



WESTMINSTER

Staff Report

TO: The Mayor and Members of the City Council

DATE: March 21, 2012

SUBJECT: Briefing and Post-City Council Briefing Agenda for March 26, 2012

PREPARED BY: Barbara Opie, Acting 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

None at this time.

CITY COUNCIL REPORTS

1. Report from Mayor (5 minutes)
2. Reports from City Councillors (10 minutes)

EXECUTIVE SESSION

None at this time.

INFORMATION ONLY

1. 2011 Annual Financial Audit – Pre-engagement Audit Message
2. 2011 4th Qtr. City Council Expenditure Report
3. 2011 Citywide Goals and Objectives – Third Period Update

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



WESTMINSTER

Staff Report

Information Only Staff Report
March 26, 2012



SUBJECT: 2011 Annual Financial Audit – Pre-engagement Audit Message

PREPARED BY: Cherie Sanchez, Accounting Manager

Summary Statement

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

- In preparation for the City's 2011 annual financial audit on April 9, 2012, BKD, LLC, the City's independent audit firm, has prepared a pre-engagement audit message for City Council's review.
- Statement on Auditing Standards No. 114 (SAS 114), "The Auditor's Communication with Those Charged with Governance," requires formal communication by an auditor to occur at the beginning of an audit engagement to inform an organization's governing board about audit plans and at the end of the audit engagement to report results.
- BKD's planned scope and timing of the City's 2011 audit is explained in the pre-engagement letter. The results and findings of the City's financial audit are scheduled to be communicated to Council through a management letter and study session presentation in June.

Background Information

On November 8, 2010, Council authorized Staff to enter into a contract with BKD, LLC (BKD) for independent, professional auditing services for the City's annual financial audit for the fiscal year 2010 with an option to renew for four years, subject to annual appropriation. The 2011 annual financial audit is scheduled to commence on April 9, 2012 and will be the second year of BKD's contract term.

In 2006, the American Institute of Certified Public Accountants issued Statement on Auditing Standards No. 114 (SAS 114), "The Auditor's Communication with Those Charged with Governance," which formalizes requirements for auditor communication with those responsible for overseeing the strategic direction of an entity and obligations related to their accountability for that entity. SAS 114 requires communications to address planning matters before an audit engagement begins and to evaluate the results at its conclusion. It is essential that the communication be timely enough to provide an opportunity for dialogue between the auditor and entity, if desired.

In accordance with SAS 114, BKD has prepared a pre-engagement audit message for Council communicating their responsibilities under generally accepted auditing standards and the planned scope and timing of the City's 2011 audit. The results and findings of the City's financial audit are

Staff Report – 2011 Annual Financial Audit – Pre-engagement Audit Message

March 26, 2012

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scheduled to be communicated to Council through a management letter and study session presentation in June.

Respectfully submitted,

J. Brent McFall

City Manager

Attachments – Audit Pre-engagement letter

Audit Engagement Letter

February 16, 2012

Honorable Mayor and Members of City Council
City of Westminster, Colorado
4800 West 92nd Avenue
Westminster, Colorado 80031

The purpose of this communication is to summarize various matters related to the planned scope and timing for the December 31, 2011 audits of the financial statements of the **City of Westminster** (the City) and of its compliance with specified requirements applicable to its major federal awards programs.

Please refer to our engagement letter dated January 9, 2012 and to the executed contract dated November 22, 2010, for additional information and the terms of our engagement.

OVERVIEW

We will conduct our audits in accordance with auditing standards generally accepted in the United States of America, the standards for financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, and U.S. Office of Management and Budget Circular A-133, *Audits of States, Local Governments and Non-Profit Organizations*. Those standards require that we plan and perform:

- The audit of the financial statements to obtain reasonable rather than absolute assurance about whether the financial statements are free of material misstatement, whether caused by error or fraud. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.
- The audit of compliance with the types of compliance requirements described in the U.S. Office of Management and Budget Circular A-133, *Compliance Supplement*, that are applicable to each major federal award program to obtain reasonable rather than absolute assurance about whether noncompliance having a direct and material effect on a major federal awards program occurred.

