



WESTMINSTER

Staff Report

TO: The Mayor and Members of the City Council

DATE: March 5, 2014

SUBJECT: Briefing and Post-City Council Briefing Agenda for March 10, 2014

PREPARED BY: J. Brent McFall, City Manager

Please Note: Study Sessions and Post City Council briefings are open to the public, and individuals are welcome to attend and observe. However, these briefings are not intended to be interactive with the audience, as this time is set aside for City Council to receive information, make inquiries, and provide Staff with policy direction.

Looking ahead to Monday night's Briefing and Post-City Council meeting briefing, the following schedule has been prepared:

Dinner 6:00 P.M.

Council Briefing (*The public is welcome to attend.*) 6:30 P.M.

POST BRIEFING (*The public is welcome to attend.*)

PRESENTATIONS

1. Discussion about 2014 Council Outreach Events – Part 2
2. Proposed City Council Chambers and Board Room Renovation
3. ED Report to Council concerning 2013 Activity and Results and 2014 Action Plan
4. Surefire Medical, Inc. Business Update

CITY COUNCIL REPORTS

None at this time.

EXECUTIVE SESSION

1. Obtain Direction from City Council re proposed Economic Development Incentive Agreement with an expanding company in Westpark Business Park, pursuant to WMC 1-11-3(C)(4), WMC 1-11-3(C)(7) and CRS 24-6-402(4)(e)

INFORMATION ONLY

1. 2013 Citywide Goals and Objectives – Third Period Update
2. 2013 Fourth Quarter City Council Expenditure Report

Items may come up between now and Monday night. City Council will be apprised of any changes to the post-briefing schedule.

Respectfully submitted,

J. Brent McFall
City Manager

NOTE: Persons needing an accommodation must notify the City Manager's Office no later than noon the Thursday prior to the scheduled Study Session to allow adequate time to make arrangements. You can call [303-658-2161](tel:303-658-2161) /TTY 711 or State Relay) or write to mbarajas@cityofwestminster.us to make a reasonable accommodation request.



WESTMINSTER

Staff Report



Post City Council Meeting
March 10, 2014

SUBJECT: Discussion about 2014 Council Outreach Events - Part 2

PREPARED BY: Joe Reid, Communication and Outreach Manager

Recommended City Council Action

Provide Staff with added direction on the 2014 Council Outreach program based on previous council feedback.

Policy Issue

None. This is a follow up meeting for more input from City Council on a previous decision on the Council Outreach program.

Alternatives

1. Select dates for additional volunteer opportunities as requested at the Jan. 27 meeting.
2. Advise Staff on a different approach to achieving this City Council objective.

Background Information

Following the Jan. 27 discussion on the 2014 Council Outreach program, the Public Information Office (PIO) has created a proposed outline for activities this year. Much of the schedule remains the same but

a major change is moving away from the We're All Ears events at summertime activities and toward more volunteer/helper roles for Council at certain events.

There are numerous events during the year that would present ideal opportunities for Council to participate in a more integrated manner. The main decision left to be made is how many of these events does council wish to identify for this new approach.

A listing of some potential events is included in the attachment. Once City Council provides additional guidance on the events they want to target, a final schedule can be determined.

Below is the proposed outline of other outreach elements for 2014.

- Mayor and Council breakfasts and desserts - The first one (a breakfast) is scheduled for Wednesday, March 19, at Westminster Commons. A dessert event will be scheduled for April, followed by two more in the fall. An additional breakfast or dessert could be set for the summer if Council agrees.
- Telephone Town Hall - This is set for Tuesday, May 13.
- Westy Fest (formerly Westminster Faire) - Saturday, Aug. 10 - In the past City Council has joined other city departments and programs under the main city tent. This tent draws good traffic due to the concentration of city services and activities on display. Councillors have typically worked throughout the day handing out a variety of giveaways and talking with constituents.
- Community service project - TBD/August - We usually try to find an event in the summer or fall that allows Council to lead the community in a service project.

- Social Media Blitz - TDB/October - This is a new request and PIO is still developing a plan for this program but envisions something similar to the Telephone Town Hall where council is available via all the social media channels for an hour or so on a weeknight.

Staff will be in attendance at Monday's post-meeting session to receive feedback and direction from City Council. The Council Outreach Program supports the Strategic Plan goal of "Vibrant Neighborhoods in One Livable Community," focusing on the objective "Strong community events and active civic engagement."

Respectfully submitted,

J. Brent McFall
City Manager

Attachment - Proposed Activities for City Council Participation

Proposed Activities for City Council Participation

March

March 12
Fire Chief Ale Green Chili Cook-off – Promenade

March 19
Council Outreach Breakfast - Westminster Commons

March 19
Fire Chief Ale Red Chili Cook-off – Orchard Town Center

April

April 12
Irving Street Library 10th Anniversary Celebration.
In planning stage but there would be some fun opportunities to involve Council volunteers, such as manning a booth or table.

April 19
Arbor Day/Earth Day Celebration

TBD
Council Outreach Dessert

May

May 3 (tentative)
Fire Station 5 Open House

May 10
Community Pride Day
Numerous individuals and community groups pick up trash around Westminster and gather at City Hall for a BBQ.

May 10
Hard as Nails Obstacle Mud Run
Volunteer opportunities are abundant. Partnership with Colorado Wilderness and Westminster. Duties would likely include choices of handing water to participants, helping monitor an obstacle area, helping youth to start their competition and information booth.

May 13
Telephone Town Hall

May 17
Armed Forces Day Ceremony at Armed Forces Tribute Garden

May 31
Blazing Bullets Trail Run

June

June 8
Historic Westminster Jazz Festival

June 11
Volunteer Appreciation Barbecue

TBD
Among Summer Festival of Sports, Arts and Crafts

June 21 (tentative)
Summer Solstice Celebration and Bike Ride

July

July 4
Fishing Derby
4th of July Fireworks Celebration

TBD
Council Outreach Breakfast or Dessert (schedule permitting)

August

Aug. 5
National Night Out

Aug. 10
Holy COW Trail Stampede
Westy Fest (formerly Westminster Faire)

TBD
Council Outreach Community Volunteer Event

September

Sept. 4
WPSRF Banquet

TBD
Council Outreach Dessert

Sept. 21 (tentative)
Target on Safety

Sept. 27 (tentative)
Orchard Festival – Pancake breakfast at Fire Station 1

October

TBD

Fire Station 4 Open House

TBD

Council Outreach - Social Media Blitz

TBD

Council Outreach Breakfast - Covenant Village

Oct. 11 (tentative)

Legacy Foundation Wine Tasting

Oct. 25

Halloween Carnival

November

TBD

Hmong New Year Celebration



WESTMINSTER

Staff Report

Post City Council Meeting
March 10, 2014



SUBJECT: Proposed City Council Chambers and Board Room Renovation

PREPARED BY: Barbara Opie, Assistant City Manager

Recommended City Council Action

Provide direction to Staff on whether to pursue renovation of the City Council Chambers and Board Room and what the extent of this renovation should be.

Summary Statement

Included within the 2013 and 2014 Budget are funds for the proposed renovation of the City Council Chambers and Board Room. These rooms have received minor audio-visual (AV) adjustments over the years, but not a comprehensive review and update since the City Hall facility originally opened in 1988. The proposed project includes renovation of interior spaces including security, flooring, furnishings, finishes and enhanced multimedia equipment and function. This project seeks to upgrade the facilities to improve the working environment and personal safety of the public, City Council and City Staff.

Staff is eager to commence work on this project, including the issuance of an RFP for an architect, security and/or AV expert to assist in designing this renovation to retain the executive board experience expected in the Council Chambers and for ancillary presentations in the Council Board Room upstairs. These spaces also are utilized by the City's Boards and Commissions as they complete their respective missions for the City. Prior to moving forward, Staff is touching base with Council to ensure that the original scope remains acceptable by City Council.

Expenditure Required: \$395,000 – The cost estimates provided in this Staff Report are preliminary. The current budgeted amount for this project, \$395,000, is not adequate to accomplish all of the elements identified in this Staff Report. If directed by City council to continue this effort, these costs will be refined to assure that any work pursued will remain within funds available.

Source of Funds: General Capital Improvement Fund – City Council Chambers and Board Room Renovation Project

Policy Issue

Does City Council concur with this project moving forward with the proposed scope as outlined?

Alternatives

- Direct Staff to close this project and not implement any improvements to the Council Chambers or Board Room.
- Direct Staff to focus the scope and reduce the budget for this project only to the City Council Chambers, leave the Board Room as is, and complete a narrower scope of work in the City Council Chambers that might be limited to security enhancements only, minor AV improvements only, Americans with Disabilities Act (ADA) improvements only, or some variation of these.
- Direct Staff to complete a full renovation of the City Council Chambers and complete AV improvements only to the Council Board Room.
- Direct Staff to focus the scope and reduce the budget for this project only to the City Council Board Room, leave the Council Chambers as they exist, and complete a narrower scope of work in the Council Board Room that might be limited to security enhancements only, minor AV improvements only, or some variation of these.

Background Information

The current Westminster City Hall opened in 1988 and included state-of-the-art technology and audio-visual (AV) equipment at the time. However, over the last 26 years, only minor updates to AV adjustments have been made to the City Council Chambers and Council Board Room. The ability to conduct meetings with confidence that the AV will operate provides significant challenges. Staff does not believe we can stretch the life of these facilities much further without significant reinvestment to maintain the level of professional image desired and expected.

Separately, the need to evaluate and implement security features within these public meeting spaces has become an increasing priority. Primary examples of violence in public spaces include the following: the February 2008 shooting at the public meeting of the Kirkwood (Missouri) City Council, where six people were killed and two others injured; the December 2010 Panama City (Florida) School Board shooting, where shots were fired but only the gunman was killed; and the December 2012 Sandy Hook (Connecticut) Elementary School shooting, where twenty children and six adults were killed. There are no known threats to Westminster, but in light of these tragedies, Staff believes it prudent to review security measures in place and look for ways to improve the security of the public, City Council and Staff while retaining a level of openness and accessibility in this public facility.

The City Council Chambers is the area located on the main floor of City Hall where formal City Council meetings are conducted and most interaction with the public occurs (maximum number of occupants for the room is 250). The Council Board Room is the smaller room located on the upper level of City Hall beside the City Manager's Office where Study Sessions and briefings with City Council before and after City Council meetings occur (the room seats a total of 29). Many Boards and Commissions use these rooms in conducting their business on behalf of the City as well. Ancillary to the Board Room is what is generally called the "family room" where City Council eats meals prior to

City Council and Study Session meetings. A stairwell leads up from the City Council Chambers into the family room and Council Board Room.

Funds were included within the 2013 and 2014 Budget for the proposed renovation of the City Council Chambers and Council Board Room. The project includes renovation of interior spaces including security, flooring, furnishings, finishes and enhanced multimedia equipment. This project seeks to update and upgrade the facilities to improve the working environment and personal safety of the public, City Council and staff.

City Council Chamber Challenges

The current facilities do not provide comfortable public access to City Council or Boards and Commissions. The technology is outdated and hinders effective communication between the City Council, Boards, Commissions and the public. The design reduces the welcoming effect of the overall City Hall facility and does not allow for a specific design for evacuation in an emergency. Balancing the desire for public access while ensuring security remains a challenge. The items below are just a few of the issues with the Council Chambers identified by Staff. City Council and/or a consultant may identify other issues. Staff estimates that cost to renovate and modernize the Council Chambers will cost \$250,000-\$325,000, depending on how significant the modifications are (such as realigning the audience seating and potential security upgrades).

Flooring, furnishings, and finishes

- Carpet – The carpet throughout the Council Chambers, stairwell, family room and Board Room is the original wool teal carpet. Staff has worked diligently to maintain the carpet to extend its useful life over the past 26 years. However, it is fraying along the edges, worn, and creating trip hazards. Staff has worked to minimize trip hazards by covering fraying areas with rugs, etc., but this has limited effectiveness. In addition to regular carpet cleanings, the carpet has to be treated occasionally to minimize the static electricity that can negatively impact the electronics in these rooms. Candidly, if any component of the room is modified, moved or rearranged, the carpet will need to be replaced. Replacing carpet throughout (i.e., the Council Chambers, up the back stairs, in the family room and Council Board Room) is estimated to cost \$30,000-\$40,000; the Council Chambers alone is estimated to cost \$12,000-\$15,000.
- Audience seating – The seating area for the public is the original set (112 chairs). The cushions have disintegrated and provide limited comfort or support. The material is beginning to dry rot and rips easily. The material is being mended where possible but is no longer available. Originally, most of the seats in the front row had small tablet arms (a mini flip desk). Over the years, most of these have broken and been removed; only five of the seats still have these flip desks. The cost to re-upholster and replace foam cushions is estimated to cost \$17,000-\$20,000. Replacing all of the rows of assembled chairs is estimated to cost \$70,000-\$80,000.
- Wall coverings – The walls within the Council Chambers and stairwell are covered with a cloth material. This was done as a means to provide a level of buffering and sound quality control (minimize echoes) as well as provide a level of elegance and professionalism to the room. The material is stretched over a frame but when it becomes humid, while a rare occurrence in Colorado, the wall material loosens and sags. This does not properly portray the professional image of the City. Any modifications to the walls (additions, realignments, etc.) within the room would require replacement covering as this material would be difficult to match. Staff would investigate options to ensure proper sound control is addressed in the room.
- Back podium – When citizens enter the Council Chambers, they are greeted by a podium where copies of the agenda are provided. This podium ends up being utilized more as a trash receptacle

due to poor design. The structure feels more like a barrier when entering the Council Chambers and is not welcoming.

Audio-visual equipment and lighting

- Sound equipment – The current microphone system is no longer manufactured and any work completed to maintain or support the current microphones is custom work. The only individual who services this system is retired and has assisted the City as a courtesy in working with us over the years. The parts for the system are no longer manufactured and results in custom, creative fixes. As City Council is aware, the microphones are temperamental. The device that manages the speakers is housed within the small closet behind the staff table where the projector resides. It is large (takes up the entire space), overheats, and is challenging to operate; often the best solution to fixing the microphones and speakers during a meeting is to do a complete system shutdown that is time consuming and unreliable.
- Audio recording system – City Council, Boards and Commissions meetings need to be recorded in compliance with the Colorado Open Meetings Law (also known as the Colorado Sunshine Law). In order for voices to be recorded, the person speaking must have their microphone on and speak loudly and directly into it. This is especially challenging with the Boards and Commissions that conduct business in the City Council Chambers; Staff must remind board or commission members to speak loudly and directly into the microphones. Despite these efforts, the recordings are not clear. A transcriber would be challenged to create a transcript of a board or commission meeting. Getting a clear recording of any resident or business person speaking at the podium in front of the dais is also challenging. In addition, the City Council meetings are audio cast live during the meetings as well as recorded and posted after City Council meetings. Staff has been utilizing two separate technologies (alternating between the two, depending on which one is working better that evening) in attempts to ensure meetings are audible for the webcasts.
- Presentation visibility – The current presentation system projects images from a projector on the west wall (behind the staff desk) across the room to the east wall (behind the City Clerk) onto a drop down screen that requires a significant projector lens and amount of lumens (measure of light) that is insufficient. Presentations are pale and difficult to view in general. The audience has to awkwardly turn to their right to view images projected. City Council on the east side of the room has to significantly turn to view any images projected.
- Voting system – The current system is the original voting system. Newer systems available are easy to use, are computerized, can provide instant vote tallies on screen and record votes more easily.
- Complete removal of outdated wiring and technology – Over the years as minor modifications have been made to these rooms, especially in the Council Chambers, old wiring for equipment was left behind (rather than removing it) and new wiring pulled as necessary. This results in serious challenges in attempting to fix existing equipment (trying to trace a wire is especially challenging), not to mention is a hazard and unsightly. Staff literally has utilized rubber bands to hold power cords together to ensure AV does not accidentally become disconnected during a City Council meeting. In addition, the Council Chambers has unique features that were incorporated into the original design that are outdated. For example, at the staff desk, a carousel slide projector is located in the center console which rises up from the front portion of the desk. This has not been used in years. Additionally, the closet behind the staff desk houses similar outdated and unused equipment.
- Lighting – Lighting in the Council Chambers is poor and does not meet current standards for public facilities. When a presentation is made to the audience, such as a proclamation for business appreciation week, the presenting Council member and recipient step up to the stage area in front of the dais and can be blinded with the full stage lighting in order for the audience to see

the presenters. Separately, the lighting on the sides of the room presents challenges, especially on the east wall when the projector and screen is in use. The lighting adds to the challenges in viewing any presentations on the screen; while the lights may be dimmed, they still reflect off the screen, making the images paler. Finally, lighting in the audience is spotty and uneven – some seats have a spot light on them from above while others have such minimal lighting that it may be difficult to read the agenda.

- Staging for presentations – The stage area is difficult for presentations. The area is limited in size and awkwardly arranged, so if large groups (i.e., any over 6-8 people) attempt to get on stage with Council, especially if the full Council joins them on stage, people are stepping up and down the stairs and need to remain fully aware of where they are stepping to avoid falling. In addition, for anyone with walking or standing challenges, either from injury, age or disability, getting up and down the stairs is a challenge.

Security

Previous City Councils have discussed security measures for these two rooms over the years. Some modifications have been made under the supervision of the Police Department. However, Staff recommends evaluating additional security enhancements in concert with the proposed renovation. The less imposing and reasonably easy modifications have been implemented; approximately \$58,000 was spent on the security modifications implemented to date. If further considerations that might enhance rapid exit capabilities of the public, City Council and Staff are to be evaluated, these items will have greater ripples on the room (for example, if an exit were to be relocated, doing so may impact wall covering, carpeting, etc., that may result in updating one component that then flows throughout, such as carpeting). Considerations to enhance security might include relocating the podium, installing railing on both sides of the dais as a partial barrier, modifying the columns located on both sides of the dais to allow for easier ability to vacate the dais, extending the wall located on the east side of the room by the City Clerk's Office, relocating the City Clerk to the Staff table, etc. Staff recommends utilizing the expertise of the Police Department, potentially an outside security expert, and working with an architect who could help ensure that the design objectives of these rooms remain intact while enhancing security.

ADA Accessibility

Staff recommends completing a review of the Council Chambers to ensure ADA compliance. In efforts to provide reasonable accommodations for individuals needing assistance, this review would work to implement the maximum flexibility for any enhancements installed to the Council Chambers as technology evolves. This might include greater wheelchair accessibility in the room as well as technology to ensure effective communication so that individuals with disability can more easily participate as desired.

City Council Board Room Challenges

Many of the issues identified for the Council Chambers also apply to the Council Board Room. The AV equipment and other technology set up in the room is awkward and cumbersome to use. A key goal on the technology front, for both the Council Chambers and Council Board Room, is ease of use and improved visibility for attendees. City Council or a consultant may identify other issues for the Board Room than what is outlined below. To renovate and modernize the Board Room, Staff estimates that it will cost \$50,000-\$145,000, depending on how significant the modifications are (such as realigning the Board Room table, audience seating and potential security upgrades).

Flooring, furnishings, and finishes

- Carpet – As noted, the carpet throughout the Council Chambers, stairwell, family room and Board Room is the original wool teal carpet. It is fraying along the edges, worn, creating trip hazards and in need of replacement.
- Audience seating – The room has side seating available for 11 people beside the Board Room table; the Board Room table is reserved for City Council and presenting staff or consultants. Often the audience seating is filled with staff members awaiting questions at Council briefings prior to City Council meetings or their items to be presented at the Study Session. Many times, there is not sufficient seating available for the public or staff, especially at briefings prior to Council meetings. The high-back seats at the board table make it difficult to see what staff and public are in attendance at these meetings, interfering with Council accessibility and posing potential security risks (inability to see who is in the room and what they might be doing). It also makes the room unwelcoming to members of the public wishing to sit in on presentations. If the room were reconfigured, including the possibility of expanding into the Family Room, there might be an ability to rearrange the space to improve visibility, participation (when appropriate) and seating.
- Table – The Board Room table was purchased in 1988. While it has weathered well, it is showing wear; it has had water damage, has dents/missing wood laminate along the table edges and is not technology friendly. Newer tables provide electric and network insets that minimize cords being draped throughout the room, which present trip hazards and look unprofessional. Staff received quotes in 2011 to replace the table; they ranged from \$25,000-\$40,000 depending on size and style of the table.
- Wall coverings – The walls within the Council Board Room are like the Council Chambers and covered with a cloth material, posing the same challenges noted previously. The material is worn and dated.

Audio visual equipment and lighting

- Video conferencing capability – The City does not currently have any video conferencing capability. Staff has utilized Skype, Facetime and other technologies but they have limited capabilities and functionality. Staff would like to investigate the possibility of adding a video conferencing capability to this room to use when City Council members are traveling and want to participate in meetings (which occurred frequently during the third quarter of 2013), and for interviews, webinars, etc. A video conferencing capability might permit the person on the other end to be able to more easily view not only the individuals in the room participating in the discussion but also the presentation on screen.
- Presentation system – The current presentation system utilizes two television sets – one large television on the east end and a small television on the west end, which is an improvement from the former projector on the west wall (closest to the City Manager's Office) throwing images across the room to the east wall onto a drop-down screen. However, the images on the television are not large enough to be visible from all parts of the room, especially when any level of visual detail (pictorially, in tables or in charts) is included in the presentation. A smaller television set is located on the other end of the room (west) but it provides limited visibility. The City Council must position themselves to see around the high-back chairs and other Council members to view the large-screen television.
- Lighting – Lighting in the Council Board Room is challenging. When a presentation is made, Staff must decide if it is worth turning off a significant amount of lights in the room to reduce the glare on the large television set. Additionally the bright direct lighting over the Board Room table makes reading from an iPad or other computer device difficult as the light reflects off the screen and glass table top.

- Presenters – The location for conducting presentations is challenging. Staff traditionally sits on the west end of the room nearest the City Manager’s Office during presentations while referencing the television on the east end of the room. City Council often bounces back and forth between looking at the presenter to the west and the presentation to the east. Staff has started to relocate to the east end of the table during presentations but this blocks views for City Council and any public in attendance. In addition, if the group presenting is larger than 3-4 staff members or consultants, space becomes constrained and awkward. The potential to realign the room might improve the presentations and ease the viewing ability for all in attendance.

Security

As noted, some modifications have been made under the supervision of the Police Department to the Board Room. However, Staff recommends evaluating additional security enhancements to these areas in concert with the proposed renovation. The less imposing and reasonably easy modifications have been implemented. The Board Room truly serves as the corporate headquarters primary meeting room for the City’s board of directors. Staff has great sensitivity to ensure security while maintaining the professional integrity of this room and would like an outside evaluation of this room.

ADA Accessibility

Staff recommends completing a review of the Council Board Room to ensure ADA compliance. In efforts to provide reasonable accommodations for individuals needing assistance, this review would work to implement the maximum flexibility for any enhancements installed to the Council Board Room as technology evolves.

Direction Requested

Staff is eager to commence work on this project. Initial contacts with other cities that have recently updated their Council Chambers or board rooms have been made; Staff toured the City of Arvada to get an initial idea of what might be possible. Based on Arvada’s efforts over the last ten years, they have spent approximately \$160,000 in AV upgrades to their City Council Chambers alone (sound, microphone, voting, and projector systems), which Staff anticipates to be a significant cost in this project because the AV has not experienced significant upgrades in 26 years.

Staff will pursue site visits at other cities, counties and private-sector businesses to generate ideas of ways to make the City Council Chambers and Board Room technologically viable, safe but accessible for the public and cosmetically ready for another 26-plus years. A small committee with representatives from the following departments/divisions has been convened should this project proceed: Public Information staff from the City Manager’s Office, Police Department, Information Technology, Building Operations & Maintenance, and City Clerk’s Office. Staff anticipates tapping the Building Division on building code requirements. If City Council concurs with this project moving forward, Staff anticipates returning to City Council at key points to ensure alignment with City Council’s vision for these spaces since this is such a visible public space for the City Council, Boards, Commissions, and the community to interact.

Staff also recommends working with the consulting team selected to identify a replacement/update schedule for these two rooms. This is recommended to avoid major overhauls but rather implement incremental improvements over the years to lengthen the overall useful life of these rooms while maintaining a high level of professionalism to conduct presentations, etc. Staff especially would like to develop an AV replacement/upgrade program to ensure the technologies in these rooms remain functional, easy to use and professional.

Another key item that will be part of any renovation will be timing and how to minimize impact on City Council and other meetings that are conducted in the Council Chambers and Board Room. Staff will coordinate with the consultants and construction team to minimize the impact but anticipates having to relocate City Council meetings and Study Sessions for a period of time during the renovation. These types of details would be discussed with City Council and communicated with the public to minimize confusion and inconvenience.

Prior to moving forward, Staff is touching base with Council to ensure moving forward with the original scope remains acceptable by City Council. Based on City Council's direction, Staff would like to issue an RFP for an architect, security and AV expert to assist in designing this renovation to retain the executive board experience expected in the Council Chambers and for ancillary presentations in the Council Board Room upstairs.

Staff will be in attendance at Monday's Post City Council meeting with a brief presentation and to receive feedback from City Council.

The proposed renovation to the City Council Chambers and Board Room supports the City Council's Strategic Plan goals of Safe and Healthy Community by helping citizens feel safe anywhere in the City and maintaining safe buildings and a Financially Sustainable City Government Providing Exceptional Services by investing in well-maintained and sustainable city facilities and by investing in the tools and technology to increase organization productivity and efficiency.

Respectfully submitted,

J. Brent McFall
City Manager



WESTMINSTER

Staff Report

Post City Council Meeting
March 10, 2014



SUBJECT: ED Report to Council concerning 2013 Activity and Results and 2014 Action Plan

PREPARED BY: Susan Grafton, Economic Development Director

Recommended City Council Action

Provide feedback to staff concerning current and future economic development activities.

Summary Statement

- During 2013, a total of 256 existing businesses were directly touched through the City's Economic Development efforts.
- City staff held 108 one-on-one visits with key employers. The attached "2013 Business Retention Visit Report" outlines the findings of these visits.
- The Economic Development Office (EDO) staff worked with a total of 84 prospective businesses looking to expand or move to the city, and had specific contact with easily over 100 brokers and developers.
- Over 18 new businesses have moved or will be moving into Westminster creating 1,811 primary jobs for Westminster.
- New projects under development in the city include St. Anthony North Hospital at 144th Avenue and the redevelopment of the former Avaya manufacturing space now known as Park 12 Hundred.
- Also attached is the 2014 Economic Development Action Plan.

