assets – Assets of a long-term character which are intended to continue to be held and used. Examples of fixed assets include items such as land, buildings, machinery, furniture, and other equipment.

Fringe Benefits – For budgeting purposes, fringe benefits are employer payment for social security, retirement, and group health, dental, and life insurances.

Front-Foot Benefit – See Capital Facilities Assessment.

FTE – See Full-Time Equivalent.

Full Faith and Credit – A pledge of the City’s taxing power to repay debt obligations.

Full-Time Equivalent (FTE) – A measure of authorized personnel calculated by dividing hours of work per year by the number of hours worked per year by a full-time employee.

Fund – A fiscal entity with revenues and expenses that are segregated for the purpose of carrying out specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations 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.

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 general and timeless.

Grant – A county, state, or federal financial assistance award making payment in cash or in kind for a specified program.

HVAC – An abbreviation for heating, ventilation, and air conditioning equipment.

Infrastructure – The physical assets of a local government (streets, water, sewer, public building, parks), upon which the continuance and growth of a community depend.

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.

Matured Bonds Payable – A liability account reflecting unpaid bonds which have reached or passed their maturity date.

Modified Accrual Basis of Accounting – The method under which revenues are recognized in the period they become available and measurable, and expenditures are recognized in the period the associated liability is incurred.

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

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

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

Operating Budget – See Budget.

Operating Expenditures – Costs other than expenditures for personnel directly employed by the City (salaries, wages, and fringe benefits) and capital outlays. Examples of operating expenditures include office supplies, telephone expenses, consulting or professional services, and travel expenses.

Ordinance – A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status. Ordinarily, the statutes or charter will specify or imply those legislative actions that must be enacted by ordinance and those that may be enacted by resolution.

Other Charges – In a summary analysis of expense types, this refers to all expenses not included within specifically defined categories. For example, within the City's general fund, this category consists primarily of funding to Outside Agencies and transfers to/from other funds.

Per Capita – Per unit of population; by or for each person.

Performance Measurements – Specific quantitative and qualitative measures of work performed as an objective of a department.

Permanent Employee – An employee hired to fill a position anticipated to have a continuous service duration of longer than one year, whose compensation is derived from the City’s Administrative classification tables, and whose position is established by the Position Control System.

Personnel (Costs) – Expenditures that include salary costs for full-time, part-time, hourly, and contract employees, overtime expenses, and all associated fringe benefits.

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

Prior Year(s) – The fiscal year(s) immediately preceding the current year.

Projections – Estimates of budget authority, outlays, receipts, or other budget amounts extending several years into the future. Projections are generally intended to dictate the budgetary implications of existing or proposed programs.

Property Tax – A tax levied on all real and certain personal property, tangible and intangible, according to the property’s assessed valuation. The power to impose and collect property taxes is given to the Mayor and Common Council.

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

Receipts – Collections from the public, based on a government’s exercise of its sovereign powers. Governmental receipts consist of receipts from taxes, court fines, gifts and contributions, and compulsory licenses.

Regular Employee – An employee hired to fill a position anticipated to have a continuous service duration of longer than one year, whose compensation is derived from the City’s Administrative classification tables, and whose position is established by the Position Control System.

Reimbursement – A sum (1) that is received by the government as a repayment for commodities sold or services furnished either to the public or to another government account, and (2) that is authorized by law to be credited directly to specific appropriation and fund accounts.

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.

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.

Revision – Shifting of all or part of the budget authority in one appropriation or fund account to another, as specifically authorized by law.

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.

Stormwater Management (SWM) – A means of controlling the quantity and quality of stormwater runoff flowing downstream. SWM can refer to structural practices such as underground storage facilities, dams for retention and detention facilities, or it can refer to nonstructural practices such as lower density of development and wider stream buffers.

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

Tax Base – All forms of wealth under the City’s jurisdiction that are taxable.

Tax Rate – The amount levied per \$100 of assessed property value, as determined by the State Assessor, on property within the City. The Mayor and Common Council establish the tax rate each year in order to finance General Fund Activities.

Temporary Employee – An employee hired to fill a position anticipated to have a continuous service duration of less than one year, whose position is not established in the Position Control System.

Transfer – See Revision.

User Fees – Payments for direct receipt of a public service by the party benefitting from the service. Also known as user charges.

Zoning – The partitioning of a city, borough, or township by ordinance into sections reserved for different purposes (i.e., residential, offices, manufacturing, etc.).