PLANNED SCOPE & TIMING

We have preliminarily identified the following areas of significant risks of material misstatement due to error or fraud and of material noncompliance and propose to address these areas as described:

Opinion Unit	Risk Area	Audit Approach
All	Management override of controls	Review accounting estimates for bias, review journal entries and evaluate business rationale for unusual transactions
All	Revenue recognition	Test grant, property and sales tax revenues and test the cutoff of all significant revenue sources to determine if amounts are properly recognized
Governmental and business-type activities	Capital assets	Review for propriety, proper capitalization, reasonableness of depreciation, completeness and impairment
General fund, sales and use tax, WEDA, general capital improvement and aggregate remaining funds	Implementation of new accounting standards (GASB 54)	Review CAFR and disclosure information for compliance with requirements and detail test information included in the CAFR and disclosures, as applicable
WEDA	Assets held for resale	Review support for amounts recorded relating to the purchase of the mall including impairment, if any
Governmental activities	Interest rate swap	Test effectiveness and fair value
All	Single Audit – compliance with grant and federal requirements (including ARRA)	Select samples of expenditures charged to grants and test for compliance with federal and grant requirements

We welcome any input you may have regarding the risk areas identified above, any other significant risk areas in your opinion or other matters you believe warrant particular attention.

We propose the following timeline:

- Drafts of the financial statements and management letter, together with our letter regarding auditor responsibilities, will be furnished no later than two weeks preceding the study session presentation to City Council on June 4, 2012
- Final reports will be issued no later than two weeks prior to acceptance of the CAFR by City Council in June 2012

CONTACTS

We understand the appropriate contact in the governance structure with whom to communicate is the City's Mayor.

If for any reason any member of the City Council would need to contact us, please call Robert D. MaCoy, Partner, or Marcie Ardan, Manager, at 303.861.4545.

ACCOUNTING & AUDITING MATTERS

The following matters are, in our judgment, relevant to the planned scope of the audit as well as your responsibilities in overseeing the financial reporting process.

- Segregation of accounting duties
- Revenue recognition
- Self-insurance liabilities
- Third-party services providers
- Related-party transactions
- Commitments and contingencies
- Significant estimates
- Recording of restricted net assets and restricted, committed and assigned fund balances
- Investments and investment valuation
- Debt
- Receivables
- Deferred revenue
- Capital assets
- Joint venture(s)
- Component units
- Accounts and retainages payable

- Accrued liabilities
- Other postemployment benefits
- Revenues
- Expenses/expenditures
- Cash and cash equivalents
- Transfers and interfund balances

CONSIDERATION OF ERRORS OR FRAUD

One of the most common questions we receive from audit committees is, "How do you address fraud in a financial statement audit?" Our responsibility, as it relates to fraud, in an audit of financial statements is addressed in Statement on Auditing Standards No. 99, *Consideration of Fraud in a Financial Statement Audit*.

Statements on Auditing Standards Nos. 104 - 111 address how we are to assess and respond to the risks of material misstatement due to error or fraud in an audit.

Our audit approach includes such procedures as:

- Engagement Team Brainstorming
 - Discussions include how and where we believe the City's financial statements might be susceptible to material misstatement due to error or fraud, how management could perpetrate and conceal fraudulent financial reporting and how assets of the entity could be misappropriated
 - An emphasis is placed on the importance of maintaining the proper state of mind throughout the audit regarding the potential for material misstatement due to error or fraud
- Inquiries of Management and Others
 - Personnel interviewed will include a member(s) of those charged with governance, the City Manager, the Finance Director, the Accounting Manager and others
 - Inquiries are directed towards the risks of error or fraud and whether personnel have knowledge of any fraud or suspected fraud affecting the City

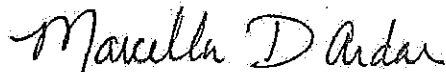
City of Westminster, Colorado
February 16, 2012
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- Reviewing Accounting Estimates for Bias
- Evaluating Business Rationale for Significant Unusual Transactions
- Incorporating an Element of Unpredictability Into the Audit Each Year

* * * * *

This communication is intended solely for the information and use of those charged with governance (City Council) and Management and is not intended to be and should not be used by anyone other than these parties.