Expenditure Required: \$0

Source of Funds: N/A

Policy Issue

Are the current Economic Development efforts meeting City Council expectation?

Alternatives

- 1.) Transition ED efforts to other entities like the Chamber and the county Economic Development groups. Doing so would eliminate the direct tie between ED activity and city Strategic Goals.
- 2.) Change the focus or priorities of the ED. The ED is currently responding directly to the Goals and Objectives outlined in Council's Strategic Plan.

Background Information

The City of Westminster Economic Development Office provides a full range of activities servicing existing businesses, large and small; retail establishments, as well as primary employers; new businesses wanting to locate in Westminster; as well as promoting and facilitating commercial development and redevelopment throughout the City. Westminster is a charter member of the Metro Denver Economic Development Corporation (MDEDC), and staff abides by the MDEDC code of ethics.

The driving mission for the ED office is tied directly to the Westminster Strategic Plan goal "Strong, Balanced Local Economy." The vision for the ED office is to: Make Westminster the place to be for business. Though meeting the needs of service and retail business is part of the EDO's efforts, the EDO's strongest focus is growing the city's primary employment sector. It is this sector that provides wealth to the community so services and goods can be purchased. Our focus is not on large businesses, though we are pleased to have DigitalGlobe locating in Westminster. It is about providing good paying jobs for our residents no matter the size of the business. Our mission is to grow and maintain a vital and sustainable economy.

The ED office has divided into four major focus areas to maximize results. These are:

1. Marketing and Communication
2. Business Attraction (Recruitment)
3. Development and Redevelopment
4. Existing Business Services (Retention)

The following goes through the 2013 achievements in each of these areas and the efforts planned for 2014. The "Economic Development 2013 Review" provides an overview of the 2013 results. The "2014 Economic Development Action Plan" capsulizes the planned efforts.

Marketing and Communication

During 2013, staff worked on rebranding and establishing a better communications effort for outreach to all of our key audiences. Those audiences are seen as:

- Existing business
- Retailers
- "Mom and pops"
- Commercial brokers and developers
- WURP contacts and potential end users
- New businesses

- Site Selectors
- Key Industries

Out of the rebranding effort came the new EDO tagline: “Westminster - Where Colorado Connects for Business.” The first elements of the rebranding came out with the 2013 City Profile. Also a redesigned standalone website for the EDO is in the final stages. It is expected to go live on April 1, 2014, and will be the cornerstone for EDO communication efforts. Our challenges have included: how to:

- best get information about meetings, resources and other matters out regularly to a varied existing business community;
- provide the most up-to-date information to commercial brokers and site selectors who are utilizing the web more often to fulfill client needs; and
- best differentiate the City of Westminster from its many competitors.

The new website will allow for direct user access to Westminster properties much like a real estate website; is set up to facilitate blogging and the use of social media vehicles, as well as, make it easier for users to get to the information needed.

2014 Marketing and Communication efforts will include:

- Enhance the new Economic Development website;
- Increase awareness of ED activities, results and resources;
- Develop and implement marketing and communications strategy for WURP including branding, website updates, marketing materials and other communications;
- Evaluate a “State of the City” type event for 2015 to communicate development activity and the City’s many accomplishments;
- Continue implementation of the ED Marketing and Communication Plan; and
- Host the 2014 Fall Economic Developers Council of Colorado (EDCC) meeting in October, 2014.

Business Attraction (Recruitment)

This focus area is called “recruitment” by other economic development groups. Either way, the focus of the work effort is to bring new business to the city in the form of retailers, needed service businesses (i.e. hotels), developers or most importantly primary businesses. Endeavors include face to face meetings with commercial brokers and developers; trying to “stay in the know” about new activity and end users in the market; attending targeted industry meetings; going to real estate and economic development network events; and responding to requests for information from site selectors, brokers or end users. Targeted industries are biosciences and medical, financial services, software and IT, and manufacturing.

As noted earlier in this report, in 2013, there were 84 direct and indirect inquiries to city staff from retail and primary employers desiring information about properties available in Westminster. Many times we have no idea the name of these initial contacts. We get requests for information primarily from direct broker contacts but also through the Metro Denver Economic Development Corporation (MDEDC), ACED or JEC. In 2013, we were able to turn the initial contacts into 18 closed deals and 1,811 primary jobs coming to Westminster. No other community in Metro Denver had better results.

New primary employers announced in 2013 include:

Aerotek	17
Air Comm Corporation	95
American Renal Associates	15
Anthem Memory Care	20
Arca Biopharma	15
Axion Health	32
DigitalGlobe	1,500
Melco (existing business)	30
MSI	80
Neuromonics	5
Triad Tooling	30
Westminster Brewing Company	2

Average salaries for these businesses range from \$ 54,000 to \$97,000, well above the average wage for either Jefferson or Adams County.

Retail Businesses announced or opened in 2013 include:

Ace Hardware – 100th and Wadsworth
H-Mart – southeast corner of 92nd and Sheridan
Jo-Ann Fabrics (retained) – northeast corner of 92nd and Sheridan
Neighborhood Market – southeast corner of 72nd and Federal
Panera Bread – northeast corner of Orchard Blvd and 144th
Ross Dress for Less (retained) – northeast corner of 92nd and Sheridan
Ulta Beauty – north east corner of 92nd and Sheridan
Whole Foods (retained) – southeast corner of Vrain Street and 120th Avenue

A total of 201,701 square feet will be filled by these tenants reducing the retail vacancy rate to 8.1%.

2014 Business Attraction efforts will include:

- Continue outreach to office, retail and light industrial brokers, developers and end users;
- Profile workforce skills in Westminster and surrounding areas;
- Develop regular electronic communication with the commercial real estate community;
- Sponsor or facilitate events for targeted digital industry and real estate groups such as Prime Health, AdTech and NAIOP;
- Enhance real estate collateral materials, both electronic and hard copy;
- Participate in the 2014 Site Selectors Guild conference;
- Evaluate a new Westminster Real Estate event for late 2014 or early 2015;
- Continue working to facilitate private sector incubator type projects in Westminster; and
- Attend the 2014 ICSC Recon event, setting up key retail meetings during the conference.

Development and Redevelopment

This component of the City's economic development program is often handled by an outside agency like Denver's Urban Renewal Authority (DURA), Arvada's Urban Renewal Authority, the former DIA Partnership, or the Downtown Denver Partnership. In Westminster, City Council sits as the Westminster Economic Development Authority, the City Manager as WEDA's Executive Director

and staff support is provided throughout the city organization. This setup has worked very well for Westminster allowing the city to better able respond to long term needs and strategic goals.

The focus of the city's Development and Redevelopment efforts is to provide for needed office, retail and light industrial space to meet our future economic needs. This involves attracting developers to build new product, looking at reuse of buildings and working to ensure appropriate infrastructure is in place.

The Westminster Center Urban Reinvestment Project (WURP) is a key focus of the EDO. Council is referred back to the December 9, 2013 Confidential Memo in which the WURP was discussed in more detail.

Other Development and Redevelopment activity includes the construction of the new St. Anthony North Hospital. That project was particularly pursued at 144th Avenue to keep from losing them to another city, but most significantly to help jump start the office and employment area along I-25. The construction of Orchard Parkway south to 136th will facilitate attraction of additional primary employment and hotels in this area. Staff has been actively pursuing development in this area.

Park 12 Hundred was the most exciting redevelopment project to start underway in 2013. The former manufacturing and administration building, once owned by Western Electric, AT&T, Lucent and then Avaya, was purchased by IBC Holdings with encouragement from city staff. Demolition of a portion of the building has begun. Negotiations are underway for new tenants to fill the space. Significantly, because of rapport established with the Park 12 Hundred project, real estate brokers were comfortable enough to follow up with staff concerning the newer Avaya building. As a result, DigitalGlobe decided to relocate to Westminster. Avaya is looking at other office locations now, and staff is working aggressively to try to retain them.

2014 Development & Redevelopment efforts will include:

- Provide overall coordination of the WURP to achieve Fall 2014 ground breaking;
- Actively recruit residential, retail, office, hospitality, restaurant developers and users to the WURP site;
- Continue to facilitate the redevelopment of the former Avaya site;
- Work to attract new development along I-25 and US36 to provide for needed office and flex space;
- Assist in the marketing of the Westminster Station TOD project;
- Begin looking at the reuse possibilities for the St. Anthony North Hospital facilities on 84th Avenue; and
- Work to fill or repurpose vacant retail centers.

Existing Business Services (Retention)

Many ED organizations focus only on attracting new employers. Some EDO's focus only, or primarily on, working with and nurturing existing businesses, i.e. taking an "Economic Gardening" approach. In Westminster, existing businesses have always been seen as the foundation from which to grow our local economy. Because of that focus, the Business Services Program works to touch as many businesses as possible.

Because of resource limitations, we have historically shied away from working with start-up companies, loan funds, or funding incubators. Instead, we strongly support the Small Business

Development Center (SBDC) at Front Range Community College, which provides training classes and one-on-one counseling for start-ups and small businesses; we were a charter member and founder of the Colorado Lending Source and the Colorado Enterprise Funds; and, have worked to attract private sector incubators, and executive suites to the area. The Metro North Chamber of Commerce also has augmented our services through the underwriting of leads groups, holding numerous networking events, being eyes and ears for us in the development and business community concerning any issues or concerns which arise.

2013 was a year of new endeavors for the Business Services Program. The annual Business Appreciation Event (BAE) was replaced with several smaller events in an effort to better penetrate our business community. As a result, instead of having only about 180 unique business contacts at one major event in 2012, the city's new efforts turned out 256 unique contacts with companies in a face-to-face environment where staff was able to carry on a dialogue or conversation with a representative from the company. A large reason for this success is because we were able to introduce new/smaller forums for interacting and communicating with businesses via meetings like TechConnect, or the Business Legacy Awards. This is different than in years when the City would have put on the BAE, because while the BAE provides exposure to many people at one time, the quality of those conversations and networking was not as substantive. The outcome is that Economic Development Office staff have growing rapport with our business community.

The Small Business Capital Project Grant is designed to stimulate capital investment by Westminster businesses. The program has become quite popular in the short timeframe it has been available. In fact, in 2013, all of the budgeted funding had been allocated and committed to by the 3rd quarter of 2013. Some of the projects completed in 2013 include:

- Restaurant and bar equipment
- Automotive A/C exchange machine
- Lathe for metal fabrication
- Signs for a new business
- Work van for a plumbing company
- Interior office remodel work (i.e. office furniture, computers, carpet etc.)
- Cribs for a new daycare center

The Small Business Scholarship Program supports job related training for employers of Westminster businesses. The initiative continues to be a useful and popular program for businesses. In 2013, 14 unique businesses were recipients of this scholarship. In some cases, a business may have used the program more than once if they had not reached their annual limit. A partial list of the types of courses completed include:

- Annual tax update courses
- Hazardous water operations response
- Public speaking courses
- Construction materials & systems courses
- Chiropractic continuing education
- Locksmith training

In 2013, 56 businesses were formally recognized at Business Legacy Awards functions. This recognition took place at one of three City Council meetings scheduled throughout the year. More than half the businesses (57%) recognized were celebrating their 25 year anniversary. Valente's celebrated its 60th Anniversary. Additionally, these ceremonies used local small businesses to provide trophies and food services. Providers were:

- A-1 Custom Trophies
- Zoe’s Coffee
- Ziggi’s Coffee
- Heavenly Cakes

New in 2013, Staff held two major employer roundtables. Between the two roundtables, ten unique businesses attended. The first of which was held in the first half of the year and consisted of large software companies. The second roundtable, held in the second half of 2013 was targeted towards manufacturers. The goal of both roundtables was to listen to the needs of the businesses and learn of opportunities to connect the businesses with each other or other business resources. A nice takeaway was that a few businesses that met at the manufacturer’s roundtable have continued to communicate and explore ways to partner on projects. Furthermore, businesses indicated interest in attending similar programs on an annual or semi-annual basis.

Westminster TechConnect was also a new event for 2013. The objective for this event was to bring together like-minded business people to discuss current trends with technology and how to connect those businesses with valuable resources. The events were heavily oriented towards good networking and included presentations on relevant topics. Here is a quick recap of these events:

- Topics discussed include: co-working facilities, how to recruit top technical talent and how to retain top technical talent.
- Sixty four Unique businesses attended one or more of these events. The size of businesses in attendance ranged from the truly home-based with one employee to large employers like Avaya that with 900 employees, with many companies in between, most 10 or fewer employees.
- TruEffect graciously hosted and sponsored the December 2013 event at its facility.

One of the great things we learned and helped with over the year while interacting with these companies was that TruEffect, and SpotXchange both ended up winning the “2013 Colorado Companies to Watch” award, which is awarded to only 50 companies each year, out of 800 nominations. The EDO discovered and developed relationships with multiple companies through the event and met several that were looking to expand or had recently relocated to Westminster throughout the year.

The annual Business Retention Visits also had a new aspect in 2013. As noted in the attached “2013 Business Retention Report” the city Fire Department strongly augmented the retention visit program through its annual business inspection program that was already in place. As a result, over 108 direct business contacts were made in 2013, the most ever accomplished in one year.

2014 Existing Business Services efforts will include:

- Hold quarterly TechConnect events
- Have three Legacy Awards presentations
- Assist with the Adams County Connects event for Primary Employers
- Do major update to the ED Business Database to improve knowledge of business community and provision of resources
- Hold annual Major Employers Roundtable and Manufacturers Roundtable
- Participate in the Orchard Festival
- Coordinate 2014 Retention Visits

- Work closely with the new SBDC Economic Gardening program to facilitate City business participation

Wrap Up

2013 was a busy and productive year for the Westminster Economic Development Office, topped off by the fun fact that at the end of the year the city began processing a scholarship for a small Westminster business to take training program put on by a large Westminster business later in 2014. That makes us smile because the Economic Development Office staff feels certain that new economic activity will occur when our businesses routinely are using each other for goods and services.

You will see that 2014 is set to be another aggressive year. One of pursuing new development and businesses and filling vacancies all while taking care of our own. 2015 and 2016 activities are already in our focus. City Council input about new ideas and different initiatives is being sought. The City's Economic Development Efforts address the Strategic Planning Goals of a Strong, Balanced Local Economy and Financially Sustainable City Government Providing Exceptional Services.

Thank you for helping us reach the vision of "Westminster is the place to be for business."

Respectfully submitted,

J. Brent McFall
City Manager

Attachments:

2013 Business Retention Visit Report
2014 Economic Development Action Plan
2013 Economic Development Review
Business Services Program

2013 BUSINESS RETENTION VISIT REPORT



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PROGRAM BACKGROUND

The City initiated a Business Retention Visit Program in 1990. This program was created to keep an open dialogue between the city and the business community. The retention visits are only one aspect of the City's overall Business Services Program which also includes grants & scholarships for city businesses as well as access to other valuable business resources. A city's strong relationships with the business community can lead to economic development success and more effective economic development and planning strategies. Studies have shown that as much as 80% of new jobs in a community are generated by the growth and expansion of existing businesses.

The following report:

- Identifies the goals and objectives of the City of Westminster Business Retention Visit Program
- Describes the 2013 retention visit process
- Summarizes 2013 trends and issues
- Makes recommendations based on these results

A list of the businesses visited, the interview questions posed to businesses and consolidated responses are included in the appendices of this document.

PROGRAM GOALS

The Business Retention Visit Program relates directly to City Council's Strategic Plan Goal of a "Strong, Balanced Local Economy." Under that Strategic Plan Goal, City Council has a specific objective to "retain and expand current businesses." The Business Retention Visit Program works to help achieve this objective. The program also supports the Vision of the Economic Development Office to "Make

Westminster *the place to be for business*” as well as the Mission Statement of the Economic Development Office, which is to “create and maintain a vital economy and sustainable community.”

The objectives of the Business Retention Visit Program include the following:

- Ensure that the needs of local businesses are heard and addressed
- Better understand the City’s business environment and the perceptions of doing business in Westminster
- Express appreciation to business for choosing to locate and to stay in Westminster
- Create and maintain mutually beneficial relationships with local businesses
- Educate local businesses about City programs and services
- Educate local business about projects and activities in the City
- Explore new ideas from the local business community

RETENTION VISIT PROCESS

The Retention Visit Process accounts for 108 of the total 256 contacts between City Staff and the business community throughout 2013. This report accounts for those visits or interviews actually completed in 2013. Additional visits with other companies were attempted, and either the business declined until next year, the business was closed or did not otherwise respond to Staff’s invitation for an interview. See Appendix I for a list of those businesses that were visited in 2013. The summary and compiled responses that follow are intended to provide a general sense of the issues and concerns of the business leaders that were visited. The information does not reflect a statistically valid survey, but rather provides common themes and information that was gleaned from the businesses selected for the retention visits. As in previous years, the 2013 retention visits focused on primary and major employers that are non-retail businesses. Criteria for selecting businesses to visit in 2013 included the following:

- Businesses that are considered Westminster’s primary employers

Primary Employer: a business that provides the main source of economic growth for the community by delivering more than 50% of their revenue from outside the City of Westminster.

- Businesses that are considered Westminster's major/largest employers

Major Employer: a public or private employer that employs 75 or more full-time employees at a single worksite.

- Those businesses at risk of relocating
- Those businesses that belong to one or more of Westminster's Key Industries (*Key Industries include: Biosciences and Medical Related, Corporate/Division Headquarters, Financial Services, R&D, Software & IT, Communications and Manufacturing*).

In 2013, the retention visits process was changed in an effort to work with other operating departments to reach more businesses. This new process also includes two types of interviews that could have been conducted: formal meetings/interviews or Fire Personnel questions. The purpose of the modifying the process was to cover a more diverse group of businesses and let more businesses become aware of the City's interest and business resources.

Historically, Senior City Staff meet with the owner of a business, or other senior representative. These interview teams were usually comprised of either Economic Development Staff or a member of the City's Management Team (CMT), sometimes accompanied by a member of the City Council. These interviews are formalized visits focused primarily on building relationships with the company as well as listening to the company to learn more about the business and also for potential challenges and concerns the business may be facing. These visits continue to be an important part of the Business Retention Visit Program. But because of scheduling and reporting needs, the total number of businesses that could be visited was limited.

Beginning in 2013, a partnership was formed with the Economic Development Office and the Fire Department. As a matter of practice, the Fire Department has been visiting Westminster businesses annually to conduct safety inspections for many years. This year, the Fire Department was provided with a list of specific businesses to ask additional key questions while conducting their routine inspections. These questions are some of the key questions that help the City in assessing whether a business is looking to relocate or expand and whether or not they are experiencing any challenges working with the City. In 2013, 76 of the total 108 Retention Visits were conducted by the Fire Department. These visits are typically conducted with the owner of a business or office manager if the owner is unavailable. See Appendix II for the interview questionnaire. The questions highlighted in yellow are the questions the Fire Department asked while the full list of questions are the questions that the Economic Development Office or representative of the City's Management Team would ask.

The businesses responses from both the formal and Fire Department questions are the basis for this report. Although the interview process is the primary method of obtaining information from businesses and gaining insight into the business environment, thorough follow-up is critical to successful relationship building with the business community. In the instances where follow-up was appropriate, the CMT or Fire Dept. representative who conducted the interview coordinated with the Economic Development Office to ensure that the follow-up tasks were properly assigned. Economic Development Staff maintains a master list of follow-up tasks in order to facilitate and ensure thorough follow-up with businesses.

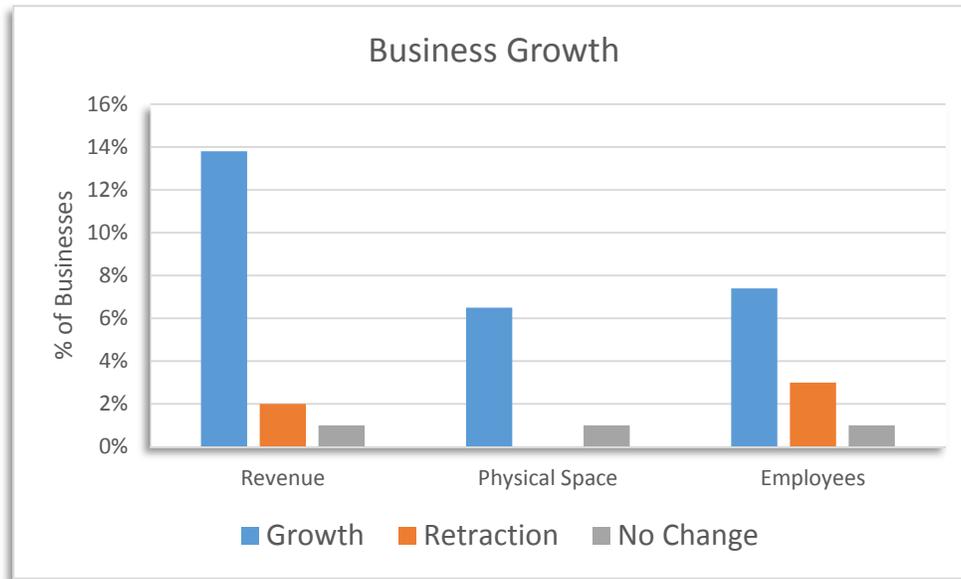
SUMMARY OF 2013 RESULTS

The 2013 Business Retention Visit reports were reviewed for recurring themes and the issues, which were examined and compiled for this report. Please note that the interview process is structured as a method to gather information and is not intended to be a statistically valid sample survey. Below are summaries of themes, issues and responses. See Appendix III for a compiled listing of full responses.

STATE OF BUSINESS

During 2013, many of businesses who responded reported positive sales and revenue growth. Accordingly, many businesses reported plans for physical expansion and new hiring. This information is summarized in the charts below and indicates continued, modest improvements to economic conditions in the area.





Below are other themes and issues regarding the “state of business” in the City of Westminster according to the businesses interviewed during the retention visit process.

- Greatest Achievement in the Last Three Years: “Managing the business through economic downturn and slowly moving toward improved future growth” was the most frequent response provided by businesses. Other businesses reported some sort of growth in the business to expansion of a product line as their greatest achievement in the last three years.
- Changes in Customer Base: Of the businesses who responded to this question, very few reported any changes to their customer base. Those businesses who did report a change cited the reason for the change being linked to a new or different product or service being offered. Therefore, aside from those few companies who added new products or services, much of the growth has occurred within the existing customer base due to increased sales.
- Future Product or Service Planned: 14 businesses responded to this question and the responses ranged from no changes planned, to focusing on enhancing the company’s marketing

programs to showing an increased emphasis towards sustainability and how the business can be more environmentally friendly.

- Global Business Activity: Although not many businesses specifically addressed their global business practices, half of those companies who did respond noted that both their imports/and or exports are remaining stable. No new export needs were mentioned in the interviews. The most common countries/continents that Westminster companies are doing business with include Europe, China and India.
- Top Issues/Keys to Success: The most common response for keys to success was by far having a good infrastructure (i.e. roads, highways etc.) as well as having a good relationship with the city such that the City would be able to use local vendors for purchasing as well as partnering on community outreach opportunities. Although it wasn't mentioned as a top key to success, the improved economy was also noted and it was also noted that more companies are speaking in terms of the improving economy rather than a struggling economy.

BUSINESS ENVIRONMENT

Competitive Advantages – City of Westminster: Based on responses from 79 businesses or 73% of all businesses interviewed, the following competitive advantages or strengths of doing business in Westminster were cited most often in interviews (in no particular order):

- Geographic Location (i.e. proximity along I-25, U.S. 36 and between Denver and Boulder)
- Transportation Access (I-25, U.S. 36, between Denver and Boulder, proximity to airport)
- Quality of Life
- Pro-Business Environment and Attitude
- Public Safety (including both the Fire Department and Police Department)
- Access to client base

- City Amenities (restaurants and trails cited most frequently; recreation centers and retail businesses also cited by several businesses)

Competitive Disadvantages – City of Westminster: Based on responses from 73 businesses or 68% of all businesses interviewed, the following competitive disadvantages or weaknesses of doing business in Westminster were cited most often in interviews (in no particular order):

- Crime (vandalism, robberies in southern portion of Westminster)
- Building vacancies
- Planning Process (Time and rules are too inflexible)
- Permitting and Inspection Process (including the inability to schedule inspections on Friday's)
- Sales and Use Tax

General Economic Considerations/Trends: While the competitive advantages and disadvantages listed above were specific to the City of Westminster, businesses were also asked about general economic considerations and trends. The following represent the most common or notable responses:

- Sluggish housing market during the first half of 2013
- Slow but steady economic improvement. Although the sequestration hurt some of the businesses with government contracts.
- Increased Regulatory Oversight

On the positive side, multiple companies noted that although the various road projects in the Denver Metro area are presenting temporary inconveniences, they are happy to see these investments being made for the long term.

Companies That Would Benefit/Complement Existing Businesses: The following list contains the most common or notable responses of types of businesses that interviewed businesses would like to see:

- Sheet Metal distributors (and other raw materials)
- “Bio-Tech,” Medical Manufacturing and Pharmaceutical
- Avaya (continue to be a neighbor)

Labor and Employees: A great majority of businesses did not report any difficulties in recruiting employees with the necessary skills and abilities for important positions. This is a sign of the strong labor market in the metropolitan Denver-Boulder area and in Westminster. There was a theme for some businesses who mentioned an ongoing struggle to find skilled engineers and machinists. While many businesses partner with area universities to find new engineering talent, this remains an important issue for many R&D/engineering companies. Secondly, businesses who are in need of skilled machinists have been looking for workforce with some level of certification and experience. The local community colleges have been attempting to get programs going that cater specifically to this need by trying to offer courses in machining during 2013.

City Services: Parks, police and fire services received the highest ratings from the interviewed businesses. It is interesting to note that the Planning and Permitting Process did receive relatively high marks although it was a fairly small pool of respondents who completed the rating matrix. These ratings need to be balanced with the several businesses who noted elsewhere in the interview difficulties working with the Planning and Permitting Process. Several businesses noted limited or difficult public transportation access in the City and others expressed concerns over traffic congestion/volume on certain major corridors in the City.