Very truly yours,

A handwritten signature in cursive script that reads "Marcella D. Ardan".

Marcella D. Ardan, CPA
Manager

January 9, 2012

City Council
City of Westminster, Colorado
4800 West 92nd Avenue
Westminster, Colorado 80031

We are pleased to confirm the arrangements of our engagement and the nature of the services we will provide to City of Westminster, Colorado.

ENGAGEMENT OBJECTIVES

We will audit the basic financial statements of City of Westminster, Colorado as of and for the year ended December 31, 2011, in accordance with auditing standards generally accepted in the United States of America, the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States and U.S. Office of Management and Budget (OMB) Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*.

The objectives of our audit:

- Expression of an opinion on the conformity of your financial statements, in all material respects, with accounting principles generally accepted in the United States of America.
- Issuance of a report on your compliance based on the audit of your financial statements.
- Issuance of a report on your internal control over financial reporting based on the audit of your financial statements.
- Expression of an opinion on your compliance, in all material respects, with the types of compliance requirements described in the *U. S. Office of Management and Budget Circular A-133 Compliance Supplement* that are applicable to each of your major federal award programs.
- Issuance of a report on your internal control over compliance based on the audit of your compliance with the types of compliance requirements that are applicable to each of your major federal award programs.
- Expression of an opinion on whether the combining and individual fund statements and schedules and other supplementary information, including your schedule of expenditures of federal awards (“supplementary information”) is fairly stated, in all material respects, in relation to the financial statements as a whole.

OUR RESPONSIBILITIES

Auditing standards generally accepted in the United States of America, *Government Auditing Standards* and OMB Circular A-133 require that we plan and perform the following:

- The audit of the financial statements to obtain reasonable rather than absolute assurance about whether the financial statements are free of material misstatement, whether caused by error or fraud.
- The audit of compliance with the types of compliance requirements described in the OMB Circular A-133, *Compliance Supplement* applicable to each major federal award program to obtain reasonable rather than absolute assurance about whether noncompliance having a direct and material effect on a major federal award program occurred.

Accordingly, a material misstatement or noncompliance having a direct and material effect may remain undetected.

Our audit of the financial statements is designed to detect misstatements and noncompliance that, in our judgment, could have a material effect on the financial statements taken as a whole. Consequently, our audit will not necessarily detect errors or fraud resulting in an immaterial misstatement of the financial statements.

Likewise, our audit of compliance with the types of compliance requirements applicable to each major federal award program is designed to detect noncompliance having a direct and material effect on a major program. Consequently, our audit will not necessarily detect noncompliance having an indirect and material or an immaterial effect on any program.

An audit also includes obtaining an understanding of the entity and its environment, including internal controls, sufficient to assess the risks of material misstatement of the financial statements and to design the nature, timing and extent of further audit procedures to be performed. An audit is not designed to provide assurance on internal control over financial reporting or on internal control over compliance or to identify material weaknesses or significant deficiencies. However, we will communicate to you any matter that comes to our attention that we consider a material weakness or significant deficiency. Because of the limits of internal control, errors, fraud, illegal acts or instances of noncompliance may occur and not be detected. Also, in the future, procedures could become inadequate because of changes in conditions or deterioration in design or operation. Two or more people may also circumvent controls, or management may override the system. We are available to perform additional procedures with regard to fraud detection and prevention at your request, subject to completion of our normal engagement acceptance procedures. The actual terms and fees of such an engagement would be documented in a separate letter to be signed by you and BKD.

Rob MaCoy, Partner, will oversee and coordinate the engagement. Marcella Ardan, Manager, is responsible for supervising the engagement team and authorizing the signing of reports.

If, for any reason, we are unable to complete our audit of the financial statements or our audit of compliance with the types of compliance requirements applicable to each major federal award program or are unable to form or have not formed an opinion, we may decline to express an opinion or decline to issue a report as a result of this engagement. If we discover conditions that may prohibit us from issuing a standard report, we will notify you as well. In such circumstances, further arrangements may be necessary to continue our engagement.

YOUR RESPONSIBILITIES

To facilitate our audit, management is responsible for making all financial records documentation and other financial and compliance related information available to us. At the conclusion of our engagement, management will provide to us a letter acknowledging certain responsibilities outlined in this engagement letter and confirming the following:

- The availability of this information
- Certain representations made during the audits for all periods presented
- The effects of any uncorrected misstatements, if any, resulting from errors or fraud aggregated by us during the current engagement and pertaining to the latest period presented are immaterial, both individually and in the aggregate, to the financial statements taken as a whole

Management is responsible for the fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, for adjusting the financial statements to correct material misstatements and for identifying and ensuring compliance with the laws, regulations, contracts and grants applicable to your activities including your federal award programs. Management is also responsible for establishing and maintaining effective internal control over financial reporting and compliance and setting the proper tone; creating and maintaining a culture of honesty and high ethical standards; and establishing appropriate controls to prevent, deter and detect fraud, illegal acts and instances of noncompliance.

The results of our tests of compliance and internal control over financial reporting performed in connection with our audit of the financial statements may not fully meet the reasonable needs of report users. Management is responsible for obtaining audits, examinations, agreed-upon procedures or other engagements that satisfy relevant legal, regulatory or contractual requirements or fully meet other reasonable user needs.

With regard to supplementary information:

- Management is responsible for its preparation in accordance with applicable criteria.
- Management will provide certain written representations regarding the supplementary information at the conclusion of our engagement.

- Management will include our report on this supplementary information in any document that contains this supplementary information and that indicates we have reported on the supplementary information.
- Management will make the supplementary information readily available to intended users if it is not presented with the audited financial statements.

OTHER SERVICES

When authorized by the City, we may perform other services for you not covered by this engagement letter, subject to mutual agreement as to additional compensation for such additional services. You agree to assume full responsibility for the substantive outcomes of those services, including any findings that may result. You also acknowledge that those services are adequate for your purposes and that you will establish and monitor the performance of those services to ensure that they meet management's objectives. Any and all decisions involving management functions related to those services will be made by you, and you accept full responsibility for such decisions. We understand that you will designate a management-level individual to be responsible and accountable for overseeing the performance of those services, and that you will have determined this individual is qualified to conduct such oversight.

ENGAGEMENT FEES

The fee for our services will be as follows:

City of Westminster	\$ 58,700
Westminster Commons	<u>5,100</u>
Total Fee	<u>\$ 63,800</u>

The fee above for the Westminster Commons will be billed directly to the Westminster Commons. We will issue progress billings during the course of our engagement, based on an agreed-upon percentage of the overall contract to be paid following completion of each proposed segmentation of the audit. Interest will be charged on any unpaid balance after 30 days at the rate of 10% per annum.

Our engagement fee does not include any time for post-engagement consultation with your personnel or third parties, consent letters and related procedures for the use of our reports in offering documents, inquiries from regulators or testimony or deposition regarding any subpoena. Charges for such services will be billed separately.

Our fees may also increase if our duties or responsibilities are increased by rulemaking of any regulatory body or any additional new accounting or auditing standards. We will consult with you in the event any other regulations or standards are issued that may impact our fees.

Any additional fees will be agreed to in writing by both the City and us, prior to incurring any costs or time.

If our invoices for this or any other engagement you may have with BKD are not paid within 30 days, we may suspend or terminate our services for this or any other engagement. In the event our work is suspended or terminated as a result of nonpayment, you agree we will not be responsible for any consequences to you.