Utility Services: Questions were asked regarding the quality of utility services in the City. Overall, ratings for utility services were high. The only notable area of concern was regarding internet and cable service in City. This is not surprising given that with a high concentration of technology based businesses, reliability, data storage and bandwidth are critical components that must always be present. City Staff will continue to look for opportunities to work with the cable and internet providers where possible to address these concerns.

Capital Improvement Suggestions: City Staff asked businesses for input regarding capital improvement projects that they thought would be beneficial to their businesses or the City as a whole. The most common/notable responses included:

- Renovation of the Westminster Mall
- Improvements to U.S. 36
- Commuter Rail near 71st and Irving
- Continuation of the Northwest Rail Line as originally approved in 2004
- South Westminster Redevelopment

2013 BUSINESS SPECIFIC RECOMMENDATIONS/FOLLOW-UP

The following recommendations are based on the information gathered via the business retention interviews. In general, Staff recommends that the City maintain close contact with businesses that indicated potential relocation, expansion, or contraction plans. In addition, the City should also maintain contact with businesses acquired by non-local entities or businesses that experienced significant changes in management or business structure. A number of these businesses and their individual circumstances are discussed below. Numbers are used instead of business names to maintain confidentiality.

EXPANSION/CONTRACTION PLANS

- #1092201 – This Company plans to add 7 FTE over the next 5 years.
- #2345701 – This company is considering a possible sublet/lease of an unused portion of their building
- #2602101 – This Company is planning an expansion within the next 12 months if their marketing strategy is successful in 2014. No further details were provided.
- #3173801 – They are planning a 22,000 square foot facility expansion where they can relocate their entire food processing operation.
- #2789701 – This Company is planning to add approximately 10 FTE in 2014.
- #1683601 – As part of their new sustainability strategy, this company is looking at installing solar panels at one of their facilities.
- #2477401 – This Company is already in the process for their expansion and have building permits in place to remodel the interior of their space to accommodate adding close to 150 FTE. These 150 FTE will be coming from Ohio.
- #2405301 – This Company is looking at adding 3-5 FTE over the next year.
- #3116101 – This Company is planning to add 5 FTE in 2014.

- #2983301 – This Company is getting underway with their expansion which includes remodeling some newly acquired space adjacent to their existing facility.
- #102 – This Company is looking to expand their business into other nearby buildings. No further details were identified at the time.
- #1199001 – This Company is looking to hire more electricians due to workload increases in 2014.
- #2810601 – This Company is looking to also hire additional qualified electricians in 2014 to work on oil and gas job sites.
- #2401101 – This Company is looking to add 2 FTE in 2014.
- #1242401 – This Company is planning tentatively to add 100,000 square feet in about 3 yrs. In an area that was previously designated as a future expansion area.
- #1863601 – This Company is a global company and they are continually looking for areas to expand. This expansion may or may not occur in Westminster.
- #1938401 – This Company is looking to locate a facility along the I-25 area in the north area of the City in order to have a facility between Denver and Ft. Collins.

OTHER FOLLOW-UP

- In addition to Staff follow-up related to business expansions or contractions, other issues were raised by City businesses that required City Staff follow-up and assistance. Once again, this shows that business retention visits provide an opportunity to address concerns businesses have in a proactive manner. Examples of “other” follow-up performed by City Staff include: addressing permitting issues, exploring potential capital improvements, providing information on City services, providing information on grant opportunities, addressing public safety concerns, providing information about industry association & local chamber, examining infrastructure concerns and educating businesses on the City’s sales and use tax code.

- Some business mentioned their concerns with the “lack of restaurants” and other neighborhood type commercial establishments (i.e. dry cleaners, daycare etc.), mainly in the Westmoor area. Staff should look for opportunities to attract amenities for this area.

BUSINESS RESOURCES

- It is recommended that ED staff continue publicizing the programs and services that are available to assist Westminster businesses to encourage business growth in the City (i.e. Capital Project Grant, Scholarship Program and all other services offered through the Economic Development Office).
- Acknowledging that most of the businesses visited in 2013 are considered small businesses, Staff should continue and look for new ways to promote the wealth of services and advising available through the North Metro Small Business Development Center that is located inside Front Range Community College.

BUSINESS RECRUITMENT

- Aerospace, software development and IT, “bio-tech,” healthcare, medical manufacturing and pharmaceuticals, were identified as industries that the City should actively attract to Westminster. Economic Development Staff will consider these suggestions in overall recruiting efforts.

LABOR FORCE

- A small number of businesses communicated difficulty recruiting employees locally in specific job types. It is recommended that the ED staff work with those businesses that expressed difficulty to connect them to the local workforce center as well as fostering good working relationships with the local universities that can provide this workforce.

CONCLUSION

Overall, information gathered from Westminster businesses through the 2013 retention visits shows an economy in a slow but steady growth mode. A majority of businesses reported revenue and employment growth and several businesses are looking for additional space to expand. “Surviving the recession” was a badge of pride for many businesses and they expressed optimism about the future. The labor market is currently advantageous to employers, with most businesses expressing ease in finding skilled and qualified employees for a variety of positions. Even with overall optimism, economic concerns were expressed, such as a “increasing government oversight” and the rising cost of health care.

In general, the businesses visited feel that the City of Westminster has a very positive business environment. In addition, businesses cited the City’s location, quality of life and availability of a quality workforce as competitive advantages of doing business in Westminster. Most City services received high ratings. Concerns were raised by businesses around regulatory matters such as taxes and permitting. Many of the concerns and requests made by the businesses visited have already been addressed and others represent concerns that will likely always be present between businesses and local government.

Because of the retention visits, an increased number of Westminster businesses are aware and are taking advantage of grant programs and other services offered by the City to its businesses. In addition, City Staff have been able to facilitate relocations and expansions within the City. Staff will work on the recommended actions in this report and continue to work to retain and expand our existing businesses.

APPENDIX I: BUSINESSES SELECTED FOR 2013 RETENTION VISITS

2D ELECTRONICS LLC
A & R PLUMBING INC
Ad Optimizers
ADECCO USA INC
ALLIANCE DATA
AMALGAMATED TRANSIT UNION 1001
AMERICAN GELBVIEW ASSOCIATION
ANSWER ALL SECRETARIAL SVC
AVAYA FEDERAL SOLUTIONS INC
BALLY TOTAL FITNESS
BBVA COMPASS BANK
BELLCO CREDIT UNION
BEST SKINS EVER INC
BOOYAH NETWORKS INC
BROKERS ASSISTANCE
BT CONFERENCING VIDEO INC
BUTTERFLY PAVILION
CITI FINANCIAL CORPORATION
COBB ASSOCIATES INC
COET & COET PC
CONTINENTAL PARTITION SYS INC
CORPORATE ALLOCATION SERVICES
CREATE MRKTING & SALES SLNTNS
DEB BRUNDAGE AGENCY INC
DEB BRUNDAGE AGENCY INC
DEVRY UNIVERSITY
DOUBLE BLACK IMAGING CORP
EDWARD JONES
EDWARD JONES
ELEMENTS ACADEMY LLC
EMPIRE TITLE NORTH
ERGONOMIC DESIGN INC
ERGONOMIC DESIGN INC
ESCO
EXCALIBUR ASSOCIATES INC
EXTRA SPACE STORAGE LLC #1076
FIRE DETECTION SYSTEMS LLC
FIRST NATIONAL BANK OF OMAHA
FITNESS 19 CO 113
GC PRODUCE
GILLETT VETERINARY CLINIC
H&R BLOCK ENTERPRISES LLC
H&R BLOCK ENTERPRISES LLC
HID GLOBAL CORPORATION
HISCO INC
ITT TECHNICAL INSTITUTE
JPMORGAN CHASE BANK NA #890133
KAISER PERMANENTE - HURON
KAISER PERMANENTE - SHERIDAN
KD KANOPY INC
KIVALA-HR INC
KOMPTECH USA INC
LABOR READY CENTRAL INC
LAFARGE WEST INC
LPS ASSET MGMT SOLUTIONS INC
MARTIN MARIETTA MATERIALS
MBR ELECTRIC INC
MEDIA BREAKAWAY LLC
MELCO INTERNATIONAL LLC
MELCO INTERNATIONAL LLC
MESA DENTAL CERAMICS INC
METALCRAFT INDUSTRIES INC
METRO BROKERS FT RANGE PRFSNLS
MILLER SAFETY CONSULTING INC
MTECH MECHANICAL TECH GRP INC
MURDOCH'S RANCH & HOME SUPPLY
MUZAK
NORTHERN ELECTRIC INC
NORTHWESTERN DRAINS
OCTAGON SYSTEMS CORP
PICKERING'S AUTO SVC CTR NORTH
PLANET FITNESS
PLATO BIOPHARMA INC
PODIUM CUSTOM FOOTWEAR
POLYCOM INC
Prestige Financial Solutions
PROTOMED INC
RADIANT LIGHTING SERVICES INC
REGUS MANAGEMENT GROUP LLC
ROCKY MOUNTAIN PRIMARY CARE

SCOTTRADE INC
SEMBRAR
SMITH ENVIROMNTL & ENGINEERING
SOFTA CORPORATION
STRAUBE ASSOC ROCKY MTN INC
SUNCORP
SUREFIRE MEDICAL INC
SYNCRONESS INC
TANDBERG DATA CORPORATION
TARPON ENERGY SERVICES LLC
TCF NATIONAL BANK
TCF NATIONAL BANK
TEKSYSTEMS INC
THE HUNTER CO

TRI-STATE GENERATION & TRNSMSN
TRI-STATE GENERATION & TRNSMSN
Trinity Broadcasting Networking
US BANK NA
US BANK NA
VARSITY FACILITY SERVICES
VECTRA BANK CO NA
WELLS FARGO ADVISORS LLC
WELLS FARGO BANK NA
WELLS FARGO INVESTMENTS
WESTCO SYSTEMS INC
WESTERN INTEGRATED TECHNLOGIES
WHOLE FOODS MARKET
WORLD SIGN ASSOCIATES

Appendix II – Interview Questions

STATE OF THE BUSINESS

1. What is the company’s main product or service?

2. What is the company’s greatest achievement in the last three years?

3. Future product developments planned?

4.	Positive sales/Performance	Negative Sales Performance	No Change
Is the company growing or retracting in the last year in terms of:			
5.	Revenue:	Growing	Retracting
	Physical Space:	Growing	Retracting
	Employees:	Growing	Retracting
			No Change
			No Change
			No Change

6. Does the business lease or own their space?

a. If leasing, when does lease expire?

b. How many square feet does company occupy?

7. Who is your primary competition? Where are they located?

8. Is the business exporting / importing, managing operations, or part of an entity outside of the United States?

9. Where are the export/import markets?

10. Are export sales as a percentage of total sales:
 Increasing Stable Decreasing No Exports

11. Is the percentage of products/components imported by the company:
 Increasing Stable Decreasing No Imports

12.

Has there been any recent change in ownership or management in the company? Yes No

Comments:

13. Positive or negative trends occurring that may affect the business locally or beyond Westminster?

14. How has your customer base changed in recent years?

15. Identify the top issues that are most important to the success of the company:

16. Is there new technology emerging that will substantially change either your company's primary product/service or how it is produced?

Labor & Employees

1. Is the company experiencing recruitment problems with any employee positions or skills?

If yes, what problems? What positions? What skills?

2. Current average number of FTE employees:

3. The top 3 cities where most employees live:

Relocation, Expansion, Contraction Plans

Plans to expand or contract in the next 24 months?

Yes

No

Expansion/contraction plans:

Business Environment

1. What are the City's strengths as a place to do business?

2. What are the City’s weaknesses as a place to do business?

3. Are there any barriers to growth in the City, County, or State?

4. What types of companies would benefit and/or compliment your business operation in the City?

5. Suggested capital improvements in the City of Westminster (i.e. road improvements, bridge work, park improvements):

6. Please rate the following:

	low 1	2	3	4	high 5	
A) Water						DNA
B) Sewage						DNA
C) Natural Gas						DNA
D) Internet Access						DNA
E) Telecom						DNA
F) Cellular Service						DNA
G) Traffic Control						DNA
H) Cable						DNA

If low rating, please provide explanation of concern.

Contacts with the City

1. What services within the City does the business have contact?

Have them rate the quality of the service provided by the community on a scale of 1 to 5, 5 being high.

	low 1	2	3	4	high 5	
A) Police Protection						DNA
B) Fire Protection						DNA
C) Sales & Use Tax						DNA
D) Planning & Permitting Process						DNA
E) Libraries						DNA
F) Public Transportation						DNA
G) Traffic Control						DNA
H) Streets and Roads (local)						DNA
I) Highways (state & federal)						DNA
J) Parks, Recreation & Trails						DNA
K) Other						DNA

If low rating, please provide explanation of concern.

2. Would you be interested in receiving the Westminster Business eNewsletter?
Yes No

Email Address: _____

Follow Up (Internal Use)

1. Is there any reason to believe this company is at risk of leaving the community?
2. Does this company support Westminster as a place to do business?
3. Follow-up Actions/Steps Required:
4. Person(s) assigned and date assigned:
5. Follow-up outcomes/responses:

APPENDIX III – COMPILED INTERVIEW RESPONSES & DATA SUMMARY

The following pages present the responses compiled from the 2013 business retention visit reports. The total number of responses listed will not necessarily match the number of actual responses listed. Some responses have been summarized or combined where appropriate. In addition, comments such as “no,” “none,” “n/a,” etc. are not included below. In addition, it is important to note that not every business provided a response to every question.

A. STATE OF THE BUSINESS

1. What is the company’s main product or service?

Total number of responses: 20

<ul style="list-style-type: none"> • Structural Engineering primarily for residential development.
<ul style="list-style-type: none"> • This Company has their HQ located at this facility. They sell and install large scale partitions and accordion walls used in hotel conference centers. They also service these walls.
<ul style="list-style-type: none"> • They are a medical device/software company. They develop software that calibrates display monitors used in reading MRI's. They also sell the hardware "displays" as well.
<ul style="list-style-type: none"> • This Company designs ergonomically correct furniture and equipment.
<ul style="list-style-type: none"> • Processing of peppers
<ul style="list-style-type: none"> • They provide educational opportunities and programs.
<ul style="list-style-type: none"> • Health care provider in Westminster and nationally
<ul style="list-style-type: none"> • Health care provider in Westminster and nationally
<ul style="list-style-type: none"> • Customer service and real estate project management.
<ul style="list-style-type: none"> • Aggregate Material production and distribution

<ul style="list-style-type: none"> • They are a design build firm for the HVAC industry.
<ul style="list-style-type: none"> • Producing computer hardware for "rugged" climates.
<ul style="list-style-type: none"> • They provide pre-clinical testing on potential new pharmaceuticals
<ul style="list-style-type: none"> • Custom orthotics for consumers. He has a focus on working with professional athletes, many of whom compete in the Tour de France.
<ul style="list-style-type: none"> • Video conferencing hardware and software
<ul style="list-style-type: none"> • High tech molding and electronic modeling of body structures for the pre-surgical environment.
<ul style="list-style-type: none"> • Our innovative detectors help chemists optimize the information obtained from their chromatographic analyses. This Company is the leading manufacturer of Evaporative Light Scattering Detectors for HPLC and delivers the best in ELSD Universal Detection. These devices are used to test new drugs that are in the research stage before going on to the pre-clinical stage.
<ul style="list-style-type: none"> • Formed in 1998, this company has an international presence and is headquartered in Westminster. Their goal was to create a new, superior brand that would develop some of the world's most reliable and marketable technical innovations. Today, we have more than 60 full-time engineers who develop products for organizations all over the world. Our degreed engineers have received widespread industry recognition in such organizations as INCOSE, IEEE, and ASME. In addition, over half of our staff has more than 15 years of product development experience.
<ul style="list-style-type: none"> • This Company provides the power generation facilities for a multi-state region with many co-ops as owners in their network including United Power. They are headquartered in Westminster.
<ul style="list-style-type: none"> • This Company is a retailer in Westminster catering to healthy eating options, being environmentally friendly and sustainability. They have their grocery store and then also have a small cafe at the front of the store where they serve breakfast and lunch.

2. What is the company's greatest achievement in the last three years?

Total number of responses: 15

<ul style="list-style-type: none"> • Managing the business through economic downturn and slowly moving toward improved future growth.
--

<ul style="list-style-type: none"> • Surviving the recession without having to go out of business.
<ul style="list-style-type: none"> • Surviving the economic downturn.
<ul style="list-style-type: none"> • Their business has grown exponentially partly because their customers are also performing quite well. They have outgrown their space significantly as a result of this growth.
<ul style="list-style-type: none"> • They have spent nearly \$20M dollars in developing a new proprietary software that they will begin using this year internally to make their operation more efficient and hopefully make this software available for purchase.
<ul style="list-style-type: none"> • Getting out of the recession in good shape.
<ul style="list-style-type: none"> • Their greatest achievement is that although they are a new company, you wouldn't know it by the way they operate. This is because the owners and managers have worked together at previous companies that either got bought out or closed.
<ul style="list-style-type: none"> • They 7 of the top 10 pharmaceutical companies as customers.
<ul style="list-style-type: none"> • Buying this business in 2012 which allowed the owner to remain connected to the cycling community and work in an underserved market.
<ul style="list-style-type: none"> • Being able to shift to include more software and services related to software. The advantage of this is that a business that has an existing infrastructure does not have to buy this Companies equipment and can just purchase this Companies software to use on their existing equipment.
<ul style="list-style-type: none"> • Moving into the reproduction of bony anatomy using CT scanning and placing this onto computers in a 3D model.
<ul style="list-style-type: none"> • About 2,00 machines are sold annually. Of which about 300 come from this Company.
<ul style="list-style-type: none"> • Their expansion in 2012 including the purchase of additional space contiguous to existing space and the room to add additional staff over time.

3. Future product developments planned?

Total number of responses: 14

<ul style="list-style-type: none"> • Probably not.
<ul style="list-style-type: none"> • Improved marketing program, electric table and desk development.
<ul style="list-style-type: none"> • They have a new strategy geared around sustainability. This is being done by modifying business practices to reduce waste but also they are looking at how existing facilities and new facilities can be more sustainable. Specifically, they are striving for LEED certification on their buildings.
<ul style="list-style-type: none"> • They have a new strategy geared around sustainability. This is being done by modifying business practices to reduce waste but also they are looking at how existing facilities and new facilities can be more sustainable. Specifically, they are striving for LEED certification on their buildings.
<ul style="list-style-type: none"> • Continue what they are doing.
<ul style="list-style-type: none"> • The owner wants to expand and start working with skiers and snowboarders in the future.
<ul style="list-style-type: none"> • None at this time.
<ul style="list-style-type: none"> • They are receiving some pressure to bring their machining work in-house rather than outsource that to local machine shops.
<ul style="list-style-type: none"> • They plan to focus more on biotech companies going in to the future and staying away from government contracting.
<ul style="list-style-type: none"> • This company would like to partner more with the City and some of the efforts we have related to sustainability and community involvement.

4. Sales / Performance:

Total number of responses: 38

- a. Positive: 16
- b. Negative: 0
- c. No Change: 1

5. Is the company growing or retracting in the last year in terms of:

	Growth	Retraction	No Change
Revenue	15	2	1
Physical Space	7	0	1
Employees	8	3	1

6. Who is your primary competition? Where are they located?

Total Number of Responses: 14

<ul style="list-style-type: none"> • Anchor Engineering in Denver and a few small residential engineering companies in metro area. Location: Denver and suburbs
<ul style="list-style-type: none"> • Workrite Ergonomics, Human Scale Location: California, NYC
<ul style="list-style-type: none"> • Community Colleges Location: North Metro Area
<ul style="list-style-type: none"> • Other health care systems like Health One or other health care providers like other insurance companies. Location: The Westminster facility located at 112th Ave. and Huron St. Our meeting was held in Aurora where the facilities management has their offices.
<ul style="list-style-type: none"> • Other health care systems like Health One or other health care providers like other insurance companies. Location: The Hidden Lake facility on Sheridan near 76th Ave. Our meeting was held in Aurora where the facilities management has their offices.
<ul style="list-style-type: none"> • Companies like Urban Lending Location: Westmoor
<ul style="list-style-type: none"> • Asphalt Specialties, other aggregate firms
<ul style="list-style-type: none"> • Siemens and other contractors who engage in building automation activities and energy efficiency. Location: Park Centre in the former Accent Windows building. They are adjacent to Configurations Office Interiors.

<ul style="list-style-type: none"> There are so few companies that provide this niche service that competition is not much of an issue. In fact, there are many smaller pharmaceutical companies who do not have the ability to do this testing in house and use Plato to provide this service. (Plato serves as a contract research organization providing outside research to other pharmaceutical companies) Location: Church Ranch Business Park
<ul style="list-style-type: none"> This is an underserved market and he does not really have significant competition other than large commercial manufacturers of orthotics. His competitive advantage is that he can turn around an order in a fraction of the time it takes others. Location:
<ul style="list-style-type: none"> There are only three companies in the U.S. that use laser technology to create molds of patients prior to surgery. One of the other two is based in Golden. Location: Golden; the third is unknown.
<ul style="list-style-type: none"> There are only 5 companies in the world that make Evaporative Light Scattering Detectors ELSD's. Only two of them exist in the US with this company being one of them. Location: Walnut Creek Business Park
<ul style="list-style-type: none"> There are other companies who provide prototyping design on the west coast and east coast but hardly anyone in the interior of the country. Location: Walnut Creek Business Park
<ul style="list-style-type: none"> Sprouts and other major grocery retailers. Location: Westminster City Center area next to Sports Authority.

7. Is the business exporting/importing, managing operations, or part of an entity outside of the US?

Yes:6

No:2

8. Where are the export/import markets?

<ul style="list-style-type: none"> Their display monitors are manufactured from Asia and imported into the US.
<ul style="list-style-type: none"> They import the peppers from South America
<ul style="list-style-type: none"> Export to Europe.
<ul style="list-style-type: none"> Since many of their products are used for mining operations, their products are literally across the world in the various mines.
<ul style="list-style-type: none"> Many of the professional athletes that use this Company's products compete on the Tour de France and other areas outside of the country. All materials are sourced from either Denver or Tampa Florida
<ul style="list-style-type: none"> They do not directly import/export, however they ship their product to the customer who may then export it.
<ul style="list-style-type: none"> India and China are the primary export locations for their devices. Almost all of their customers are outside of the US because the regulatory environment for pharmaceutical companies is more favorable outside the US.

9. Are exports sales as a percentage of total sales:

Total number of responses: 8

	Increasing	Decreasing	Stable	No Exports
<i>Exports</i>	n/a	n/a	3	4

10. Is the percentage of products/components imported by the company:

Total number of responses: 9

	Increasing	Decreasing	Stable	No Imports
<i>Imports</i>	n/a	n/a	3	4

11. Has there been any recent change in ownership or management in the company?

Total number of responses: 4

- | |
|--|
| <ul style="list-style-type: none"> • There has been a corporate restructuring which is a part of the reason for the layoffs and operational streamlining. |
| <ul style="list-style-type: none"> • The Owner came out of retirement to take over the Westminster office. |
| <ul style="list-style-type: none"> • The Owner bought this business in 2012. |
| <ul style="list-style-type: none"> • 3 years ago, the Owner took over as President/Owner. Prior President retired. |

12. Positive or negative trends occurring that may affect the business locally or beyond

Westminster?

Total number of responses: 12

- | |
|---|
| <ul style="list-style-type: none"> • Slow growth in housing market is creating some positive growth. |
| <ul style="list-style-type: none"> • They used to have another facility in south Westminster plus 2-3 other satellite facilities in other states. All of those other facilities have been sold and closed leaving just this one location as part of the recession. |
| <ul style="list-style-type: none"> • Employment statistics impact business. Federal safety standards support or lack thereof. |

<ul style="list-style-type: none"> • Their business has been accused of producing an obnoxious odor in adjacent businesses. This in connection with their rapid growth has presenting a situation where they need to find a new location perhaps 3 times the size that they currently occupy.
<ul style="list-style-type: none"> • They have 22 FTE and 30,000 square feet at the facility. They are still expanding into the building, though they lease the entire facility.
<ul style="list-style-type: none"> • They are striving to make their facilities more sustainable. This includes interior changes at their facilities, business practice changes and exterior changes (i.e. solar panels) at their facilities.
<ul style="list-style-type: none"> • They are going to be focusing less on marketing and selling properties for lending institutions and focus more on the property management side while the bank sells the properties.
<ul style="list-style-type: none"> • Highway construction is going strong.
<ul style="list-style-type: none"> • The owner would like to start working with professional skiers and snowboarders.
<ul style="list-style-type: none"> • The 1st quarter of 2013 was slow in part due to sequestration and the trickle down affect from that. 2nd quarter is looking better though.

13. How has your customer base changed in recent years?

Total number of responses: 12

<ul style="list-style-type: none"> • Hasn't changed
<ul style="list-style-type: none"> • Their customers have changed in that they are spending less and there is much less profit margin to be had. The process for obtaining new clients is also quite difficult with the bidding processes that many businesses use these days. As such, they shy away from new installations and try to focus on service which is much more lucrative.
<ul style="list-style-type: none"> • No more "office furniture" market. Direct sales is the wave of the future for ergonomics.
<ul style="list-style-type: none"> • Almost 100% of their product is sold to one customer.
<ul style="list-style-type: none"> • Their focus is really on healthy lifestyles and preventive medicine.
<ul style="list-style-type: none"> • Government work and private sector activity increasing substantially.
<ul style="list-style-type: none"> • Their customer base is made up of about 50% mining operations, 10% military or defense and the remaining 40% in other markets.
<ul style="list-style-type: none"> • His ultimate customers are the doctors and physical therapists that work with professional athletes.
<ul style="list-style-type: none"> • Yes, with the new product the base has expanded more into the surgical field.
<ul style="list-style-type: none"> • It hasn't
<ul style="list-style-type: none"> • They have added more employees due to their expansion in 2012. At one point they were up around 80 employees.