OTHER ENGAGEMENT MATTERS AND LIMITATIONS

Our workpapers and documentation retained in any form of media for this engagement are the property of BKD. We can be compelled to provide information under legal process. In addition, we may be requested by regulatory or enforcement bodies to make certain workpapers available to them pursuant to authority granted by law or regulation. You agree that we have no legal responsibility to you in the event we provide such documents or information.

You agree to indemnify and hold harmless BKD and its personnel from any claims, liabilities, costs and expenses relating to our services under this agreement attributable to false or incomplete representations by management, except to the extent determined to have resulted from the intentional or deliberate misconduct of BKD personnel.

You agree that any dispute regarding this engagement will, prior to resorting to litigation, be submitted to mediation upon written request by either party. Both parties agree to try in good faith to settle the dispute in mediation. The American Arbitration Association will administer any such mediation in accordance with its Commercial Mediation Rules. The results of the mediation proceeding shall be binding only if each of us agrees to be bound. We will share any costs of mediation proceedings equally.

Either of us may terminate these services at any time in accordance with the terms set out in the previously executed contract dated November 22, 2010.

If any provision of this agreement is declared invalid or unenforceable, no other provision of this agreement is affected and all other provisions remain in full force and effect.

This engagement letter and the previously executed contract, dated November 22, 2010, represents the entire agreement regarding the services described herein and supersedes all prior negotiations, proposals, representations or agreements, written or oral, regarding these services. It shall be binding on heirs, successors and assigns of you and BKD.

We may from time to time utilize third-party service providers, *e.g.*, domestic software processors or legal counsel, or disclose confidential information about you to third-party service providers in serving your account. We remain committed to maintaining the confidentiality and security of your information. Accordingly, we maintain internal policies, procedures and safeguards to protect the confidentiality of your information. In addition, we will secure confidentiality agreements with all service providers to maintain the confidentiality of your information. In the event we are unable to secure an appropriate confidentiality agreement, you will be asked to provide your consent prior to the sharing of your confidential information with the third-party service provider.

We will, at our discretion or upon your request, deliver financial or other confidential information to you electronically via email or other mechanism. You recognize and accept the risk involved, particularly in email delivery as the Internet is not necessarily a secure medium of communication as messages can be intercepted and read by those determined to do so.

You agree you will not modify these documents for internal use or for distribution to third parties. You also understand that we may on occasion send you documents marked as draft and understand that those are for your review purpose only, should not be distributed in any way and should be destroyed as soon as possible.

If you intend to include these financial statements and our report in an offering document at some future date, you agree to seek our permission to do so at that time. You agree to provide reasonable notice to allow sufficient time for us to perform certain additional procedures. Any time you intend to publish or otherwise reproduce these financial statements and our report and make reference to our firm name in any manner in connection therewith, you agree to provide us with printers' proofs or masters for our review and approval before printing or other reproduction. You will also provide us with a copy of the final reproduced material for our approval before it is distributed. Our fees for such services are in addition to those discussed elsewhere in this letter.

You agree to notify us if you desire to place these financial statements or our report thereon on an electronic site. You recognize that we have no responsibility as auditors to review information contained in electronic sites.

Any time you intend to reference our firm name in any manner in any published materials, including on an electronic site, you agree to provide us with draft materials for our review and approval before publishing or posting such information.

BKD is a registered limited liability partnership under Missouri law. Under applicable professional standards, partners of **BKD, LLP** have the same responsibilities as do partners in a general accounting and consulting partnership with respect to conformance by themselves and other professionals in BKD with their professional and ethical obligations. However, unlike the partners in a general partnership, the partners in a registered limited liability partnership do not have individual civil liability, directly or indirectly, including by way of indemnification,

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January 9, 2012
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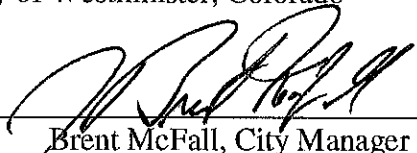
If the above arrangements are acceptable to you, please sign the enclosed copy of this letter and return it to us. If the signed copy you return to us is in electronic form, you agree that such copy shall be legally treated as a "duplicate original" of this agreement.

BKD, LLP

The services and arrangements described in this letter are in accordance with our understanding and are acceptable to us.

City of Westminster, Colorado

BY



Brent McFall, City Manager

DATE

1/17/12



WESTMINSTER

Staff Report

Information Only Staff Report
March 26, 2012



SUBJECT: 2011 4th Quarter City Council Expenditure Report

PREPARED BY: Ben Goldstein, Management Analyst
Lynn Voorhees, 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 2011 City Council posted expenditures from January 1 through December 31, 2011, and reflects the addition of all fourth quarter expenditures.

Background Information:

The following report is a listing of City Council expenditures by each account for January 1 through December 3, 2011, 1 as posted by February 29, 2012. As of December 31, 2011, 100% of the year elapsed and Council spent 84.7%, or \$203,314 of its amended 2011 budget. The delay in reporting resulted from some account expenditures that had to be reconciled before the year could be finalized.

City Council's adopted 2011 budget totaled \$240,119. Council remained under its overall budget at year end; however, two line accounts were over expended, Special Promotions and Other Contractual Services. Savings in other under expended accounts can be used to balance Council's total budget.

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 2011 City Council Expenditure Report
(as of February 29, 2012)

SALARIES - MAYOR/COUNCIL		(ACCT: 10001010.60800.0000)	
EXPENDITURE	DATE	DESCRIPTION	PAID TO:
\$3,498.06	01/02/11	Salaries	Council
-\$2,998.34	01/11/11	2010 YE Salary Accrual Reverse	(account charge back of 2010 salaries paid in 2011)
\$3,498.06	01/16/11	Salaries	Council
\$3,498.06	01/30/11	Salaries	Council
\$3,498.06	02/13/11	Salaries	Council
\$3,498.06	02/27/11	Salaries	Council
\$3,498.06	03/13/11	Salaries	Council
\$3,498.06	03/27/11	Salaries	Council
\$3,498.06	04/10/11	Salaries	Council
\$3,498.06	04/24/11	Salaries	Council
\$3,498.06	05/08/11	Salaries	Council
\$3,498.06	05/22/11	Salaries	Council
\$3,498.06	06/05/11	Salaries	Council
\$3,498.06	06/19/11	Salaries	Council
\$3,498.06	07/03/11	Salaries	Council
\$3,498.06	07/17/11	Salaries	Council
\$3,498.06	07/31/11	Salaries	Council
\$3,498.06	08/14/11	Salaries	Council
\$3,498.06	08/28/11	Salaries	Council
\$3,498.06	09/11/11	Salaries	Council
\$3,498.06	09/25/11	Salaries	Council
\$3,498.06	10/09/11	Salaries	Council
\$3,498.06	10/23/11	Salaries	Council
\$3,498.06	11/06/11	Salaries	Council
\$3,533.51	11/20/11	Salaries	Council
\$3,498.06	12/04/11	Salaries	Council
\$3,498.06	12/18/11	Salaries	Council
\$3,248.20	12/31/11	Salaries	Council
\$91,234.87	TOTAL		<i>% of account budget expended year-to-date</i>
\$92,400.00	BUDGET	2011 APPROVED BUDGET	<i>% of total City Council budget</i>
\$1,165.13	BALANCE		
COUNCIL ALLOWANCE		(ACCT: 10001010.61100.0000)	
EXPENDITURE	DATE	DESCRIPTION	PAID TO:
\$1,043.00	01/02/11	Council Allowance	Council
\$1,043.00	01/16/11	Council Allowance	Council
\$1,043.00	01/30/11	Council Allowance	Council
\$1,043.00	02/13/11	Council Allowance	Council
\$1,043.00	02/27/11	Council Allowance	Council
\$1,043.00	03/13/11	Council Allowance	Council
\$1,043.00	03/27/11	Council Allowance	Council
\$1,043.00	04/10/11	Council Allowance	Council
\$1,043.00	05/08/11	Council Allowance	Council
\$1,043.00	05/22/11	Council Allowance	Council
\$1,043.00	06/05/11	Council Allowance	Council
\$1,043.00	06/19/11	Council Allowance	Council
\$1,043.00	07/03/11	Council Allowance	Council
\$1,043.00	07/17/11	Council Allowance	Council
\$1,043.00	07/31/11	Council Allowance	Council
\$1,043.00	08/14/11	Council Allowance	Council
\$1,043.00	08/28/11	Council Allowance	Council
\$1,043.00	09/11/11	Council Allowance	Council
\$1,043.00	10/9/11	Council Allowance	Council
\$1,043.00	10/23/11	Council Allowance	Council
\$1,043.00	11/6/11	Council Allowance	Council
\$1,043.00	11/20/11	Council Allowance	Council
\$1,043.00	12/4/11	Council Allowance	Council
\$1,043.00	12/18/11	Council Allowance	Council
\$25,032.00	TOTAL		<i>% of account budget expended year-to-date</i>
\$25,032.00	BUDGET	2011 APPROVED BUDGET	<i>% of total City Council budget</i>
\$0.00	BALANCE		