14. Identify the top issues that are most important to the success of the company.

Total number of responses: 10

<ul style="list-style-type: none"> • Improved economy resulting in increased housing development.
<ul style="list-style-type: none"> • The top issue right now is that the business next door is creating an obnoxious odor when they process peppers. These vapors are permeating through the walls into adjacent businesses. This has been going on for two years. The owner of a neighboring business contacted the City earlier in 2013 and thought good progress was being made. This progress stopped he felt once the City got involved according to the Owner. He also tried to work with the building owner and was told that the issue was not important enough to deal with and that the building owner controlled too much land in Westminster for the City to come down on him. This is now a second business owner who has indicated that MIE has been difficult to deal with. Last week, the Owner and the legal counsel for another neighboring business (another neighbor) and legal counsel for the Company met via Skype to discuss this situation and next steps. The owner of the neighboring business represented that a next step would be to get an environmental air quality consultant to look at the whole building envelope to address this issue. According to the Owner of the neighboring business, he didn't want to get legal counsel involved, but felt he had no choice because the City didn't start taking this serious enough until attorneys were involved. The city is currently following up with this issue.
<ul style="list-style-type: none"> • Marketing strategy, cash flow concerns, cost of insurance.
<ul style="list-style-type: none"> • Being able to coexist with adjacent businesses and a building owner. The city is currently following up on this issue.
<ul style="list-style-type: none"> • Government road construction artificially low aggregate prices are tough. Finding qualified commercial drivers
<ul style="list-style-type: none"> • This company would like the ability to engage and do business with the City. In 2012, the company bid on a project with the City and came in 3rd. After discussion, this Company learned that the 1st and 2nd place bidders won because they had an established relationship with the City. This issue has been addressed and the city continue to maintain a good relationship with this company.
<ul style="list-style-type: none"> • A good city infrastructure (i.e. roads and transportation)
<ul style="list-style-type: none"> • They need to be able to contribute back to the community and get involved. This is vital for their location. They also must have a site that positively reflects their corporate image. One issue they are having is that the property owner does not maintain the landscape sufficiently and it is dying which is an image issue for Whole Foods. Follow-up action has been taken and this company has been provided with contact resources at the city to explore opportunities.

15. Is there new technology emerging that will substantially change either your company's primary product/service or how it is produced?

Total number of responses: 7

<ul style="list-style-type: none"> • Height adjustable office furniture
<ul style="list-style-type: none"> • This company is shifting from using microwaves to provide communications to fiber optics to provide those same communications needs.

B. LABOR & EMPLOYEES

1. Is the company experiencing recruitment problems with any employee positions or skills?

Total number of responses: 18

- | |
|---|
| <ul style="list-style-type: none"> • Yes – CADD qualified people and basic laborers without drug, alcohol and legal problems. • Yes – Software developers |
|---|

2. Current average # of full-time employees (FTE):

Total number of responses: 71

Range: 1 to 523 FTE

Average: 39 FTE

3. The top three cities where most employees live:

Total number of responses: 12

Response frequency:

Westminster: 10	Denver Metro: 3
Broomfield: 6	Europe: 1
Thornton: 4	Boulder: 1
Northglenn: 3	Brighton: 1

C. RELOCATION, EXPANSION, & CONTRACTION PLANS

1. Plans to expand, contract or relocate in the next 24 months?

Total number of responses: 77

<ul style="list-style-type: none"> No plans to expand or contract. This business maintains a staff of three full time employees who advertise and recruit for outside business employment.
<ul style="list-style-type: none"> Expansion to 7 employees over the next 5 years.
<ul style="list-style-type: none"> Possible sublet/lease part of the building to an K-12 online program
<ul style="list-style-type: none"> In 12 months if marketing strategy works.
<ul style="list-style-type: none"> There is a possibility but nothing for sure
<ul style="list-style-type: none"> They are planning to buy a 22,000 sf facility where they can locate their entire operation. They are currently looking at a facility near Peoria and I-70 and are doing a feasibility study to see how much it will cost before making an offer. Their timeframe is 12 months to be up and running at a new location.
<ul style="list-style-type: none"> They have the space for the whole year but only occupy the office from January 1 through April 16. No plans to change their operation.
<ul style="list-style-type: none"> Add approx. 10 FTE
<ul style="list-style-type: none"> This Company plans to tear down their existing facility in about 5 yrs. time and build a new facility on their land just south of the current facility. This process may necessitate having modular offices or treatment services on site during this transition.
<ul style="list-style-type: none"> As part of their sustainability strategy, this Company is considering installing solar panels at their Hidden Lake facility. Currently, this proposal would be for ground mounted solar panels in the northwest portion of their lot away from any ROW. They would propose to buffer the panels from public view especially the view facing the creek and trail system. This is just a concept and they have not decided if they are moving forward at this point with this project.
<ul style="list-style-type: none"> Moving outside the City of Westminster.
<ul style="list-style-type: none"> They are closing this location on July 1st, relocating to Chicago. Do not know why?
<ul style="list-style-type: none"> They are already in process and have permits issued for remodeling some of their interior space to accommodate adding close to 150 employees by year end from other locations outside Colorado. The 150 employees are going to be coming from Ohio.
<ul style="list-style-type: none"> Hire 3-5 people
<ul style="list-style-type: none"> Business relatively flat right now.
<ul style="list-style-type: none"> 5 new employees
<ul style="list-style-type: none"> They have recently been bought out by a Canadian company, so he was not sure the future of the company. He stated several times that they were not doing well at all. But he thought they were in a 10 year lease.
<ul style="list-style-type: none"> They are getting ready for their expansion project. They have approached the City about incentives for this expansion. They have acquired through a lease additional contiguous space adjacent to them which will add 50% more space to their current facility. Better than half of this space will be lab space with new equipment with a small portion of this new space front office space. Also of note, they have secured a first right of refusal on the next two adjacent spaces and are contemplating another expansion next year potentially in to one of those spaces.
<ul style="list-style-type: none"> Looking at expanding business into other buildings.
<ul style="list-style-type: none"> Seeking to hire more electricians due to workload.
<ul style="list-style-type: none"> This company is relocating 30 employees from Florida to Colorado in the very near future. They are currently negotiating for manufacturing space in both Westminster and Golden. They are looking for the best deal possible and will locate their facility wherever that is. This is a startup company that designs and manufactures a new type of medical device for placing medication into a patient at the needed

location. There is hope within their leadership that the company will grow past the startup phase and become a large employer in the area.
<ul style="list-style-type: none"> • They just completed their expansion in 2012 and are set for a while.
<ul style="list-style-type: none"> • Business is booming. Looking to hire qualified industrial electricians to work oil and gas job sites.
<ul style="list-style-type: none"> • Hire 2 FTE
<ul style="list-style-type: none"> • They are tentatively planning a 100,000 sf. building in about 3 yrs. in an area that was previously designated as an expansion area.
<ul style="list-style-type: none"> • No hard plans, but hope to expand.
<ul style="list-style-type: none"> • They are a global company who are always expanding. They have plans to expand but not necessarily in the city of Westminster
<ul style="list-style-type: none"> • They are looking at locating a facility along I-25 in the north metro area between Denver and Ft. Collins.

D. BUSINESS ENVIRONMENT

1. What are the City’s strengths as a place to do business?

Total number of responses: 79

<ul style="list-style-type: none"> • The Owner stated they have been doing business in Westminster for 25 years.
<ul style="list-style-type: none"> • Hopefully the mall redevelopment will help bring new businesses and help support the remaining businesses in the area.
<ul style="list-style-type: none"> • Fire Protection
<ul style="list-style-type: none"> • Demographics
<ul style="list-style-type: none"> • They felt the area they were located in provided easy access to both a large area of residential as well as small business owners. This central location and the diversity of the surrounding area provides them the opportunities to meet with their customers and provide the services they desire.
<ul style="list-style-type: none"> • Close access to US 36.
<ul style="list-style-type: none"> • Location and ease of access for employees to get to work
<ul style="list-style-type: none"> • Convenient to get to.
<ul style="list-style-type: none"> • Open and accessible. Low crime rates. Not congested. "Being a non-profit organization it's great to have the city's cooperation in what we do."
<ul style="list-style-type: none"> • Ease of access to the Denver Metro area via highways. Great bike paths and recreation facilities.
<ul style="list-style-type: none"> • Progressive approach to infrastructure.
<ul style="list-style-type: none"> • Service
<ul style="list-style-type: none"> • Beautiful city, and they feel safe from a public safety standpoint.
<ul style="list-style-type: none"> • The Owner describes the location of the City of Westminster and the future light rail line coming to Westminster a desirable place to do business. Deb reports that she is currently in the process of remodeling her business to prepare for the expansion of her business. For this reason most of her dealings with our city are with the building department, which she describes as a positive experience. Her dealings with the building department have been the majority of the interactions with our city. Deb

<p>went on to state she “loved the city” because of the efforts in revitalization of the south side of Westminster, which showed her that our city cares about the future of Westminster.</p>
<ul style="list-style-type: none"> • Location
<ul style="list-style-type: none"> • Good infrastructure.
<ul style="list-style-type: none"> • Not sure, they are frustrated that the City talks about "Buy Westminster' but doesn't do it themselves.
<ul style="list-style-type: none"> • He appreciates the police constantly patrolling the neighborhood.
<ul style="list-style-type: none"> • Great place to grow and live
<ul style="list-style-type: none"> • Good Fire and Police Department
<ul style="list-style-type: none"> • Wide variety of demographics. This is an economical gym that relies on membership from all demographics. Overall, Nick really likes doing business in the City.
<ul style="list-style-type: none"> • The manager stated that allowing businesses to be able to place advertisements on community/employee boards is a strength. She also stated that the City of Westminster allows her business to hang exterior banners and yard signs for advertising.
<ul style="list-style-type: none"> • They really like the client base.
<ul style="list-style-type: none"> • Diversity and business
<ul style="list-style-type: none"> • Our location and access to trails.
<ul style="list-style-type: none"> • Great place to do business.
<ul style="list-style-type: none"> • Did not elaborate however, she stated it is just a good city to do business with.
<ul style="list-style-type: none"> • Our amenities, the views, access to parks/open space.
<ul style="list-style-type: none"> • Great place to do business - love their location.
<ul style="list-style-type: none"> • The city seems to cater to retail business.
<ul style="list-style-type: none"> • City services
<ul style="list-style-type: none"> • Location and good water.
<ul style="list-style-type: none"> • Great location for customers that live as far as the western slope.
<ul style="list-style-type: none"> • Able to make changes or additions, great location, lots of restaurants, clean and safe.
<ul style="list-style-type: none"> • They feel this is a very clean city and the city takes great pride in the appearance of the city.
<ul style="list-style-type: none"> • It's location
<ul style="list-style-type: none"> • Location, and access to both Denver and Boulder and the outdoors community
<ul style="list-style-type: none"> • Our location. This company enjoys being closely situated to Avaya, as Avaya sells this company equipment.
<ul style="list-style-type: none"> • For them, the trails system. One discussion point was that they didn't really "notice" the city, which was good. It wasn't as if the city was always there or in the way of them doing business. They have had limited dealings with the city and that, to them, means that things are going well.
<ul style="list-style-type: none"> • Staying busy with customer requests.
<ul style="list-style-type: none"> • Open Space, Proximity to US-36, Proximity to Flatirons Mall
<ul style="list-style-type: none"> • A good place to do business.
<ul style="list-style-type: none"> • Location. This location happened to be in the middle of where the 3 owners live with all owners living within about 15-20 minutes away.
<ul style="list-style-type: none"> • The CFO stated that Westminster is a "favorable community" in which to do business. The board of directors is "conscious" of the location and selected the current location for several reasons. They get compliments from people that visit on the location (how nice the business park surrounding this address is) and they enjoy the proximity to the hotels along the Church Ranch corridor.
<ul style="list-style-type: none"> • Business friendly environment and location.
<ul style="list-style-type: none"> • Keeping local businesses working together.
<ul style="list-style-type: none"> • Police and Fire service

<ul style="list-style-type: none"> • Small community however big city ideas.
<ul style="list-style-type: none"> • Amenities, and location
<ul style="list-style-type: none"> • Safety.
<ul style="list-style-type: none"> • Consistent customer base.
<ul style="list-style-type: none"> • Friendly
<ul style="list-style-type: none"> • Small city.
<ul style="list-style-type: none"> • "Lots of traffic flow in our immediate area".
<ul style="list-style-type: none"> • Police & Fire, Public Safety.
<ul style="list-style-type: none"> • Location

2. What are the City’s weaknesses as a place to do business?

Total number of responses: 73

<ul style="list-style-type: none"> • The fact that there are so many vacant businesses in the area. (Business is located at 88th and Wolff Ct) the Owner pointed out that so many larger businesses, including the mall, have gone out of business and she doesn't think that anything is being done to bring in quality replacement businesses that will draw people to help support the occupancies that remain.
<ul style="list-style-type: none"> • Location, however they are aware of the new light rail for 2016.
<ul style="list-style-type: none"> • Number of similar type businesses.
<ul style="list-style-type: none"> • Currently the on-going construction has made it difficult for their customers to access the building. They reported they did not have any issues prior to the construction starting.
<ul style="list-style-type: none"> • As the City has gotten larger over time, things have become more bureaucratic and less friendly in general.
<ul style="list-style-type: none"> • Use Tax
<ul style="list-style-type: none"> • The Owner responded that it was a “pain” to schedule inspections because of being closed on Fridays.
<ul style="list-style-type: none"> • City helping small business stay "connected" with common interests and issues.
<ul style="list-style-type: none"> • The asphalt street in front of his business and driveway is breaking up and needs replaced. He said the RTD buses weight is the problem. The City did a patch job a few years ago, but that didn't fix the problem.
<ul style="list-style-type: none"> • Signage ordinances are too strict. They would like the ability to do more temporary advertising.
<ul style="list-style-type: none"> • The manager could not identify any weaknesses.
<ul style="list-style-type: none"> • Recently (about 18 mos. ago), this company approached the City (Planning) about installing a modular building on site. The City was initially resistant to this and the company agreed to meet the City's architectural needs. In the end, they received an amended ODP for this project, but the length of time it took to get through the process made this project infeasible as they had a drop dead date to have this service live. This services is now going to another location in the Denver area. The concerning thing about this is that this was part of the process of the expansion at this facility. This would have been a new service in Westminster and would have been incorporated into the new building to be built in a few years. As it stands, we were advised that this services will not be coming to Westminster now or in the future because they have too much capital invested into the other location. The point here was that once a service leaves a facility, the company is not likely to bring it back. Essentially, the facility gets one chance to make it work and then they move on if it cannot be done in the designated timeframe.

<ul style="list-style-type: none"> • Would like to see a construction related website. To be able to see what projects are going on and will they impact MBR Electric. Specifically Fast Tracks.
<ul style="list-style-type: none"> • Would like fitness center nearby.
<ul style="list-style-type: none"> • Rec center up north
<ul style="list-style-type: none"> • Too long to get building permit.
<ul style="list-style-type: none"> • Not happy that he cannot leave merchandise outside during the evening. He used the example that other business are allowed to like the Home Depots.
<ul style="list-style-type: none"> • They have concerns about the City's policies re: use taxes collected on service contracts for software. Apparently, even if the service isn't used, taxes are still required to be remitted to the City.
<ul style="list-style-type: none"> • The city does not allow him to place up signs to attract customers
<ul style="list-style-type: none"> • The owner stated the parking on the northwest side requires additional spots. He stated the historical building personnel will not allow him to park next to his building based on city ownership.
<ul style="list-style-type: none"> • The CFO stated that he wishes that the City would "reach out more for assistance with economic development." As he stated earlier, this company is bringing 30 positions from Florida to the front range. Any offers of economic assistance would tip the scales toward the company moving those jobs to Westminster instead of Golden.
<ul style="list-style-type: none"> • Help with better control of graffiti in and around the business area.
<ul style="list-style-type: none"> • Lack of communication. Ex. Fast Track, too many ideas but no exact facts.
<ul style="list-style-type: none"> • Working with the Planning and Engineering Division.
<ul style="list-style-type: none"> • The mall being gone and the vacant restaurants in the area.
<ul style="list-style-type: none"> • Stated multiple robberies since May. Cited mall demo as possible reason for being targeted.
<ul style="list-style-type: none"> • Graffiti needs to be monitored in the area of the bank.
<ul style="list-style-type: none"> • "Not a lot of City development in our immediate area".
<ul style="list-style-type: none"> • Permitting process can be slow at times.

3. Are there barriers to growth in the City, County, or State?

Total number of responses: 13

<ul style="list-style-type: none"> • The Owner expressed that he believes that the voters are not getting what they thought they were getting in 2004. He used the term 'bait and switch' to refer to RTD and although it wasn't intentional, the US 36 corridor is the only area not benefitting from this vote.
<ul style="list-style-type: none"> • Support local business by purchasing locally.
<ul style="list-style-type: none"> • Moving forward, this company wants to have a good relationship with the City, and also understands the City's regulations. This company wants this to be balanced when considering the expansion opportunities coming up in the future so that mutual objectives can be reached.
<ul style="list-style-type: none"> • No, in fact, the representative mentioned that employees from other states prefer to move to Colorado because of our climate and amenities at this location.
<ul style="list-style-type: none"> • Failure of Government to deal with road funding needs.
<ul style="list-style-type: none"> • Taxes
<ul style="list-style-type: none"> • None - just potentially the facility that they need to expand into.

4. What types of companies would benefit and/or compliment your business operation in Westminster?

Total number of responses: 8

<ul style="list-style-type: none"> Residential development
<ul style="list-style-type: none"> Sheet metal and other raw materials used in furniture construction.
<ul style="list-style-type: none"> Other biotech companies that may need lab space to fill the adjacent buildings.
<ul style="list-style-type: none"> Avaya
<ul style="list-style-type: none"> There were none that they could think of due to the fact that their materials were very specific. They did mention that having readily available shipping/receiving (FedEx/UPS) was imperative. With that, it was further noted that their business is not location driven; only the ability to send and receive things.
<ul style="list-style-type: none"> This company is considering partnering with a Westminster biotech company on a project. I also turned them on to a metal machinist in Westminster since the other prototyping company in Westminster does not do the manufacturing of the parts they need made and they source that out to other vendors.

5. Suggested capital improvements in the City of Westminster (i.e. road improvements, bridge work)?

Total number of responses: 6

<ul style="list-style-type: none"> Would love a traffic light at the entry to the Ranch.
<ul style="list-style-type: none"> The owner feels strongly that the Northwest Rail Line and those businesses located in the corridor are at a disadvantage as everyone else got their project and is benefitting from the tax increase in 2004 except for those along US 36. He believes that rail should still move forward.

6. Please rank the following services:

Total number of responses: 4

	low					high
--	-----	--	--	--	--	------

	1	2	3	4	5
A) Water	0	0	0	0	3
B) Sewage	0	0	0	0	3
C) Natural Gas	0	0	0	0	2
D) Internet Access	0	0	0	3	1
E) Telecom	0	0	0	1	3
F) Cellular Service	0	1	0	1	2
G) Traffic Control	0	0	0	1	2
H) Cable	0	0	0	0	1

E. CONTACTS WITH THE CITY

1. Rate services within the City according to quality, scale of 1 to 5.

Total number of responses: 12

	low				high
	1	2	3	4	5
A) Police Protection	0	0	0	0	3
B) Fire Protection	0	0	0	0	6
C) Sales & Use Tax	0	2	0	2	2
D) Planning & Permitting Process	1	0	3	0	5
E) Libraries	0	0	0	0	0
F) Public Transportation	1	0	0	1	2
G) Traffic Control	0	0	0	1	3
H) Streets and Roads (local)	0	0	0	0	4
I) Highways (state & federal)	0	0	1	0	3
J) Parks, Recreation & Trails	0	0	0	0	5

K) Other	0	0	0	0	1
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Comments on City services:

Total number of responses: 5

<ul style="list-style-type: none"> Concern with State Highway funding
<ul style="list-style-type: none"> They have concerns about the City's policies re: use taxes collected on service contracts for software. Apparently, even if the service isn't used, taxes are still required to be remitted to the City.
<ul style="list-style-type: none"> The owner feels strongly that rail should still be considered along the US 36 corridor.
<ul style="list-style-type: none"> Two major issues: In 2009, this company began a project that required them to run fiber optic lines in the ROW from 152nd & Huron down to 116th Ave. & Huron. During this process, they ran in to huge opposition from the City for a variety of reasons including not having the correct type of franchise agreement with the City. They ended up having to go to another provider and have the provider submit the application on their behalf to get the project done. The biggest issue with this is that the City was apparently unwilling to be flexible and work with this company to help them out. This project took 3 yrs. instead of 1 yr. to complete. Recently (within the last 2-3 years), this company worked with the Planning Division and Building Division on a couple of projects. The Planning Division was particularly difficult to work with as the person reviewing the project changed mid-stream and the communication fell apart after that. Some of their City's requests for things like colors and other architectural items were not understood by the applicant and the project took longer than projected. At the same time, working with the Building Division was pretty good. There were some issues that came up but got resolved quickly. The biggest issue mentioned was that the idea of 4-10hr. workdays with the City being closed on Friday's is problematic for this company as much work is done on Friday and Saturday and losing a day before the weekend without someone to talk to really hurt them in terms of time. They receive no value by the city being open earlier or staying open later during the day M-TH.

FOLLOW UP ITEMS

Account#	Notes
2044001	At risk of leaving?
	Support Westy?
	Follow-up: They would like follow up. They vacated their old property at 7205 Meade St. ten years ago and the building is vacant.(This can be updated on your retention list because it is a duplicate). They have been dealing with Tony Chacon about the Meade St. building. They are frustrated they cannot sell the property because of the potential the property may be condemned and they would need to disclose this to a potential buyer. This is the short version of info I gathered, and again, they would like follow up.
	Assigned to: Attempted multiple phone calls and voice mails to reach out to the company. None of the messages were returned (Ryan)
	Outcome: Will follow-up if they reach out again.
1817901	At risk of leaving?

	Support Westy?
	Follow-up: This company would like to be contacted.
	Assigned to: Emailed representative and followed up. They are looking to be included in future events for the business community. Ryan
	Outcome: Keep them in mind for future sponsorship opportunities.
1710501	At risk of leaving?
	Support Westy?
	Follow-up: Better communication as to what is going on development wise.
	Assigned to: Sent the contact a link to the website with all the updates as to what is going on in the area on US 36 as well as the current development website.
	Outcome:
1484001	At risk of leaving? No
	Support Westy? yes
	Follow-up: The owner wants to receive the City Edition. We need to see if he can receive this.
	Assigned to: Ryan Johnson
	Outcome: The owner has been added to the subscription list for City Edition as of 7/25/2013.
1092201	At risk of leaving?
	Support Westy?
	Follow-up: Yes, she would like a follow up phone call from ED.
	Assigned to: The owner subsequently applied for a Small Business Capital Project Grant which was the reason for her wanting a call back (Ryan)
	Outcome:
2351701	At risk of leaving?
	Support Westy? Yes
	Follow-up: Continue to work with this company and other businesses in this building to see that a resolution is being achieved.
	Assigned to: Ryan Johnson
	Outcome: Have had no further communication from this company. The city has been working with the neighbor regarding their odor issues.
2602101	At risk of leaving?
	Support Westy?
	Follow-up: The owner would like follow-up.

	Assigned to:
	Outcome:
2602101	At risk of leaving? No
	Support Westy? Yes
	Follow-up: Interested in offering Ergonomics Awareness classes for the City. More information on Fast Tracks development and impact on their property.
	Assigned to: Jackie June: re.Ergonomic Citywide Training class potential. Marti Erickson: re City doing business with this company. Steve Baumann: re Development in the area of business.
	Outcome: No further action required
2152901	At risk of leaving?
	Support Westy?
	Follow-up: Yes, he would like follow-up.
	Assigned to: Attempted multiple follow up calls with no response.
	Outcome: none. If the business reaches out again, we will follow up
3173801	At risk of leaving? Yes, because of their need to have a much larger facility and because of the odors that result from the nature of their business.
	Support Westy? Yes.
	Follow-up: Continue working with them to see if there is a space in Westminster to site them. Also work with Community Development and the other businesses in this building regarding the ongoing nuisance issues.
	Assigned to: Ryan Johnson, Planning
	Outcome: Ongoing
2085701	At risk of leaving?
	Support Westy?
	Follow-up: The owner would like to speak with someone in Economic Development to discuss the possibility of extending discounts to all City employees, which would benefit her business and employees. Sarah is also a seasonal employee with the City of Westminster.
	Assigned to: Got the owner in touch with General Services at the city to explore the chances of making discounts available to City Employees. (Ryan)
	Outcome:
3039501	At risk of leaving? Possibly. They are not happy with the access and signage into the site. But they do have a lease for a while, and with all the improvements that were just completed, I find it hard to imagine them leaving.
	Support Westy? Maybe.
	Follow-up: They asked if there was a way to get discounts at City Park for their staff. Also, they said that someone from the City damaged their property, a PWU employee working on a water line in the middle of the parking lot, and left it damaged (it was in fact still damaged in the landscape island).
	Assigned to: Ryan/Mac/Grant

	Outcome: We reached out to the PWU and had the Streets crew go out the week after this interview to fix the island landscaping and return it to its unaltered state. Concern resolved and Grant called ITT to inform them this was taken care of.
2477401	At risk of leaving? Not at this time.
	Support Westy? Yes
	Follow-up: We are going to get them details about the next Westminster Tech Connect in March for their IT staff. We will also be getting them in touch with Claudia Ossola at Front Range Community College regarding the existing business job growth incentives.
	Assigned to: Ryan and Chris.
	Outcome: Contact with FRCC will occur on 1/28/2013. We already have the contact info. for the Westminster Tech Connects in March.
3116101	At risk of leaving? Would like to stay if possible...Depends mostly on real estate availability and how current situation works out.
	Support Westy? Yes. Former business advisory board member.
	Follow-up: Put him together with college career development resources for recruitment purposes.
	Assigned to: Will be done today.
	Outcome: No further information was provided when company was contacted.
3072901	At risk of leaving? Not at this time.
	Support Westy? Yes,
	Follow-up: I spoke with Tom Ochtera regarding this 2012 bidding process to learn more about the situation. I also provided Tom with some marketing materials from this company and indicated that this company would like to be considered for future projects. We also followed up and sent the company information about the new machinist program with FRCC as well as our scholarship application.
	Assigned to: Ryan - completed.
	Outcome:
2988301	At risk of leaving?
	Support Westy?
	Follow-up: He would welcome a call in regards to the weakness response.
	Assigned to: Ryan - Sent the Manager the contact info. for the Planning Techs who can process a request for outdoor displays via either a temporary use permit or an ODP amendment to make this a permanent situation.
	Outcome: None required.
2915301	At risk of leaving?
	Support Westy?
	Follow-up: He would like a phone call back to see if he could make arrangements to place a sign with approved permit. Phone number
	Assigned to: Ryan - Called Manager and put them in touch the Planning Division to learn how they can apply for permits to have a banner.

	Outcome: None required
2983301	At risk of leaving? Not at this time
	Support Westy? Yes
	Follow-up: This company will provide staff with more detail on the nature of the expansion for City staff to evaluate if the City can offer any assistance. Also - Provided info. to the company on who to contact at the City to learn about the building permit process and to learn more about timing.
	Assigned to: Ryan Johnson
	Outcome: In the 4 th quarter of 2013, the City approved an economic development assistance package for this business. This company has received their building permits and is under construction.
2467601	At risk of leaving? No
	Support Westy? Yes
	Follow-up: Send communication re: food trucks for employees, wellness coordinator contact info.
	Assigned to: Chris and Ryan
	Outcome: Done
102	At risk of leaving?
	Support Westy?
	Follow-up: I would recommend speaking with Holly into business expansion for possible lease of additional business units.
	Assigned to: Attempted to reach out to Holly to learn of their needs. Sent them information on available resources. She has not followed up since then after our reaching out.
	Outcome:
2710101	At risk of leaving?
	Support Westy?
	Follow-up: This company received printed material from the ED staff and would like more for the small companies who sublet space from them
	Assigned to: Ryan Johnson
	Outcome: Email sent to the company with all grant and scholarship information attached. Email sent on 3/4/2013. Called on 03/18/2013 to follow up. Re-sent email. Spoke with Angie on 03/18/2013. She was very appreciative of the FD visit and the timeliness of the response and the services the City provided.
3041201	At risk of leaving?
	Support Westy?
	Follow-up: When offered the opportunity to meet with a member of the ED staff, the company seemed excited. It is my impression that beginning a relationship with this company would help entice them to bring these 30 jobs to our City. I also got the impression that they hope to quickly grow the company beyond those 30 positions.

	Assigned to: Ryan Johnson
	Outcome: The City is working with this company on local and state incentives to hopefully facilitate this expansion in Colorado and Westminster.
2371601	At risk of leaving?
	Support Westy?
	Follow-up: In returning to the Business Retention page for this company the system showed the property address as 11080 Circle Point Rd. The Fire Dept. business inspection was for the same business but the property address was listed as 8700 Turnpike Dr, unit 400. This address is vacant with no indication of forwarding information. 11080 Circle Point Rd
	Assigned to: This communication was sent to Carla in the City Clerk's Office to look in to.
	Outcome:
1242401	At risk of leaving? No.
	Support Westy? Generally Yes,
	Follow-up: A few things: 1. We need to reach out to Nicki Leo to see if she would be interested in assisting this company with healthy food options for their employees. 2. We are going to visit with this company annually as they are one of the largest employers and also keep tabs on their expansion project. 3. We will research the ODP to see what entitlements may be needed for their expansion. We will also learn more about the recent projects they spoke of to hear the City's side the recent issues.
	Assigned to: Chris and Ryan. Spoke to Nicki Leo and sent along info. regarding the food options for this company. Will visit in 2014
	Outcome: Nothing time sensitive.

2014 Action Plan

Council Strategic Plan Goal: "Strong, Balanced, Local Economy"

City Mission: Deliver exceptional value and quality of life through SPIRIT

ED Mission Statement: Grow and maintain a vital and sustainable local economy

Vision: Westminster is the Place to be for Business

Communications and Marketing

- Enhance the new Economic Development website
- Increase awareness of ED activities, results and resources
- Develop and implement marketing and communications strategy for WURP including branding, website updates, marketing materials and other communications
- Scope a "State of the City" type event for 2015 to communicate development activity and the City's many stellar accomplishments
- Continue implementation of the ED Marketing and Communication Plan
- Host the 2014 Fall Economic Developers Council of Colorado (EDCC) meeting in October, 2014

Business Attraction

- Continue outreach to office, retail and light industrial brokers, developers and end users
- Profile workforce skills in Westminster and surrounding areas
- Develop regular electronic communication with the commercial real estate community
- Sponsor or facilitate events for targeted digital industry and real estate groups such as Prime Health, AdTech and NAIOP
- Enhance real estate collateral materials, both electronic and hard copy
- Participate in the 2014 Site Selectors Guild conference
- Scope a new Westminster Real Estate event for late 2014 or early 2015
- Continue working to facilitate private sector incubator type projects in Westminster
- Attend the 2014 ICSC Recon event, setting up key retail meetings during the conference

Development and Redevelopment

- Continue to facilitate the redevelopment of the former Avaya site
- Work to attract new development along I-25 and US36 to provide for needed office and flex space
- Assist in the marketing of the Westminster Station TOD project
- Begin looking at the reuse possibilities for the St. Anthony North Hospital facilities on 84th Avenue
- Work to fill or repurpose vacant retail centers
- Provide overall coordination of the WURP to achieve Fall 2014 ground breaking
- Actively recruit residential, retail, office, hospitality, restaurant developers and users to the WURP site

Existing Business Services

- Hold quarterly TechConnect events
- Have three Legacy Awards presentations
- Assist with the Adams County Connects event for Primary Employers
- Do major update to the ED Business Database to improve knowledge of business community and provision of resources
- Hold annual Major Employers Roundtable and Manufacturers Roundtable
- Participate in the Orchard Festival
- Coordinate 2014 Retention Visits
- Work closely with the new SBDC Economic Gardening program to facilitate City business participation

Administrative

- Process Small Business Scholarship Grants and Small Business Capital Project Grant
- Oversee all WURP contracts and expenditures
- Teach the ED101 class

Business Briefs



WESTMINSTER BUSINESS INFO-LINE
 Question? Complaint? Concern?
 Call the Westminster Business Information Line:
 303-658-2108
 M-Th 7 a.m. - 6 p.m., or leave a message after hours.
ecodevo@cityofwestminster.us

Economic Development 2013 In Review

THE CITY OF WESTMINSTER Economic Development Office works with existing and prospective business to support vital and successful enterprise. A strong business community supports the goals and objectives of the City Council, which include a strong and balanced local economy and a financially sustainable city government. Programs and services that underpin these goals include providing grants and scholarships for existing business use and a wealth of information for businesses seeking to locate or expand in Westminster.



PRIMARY EMPLOYMENT GROWTH 2013

Project Name	Industry Sector	Business Function	New/ Existing	Jobs
Aerotek	Business Services	Provides staffing services	New	17
Air Comm Corporation	Manufacturing	Produces environmental control systems for aircraft	New	95
American Renal Associates	Health Care	Provides dialysis services	New	15
Anthem Memory Care	Health Care	Delivers memory care services	New	20
Arca Biopharma	Health Sciences	Develops drugs to treat cardiovascular disease	New	15
Axion Health	Information Technology	Produces software for employee health management	New	32
DigitalGlobe	Information Technology	Produces satellite-based digital imagery	New	1,500
Melco	Information Technology	Develops software for embroidery machinery	Existing	30
MSI	Real Estate	Provides management services to homeowner associations	New	80
Neuromonics	Health Sciences	Develops and markets tintinnus abatement technology	New	5
Triad Tooling	Manufacturing	Makes and distributes machine tools	New	30
Westminster Brewing Company	Manufacturing	Brews craft beers	New	2
TOTAL				1,811

Business Attraction & Retention Focus for Economic Development

PRIMARY BUSINESS
 Businesses that "drive" the local economy, including research and development, technology, corporate headquarters, finance, education, information technology, telecommunications and health care.

NON-PRIMARY BUSINESS
 Businesses that are "driven" by primary business, including retail, hospitality, insurance and real estate.

THE RELOCATION OF DIGITALGLOBE'S COLORADO headquarters to Westminster in early 2015 and an expanded face-to-face outreach to existing businesses highlighted the City of Westminster Economic Development program for 2013.

DigitalGlobe, an international information/communications company, announced last year their intention to move their Colorado headquarters from Longmont to Westminster. The move will bring more than 1,400 employees to the new location.

The relocation decision was an example of the work done by the city's Economic Development staff for businesses seeking to move to Westminster or to expand in their existing Westminster location. These efforts resulted in a growth in primary employment of 1,811 jobs in 2013.

An expanded program of making personal contact

with businesses was another effort during 2013, resulting in dramatic increases in relationship building business visits, thanks to the new involvement of the Westminster Fire Department and to new program offerings that include city sponsored tech meet-ups, roundtable/focus groups for issues among manufacturing and technology sectors, and a new program for City Council to honor significant business anniversaries.

- Other activities included:
- Neighborhood Market – 72nd Avenue and Federal Boulevard
 - Whole Foods – Bradburn Village
 - Panera Bread – The Orchard Town Center
 - Jo-Ann Fabric and Craft Stores, Ulta Beauty and Ross Dress For Less – City Center Marketplace
 - Ace Hardware – Standley Lake Marketplace
 - H-Mart – Northview Shopping Center



BUSINESS SERVICES OVERVIEW

Total Business Contacts	252
Small Business Capital Project Grant	
Total Number of Businesses Assisted	13
Total Project Capital Investment	\$901,403
Total Assistance Provided	\$40,000
Small Business Scholarship Program	
Total Number of Businesses Assisted	14
Total Investment in Professional Development	\$12,904
Total Assistance Provided	\$5,000
Business Legacy Awards	
Total Businesses Recognized	56
Businesses with 25, 30, 35, 40, 45, 50, 55, 60 years	
No. of Quarterly Events Held	3
Business Events	
Major Employer Roundtables	2
Westminster TechConnect	4
Industries Targeted - Software/IT and Manufacturers	
Businesses in Attendance	74
Business Visitation Program	
Economic Development and Management Team	33
Fire Department	75
Total Visits Completed in 2013	108

HOW ECONOMIC DEVELOPMENT WORKS



A strong business community supports the goals and objectives of the City Council, which include a strong and balanced local economy and a financially sustainable city government.

BUSINESS SERVICES PROGRAM

The City of Westminster is committed to serving the needs of all Westminster businesses. The following services and resources are available to help your business.

BUSINESS LEGACY AWARDS:

This program serves to formally recognize businesses who have made a commitment to operate their business in Westminster and are celebrating a milestone anniversary (i.e. 25, 30, 35 yrs and up).

TECHCONNECT:

TechConnect is primarily a networking opportunity aimed at bringing together the technology business community in Westminster to talk about shared interests and business needs as well as business development opportunities.

ROUNDTABLES:

These roundtables serve to bring together businesses to discuss specific business and industry needs (i.e. procurement, manufacturing issues). For more information concerning upcoming roundtables or suggestions, contact the Economic Development Office at 303-658-2108.

SMALL BUSINESS CAPITAL PROJECT GRANT:

The program provides financial assistance for capital improvements by existing businesses in Westminster with 50 or fewer employees. The program compensates 10% of one-time project related costs up to \$5,000.

SMALL BUSINESS SCHOLARSHIP GRANT:

The program reimburses 50% of the cost of tuition, fees, and required materials, up to \$500 per business, per calendar year, after successful completion of courses. Applicants must be Westminster business owners/employers with 50 employees or less, and courses must be related to their field of business.

WESTMINSTER GREEN GUIDE:

To assist you in local business efforts to be more environmentally sustainable, the *Green Guide* has been developed. Visit the Environmental Services page at <http://www.ci.westminster.co.us/Environment/WasteRecycling/RecyclingGuide.aspx>

REAL ESTATE:

Economic Development staff can provide up-to-date information about availability in commercial land and buildings, as well as average lease rates and common area maintenance (CAM) charge information.

BUSINESS DIRECTORY:

The online listing of all licensed businesses in Westminster is available on the City web site. It is a great place to find businesses nearby to purchase goods and services and provides an opportunity to list your business website to gain exposure. Visit the site at <https://www.ci.westminster.co.us/busdir/default.asp>

BUSINESS QUESTIONS:

Want to know what is being built on a specific corner? Need to know who to call about State regulations? Want to know about City sign regulations or have other questions? The Economic Development staff is a great point of contact for a variety of business related issues. Call, e-mail, or drop by anytime.

DOING BUSINESS WITH THE CITY:

Westminster believes in open, fair competition and strives to ensure that all vendors in the City have equal opportunity to compete for City business. Licensed businesses in the City can be placed on the Bid List by contacting the City of Westminster Purchasing Office or clicking on "Bids & Purchasing" on the City website.

COLLEGE HILL LIBRARY:

Located next to Front Range Community College, the library has myriad of products and services useful to businesses relative to marketing, new products and research. Web access to library services and resources is <http://www.ci.westminster.co.us/Libraries.aspx>. Library hours are: M-Th 9 a.m. - 8 p.m.; Fri 10 a.m. – 5 p.m.; Sat & Sun 1-5 p.m.

- *Business Source Premier* provides full text for over 2170 businesses journals covering management, economics, finance and international business
- *Morningstar Investment Research Center* includes data and analysis on over 41,000 investments, market coverage and industry reports
- *Regional Business News* is a full text newswire database covering worldwide business news
- *Reference USA* contains detailed information on over 12 million businesses
- Thousands of books on business-related topics including accounting, management, creating a business plan, entrepreneurial resources, and computer handbooks
- Free rooms for 6 or fewer people to meet
- Meeting rooms for rent that seat anywhere from 7 to 80 people
- Personal computers and professional quality printers

NORTH METRO SMALL BUSINESS DEVELOPMENT CENTER:

The North Metro Small Business Development Center offers information & counseling related to business plans, leadership skills, sales strategies, web page creation, marketing, staff management, technology, and everything else you need to know to run your business. To contact, or for information on upcoming classes, visit <http://northmetrosbdc.com/>

RECREATION FACILITIES:

As a Westminster business your employees are eligible for discounted admissions to the City's recreation facilities. In addition, meeting rooms are available to accommodate small groups as well as groups up to 300 people. For more information, visit <http://www.ci.westminster.co.us/ParksRec/RentalFacilities.aspx>

POLICE & FIRE DEPARTMENTS:

In addition to keeping the City safe, police & fire personnel provide training in the areas of fire extinguisher utilization, first aid/CPR, emergency planning, fire alarm drills, security surveys, robbery prevention, and many more. Most of these trainings are free of charge. For more information visit <http://www.ci.westminster.co.us/Safety/FireDepartment/CommunityServices.aspx>

CONTACT US

Contact the Economic Development Office if you have questions or would like more information about any of the programs listed above. We can put you in contact with the right person/program.

ecodevo@cityofwestminster.us
303-658-2108

Updated November 2013



WESTMINSTER

Staff Report

Post City Council Meeting
March 10, 2014



SUBJECT: Surefire Medical, Inc. Business Update
PREPARED BY: Ryan Johnson, Economic Development Specialist

Recommended City Council Action

This report is for City Council information only and requires no action by City Council.

Listen to the CEO of Surefire Medical, Inc. present an overview of the company along with any updates the company has.

Summary Statement

This report is for City Council information only and requires no action by City Council.

- Surefire Medical, Inc. is an existing business in Westminster currently located in the Westpark business Park.
- The CEO of Surefire will deliver a brief presentation of the company with City Council.
- The CEO of Surefire will be present and available to address any questions the City Council may have.
- The applicant will be dismissed after all questions have been addressed during the open session.

Background Information

Surefire Medical, Inc. develops, manufactures, and sells a device used in delivering chemotherapy in liver cancer patients. Surefire's product is unique in that it ensures that chemotherapy is delivered directly to the tumor in the liver. In traditional methods, chemotherapy is delivered through an IV and goes to other organs before reaching the liver.

The CEO of Surefire, will be present Monday night to deliver a brief overview and presentation of the company. Part of this presentation will include recent updates and activity regarding Surefire Medical, Inc. After the presentation, the CEO will be available to answer any questions the City Council may have.

Working with existing businesses is based upon the City's goal of a "Strong, Balanced Local Economy." As a primary employer, Surefire Medical, Inc. helps strengthen the City's basic employment base.

Respectfully submitted,

J. Brent McFall
City Manager



WESTMINSTER

Staff Report

Information Only Staff Report
March 10, 2013



SUBJECT: 2013 Citywide Goals and Objectives - Third Period Update

PREPARED BY: Ben Goldstein, Senior Management Analyst

Summary Statement

This report is for City Council information only and requires no action by City Council.

Attached is the third period status report on major projects/initiatives/programs undertaken to achieve City Council goals for 2013. The items included in the attached document focus on those items activity through December 31, 2013, which specifically tie to Council's stated goals for 2013.

Background Information

The attached document reflects the actions Staff is pursuing to achieve City Council's 2013 Citywide Goals and Objectives. This report focuses on those items that specifically tie to Council's stated goals and objectives previously identified. Should Council desire additional information on a particular item included within this document, Staff will prepare appropriate supplemental information on the specific item requested.

The City Council goals for the Third Period in 2013 are as follows:

- Strong, Balanced Local Economy
- Safe and Healthy Community
- Financially Sustainable City Government Providing Exceptional Services
- Vibrant Neighborhoods In One Livable Community
- Beautiful and Environmentally Sensitive City

The Goals & Objectives document includes the following information:

Goal – These are the priorities originally set by City Council at their 2002 Goal Setting Retreat. The goals were re-affirmed and refined for 2013 at City Council's Strategic Plan Review and subsequent follow up session.

Objective – Within each goal, Council has identified several objectives to help achieve that goal. Several "actions" will be undertaken within each objective to help achieve that goal.

Initiated – This column identifies the year in which the action initiates. Many actions were initiated prior to 2013; this reflects the long-term nature of projects/initiatives within the City.

Actions – This column reflects those specific projects, initiatives, and/or programs that Staff is working on to help achieve City Council’s goals.

Assigned To – Many projects have multi-departmental, multi-member teams to help complete the project, initiative, and/or program. The names listed within this column reflect the primary project managers for the associated task and their respective department in parentheses. The first name listed represents the project lead and primary activity contact.

Projected Cost – This column reflects the budgeted and/or estimated expense associated with completing the associated activity. The amount listed may include costs that will not be borne by the City (such as grant dollars being awarded) and they may also reflect estimated, but unappropriated, costs. In many cases, the projects’ expenditures include materials, supplies and salaries for staff time; these fixed or indirect costs are not reflected in the figures.

Percent Complete – This column reflects Staff’s estimate of the amount of the activity (i.e., project, initiative, and/or program) that is complete.

Target Completion – This column reflects the target date to complete the associated activity.

Staff updates the percent complete column as a progress report for City Council. If Staff modifies any of the other columns to reflect changes in the activity (such as revised projected costs and/or changes in the target completion dates), a note explaining the modification will appear in the far right column. Any change to a particular action item is identified by shading.

In some cases, Council will note that the originating year may be prior to the year 2013; several of the projects Staff is working on were initiated prior to 2013 and require multiple years to complete. These multi-year projects are carried forward to show continuing projects in addition to new ones.

The status of the activities reflects third period activity through December 31, 2013. This report does not highlight the full workload that Staff is pursuing. There are many assignments and departmentally oriented items that are tracked separately by the departments.

The Citywide Workplan represents the work being done by departments throughout the City and is reflective of all of City Council’s Strategic Plan goals. These include a “Strong, Balanced Local Economy;” “Safe and Healthy Community;” “Financially Sustainable City Government Providing Exceptional Services;” “Vibrant Neighborhoods in One Livable Community;” and “Beautiful and Environmentally Sensitive City.”

Respectfully submitted,

J. Brent McFall
City Manager

Attachment

2013 Citywide Goals & Objectives

Third Period Update



GOAL 1: STRONG, BALANCED LOCAL ECONOMY

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 1: Maintain/expand healthy retail base, increasing sales tax receipts						
2006	Attract retailers to I-25 Corridor: 136th Avenue and 144th Avenue	Susan Grafton (CMO)	--	Ongoing	Ongoing	Mooyah opened at the Orchard. Vestar acquired The Orchard from Forest City; transaction closed last week of December.
2008	Work with real estate community to encourage the filling of empty space throughout the City	Susan Grafton (CMO)	--	Ongoing	Ongoing	Westminster Brewery opened at 108th and Wadsworth; H Mart opened in former Albertson space on 92nd Avenue; Hoffbrau announced plans to relocate and expand. Worked with owners of Northview and Brookhill Town Center concerning updating centers.
Objective 2: Attract new targeted businesses, focusing on primary employers and higher paying jobs						
2000	Attend trade shows, site selection conferences and make contacts with key people and businesses to encourage new business development	Susan Grafton (CMO)	--	Ongoing	Ongoing	Staff regularly meets and talks with the commercial real estate community concerning space available and new tenants.
2009	Increase marketing presence in targeted industry groups	Susan Grafton (CMO)	--	Ongoing	Ongoing	Staff actively participated in the Colorado Space Coalition, Colorado Technology Association as well as Denver/Boulder New Tech Meet up, Digital Health Meet up and the AdTech meet up. Major update of ED website is in process.
Objective 3: Develop business-oriented mixed use development in accordance with Comprehensive Land Use Plan						
2002	Pursue economic development prospects for the I-25 corridor and US 36 corridors	Susan Grafton (CMO)	--	Ongoing	Ongoing	Redevelopment efforts are under way at the former Avaya manufacturing facility; Digital Globe announced plans to locate headquarters in the Avaya building. Four active prospects currently being pursued.
Objective 4: Retain and expand current businesses						
1991	Work to eliminate vacancies and encourage new development in City offices and business parks	Susan Grafton (CMO)	--	Ongoing	Ongoing	Vacancy rate is down approximately 1 to 2% in all categories compared to 4th quarter 2012. Retail: 8.1%; Office: 11.9%; Industrial/Flex: 28.5%
2002	Promote the sale and development of key City-owned parcels	Susan Grafton (CMO)	--	Ongoing	Ongoing	The 14 acre parcel is currently under contract and expected to close March, 2014. It is currently progressing thru the review process.
2012	Maintain efficient business licensing processes within the City Clerk's Office	Linda Yeager	--	Ongoing	Ongoing	Electronic routing of licenses was implemented late in the 4th Qtr. Efficiency of program is too new to determine at yearend and will be reported about during 1st Qtr 2014.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 5: Develop multi-modal transportation system that provides access to shopping, to employment centers						
2005	Work with RTD on FasTracks implementation plans for the City's three commuter rail stations	John Carpenter (CD)	\$10,000	50%	Ongoing	Staff has been progressively working with consultants and RTD representatives on fine-tuning station locations, developing station and station-area plans and parking strategies for the Westminster and Westminster Center stations. A plan was prepared for additional development at the Shops at Walnut Creek Commuter rail station. Staff is actively involved in the Northwest Rail planning efforts. A station area plan for the Westminster Station has been finalized and presented to City Council. An IGA with RTD for the Westminster Station was executed in June 2012. Staff is now working on finalizing the construction plans for the Westminster Station north plaza and boarding platform.
Objective 6: Develop a reputation as a great place for small and/or local businesses						
1998	Nurture and provide support to existing business to help them grow and prosper in Westminster	Susan Grafton (CMO)	--	Ongoing	Ongoing	During 3rd Period 2013, the 3rd Legacy Awards for 2013 were presented, the Tech Connect event had 26 local tech businesses attend, \$2854 was expended on Business Scholarships, \$24,952 was committed or paid for Capital Grants and 11 businesses were visited. Also during the 3rd period, enhancements were made to the online business directory that improved a user's ability to search and navigate. Staff also hosted a roundtable lunch for manufacturers to discuss their business needs and connect them with resources.
Objective 7: Revitalize Westminster Center Urban Reinvestment Area						
2003	Facilitate a major transformation of the Westminster Mall property into a mixed use urban center	Brent McFall (CMO), Susan Grafton (CMO)	TBD	Ongoing	Ongoing	Activities have included preparation and approval of the Preliminary Development Plan, clearing title exceptions, communicating with current businesses on site, visiting with four interested development parties and moving forward to initial terms discussion with one group. Parks analysis, parking district study, site engineering and other such predevelopment work is underway.

Capital Improvement Projects Relating to Strategic Plan Goal: STRONG, BALANCED LOCAL ECONOMY
Westminster Retail Initiative (WURP), Business Capital Project Grant Program, South Westminster Revitalization, and Westminster Station TOD



2013 Citywide Goals & Objectives

Third Period Update

GOAL 2: SAFE AND HEALTHY COMMUNITY

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<i>Objective 1: Maintain citizens feeling safe anywhere in the city</i>						
2012	Enforcement of Statutes related to Driving Under the Influence of Drugs and/or Alcohol	T. Carlson (Police) T. Reeves (Police)	\$0	Ongoing	Ongoing	<p>During this reporting period, the Police Department continued to use grant funding to deploy a DUI specific enforcement vehicle every Friday and Saturday since the first of the year and have since began deploying on different days during the week depending on the availability of funding.</p> <p>The Police Department participated in two large saturation patrols in collaboration with other jurisdictions, one on August 24th and the other during the October 31st. These saturation patrols are countywide and the focus was on main arterial streets such as Federal Boulevard, Sheridan Boulevard and 104th Avenue. This was very successful and due to the pooling of resources, the City of Westminster at one point had 8 DUI specific enforcement vehicles in the City over a period of 8 hours.</p> <p>The total number of DUI Arrests for this reporting period is 134. When compared to the same time period in 2012, there were 137 arrests. Overall, there were 414 DUI arrests during 2013.</p>
<i>Objective 2: Public Safety Departments: well equipped and authorized staffing levels staffed with quality personnel</i>						
2013	Order and equip a replacement ambulance for 2013	Rick Spahn (Fire)	\$139,000	100%	4Q 2013	New ambulance will replace #5213 a 2006 Ford Road Rescue. Bids received in March by four vendors ranging from \$122k to \$136k. Council agenda recommending vendor selection and purchase was approved by Council on 5/13/13. Final inspection was completed and the new ambulance was delivered on 12/23/2013. Fleet #5220.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2013	Conduct the annual fitness testing and medical screenings for all commissioned personnel	Bill Work (Fire), Fire Department Fitness Team	\$52,850	100%	4Q 2013	The JSPA (Job Specific Performance Assessment) portion of the fitness testing began in March of this year and has been completed. The occupational medical physicals and medical screenings began in the 2Q and were finalized in the 4Q. The general fitness testing was completed for all uniformed personnel by the end of the 4Q.
2011	Manage Municipal Court records in an efficient manner that assures compliance with applicable regulations	Carol Barnhardt (GS)	--	Ongoing	Ongoing	We are about a year behind in laserfishing closed files and we are about two years behind in quality control of those laserfished closed documents. We continue to perform numerous audits on our regular schedule to ensure accuracy. Purging of past retention cases is a 2014 project. In 2013 we discovered purging problems with the RMS and we notified the vendor of the issues. It is expected that the issues will be resolved in the latest upgrade. We recently uploaded to our test environment the latest RMS Version 5.1 and will be testing in January 2014 with an anticipated upload to production also in January 2014.
2012	Assure Municipal Court process flow is appropriately documented and current to assure compliance with applicable regulations	Carol Barnhardt (GS)	--	Ongoing	Ongoing	This is an on-going project. All procedures continue to be modified or changed to reflect any new processes required by the RMS system. This project is overseen by the supervisors as changes or modifications are submitted by the staff. In 2013, we hired a new Deputy Court Administrator and a new Financial/Technical Supervisor. With the unanticipated supervisory shortage during 2013, several projects have been delayed. It is our goal to get back on track in 2014.
2012	Revise vehicle replacement process	Jeff Bowman (GS)	--	75%	Ongoing	Vehicle replacement accuracy and timeliness are important factors that impact vehicle operation costs. Fleet is partnering with Purchasing to develop an SOP that identifies the steps and responsibilities for each purchase.
2013	Distance Conferencing/Learning Project to develop an E-Learning (distance learning) and real time conferencing capability as a supplemental and emergency management tool for Fire, EMS and Emergency Management	Alan Kassen (FD); Mike Reddy(FD); Rich Welz (FD); Dave Maikranz (FD); Harrison Davis (FD)	\$6,700	100%	3Q 2013	All equipment and project management costs have been supplied through federal grant funds. Licensing and software upgrades to purchase Adobe Connect are paid for through the Fire Department Training Budget in conjunction with General Services who presently uses this software for training purposes. Project completed and online.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2013	Order and equip a replacement fire truck	Bill Work (Fire), Fire Department Apparatus Committee	\$564,393	100%	4Q 2013	Purchase of a 2013 Pierce Velocity Pump Under Cab (PUC) Fire Engine, replacing #5116, a 1998 Pierce Quantum Fire Engine was approved by Council on second reading on March 18. Following approval, contract was executed and down payment delivered. The new truck was delivered and put into service the week of 12/8 at Fire Station 4, Fleet #5134.
2013	Participate in the second consortium Fire Training Academy	Alan Kassen (FD); Derik Minard (FD); Dave Maikranz (FD)		100%	4Q 2013	Currently seven of the nine Metro are fire departments will be participating in the second joint fire training academy. Westminster has hired three replacement firefighters in 2013 (due to attrition) that will be attending this academy. The academy is scheduled to run for 11 weeks from September 9 through November 22. The 2013 Academy will have a total of 23 recruits from the various agencies. Westminster Fire participated in the first consortium fire training academy in 2013 with 3 firefighters successfully completing the academy. This joint training venture with north area fire departments combines facilities, resources, instructors and equipment at minimal costs to each jurisdiction versus conducting their own in-house training academy.
2013	Pursue a 2013 Colorado Department of Public Health and Environment Provider Grant to purchase four hydraulic powered ambulance stretchers	Rick Spahn (Fire)	\$56,000	80%	4Q 2013	Council approval was obtained on March 18 to pursue a \$56k matching fund grant to purchase four hydraulic powered stretchers. Grant was submitted 1Q 2013. The grant was approved in 2Q. The City has one year to spend the funds. Purchase will be delayed until 1Q of 2014 to allow for funding for the City's match funds of \$28,000 which was approved as part of the 2014 Capital Outlay Budget. Invoice in place for the power cots, with an anticipated delivery date of January 2014. Grant process to be completed shortly after their arrival.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 3: Timely response to emergency calls						
2010	Implement Closest Unit Dispatching (CUD) through Public Safety Communication Center	Alan Kassen (Fire), Rich Welz (Fire)	--	35%	3Q 2013	This project was temporarily postponed until completion of public safety CAD system & upgrade of FD RMS system. Met with Dispatch and Vendor in Feb of 2013 to educate and streamline abilities of Intergraph. Prioritized calls for service as Priority 1, 2 or 3. Identified and confirmed addresses of true target hazards within the city as well as identified business types that no longer need multiple unit responses for automatic alarms. The ability to implement Closest Unit Dispatch (CUD) is dependent on connectivity of all field units and a true solution has occurred with approximately 90% reliability. The radio system implementation has taken priority over this goal, and work is being done behind the scenes on CUD, with implementation estimated in 2014.
2010	Develop and deliver on-going training to 911 dispatchers regarding Fire Department operations	Paul Spellman (Fire), Erik Birk (Fire), Ron McCuiston (Fire)	--	Ongoing	Ongoing	This is on-going training that occurs on an annual or semi-annual basis. This is to develop the relationship between FD and Dispatch personnel and ensure we operate within the defined expectations and Standard Operating Guidelines. Training is scheduled as needed and will be conducted in 2013. Due to radio system upgrades in 2013, no further training will occur until 2014.
2010	Develop and delivery on-going training to the Police patrol group regarding Fire Department operations	Paul Spellman (Fire), Erik Birk (Fire), Ron McCuiston (Fire)	--	Ongoing	Ongoing	These trainings are part of the Police Academy to develop a relationship with new police officers and fire personnel. This is an opportunity to educate the new officers regarding FD operations and interoperability between the two departments. In 2013, the first training was accomplished in February for one new PD recruit. A second class was held in December for 5 new PD recruits.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2012	Average a 5 minute or less response time to a Top Priority 1 Call for Service	T. Carlson (Police), R. Bowers (Police) and JJ Elliott (Police)	--	Ongoing	Ongoing	During this reporting period, the Police Department continued to monitor the Top Priority 1 Calls for Service. The overall average response time to Top Priority 1 Calls for Service is 5 minutes and 24 seconds. Compared to the same time period in 2012, the overall average response time to Top Priority 1 Calls for Service was 5 minutes and 5 seconds. It is important to note that due to the Computer Automated Dispatch (CAD) upgrade in October of 2012, data for Response Times to Top Priority Police Calls was lost for the months of November and December 2012, to include the month of January 2013. It was discovered that the call source data was not being collected for every call. Ultimately, a patch was needed from the vendor to fix the problem. As a result, data for 2013 will only consist of February 2013 – December 2013. The December data is yet to be include due to the time the review process takes.

Objective 4: Citizens taking responsibility for their own safety and well-being

2013	Conduct the 2013 Westminster Fire Department Citizen Academy	Sherrie Leeka (Fire)	\$1,000	100%	2Q 2013	This 13-week program gives participants "hands on" opportunity to learn more about Fire Department services and operations. The 2013 Academy started on March 7 and ended on May 29. A total of 22 participants, which included 4 city employees, graduated on May 29. Complete.
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Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 5: Manage disaster mitigation, preparedness, response and recovery						
2006	Work with adjoining Fire Districts and cities to enhance mutual and automatic aid system	Alan Kassen (Fire), FD Battalion Chiefs (Fire), Fire Chief	--	Ongoing	Ongoing	Continue to work on Automatic Aid agreement with Arvada but need to assure that the new radio system will have interoperable radio communications. Meetings with Arvada Fire Protection District have identified areas where an agreement can reduce responses when multiple units are dispatched. Met with Arvada Fire in late August to identify shortcomings in radio system and policy. Evaluation and compatibility of new radio systems for both entities could play a part in the ability to have true automatic aid without significant cost. SWAC agreement has been adjusted to assure timely response of units to both Westminster and SWAC. Arvada has not implemented their new digital radio system and ADCOM has not integrated ISSI system upgrades. True interoperability is dependent on ADCOM integrating ISSI, which is expected 2Q 2014.
Objective 6: Maintain safe buildings and homes						
2010	Business inspection program	Bob Hose (FD)	--	Ongoing	Ongoing	Business inspections are conducted by fire crews to ensure life and fire safety for occupants and also to help each crew familiarize themselves with buildings and facilities in the event of a fire or other incident. 2013 saw the completion of the programming and updating of the former inspection program (Zoll system) which included working closely with Information Technology in writing new programs, completing new inspection templates, and updating the records. In conjunction with this, all businesses in the city were inspected by fire line crews to ensure that proper information was available for the new program. On December 19th, 2013, the former system was closed out and all records transferred to the new system. This system (Alpine RMS) will go live January, 2014. All businesses will again be inspected in 2014 to ensure system functionality.
2010	Senior Home Safety Survey Program	Sherrie Leeka (FD)	--	Ongoing	Ongoing	Conduct in-home safety survey for fire and other safety hazards, ensuring home has operating smoke alarms. Inspections were offered in 2013, with 10 home Safety Surveys completed through 2013. Inspections will be scheduled quarterly in 2014. Completed.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2010	Maintain above average ratings for building inspector performance based on post project contractor surveys	Dave Horras (CD)	--	Ongoing	Ongoing	Surveys are sent out to our customers asking for feedback on our plan review and permitting process and our inspection and permit completion process. 85% of respondents rated the overall impression of the plan review process as excellent and 76% of respondents rated the overall impression of the inspection services as excellent.

Objective 7: Protect residents, homes, and buildings from flooding through a stormwater management program

2010	Continue proactive floodplain administration and stormwater management programs	John Burke (CD)	--	Ongoing	Ongoing	Continue to stay in compliance with State and Federal stormwater and floodplain regulations. New floodplain regulations are currently under consideration to stay in conformance to National Flood Insurance Program (NFIP) and new FEMA Flood Insurance Rate Maps will be effective on February 5, 2014. Additionally, the 2014 Phase II National Pollutant Discharge Elimination and Detection System (NPDES) permit renewal is in progress. Staff is closely working with the State through the Colorado Stormwater Council to identify potential additional regulatory requirements for the City. A second draft of the Phase II permit will be issued in April 2014.
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Capital Improvement Projects Relating to Strategic Plan Goal: SAFE AND HEALTHY COMMUNITY

92nd Avenue/Federal Boulevard Intersection Improvements, Fire Station Major Maintenance/Remodel, Miscellaneous Stormwater Projects, Radio Replacement System, and EMS Records Management System



2013 Citywide Goals & Objectives

Third Period Update

GOAL 3: FINANCIALLY SUSTAINABLE CITY GOVERNMENT PROVIDING EXCEPTIONAL SERVICES

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<i>Objective 1: Invest in well-maintained and sustainable City infrastructure and facilities</i>						
2012	Assure compliance with the City's document retention schedule and the State of Colorado's opens records act	Linda Yeager (GS), Traves McCabe (GS)	---	Ongoing	Ongoing	Prepare CORA request form/fee schedule and coordinate deployment on website during 1st Qtr 2014; update Public Records Admin Memo; capturing changes that need to be made and updating retention schedules when necessary; and create audit standards to implement rotating annual audits of departmental records to ensure compliance with adopted policy.
2013	Phase I of V using Laserfiche to create electronic record connectivity for management's effective & efficient use in daily operations	Traves McCabe (GS)	\$49,240	Ongoing	Ongoing	With the following accomplished, Phase I of V is complete and Phase II of V will begin in 2014. Security issues have been resolved; added 28 full and 54 read only licenses; designed and developed one workflow to integrate JD Edwards & Laserfiche; developed workflow to extract data from file name and populate template fields for initial step in making retrieval faster and more accurate; working with key users in Police, Fire, Finance, CD, GS, PW&U to improve integration of records across the organization. Additional workflows to be developed during 3rd and 4th Q 2013. Met with Laserfiche Users' Group to present 5-year CIP objectives. Online learning modules developed and being tested for release to users in 1st Qtr 2014.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 2: Secure and develop long-term water supply						
2003	Offer a high-efficiency appliance rebate program to gain water savings	Stu Feinglas (PWU)	\$23,500	Ongoing	Ongoing	Many high efficiency appliances have come down in cost to equal standard units. Others provide enough water savings to pay for the higher cost within just a few years. After evaluating rebates in the conservation plan, based on costs, water savings and the City's need, they were not chosen as an active conservation program, with City participation, at this time. Customers are changing out old fixtures and appliances regardless of rebates. It is anticipated that by the time the City needs the water supply, fixtures and appliances will have been replaced without the need for rebates. If replacements do not occur as expected, the City can start up an incentive program at that time. The City is focusing on landscape regulations and building codes as well as incentive points available to developers for installing WaterSense qualified fixtures in the Service Commitment competition, for achieving conservation goals required to maintain and develop long term water supply.
Objective 3: Focus on core city services and services levels as a mature city with adequate resources						
2007	Lobby Federal delegation on City's rights to collect and return internet sales tax	Barb Dolan (Fin), Steve Smithers (CMO)	--	Ongoing	Ongoing	The US Senate passed The Marketplace Fairness Act in a 69-27 vote in May, 2013. There has recently been moderate movement in the US House after months of stalled movement. It is still unclear if/when this bill may be considered in the US House but Staff continues to monitor this legislation.
2011	Proactively pursue alternate funding for the City's Municipal Domestic Violence Fast Track Program	Lee Birk (Police) & J.J. Elliott (Police)	\$55,636	98%	4Q 2013	During this reporting period, the Police Department (PD) was officially awarded the 2014 17th JD VALE Grant funding. The PD originally applied for \$44,819 for the partial funding of salary and benefits for a 1.0 FTE Victim Advocate (VA) assigned to the Municipal Domestic Violence Fast Track Program but was awarded \$40,044. As previously reported, the assigned VA resigned her position with the City. Since her departure, two temporary VA's have been assigned to the position. The Police Department is still in the process of filling the vacancy. The hiring process should be completed during the 1st Period of 2014.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2013	Complete the annual ambulance fee survey	Rick Spahn (Fire)	--	100%	4Q 2013	Annual survey to keep the Westminster ambulance billing structure within the metro area average for public ambulance operations, while working to cover costs associated with ambulance services. 2013 surveys were sent out to local agencies, with results returned indicating no changes to current fee structure warranted at this time.
2012	Oversee Crown Vic Patrol Car Rebuilds	Jeff Bowman (GS)	\$18,000/car	15%	Ongoing	Replacement Police Patrol cars are \$35,000 a piece when upfitted with lights and cages. Rebuilding 2010 Crown Victorias at approximately \$18,000 each saves significant dollars as Police & Fleet compare total operating cost of 2 Ford Interceptors, 2 Chevy Caprice & 2 rebuilt Ford Crown Victorias from 2012. The rebuild program comes with a 100,000 mile, unlimited time engine warranty; better than a new Ford or Chevy. Rebuilds include paint, engine, interior, transmission and suspensions.
2012	Establish an email notification system when vehicle services are completed	Jeff Bowman (GS)	--	100%	Completed	The automated notification system for completed vehicles will streamline communication and reduce downtime for city vehicle users. This system will be tied to a Fleet tracking system upgrade scheduled in 1st quarter 2013.
2012	Develop plan to conduct 2013 runoff mayoral election should a runoff be needed	Linda Yeager (GS)	--	100%	Completed	Plan was complete and ready for implementation. A runoff election was not necessary as Herb Atchison was elected Mayor by a 41% margin.
2012	Manage a proactive Volunteer Program that assures diverse opportunities for volunteers within the organization and supports emergency operations when needed	Marina Miller (GS), Dee Martin (GS)	--	Ongoing	Ongoing	The Volunteer Program made significant changes in 2013 with a new program branding, Volunteer Westminster. A newsletter was developed and distributed to all participants. The volunteer database was audited with updates made to the volunteer record. A new electronic application and management system was implemented to better track volunteers and their time. The employee CATTLE Club finished the year with 7 projects.
2012	Write the library master plan for 2013 - 2018	Kate Skarbek (PR&L)	\$500	10%	3Q2014	Deferred until PR&L Master Planning takes place.
2012	Assure all media of municipal code is consistent, uniform in format, and updated within one month of new legislation adoption	Linda Yeager (GS)	\$24,000	100%	Completed	Contractor has completed quality control of all Titles and Chapters in the Westminster Municipal Code. Codification of Ordinances will be performed internally in 2014. Staff will evaluate the need for funding for continued external codification of Ordinances in 2015-2016 budget, as the process for updating the Website cannot duplicate all aspects of adopted formatting for consistency and remain searchable and app friendly for users.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2012	Conduct a community needs assessment of parks, recreation and libraries services through a valid citizen survey and a review of other available pertinent sources; will be used to develop a new Strategic Plan for the PRL Department and will focus the department work in the next 5-7 years to those services viewed as most critical to the City Council goals and the communities future quality of life	Jason Genck and Kate Skarbek (PRL)	\$50,000	40%	1Q2014	A valid citizen survey testing residential views of PR&L services was conducted in first quarter 2013. The results were presented to staff in July. In August, the PRL Strategic Planning Steering Committee convened to determine next steps, using GreenPlay, Inc. to facilitate the process. They will be incorporating data obtained from the PRL citizen survey, in-house data, ESRI, Pew Research Center and National Sporting Goods Manufacturing Association to create a strategic plan for the department.
2013	Create mobile application for Westminster citizens and all PRL customers for better access to information regarding the services of the PRL Department	Don Tripp (PRL)	Unknown at this time	0%	4Q2013	People are moving rapidly toward use of their mobile devices to find all sorts of information. Thousand of applications exist today, which people are using to help them choose what to do and where to do it. It won't be long before the public will expect to be able to find information regarding parks, trails, golf, swimming, recreation programs, natural history, the environment and sundry of other areas through their mobile device. In 2012, a mobile application was created for the Westminster Public Libraries; it is called WPL. In the first few months of public access there have been many connections to the site. At this time, PRL staff are in a study and research phase to determine the feasibility of completing this project as outlined.
Objective 4: Maintain sufficient reserves: general fund, utilities funds and self insurance funds						
2006	Refinance debt issues as market conditions permit to reduce the City's expenses for debt service	Tammy Hitchens (FIN) and Bob Byerhof (FIN)	--	Ongoing	Ongoing	Finance completed three refinancings of WEDA debt in 2012. The refinancings were done to mitigate interest rate risk and fee risk inherent in the 2009 WEDA refinancings. They were also undertaken to take advantage of current low interest rates in the 15 year time frame and provide more budget certainty by minimizing exposure to floating rate borrowing options. Finance closed in late January 2013 on an advance refunding of the COPs Series 2005 (144th Avenue and I-25 Interchange Project), again to lower interest costs for the remaining term of the original debt.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2002	Continue strong emphasis on loss prevention (i.e., workers comp, property and liability losses) using the City's Safety Committee	Martee Erichson (GS), Safety Committee	--	Ongoing	Ongoing	The Citywide Safety Committee reviews monthly employee injuries and automobile accidents. The Committee determines if the incident could have been avoided and if so, evaluates how the city can learn from each incident to help avoid similar situations in the future. The Committee has played an integral part in controlling and decreasing the number of injuries and accidents citywide. As of the end of 2013, the Safety Committee reviewed 66 compensable work-related injuries and determined that 36 (55%) were avoidable. In comparison to end of year 2012, where 47% of the total injuries could have been avoided, this increase in the number of avoidable claims is being reviewed by staff. The Committee also reviewed 60 automobile accidents, that occurred from January through November of 2013, involving city vehicles and determined that 38 (63%) of those accidents could have been avoided by actions of the City or its employees. Although this is an improvement from the 79% avoidable automobile accidents at the end of 2012, the percentage of avoidable auto accidents has gone up since the first quarter of 2013. Risk Management staff reviews all automobile related incidents in order to distinguish patterns and evaluate possible areas for improvement or training. In addition, the Committee members continue to work with their individual workgroups to prevent injuries, accidents and decrease these percentages. Staff is reviewing new safety training focused on awareness of surroundings for implementation in 2014.
2002	Review all fund reserves annually to assure adequacy to meet fund obligations	Steve Smithers (CMO), Tammy Hitchens (FIN)	--	Ongoing	Ongoing	Fund reserves were reviewed as part of the 2013/2014 budget development process. Current reserve levels are in accordance with City policy and adequate to meet the City's financial needs. Additional funds are being added to the General Fund Stabilization Reserve (GFSR) in 2013 and the General Fund Reserve in 2014 to keep them in compliance with practices. In addition, \$350,000 was added to the GFSR and \$204,000 was added to the General Reserve Fund via a 2012 carryover appropriation in August 2013.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2012	Implement cost containment strategies to impact health care cost trends and promote a culture of health and balance	Debbie Mitchell (GS), Dee Martin (GS), Lisa Chrisman (GS)	\$687,000	80% (Cost containment strategies with the clinic will be on-going)	Ongoing	Implementation of the Wellness Clinic along with current wellness initiatives are designed to impact an increasing cost trend. Staff continued to offer wellness programs that addressed education and health screenings, illness and early detection and behavior modification programs during this time frame. Staff also continued to work with Hays to analyze trends and where to best focus wellness efforts. Staff has targeted health risk factors that need to be addressed and continues to work closely with CareHere staff to address health concerns. Staff is working towards blending information from claims through Hays with the data from CareHere to provide rich information and allow staff to analyze the impact of the clinic. It will take a minimum of 18 months of data for staff to effectively analyze the impact of the clinic. Flu shots, shingles vaccinations along with the Biggest Loser Challenge and A Maintain, Don't Gain Challenge during the holiday months were offered during this period.
Objective 5: Maintain a value driven organization through talent acquisition, retention, development, and management						
2009	Employee Healthcare Cost Containment Efforts	Debbie Mitchell (GS), Lisa Chrisman (GS), Dee Martin (GS), Nicki Leo (GS)	Integrated into overall healthcare costs - self funded	Ongoing	Ongoing	The Wellness Program continues to monitor key health markers, risk factors and performance measures. Staff continues to work with trend information obtained through CareHere operations and with Hays in the analysis of claims data to determine health risks that need to be addressed, and ultimately impact cost containment efforts. Proactive efforts have been the focus with educational emphasis on family health, fitness and nutrition. The Wellness Program continues to focus on consumerism and personal accountability and addresses risk areas through screenings, educational classes and programs. During the 3rd period of 2013, staff attended another quarterly meeting with CareHere and is working with CareHere and Hays staff to integrate claims data with CareHere data providing a comprehensive picture for the clinicians.
2013	Monitor impact of Health Care Reform	Debbie Mitchell (GS), Lisa Chrisman (GS)	_	Ongoing	Ongoing	Several key provisions of the affordable care act were delayed until 2015. Staff continues to monitor the reform and is in compliance with mandates to date.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2012	Improve employee communication	Debbie Mitchell (GS), Dee Martin (GS), Lisa Chrisman (GS)	---	Ongoing	Ongoing	Staff continues to focus on best practices to enhance internal communications on areas including compensation, benefits, training and development opportunities, mission and values, plus important organizational initiatives and developments. HR staff continue to play a role in the Intranet re-design working closely with PIO staff and providing input on communication needs. HR staff has also worked very closely with PIO staff to help with communicating key messages pertaining to benefits, notifying employees of required health care reform communications, wellness program communications, and training initiatives.

Objective 6: Prepare for next generation of leaders; managers and employees

2010	Service Analyses	Brent McFall, Steve Smithers, Barbara Opie (CMO)	--	Ongoing	Ongoing	Commencing in November 2009, Staff developed and implemented the services inventory to identify areas of focus for funding. Staff conducted a service analysis in preparation for the mid-year 2014 budget review and presented three proposed modifications through the mid-year review process. Citizen and business feedback was solicited through Council meetings and westyConnect; final recommendations will be considered at the Sept. 16 Study Session with City Council.
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Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<i>Objective 7: Maintain and enhance employee morale and confidence in City Council and management</i>						
2010	Employee Recognition Efforts	Debbie Mitchell (GS), Dee Martin (GS), Lisa Chrisman (GS)	\$35,000	Ongoing	Ongoing	Recognition efforts include two Teams in Actions awards luncheons recognizing departmental and interdepartmental team efforts; Customer Service Champions Internal and External; an Employee Appreciation Week; Length of Service milestones; and SPIRIT individual recognition for ongoing demonstration of the SPIRIT values. Six Length of Service Luncheons have been held since the beginning of the year and employees were recognized for their long tenure with the organization in 5 year increments of time. Council recognizes employees with 20 years or more length of service at Council Meetings held each quarter. Tenured employees were honored at a City Council meetings. Employee Appreciation Week was held the first week of September and included the all-employee BBQ. The 2nd Teams in Action Luncheon was held in November where nine teams were recognized. A holiday dessert event was held in December for all employees and was sponsored by The Marriott.
2011	Competitive Total Compensation Package	Debbie Mitchell (GS), Dee Martin (GS), Lisa Chrisman (GS)	\$2,500	Ongoing	Ongoing	A focus on comprehensive compensation and market based pay and benefits remain priorities for the organization. HR completed the classification analysis and audits on select individual positions, with recommendations to city management staff and city council. A comprehensive compensation communication plan continues to be communicated through supervisors and managers. These communication efforts are ongoing and integrated into all total compensation messaging. Staff continues to adhere to a pay philosophy that better meets the goals of the organization and remains market based while being sustainable and fiscally responsible and will continue to review merit based methods of pay to determine how or if they are appropriate for our organization. Recommended compensation and benefit adjustments were adopted by Council in October 2013 with changes to the 2014 Authorized Pay Plan.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2010	Inclusive Management Practices	Debbie Mitchell (GS), Dee Martin (GS), Lisa Chrisman (GS)	--	Ongoing	Ongoing	Staff continued efforts to train all supervisors in collaborative management practices that reflect our SPIRIT values with the Supervisory Academy. The foundational classes include seminars in teambuilding, communication, conflict management, partnering, coaching, systems thinking and building relationships with other supervisors. HR continues to assist department heads, division managers and supervisors with employee relations issues, and by suggesting ways to make our employees teams more effective. The Leadership Development Program was adjusted to better meet the needs of the organization and to address key management practices and policies.
2010	Employee Relations Consultation	Debbie Mitchell (GS), Dee Martin (GS), Lisa Chrisman (GS)	--	Ongoing	Ongoing	Ongoing work with departments on employee performance issues, discipline, conflict, EEOC concerns, etc. continues to be a key focus for HR. Work to ensure consistent and fair treatment of all employees in a respectful, honoring manner reinforces our SPIRIT values. Employees are given opportunities to correct behavior and are held accountable through various methods of behavior modification including coaching, performance expectations and discipline. The Personnel Board reviews all disciplinary measures taken by the organization on a quarterly basis.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2010	Organizational Development and Change	Debbie Mitchell (GS), Dee Martin (GS), Lisa Chrisman (GS)	--	Ongoing	Ongoing	Consultation with departments on Service Analyses to ensure efficiency and an effective organizational structure to meet staffing needs continues to be a focus for HR. Staff developed various strategies that will address resource and strategic management goals. Another critical component consists of the ongoing coaching efforts by HR staff with departments through direct interaction with supervisors and their teams. These efforts improve effective supervision and teamwork, which ultimately improves service delivery to the community. Staff facilitated several groups through team building, communication and work group planning efforts. Succession management efforts continue to be a priority. Several more Division Manager and Department Head employees have or will be attending executive development programs. One Deputy Police Chief attended a week-long intensive executive development program through the Center for Creative Leadership. 21 individuals completed the 2013 Leadership Development Program with a Capstone presentation in December on Courtesy Practices at the City. A highlight of the year-long program was a structured mentoring program. Both mentors and mentees gained from this comprehensive addition to the leadership development program.

Objective 8: Invest in tools, training and technology to increase organization productivity and efficiency

2012	Continue implementation of new Risk Management databases	Martee Erichson (GS), Jackie Bonavida (GS), Carey Jensen (GS)	--	50%	2Q 2014	The new Workers' Comp database, built by IT within the City's financial management platform, is working well and Risk staff have mapped out a similar version to be created for a new property and liability database. Due to changes in IT staffing, the property and liability database was put on hold until IT staff is fully staffed for JDE programming. Risk staff is working with Traves McCabe, Information/Records Administrator, to develop a tracking system for the environmental audit and compliance information database in the Laserfiche system. Risk staff have also created a CDL database for the centralized tracking of all CDL drivers working for the City.
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Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2012	Deployment of iPads in the organization when a need is demonstrated	David Puntenney (IT)	--	Ongoing	Ongoing	Staff is continuing to evaluate opportunities to improve efficiency and customer service with the iPad technology. IT Staff has deployed iPads to City Council, some managers, the Building Division for Inspectors and select PR&L staff.
2012	Provide training courses that educate employees on Risk Management processes, safety and how to reduce general liability claim exposure	Martee Erichson (GS), Jackie Bonavida (GS), Carey Jensen (GS)	--	Ongoing	Ongoing	Staff is developing a general liability class in partnership with the City Attorney's Office, Infectious Disease Control Plan in partnership with the Fire Department, and continuing the Risk Management Road show. Risk staff has evaluated a new safety training program that will focus on employees' behaviors that contribute to injuries and works on improving general awareness of surroundings. Staff is budgeting the roll-out of this program to one department per year starting in 2014. Risk staff completed the required staff training for 350 employees regarding amendments to OSHA's hazardous communication standard and the conversion to the Globally Harmonized System of Classification and Labeling of Chemicals (GHS) that will replace the current Material Safety Data Sheet (MSDS) system.

Capital Improvement Projects Relating to Strategic Plan Goal: FINANCIALLY SUSTAINABLE CITY GOVERNMENT PROVIDING EXCEPTIONAL SERVICES

Various Street and Intersection Improvements, Water and Sewer Line Replacements and Rehabilitation, BO&M major maintenance, Arterial Roadway Rehabilitations and Improvements, Bridge and Pedestrian Railing Repainting



2013 Citywide Goals & Objectives

Third Period Update

GOAL 4: VIBRANT NEIGHBORHOODS IN ONE LIVABLE COMMUNITY

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<i>Objective 1: Develop transit oriented development around commuter rail stations</i>						
2005	Evaluate public infrastructure needs in South Westminster TOD Area	Andy Walsh (PW&U)	TBD	Ongoing	Ongoing	There are a number of utility related improvements that are taking place in the TOD area. Construction of the Little Dry Creek interceptor sewer project has begun through the Little Dry Creek Park, south of the Westminster Station and Public Works and Utilities is managing this project. We anticipate construction of the interceptor to be complete in October of 2013. PWU and RTD are jointly coordinating the relocation of 2,000 ft of the Little Dry Creek interceptor sewer east of Federal Blvd. PWU staff is also coordinating with RTD to acquire easements from TOD land owners to relocate sewer mains around the Westminster Station. The Target Completion Date for RTD related work cannot be defined at this time since staff is relying on RTD and other outside entities to manage these projects. The City will participate in the RTD projects by upsizing sewer mains as necessary and will pay betterment costs.
2005	Facilitate the development projects within the South Westminster transit oriented development (TOD) area	Tony Chacon (CD)	TBD	Ongoing	Ongoing	Negotiations are continuing with Nolan RV and Gerry Rhiner regarding land acquisition in support of Westminster Station. City received 4 submittals relative to parking garage/development RFP. Interviews are scheduled for January 2014.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 2: Maintain and improve neighborhood infrastructure and housing						
2005	Work to protect federal Community Development Block Grant funding	Tony Chacon (CD)	--	Ongoing	Ongoing	In 2014 Staff estimates the City will receive \$532,732 in CDBG funding, which has been allocated to 1) Rodeo Market Phase II Community Garden; 2) Bradburn Blvd. Stump Removal & Tree Replacement; 3) Bradburn Blvd. Decorative Lighting Installation; 4) Minor Home Repair Program; and 5) Program Administration.
2003	Commence and complete Holly Park redevelopment project	Dave Loseman (CD)	\$200,000	80%	TBD	Council authorized the execution of a purchase agreement with Boulder Creek Communities at the August 26, 2013 Council meeting. Since then, Boulder Creek Communities has presented staff with a revised offer, and negotiations on the sale of the property continue.
Objective 3: Preserve and restore historic assets						
2010	Restore/rehabilitate north porch and second story balcony along with restoration of chimney at Bowles House	Jerry Cinkosky (GS)	--	100%	Completed	Completed. Restoration of the north porch/balcony and the brick chimney was completed in December 2011. Additional soffit and building trim work is tentatively set for June 2014.
Objective 4: Have Home Owners Association's and residents taking responsibility for neighborhood private infrastructure						
2010	Neighborhood Grant Program as part of the Community Enhancement Program	Kathy Piper (PRL)	\$50,000	Ongoing	Ongoing	The 2013 applications have been reviewed and selected. Staff provided a informational staff report to City Council. The grant recipients will have until December 31, 2013 to complete their projects.
Objective 5: Develop Westminster as a cultural art community						
2010	Complete stabilization of Shoenberg Farm Concrete Silo	Tony Chacon (CD)	94410	100%	Completed	The project has been completed.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 6: Have a range of quality homes for all stages of life (type, price) throughout the City						
2010	Provide a range of housing options in the community	Mac Cummins (CD)	--	Ongoing	Ongoing	City staff coordinates with various county, state and federal agencies on programs that help implement a variety of housing programs. Additionally, staff monitors how the City's percentage of low and moderate income housing relates to the north Denver metro region.
Objective 7: Have strong community events and active civic engagement						
2010	Maintain quality community events	Peggy Boccard (PRL)	TBD	Ongoing	Ongoing	Continue to provide community oriented special events to enhance quality of life and support convenient choices for an active, healthy lifestyle. Examples of events include: 4th of July; Westminster Faire; Community Pride Day; Holiday Tree Lighting and numerous other community enhancing activities.

Capital Improvement Projects Relating to Strategic Plan Goal: VIBRANT NEIGHBORHOODS AND COMMERCIAL AREAS
Holly Park, Hyland Village Public/Private Improvements, South Westminster Revitalization Projects, Lift Station Improvements, and Little Dry Creek Regional Detention



2013 Citywide Goals & Objectives

Third Period Update

GOAL 5: BEAUTIFUL AND ENVIRONMENTALLY SENSITIVE CITY

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<i>Objective 1: Have energy efficient, environmentally sensitive city operations</i>						
2012	Develop citywide Waste Management Plan	Carey Jensen (GS), Martee Erichson (GS)	--	Ongoing	Ongoing	Staff continue to update the comprehensive Waste Management plan instead of operation specific including updates when regulations and operations change. This item will be an on-going item because the plan must be updated to reflect new regulations or operational changes. Due to regulation changes in 2013, Risk staff worked with other departments to get all of the City's emergency generators registered and permitted with the CDPHE.
2012	NEW: MSC Gasoline Recovery Remediation	Martee Erichson (GS), Carey Jensen (GS)	TBD	TBD	TBD	In mid-2012, the Gasoline Recovery Remediation system for the MSC was turned over to GS - Risk Management staff from Utilities. Staff met with representatives from the State of Colorado's Oil and Public Safety (OPS) office on May 1 and received permission to decrease the number of sampling reports due to the State on this project. Staff was also authorized to research and put in place different remediation efforts than were originally planned for 2013. Staff sent out an RFP for a new contractor to complete the remediation work on this project. A total of five contractors responded to the RFP and staff is in the process of evaluating and interviewing the top candidates. Work with the new contractor is expected to begin in the 2nd Quarter of 2014.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2012	Through the Green Team, work in partnership with departments to implement measures within operations that are energy efficient and environmentally sensitive	Rachel Harlow-Schalk (GS)	--	Ongoing	Ongoing	Between September and December of 2013, the Green Team continued to support the implementation of the community recycling program improvement recommendations made by the Environmental Advisory Board (EAB), including continued discussions regarding the construction of the community recycling center and communication plan implementation. The recycling education campaign officially launched on America Recycles Day with a community electronics collection event.
Objective 2: Reduce energy consumption citywide						
2009	Phase II Energy Performance Contracts approved by City Council in May 2010	Jerry Cinkosky (BO&M), Brian Grucelski (BO&M), Thomas Ochtera (BO&M)	AIGG \$2,517,094 ARRA \$468,700	AIGG - 100% ARRA - 100%	4Q 2013	Completed--Measurement and Verification Phase (M&V). The work for both the Capital and ARRA funded contract is done as of December 2011 and the funding has been expended completely. The M&V phase is in contract review because of a reduced price negotiation and will continue through November of 2013. M&V funding will come from BO&M operational accounts.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 3: Increase and maintain greenspace (parks, open space, etc.) consistent with defined goals						
2007	Work with surrounding communities to build support for a regional trail system linking to the Rocky Flats Wildlife Refuge	Heather Cronenberg (CD), Rich Dahl (PRL)	--	15%	TBD	This project has transitioned into supporting the Denver Greenway Trail network that will connect the Rocky Mountain Arsenal National Wildlife Refuge to the Rocky Flats National Wildlife Refuge. The Department of the Interior is spearheading this idea and planning for the trail location is being conducted by the U.S. Department of Transportation in partnership with the local communities involved. Westminster staff is working with these agencies and hopes that the trail will utilize the Little Dry Creek trail through parts of Westminster along with an improved trail on the east side of Standley Lake and a new trail through the Westminster Hills Open Space area. The City and County of Broomfield, Boulder County, and Arvada are supportive of this trail and of the connection to Rocky Flats. A design study is underway and the project partners are looking into possible funding sources for construction in 2014. The Refuge to Refuge trail along the east side of Standley lake is currently funded and staff is applying for a GOCO grant in collaboration with the City of Arvada to link the project into Two Ponds and points farther east.
2004	Participate in the wildlife refuge planning process for the Rocky Flats National Wildlife Refuge (RFNWR) with RFSC and Fish and Wildlife Service on mineral rights acquisition and proposals for the use of the NRD funds set aside for the RFNWR; work with the recently organized community "Friends Group" name Friends of the Front Range Wildlife Refuges, with SPC helped organize in 2008 to provide support and assistance to the USFWS	Heather Cronenberg (CD)	--	Ongoing	Ongoing	The City continues to work with US Fish & Wildlife Service staff to encourage additional and timely funding for the Rocky Flats National Wildlife Refuge to implement the Comprehensive Conservation Plan (the master plan for the development of facilities, trails & other visitor features at the Refuge).

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 4: Preserve vistas and view corridors						
2003	Apply for grants from Adams County, Jefferson County, GOCO and others	Heather Cronenberg (CD), Rich Dahl (PRL), Becky Eades (PRL), Kathy Piper (PRL), Sarah Washburn (PRL)	--	Ongoing	Ongoing	In the Fall, 2013 grant cycle, the Adams County Open Space Advisory Board recommended awarding the City a \$276,000 grant for the acquisition of property at the southeast corner of 75th and Sheridan and a \$585,000 grant for the construction of an underpass under 120th Avenue and trails along Ranch Creek. Other recent grants awarded to the City by Adams County include: \$607,899 for the acquisition of the Big Dry Creek Buffer parcel, \$225,000 for the acquisition of the Bushnell parcel, \$448,700 for the acquisition of the McKay Lake Overlook parcels, \$1,538,670 towards the construction of Little Dry Creek Park, and \$87,500 towards the construction of a trail along Federal Boulevard between 92nd and 97th Avenue and 115th and 119th Avenue.
Objective 5: A convenient recycling program for businesses and residents with a high level of participation						
2002	City-wide recycling drop off locations	Jerry Cinkosky (GS), Rachel Harlow-Schalk (GS)	\$32,493 Annually	On-going	Ongoing	Having identified the former England Water Treatment plant site as the site for the construction of a staffed recycling center with hours of operation, staff is currently negotiating construction of the future site so that the opening coincides with the opening of 72nd Avenue anticipated in the year 2015. The delay of site construction will require on-going funding of the drop-off locations. To address volume and dumping issues, collections were increased and temporary staff were hired to clean sites. The budget for these sites was also increased in 2012 (from \$6,000 to \$11,500) and twice per year the city receives a rebate for offering the program. Rebate funds continue to shrink and in 2012, the city received \$5,680 in rebates-nearly \$2,000 less than \$7,665 received in 2011. In 2012, \$57,000 was spent on collections and staff cleanup-well beyond the \$17,180 budgeted and received through State rebates.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2012	Run environmental education campaign focused externally on recycling in the community and promotion of operational environmental efforts	Rachel Harlow-Schalk (GS)	\$25,000 per yr	20%	Ongoing	For 2013 and 2014, the recycling education campaign will be focused on recycling efforts curbside. The Green Team and the Environmental Advisory Board (EAB) have been working in partnership and are using the completed Strategic Communications Plan as a guide for education efforts. On Nov 15, America Recycles Day officially kicked off the community recycling education campaign focused on recycling curbside. A community electronics recycling event was completed at City Park Rec Ctr where free passes were given away to recyclers, an infographic was given out on how to recycle curbside, a bottle was distributed with the Westminster Proud We Recycle Campaign and the Youth Advisory Panel completed a video on recycling available on the City's website. Westy connect was used to engage conversation on how to improve recycling at the curb and the Butterfly Pavilion committed to a partnership in education. With the revisions to the Solid Waste Collection Code and annual recycling report that collectors must complete, changes in recycling curbside will be reported for evaluation.
2012	Continue programs for disposal of household hazardous waste and hard to recycle materials	Carey Jensen (GS), Martee Erichson (GS)	\$49,000 first year, \$43,000 annually	Ongoing	Ongoing	Staff completed the Hard to Recycle Guide in Spring of 2012 and it is available as a searchable pdf on the City's webpage. Due to increased community outreach on recycling education, the Household Hazardous Waste disposal program has experienced an increase in volume of materials collected and number of participants in the program.

Capital Improvement Projects Relating to Strategic Plan Goal: BEAUTIFUL AND ENVIRONMENTALLY SENSITIVE CITY
Standley Lake Regional Park, Community Enhancement Program, Open Space Land Acquisition, Parks Renovation Program, and Recreation Facility Improvements

Information Only Staff Report
March 10, 2014



SUBJECT: 2013 Fourth Quarter City Council Expenditure Report

PREPARED BY: Ben Goldstein, Management Analyst
Valerie White, Administrative Secretary

Summary Statement:

This report is for City Council information only and requires no action by City Council.

The attached document is a listing of all 2013 City Council posted expenditures from January 1 through December 31, 2013. It is Staff's goal to provide this report within 30 days of end of the quarter. The delay in providing this final report to City Council was a result of the yearend closeout process.

Background Information:

The following report is a listing of City Council expenditures by each account for January 1 through December 31, 2013, as posted by December 31, 2013. As of December 31, 2013, 100% of 2013 had elapsed and Council spent 77.8%, or \$197,619, of its revised 2013 budget that totals \$254,094.

The budget is a planning tool and represents a best estimate regarding actual expenditures. If you have any questions about items included in this report, please contact Ben Goldstein at 303-658-2007 or at bgoldstein@cityofwestminster.us.

The quarterly expenditure report for City Council ties to the Strategic Plan Goal of a "Financially Sustainable City Government Providing Exceptional Services," as Staff and Council work together to continually find greater efficiency in City operations.

Respectfully submitted,

J. Brent McFall
City Manager

Attachment

**4th Quarter 2013 City Council Expenditure Report
(as of December 31, 2013)**

EXPENDITURE	DATE	DESCRIPTION	PAID TO:	
SALARIES - MAYOR/COUNCIL		(ACCT: 10001010.60800.0000)		
(\$249.86)	01/01/13	2012 YE Salary Accrual Reversal	Council	
\$3,498.06	01/13/13	Salaries	Council	
\$3,498.06	01/27/13	Salaries	Council	
\$3,498.06	02/10/13	Salaries	Council	
\$3,498.06	02/24/13	Salaries	Council	
\$3,498.06	03/10/13	Salaries	Council	
\$3,498.06	03/24/13	Salaries	Council	
\$3,498.06	04/07/13	Salaries	Council	
\$3,498.06	04/21/13	Salaries	Council	
\$3,498.06	05/05/13	Salaries	Council	
\$3,498.06	05/19/13	Salaries	Council	
\$3,498.06	06/02/13	Salaries	Council	
\$3,498.06	06/16/13	Salaries	Council	
\$3,498.06	06/30/13	Salaries	Council	
\$3,498.06	07/14/13	Salaries	Council	
\$3,498.06	07/28/13	Salaries	Council	
\$3,498.06	08/11/13	Salaries	Council	
\$3,498.06	08/25/13	Salaries	Council	
\$3,498.06	09/08/13	Salaries	Council	
\$3,498.06	09/22/13	Salaries	Council	
\$3,498.06	10/06/13	Salaries	Council	
\$3,498.06	10/20/13	Salaries	Council	
\$3,498.06	11/03/13	Salaries	Council	
\$3,524.36	11/17/13	Salaries	Council	
\$3,037.79	12/01/13	Salaries	Council	
\$3,267.93	12/15/13	Salaries	Council	
\$3,498.06	12/29/13	Salaries	Council	
\$499.72	12/31/13	2013 YE Salary Accrual	Council	
\$90,535.32	TOTAL		<i>% of account budget expended year-to-date</i>	97.98%
\$92,400.00	BUDGET	2013 APPROVED BUDGET	<i>% of total City Council budget</i>	36.36%

**4th Quarter 2013 City Council Expenditure Report
(as of December 31, 2013)**

EXPENDITURE	DATE	DESCRIPTION	PAID TO:	
\$1,864.68	BALANCE			
COUNCIL ALLOWANCE		(ACCT: 10001010.61100.0000)		
\$1,081.50	01/13/13	Council Allowance	Council	
\$1,081.50	01/27/13	Council Allowance	Council	
\$1,081.50	02/01/13	Council Allowance	Council	
\$1,081.50	02/10/13	Council Allowance	Council	
\$1,081.50	02/24/13	Council Allowance	Council	
\$1,081.50	03/10/13	Council Allowance	Council	
\$1,081.50	04/07/13	Council Allowance	Council	
\$1,081.50	04/21/13	Council Allowance	Council	
\$1,081.50	05/05/13	Council Allowance	Council	
\$1,081.50	05/19/13	Council Allowance	Council	
\$1,081.50	06/02/13	Council Allowance	Council	
\$1,081.50	06/16/13	Council Allowance	Council	
\$1,081.50	06/30/13	Council Allowance	Council	
\$1,081.50	07/14/13	Council Allowance	Council	
\$1,081.50	07/28/13	Council Allowance	Council	
\$1,081.50	08/11/13	Council Allowance	Council	
\$1,081.50	09/08/13	Council Allowance	Council	
\$1,081.50	09/22/13	Council Allowance	Council	
\$1,081.50	10/06/13	Council Allowance	Council	
\$1,081.50	10/20/13	Council Allowance	Council	
\$1,081.50	11/03/13	Council Allowance	Council	
\$1,081.53	11/17/13	Council Allowance	Council	
\$927.00	12/01/13	Council Allowance	Council	
\$1,004.25	12/15/13	Council Allowance	Council	
\$1,081.50	12/29/13	Council Allowance	Council	
(\$1,081.50)	12/29/13	Accrue 2014 Burden Entry - Council Allowance	Council	
\$25,724.28	TOTAL		<i>% of account budget expended year-to-date</i>	99.11%
\$25,956.00	BUDGET	2013 APPROVED BUDGET	<i>% of total City Council budget</i>	10.22%
\$231.72	BALANCE			

**4th Quarter 2013 City Council Expenditure Report
(as of December 31, 2013)**

EXPENDITURE	DATE	DESCRIPTION	PAID TO:	
MILEAGE REIMBURSEMENT			(ACCT: 10001010.61200.0000)	
\$263.29	04/22/13	1st Quarter Mileage Reimbursement - McNally	Nancy McNally	
\$195.49	05/16/13	1st Quarter Mileage Reimbursement - Lindsey	Mary Lindsey	
\$556.53	10/01/13	Mileage Reimbursement	Nancy McNally	
\$10.00	11/12/13	Parking Reimbursement	Nancy McNally	
\$197.19	11/12/13	Final Mileage Reimbursement - McNally	Nancy McNally	
\$206.79	12/04/13	Final Mileage Reimbursement - Lindsey	Mary Lindsey	
\$203.93	12/23/13	November Mileage Reimbursement - Atchison	Herb Atchison	
\$186.27	12/31/13	December Mileage Reimbursement - Atchison	Herb Atchison	
\$1,819.49	TOTAL		<i>% of account budget expended year-to-date</i>	60.65%
\$3,000.00	BUDGET	2013 APPROVED BUDGET	<i>% of total City Council budget</i>	1.18%
\$1,180.51	BALANCE			
MEETING EXPENSES			(ACCT: 10001010.61400.0000)	
\$20.00	01/09/13	1/9 Business After Hours & Expo McNally, Briggs, Major, Lindsey	MNCC	
\$1,430.00	01/23/13	1/23/13 ADCOG Dinner	Legacy Ridge	
(\$260.00)	02/19/13	1/23/13 ADCOG Dinner - Commerce City	City of Westminster	
(\$130.00)	02/19/13	1/23/13 ADCOG Dinner - ADCO Commissioners	City of Westminster	
(\$130.00)	02/19/13	1/23/13 ADCOG Dinner - Arvada	City of Westminster	
(\$78.00)	02/19/13	1/23/13 ADCOG Dinner - Aurora	City of Westminster	
(\$78.00)	02/19/13	1/23/13 ADCOG Dinner - Bennett	City of Westminster	
(\$156.00)	02/19/13	1/23/13 ADCOG Dinner - Brighton	City of Westminster	
(\$26.00)	02/19/13	1/23/13 ADCOG Dinner - Broomfield	City of Westminster	
(\$130.00)	02/19/13	1/23/13 ADCOG Dinner - Federal Heights	City of Westminster	
(\$182.00)	02/19/13	1/23/13 ADCOG Dinner - Northglenn	City of Westminster	
\$182.00	02/19/13	1/23/13 ADCOG Dinner - Northglenn	City of Westminster	
(\$130.00)	02/19/13	1/23/13 ADCOG Dinner - Northglenn	City of Westminster	
(\$182.00)	02/19/13	1/23/13 ADCOG Dinner - Thornton	City of Westminster	
\$68.15	02/20/13	2/20 Briefing Sen. Tochtrop - McNally, McFall, Smithers, D Tomlinson	City Grille	

**4th Quarter 2013 City Council Expenditure Report
(as of December 31, 2013)**

EXPENDITURE	DATE	DESCRIPTION	PAID TO:
\$46.48	02/25/13	DRCOG Board Workshop - Lodging	Nancy McNally
\$74.95	03/06/13	3/6 Briefing with Sen. Ulbarri - McNally, McFall, Smithers, D Tomlinson	Katie Mullins
\$125.34	03/12/13	Digital Printing and Finishing of Community Outreach Postcard	Market Direct
\$212.55	03/15/13	ADCO Executive Committee Breakfast	Mimi's Café
\$30.00	03/18/13	Bouquet for Senior Hub Volunteer Luncheon	Senior Hub
\$21.67	03/20/13	3/20 Community Summit- fruit	Mary Joy Barajas
\$227.25	03/20/13	3/20 Community Summit Dinner	The Garlic Knot
\$18.16	03/31/13	Briefing - Briggs, McFall	Perkins
\$22.36	03/31/13	Briefing - Atchison, McFall	Black Eyed Pea
\$250.00	04/29/13	3/21 JEC Industry Appreciation Awards Breakfast - McNally, Atchison, Briggs, Kaiser, Lindsey	123Sign Up
\$10.06	04/29/13	Briefing with Senator Kraft-Tharp, McFall, McNally, Smithers, Tomlinson	Panera
\$5.88	04/29/13	Briefing with Senator Kraft-Tharp, McFall, McNally, Smithers, Tomlinson	Panera
\$20.86	04/29/13	Briefing with Senator Kraft-Tharp, McFall, McNally, Smithers, Tomlinson	Panera
\$150.00	04/29/13	DC Breakfast - State of Housing - McNally, Atchison, Briggs, Lindsey, Winter	MNCC
\$100.00	04/29/13	Politics and Pints - Briggs, Lindsey	MNCC
\$4.19	04/29/13	Briefing with Senator Kraft-Tharp, McFall, McNally, Smithers, Tomlinson	Panera
\$30.00	05/06/13	Law Day Bkfst -McNally, Kaiser, Lindsey	Broomfield/Adams Bar Association
\$131.30	05/13/13	Strategic Plan Retreat Supplies	Office Max
\$1,562.80	05/13/13	Strategic Plan Retreat Dinner	The Heritage Grill
\$1,850.00	05/28/13	Community Summit Facilitation	Lyle Sumek Associates, Inc.
\$290.26	06/03/13	ADCO Dinner - Council, McFall, Smithers	Cheeky Monk
\$98.51	06/03/13	Strategic Plan Interview - McNally, McFall, Sumek	Bonefish
\$46.92	06/11/13	Soda for Strategic Plan Retreat	Canteen Refreshments
\$73.24	06/12/13	Dinner for the Potential Candidates Forum 6/12	MD
\$35.09	06/12/13	6/12 Westy's Best taping - lunch Atchison, J Carroll, Nick (videographer)	Herb Atchison
\$18.00	06/18/13	ADCOG Dinner - McNally	Adams County Commissioners

**4th Quarter 2013 City Council Expenditure Report
(as of December 31, 2013)**

EXPENDITURE	DATE	DESCRIPTION	PAID TO:
\$18.59	06/11/13	Breakfast Briefing - McFall, Atchison	The Delectable Egg
\$120.00	07/10/13	DC Breakfast - State of Housing - Atchison, Briggs, Lindsey, Winter	MNCC
\$100.00	08/08/13	8/18 Rockin' Garden Party - McNally, Briggs(2), Lindsey(2), Major(2)	North Metro Arts Alliance
\$100.00	08/13/13	ADCOG Dinner - Briggs, Lindsey, Major(2)	City of Arvada
\$85.00	09/10/13	Mayor's Summit - McNally	CML
\$30.00	10/22/13	Fashion Show Fundraiser Luncheon - McNally, Lindsey	Westminster Historical Society
\$1,600.00	10/28/13	Strategic Plan Final Report	Lyle Sumek Associates, Inc.
\$125.00	11/18/13	10/23 ADCOG Dinner - McNally, Atchison, Briggs (2), Lindsey	City of Aurora
\$480.00	11/30/13	2013 Wine Tasting - McNally(2), Briggs(2), Atchison(2), Major(2), Winter(2), Lindsey(2)	Westminster Legacy Foundation
\$120.00	11/30/13	12/13 MNCC Legislative Breakfast - Garcia, Winter, Seitz, Pinter	MNCC
\$220.00	11/30/13	JEC 7th Annual Luncheon - McNally, Briggs, Lindsey, Kaiser	123 Signup
\$20.00	11/30/13	Jeffco Mayors Roundtable - Briggs	Arvada Chamber of Commerce
\$801.81	11/30/13	Outgoing Council Dinner	Bar Louie
\$44.52	12/10/13	Lunch Briefings with Broomfield/Arvada Mayors - Atchison	Herb Atchison
\$25.56	12/31/13	11/11 New Council Swearing in Reception supplies	King Soopers
\$67.00	12/31/13	New Council Swearing-in Reception	Zoe's Coffee
\$552.60	12/31/13	Outgoing Council Reception	Nothing Bundt Cakes
\$1,188.30	12/31/13	Legislative Dinner Banquet Costs	The Grill at Legacy Ridge
\$27.26	12/31/13	Lunch Briefing with Anthony Graves of the Denver Mayor's Office - Atchison	Herb Atchison
\$120.00	12/11/13	12/13 Metron North Chamber of Commerce Annual Legislative Breakfast - Garcia, Pinter, Seitz, Winter	MNCC
(\$85.00)	12/15/13	Refund for workshop - no fee required - McNally	CML
\$160.00	12/18/13	12/19 Hyland Hills Fundraising Event - Briggs (2), Pinter, Garcia	Hyland Hills Foundation
\$65.28	12/20/13	7th Annual Legislative Breakfast - Atchison, Briggs	US 36 Commuting Solutions
\$1,094.11	12/23/13	New Council Workshop Banquet and Room Charges	Westin Westminster

**4th Quarter 2013 City Council Expenditure Report
(as of December 31, 2013)**

EXPENDITURE	DATE	DESCRIPTION	PAID TO:	
\$12,754.05	TOTAL		<i>% of account budget expended year-to-date</i>	82.02%
\$15,550.00	BUDGET	2013 APPROVED BUDGET	<i>% of total City Council budget</i>	6.12%
\$2,795.95	BALANCE			
CAREER DEVELOPMENT		(ACCT: 10001010.61800.0000)		
\$887.59	02/25/13	2/12-2/14 DC US 36 MCC Lobbying - Airfare \$426.60; lodging \$419.08; meals \$21.98; misc \$20	Nancy McNally	
\$1,803.86	03/26/13	NLC Conference - Reg. \$525; airfare \$602.90; lodging \$586.24; meals \$68.72; misc \$21	Nancy McNally	
\$318.26	04/03/13	NLC Conference - meals purchased for Council	McFall	
\$2,524.94	04/03/13	NLC Conference - Reg. \$755.00; airfare \$455.80; lodging \$1172.48; meals \$61.66; misc \$80	Scott Major	
\$50.00	04/10/13	Membership - Atchison	ICSC	
\$2,933.44	04/24/13	NLC Conference - Reg. \$715.00; airfare \$425.90; lodging \$1465.60; meals \$226.49; misc \$162.29	Mark Kaiser	
\$1,509.85	06/10/13	ICSC Conference - Reg \$490.00; airfare \$339.80; lodging \$412.83; meals \$77.80; misc \$189.42	Herb Atchison	
\$2,571.35	06/19/13	NLC Conference - Reg. \$895.00; airfare \$595.95; lodging \$879.36; meals \$137.36; misc \$63.68	Mary Lindsey	
\$984.65	07/16/13	CML Conference - Reg \$255; lodging \$510; mileage \$118.65; meals \$101	Nancy McNally	
\$1,016.00	07/16/13	CML Conference - Reg \$255; lodging \$510; mileage \$113; meals \$138	Faith Winter	
\$969.68	07/18/13	CML Conference - Reg \$255; lodging \$510; mileage \$115.26; meals \$89.42	Mary Lindsey	
\$999.17	07/22/13	CML Conference - Reg \$260; lodging \$510; mileage \$123.17; meals \$106	Bob Briggs	
\$2,184.48	10/15/13	NLC Leadership Summit - Reg \$920; airfare \$331.60; lodging \$722.68; meals \$150.40; misc. \$60	Mark Kaiser	
\$1,773.31	12/02/13	NLC Conference - Reg \$895; airfare \$456.80; meals \$62.30; misc.(car) \$359.21	Emma Pinter	

**4th Quarter 2013 City Council Expenditure Report
(as of December 31, 2013)**

EXPENDITURE	DATE	DESCRIPTION	PAID TO:	
\$2,322.60	12/04/13	NLC Conference - Reg \$655; airfare \$341.75; lodging \$1044.60; meals \$239.75; misc. \$41.50	Bob Briggs	
\$617.96	07/23/13	YEO Conference - Airfare \$386.70; transportation \$211.26; misc. \$20	Faith Winter	
\$23,467.14	TOTAL		<i>% of account budget expended year-to-date</i>	48.68%
\$48,205.00	BUDGET	2013 APPROVED BUDGET	<i>% of total City Council budget</i>	18.97%
\$24,737.86	BALANCE			
TELEPHONE		(ACCT: 10001010.66900.0000)		
\$20.00	01/03/13	Council iPad - McNally	Verizon Wireless	
\$20.00	01/10/13	Council iPad - Lindsey	Verizon Wireless	
\$20.00	01/10/13	Council iPad - Kaiser	Verizon Wireless	
\$20.00	01/10/13	Council iPad - Major	Verizon Wireless	
\$20.00	01/18/13	Council iPad - Briggs	Verizon Wireless	
\$20.00	02/03/13	Council iPad - Atchison	Verizon Wireless	
\$20.00	02/10/13	Council iPad - McNally	Verizon Wireless	
\$20.00	02/10/13	Council iPad - Lindsey	Verizon Wireless	
\$20.00	02/13/13	Council iPad - Kaiser	Verizon Wireless	
\$20.00	02/18/13	Council iPad - Major	Verizon Wireless	
\$20.00	03/03/13	Council iPad - Briggs	Verizon Wireless	
\$20.00	03/10/13	Council iPad - Atchison	Verizon Wireless	
\$20.00	03/10/13	Council iPad - McNally	Verizon Wireless	
\$20.00	03/13/13	Council iPad - Lindsey	Verizon Wireless	
\$20.00	03/18/13	Council iPad - Kaiser	Verizon Wireless	
\$20.00	04/04/13	Council iPad - Major	Verizon Wireless	
\$20.00	04/10/13	Council iPad - Briggs	Verizon Wireless	
\$20.00	04/10/13	Council iPad - Atchison	Verizon Wireless	
\$20.00	04/10/13	Council iPad - McNally	Verizon Wireless	
\$20.00	04/14/13	Council iPad - Lindsey	Verizon Wireless	
\$20.00	04/18/13	Council iPad - Kaiser	Verizon Wireless	
\$20.00	05/03/13	Council iPad - Major	Verizon Wireless	
\$20.00	05/10/13	Council iPad - Briggs	Verizon Wireless	
\$20.00	05/10/13	Council iPad - Atchison	Verizon Wireless	

**4th Quarter 2013 City Council Expenditure Report
(as of December 31, 2013)**

EXPENDITURE	DATE	DESCRIPTION	PAID TO:
\$20.00	05/10/13	Council iPad - McNally	Verizon Wireless
\$20.00	05/13/13	Council iPad - Lindsey	Verizon Wireless
\$20.00	05/19/13	Council iPad - Kaiser	Verizon Wireless
\$20.00	06/03/13	Council iPad - Major	Verizon Wireless
\$20.00	06/10/13	Council iPad - Briggs	Verizon Wireless
\$20.00	06/10/13	Council iPad - Atchison	Verizon Wireless
\$20.00	06/13/13	Council iPad - McNally	Verizon Wireless
\$20.00	06/13/13	Council iPad - Lindsey	Verizon Wireless
\$20.00	06/18/13	Council iPad - Kaiser	Verizon Wireless
\$20.00	07/03/13	Council iPad - Major	Verizon Wireless
\$20.00	07/10/13	Council iPad - Briggs	Verizon Wireless
\$20.00	07/10/13	Council iPad - Atchison	Verizon Wireless
\$20.00	07/12/13	Council iPad - McNally	Verizon Wireless
\$20.00	07/14/13	Council iPad - Lindsey	Verizon Wireless
\$20.00	07/18/13	Council iPad - Kaiser	Verizon Wireless
\$30.00	07/24/13	Council iPad - Major	Verizon Wireless
\$60.00	07/24/13	Council iPad - Atchison	Verizon Wireless
\$20.00	08/04/13	Council iPad - Briggs	Verizon Wireless
\$20.00	08/11/13	Council iPad - Atchison	Verizon Wireless
\$20.00	08/12/13	Council iPad - Temporary Plan Increase - McNally	Verizon Wireless
\$20.00	08/13/13	Council iPad - Lindsey	Verizon Wireless
\$20.00	08/18/13	Council iPad - Kaiser	Verizon Wireless
\$20.00	08/23/13	Council iPad - Major	Verizon Wireless
\$20.00	09/03/13	Council iPad - Briggs	Verizon Wireless
\$20.00	09/10/13	Council iPad - McNally	Verizon Wireless
\$20.00	09/12/13	Council iPad - Lindsey	Verizon Wireless
\$20.00	09/13/13	Council iPad - Kaiser	Verizon Wireless
\$20.00	09/18/13	Council iPad - Atchison	Verizon Wireless
\$20.00	09/22/13	Council iPad - Major	Verizon Wireless
\$20.00	10/03/13	Council iPad - Briggs	Verizon Wireless
\$20.00	10/10/13	Council iPad - Atchison	Verizon Wireless
\$20.00	10/13/13	Council iPad - McNally	Verizon Wireless
\$20.00	10/13/13	Council iPad - Lindsey	Verizon Wireless
\$20.00	10/18/13	Council iPad - Kaiser	Verizon Wireless
\$20.00	10/22/13	Council iPad - Major	Verizon Wireless

**4th Quarter 2013 City Council Expenditure Report
(as of December 31, 2013)**

EXPENDITURE	DATE	DESCRIPTION	PAID TO:	
\$20.00	11/03/13	Council iPad - Briggs	Verizon Wireless	
\$20.00	11/10/13	Council iPad - Seitz	Verizon Wireless	
\$20.00	11/12/13	Council iPad - Atchison	Verizon Wireless	
\$20.00	11/13/13	Council iPad - Kaiser	Verizon Wireless	
\$20.00	11/20/13	Council iPad - Pinter	Verizon Wireless	
\$20.00	11/20/13	Council iPad - Baker	Verizon Wireless	
\$20.00	11/27/13	Council iPad - Major	Verizon Wireless	
\$20.00	11/27/13	Council iPad - Briggs	Verizon Wireless	
\$20.00	11/28/13	Council iPad - Lindsey	Verizon Wireless	
\$20.00	12/12/13	Council iPad - Pinter	Verizon Wireless	
\$20.00	12/15/13	Council iPad - Baker	Verizon Wireless	
\$20.00	12/19/13	Council iPad - Baker	Verizon Wireless	
\$20.00	12/19/13	Council iPad - Briggs	Verizon Wireless	
\$20.00	12/26/13	Council iPad - Briggs	Verizon Wireless	
\$20.00	12/27/13	Council iPad - Pinter	Verizon Wireless	
\$20.00	12/31/13	Council iPad - Seitz	Verizon Wireless	
\$1,550.00	TOTAL		<i>% of account budget expended year-to-date</i>	92.26%
\$1,680.00	BUDGET	2013 APPROVED BUDGET	<i>% of total City Council budget</i>	0.66%
\$130.00	BALANCE			
PC REPLACEMENT FEE		(ACCT: 10001010.66950.0000)		
\$1,470.00	01/31/13	PC Replacement Fee	Cost Allocation	
\$1,470.00	TOTAL		<i>% of account budget expended year-to-date</i>	100.00%
\$1,470.00	BUDGET	2013 APPROVED BUDGET	<i>% of total City Council budget</i>	0.00%
\$0.00	BALANCE			
SPECIAL PROMOTIONS		(ACCT: 10001010.67600.0000)		
\$200.00	02/28/13	2/28 Annual Five Star Gala Sponsorship - McNally (2), Atchison (2), Briggs (2), Major (2), Lindsey, McFall	Adams County Schools	
\$100.00	05/02/13	Sponsorship for Dodgeball Tournament Team	Westminster High School	

**4th Quarter 2013 City Council Expenditure Report
(as of December 31, 2013)**

EXPENDITURE	DATE	DESCRIPTION	PAID TO:	
\$1,000.00	07/22/13	2 Silver Table Sponsorships - Annual Banquet	Westminster Public Safety Center Foundation	
\$150.00	09/05/13	J & Nancy Heil Golf Tournament Sponsorship - 2nd payment	Westminster Legacy Foundation	
\$600.00	09/14/13	Butterfly Pavilion Annual Gala - Atchison (2), Briggs (2), Major (2), Lindsey (2)	Butterfly Pavilion	
\$1,000.00	10/01/13	St. Anthony Hospital Foundation Influenza Vaccination Program	St. Anthony Hospital Foundation	
\$3,050.00	TOTAL		<i>% of account budget expended year-to-date</i>	87.14%
\$3,500.00	BUDGET	2013 APPROVED BUDGET	<i>% of total City Council budget</i>	1.38%
\$450.00	BALANCE			
OTHER CONTRACTUAL SERVICES		(ACCT: 10001010.67800.0000)		
\$750.00	01/01/13	2013 ACMCYA Banquet Sponsorship	Adams County Mayors & Commissioners' Youth Award (ACMCYA)	
\$425.00	01/27/13	2013 Annual Gala Tickets - McNally (2), Briggs (2), Kaiser (2), Lindsey	Metro North Chamber of Commerce (MNCC)	
\$200.00	01/28/13	After Prom Sponsorship	Pomona High School	
\$62.52	02/26/13	2/25 Supplies for ACMCYA Reception	Melissa Diaz	
\$67.29	02/27/13	2/25 Dessert for ACMCYA Reception	Costco	
\$1,500.00	02/28/13	2/28 Annual Five Star Gala - McNally (2), Atchison (2), Briggs (2), Major (2), Lindsey, McFall	Adams County Schools	
\$25.00	05/02/13	Children's Outreach Breakfast - Briggs	Children's Outreach	
\$250.00	05/20/13	For a Child Sake Golf Tourney Hole Sponsorship	Specialty Enterprises	
\$500.00	05/28/13	A Lot to Give Golf Tournament	Front Range Community College Foundation	
\$176.00	05/29/13	Graduation Ad in Westminster Window	Colorado Community Media	
\$6,500.00	06/10/13	Strategic Plan Facilitator Fee	Lyle Sumek Associates, Inc.	
\$10,000.00	06/19/13	2013 Contribution	North Metro Arts Alliance	
\$1,064.00	07/01/13	Water World Tickets	Dist 50 Ed. Foundation	
\$800.00	07/22/13	Golf Tournament Sponsorship	Hyland Hills	
\$356.50	07/22/13	6/21 We're All Ears Event Tent/Table/Popcorn	Fun Services	
\$200.00	07/31/13	Community Reach Golf Tournament Hole Sponsorship	Paypal	
\$157.00	07/31/13	7/12 We're All Ears Event Tent/Table	Fun Services	

**4th Quarter 2013 City Council Expenditure Report
(as of December 31, 2013)**

EXPENDITURE	DATE	DESCRIPTION	PAID TO:
\$219.00	07/31/13	8/11 City Faire We're All Ears Event	Monster Mural
\$600.00	07/31/13	J & Nancy Heil Golf Tournament Sponsorship	Westminster Legacy Foundation
\$600.00	08/13/13	Sponsorship of Annual Larry Silver Memorial Golf Tournament	Larry Silver Memorial Golf Tournament
\$500.00	08/14/13	Sponsorship of Orchard Festival	South Westminster Arts Group
\$305.00	08/26/13	Adams County Fair Ad in Westminster Window	Colorado Community Media
\$1,250.00	09/06/13	Sponsorship of Golf Tournament	Westminster Rotary Club
\$352.00	09/17/13	Fall Sports Ad in Westminster Window	Colorado Community Media

**4th Quarter 2013 City Council Expenditure Report
(as of December 31, 2013)**

EXPENDITURE	DATE	DESCRIPTION	PAID TO:	
\$147.00	09/18/13	8/16 We're All Ears Event Tent/Table	Fun Services	
\$1,600.00	12/18/13	Annual Gala Sponsorship	MNCC	
\$199.98	12/26/13	Hotel Accommodations for Facilitator (Lyle Sumek) - New Council Workshop	Westin Westminster	
\$176.00	12/31/13	Colo Media Advertise 2013		
\$280.00	12/31/13	Cronin Photography		
\$29,262.29	TOTAL		<i>% of account budget expended year-to-date</i>	55.33%
\$52,885.00	BUDGET	2013 APPROVED BUDGET	<i>% of total City Council budget</i>	20.81%
\$23,622.71	BALANCE			

**4th Quarter 2013 City Council Expenditure Report
(as of December 31, 2013)**

EXPENDITURE	DATE	DESCRIPTION	PAID TO:	
SUPPLIES		(ACCT: 10001010.70200.0000)		
\$8.50	01/28/13	Name Tag for Atchison	Signs By Tomorrow	
\$14.65	02/08/13	Alphabetical Sorter	Office Max	
\$136.71	02/28/13	Covers for ACMCYA Certificates	Trainer's Warehouse	
\$26.99	03/04/13	Inkjet Ink for Council Family Room Printer	Target	
\$56.14	04/19/13	Strategic Plan Easel Pads	Office Max	
\$34.82	04/30/13	Snacks for Strategic Plan Retreat	Petty Cash	
\$1,857.50	08/08/13	Departing Councillor Gifts	Promotional Concept	
\$220.00	08/28/13	Council - cost share for flags at City Tent - Westy Faire	Custom Flag Company	
\$9.77	10/24/13	Paper goods for outgoing council reception	Mary Joy Barajas	
\$86.61	11/14/13	Flower arrangement - Butch Hicks Funeral	Mary Joy Barajas	
\$65.86	11/27/13	iPad Accessories	Bob Briggs	
\$16.51	11/30/13	Ribbon for outgoing Council gifts	Walmart	
\$15.56	12/05/13	Punch for 12/4 outgoing Council Reception	Target	
\$32.50	12/19/13	Business cards - Atchison, Baker, Garcia, Pinter	Print Shop	
\$108.34	12/23/13	iPad Accessories	Bruce Baker	
\$60.00	12/31/13	Apple gift card for iPad apps - Baker, Garcia, Pinter	Apple Store	
\$1.99	12/31/13	Tablecloth for new council reception	Party America	
\$117.00	12/31/13	Name tags - Atchison, Baker, Briggs, Garcia, Pinter, Winter	Signs By Tomorrow	
\$59.58	12/31/13	Labels for outgoing councillor invites	Office Depot	
\$95.02	12/31/13	Plaques for 4 Seasons framed art for outgoing Council	Action Awards & Engraving	
\$44.91	12/31/13	Paper goods for outgoing Council reception	Party America	
\$33.66	12/31/13	Snacks/paper goods for outgoing Council reception	Walmart	
\$63.00	12/24/13	Name tags - Atchison, Pinter, Seitz	Signs By Tomorrow	
\$671.88	12/11/13	Departure Gifts for Council	Creative Framing	
\$28.49	12/19/13	Council Cookies	Walmart	
\$380.60	12/31/13	Council Letterhead/Envelopes/Business Cards	COW Print Shop	
\$4,246.59	TOTAL		<i>% of account budget expended year-to-date</i>	95.47%
\$4,448.00	BUDGET	2013 APPROVED BUDGET	<i>% of total City Council budget</i>	1.75%
\$201.41	BALANCE			

**4th Quarter 2013 City Council Expenditure Report
(as of December 31, 2013)**

EXPENDITURE	DATE	DESCRIPTION	PAID TO:
FOOD		(ACCT: 10001010.70400.0000)	
\$61.30	01/07/13	1/7 Council Dinner	Li's Chinese
\$60.00	01/14/13	1/14 Council Dinner	Dickey's BBQ
\$28.44	01/16/13	Council Dessert/Soda	Melissa Diaz
\$54.45	01/28/13	1/28 Council Dinner	Papa J's
\$47.05	02/04/13	2/4 Council Dinner	Black Jack Pizza
\$94.50	02/11/13	2/11 Council Dinner	Double D's
\$74.35	02/25/13	2/25 Council Dinner	Los Lagos
\$7.96	02/26/13	Tea for Council	Valerie White
\$64.95	03/04/13	3/4 Council Dinner	Dickey's BBQ
\$18.50	03/04/13	3/4 Dessert for Council Dinner	Nothing Bundt Cakes
\$156.39	03/06/13	Council Soda	Canteen Refreshments
\$109.40	03/18/13	3/18 Council Dinner	The Garlic Knot
\$19.68	03/19/13	Cookies for Council Dinner	Walmart
\$60.60	03/25/13	3/25 Council Dinner	Li's Chinese
\$54.00	04/03/13	4/1 Council Dinner	Wishbone
\$50.72	04/09/13	4/8 Council Dinner	Black Jack Pizza
\$81.35	04/16/13	4/15 Council Dinner	Los Lagos
\$109.40	04/22/13	4/22 Council Dinner	The Garlic Knot
\$60.00	05/08/13	5/6 Council Dinner	Dickey's BBQ
\$7.87	05/15/13	Cookies for Council Dinner	Petty Cash
\$66.00	05/15/13	5/13 Council Dinner	Li's Chinese
\$54.60	05/21/13	5/20 Council Dinner	Black Jack Pizza
\$76.35	06/04/13	6/3 Council Dinner	Los Lagos
\$125.11	06/11/13	Council Soda	Canteen Refreshments
\$33.98	06/13/13	Cookies for Council Dinner	Petty Cash
\$50.00	06/12/13	6/10 Council Dinner	Wishbone
\$109.40	06/19/13	6/17 Council Dinner	Garlic Knot
\$60.04	06/25/13	6/24 Council Dinner	Black Jack Pizza
\$17.73	07/02/13	7/1 Council Dessert - Strategic Plan Retreat	Mary Joy Barajas
\$165.90	07/03/13	7/1 Council Dinner - Strategic Plan Retreat	Papa J's
\$62.80	07/10/13	7/8 Council Dinner	Hong Fu
\$60.00	07/16/13	7/15 Council Dinner	Dickey's BBQ
\$76.32	07/23/13	7/22 Council Dinner	Los Lagos

**4th Quarter 2013 City Council Expenditure Report
(as of December 31, 2013)**

EXPENDITURE	DATE	DESCRIPTION	PAID TO:	
\$37.61	07/30/13	Council Soda	Valerie White	
\$94.98	08/07/13	8/5 Council Dinner	Noodles & Co.	
\$109.40	08/14/13	8/12 Council Dinner	Garlic Knot	
\$56.90	08/20/13	8/19 Council Dinner	Hong Fu	
\$56.49	08/28/13	Soda/Cookies	Valerie White	
\$54.00	08/28/13	8/28 Council Dinner	Wishbone	
\$20.00	08/06/13	Cookies for Council dinner	King Soopers	
\$74.35	09/10/13	9/9 Council Dinner	Los Lagos	
\$60.98	09/17/13	9/16 Council Dinner	Dickey's BBQ	
\$94.98	09/25/13	9/23 Council Dinner	Noodles & Co.	
\$17.33	11/26/13	water	Mary Joy Barajas	
\$24.42	12/03/13	11/26 Council Appointment Interviews - food	Mary Joy Barajas	
\$113.27	10/09/13	10/7 Council Dinner	Garlic Knot	
\$115.16	10/15/13	10/14 Council Dinner	Chili's	
\$3.92	10/23/13	Council Reception Soda	Walmart	
\$60.04	10/22/13	10/21 Council Dinner	Black Jack Pizza	
\$192.60	10/30/13	10/28 Council and Westy 303 Dinner	Papa J's	
\$18.00	11/12/13	New Council Swearing Reception - Punch	King Soopers	
\$58.30	11/19/13	11/18 Council Dinner	Hong Fu	
\$78.75	11/26/13	11/25 Council Dinner	Los Lagos	
\$111.15	12/04/13	12/2 Council Dinner	Garlic Knot	
\$50.00	12/10/13	12/10 Council Dinner	Wishbone	
\$57.90	12/24/13	12/23 Council Dinner	Hong Fu	
\$3,739.67	TOTAL		<i>% of account budget expended year-to-date</i>	74.79%
\$5,000.00	BUDGET	2013 APPROVED BUDGET	<i>% of total City Council budget</i>	1.97%
\$1,260.33	BALANCE			
\$254,094.00	TOTAL 2013 CITY COUNCIL BUDGET			
\$197,618.83	TOTAL 2013 CITY COUNCIL EXPENDITURES THROUGH 12/31/2013			
\$56,475.17	BALANCE			
77.8%	PERCENT OF BUDGET EXPENDED THROUGH 12/31/2013			