4th Quarter 2011 City Council Expenditure Report
(as of February 29, 2012)

EXPENDITURE	DATE	DESCRIPTION	PAID TO:	
MILEAGE REIMBURSEMENT			(ACCT: 10001010.61200.0000)	
EXPENDITURE	DATE	DESCRIPTION	PAID TO:	
\$167.98	03/01/11	Mileage Reimbursement 1/5/11-2/26/11	Nancy McNally	
\$163.50	05/17/11	Mileage Reimbursement 3/1/11-4/30/11	Nancy McNally	
\$3.27	05/19/11	Mileage Reimbursement	Nancy McNally	
\$88.23	12/20/11	Mileage Reimbursement 11/1/11-12/31/11	Herb Atchison	
\$210.63	12/28/11	Mileage Reimbursement 11/2/11-12/16/11	Nancy McNally	
\$633.61	TOTAL		<i>% of account budget expended year-to-date</i>	21.1%
\$3,000.00	BUDGET	2011 APPROVED BUDGET	<i>% of total City Council budget</i>	1.2%
\$2,366.39	BALANCE			
MEETING EXPENSE			(ACCT: 10001010.61400.0000)	
EXPENDITURE	DATE	DESCRIPTION	PAID TO:	
\$75.00	02/10/11	ADCOG Dinner (McNally, Briggs, Lindsey)	City of Aurora	
\$60.00	02/24/11	Development Breakfast (Disecting FasTracks) (McNally, Briggs)	Metro North Chamber	
\$46.55	03/28/11	Briefing with Sen. Hudak (McNally, Smithers, McFall, Tomlinson)	Uptown Brothers Brewing Company	
\$59.42	03/28/11	Briefing with Rep. Ramirez (McNally, Smithers, McFall, Tomlinson)	Delectable Egg Court	
\$65.85	03/28/11	Briefing with Rep. Beezley (McNally, Smithers, McFall, Tomlinson)	Uptown Brothers Brewing Company	
\$51.30	03/28/11	Briefing with Rep. Peniston (McNally, Smithers, McFall, Tomlinson)	Uptown Brothers Brewing Company	
\$60.00	04/04/11	Law Day Tickets (McNally, Briggs, Kaiser, Lindsey)	Adams County/Broomfield	
\$28.34	04/06/11	Cookies for Community Summit	Costco	
\$68.75	04/28/11	Adams County Good News Breakfast (McNally, Lindsey, Briggs x2, Carpenter)	Acteva Event Payment	
\$46.82	05/10/11	Briefing with Rep. Soper (McNally, Smithers, Tomlinson)	Delectable Egg Court	
\$49.20	05/10/11	Briefing with Sen. Stedman (McNally, Smithers, Tomlinson)	Uptown Brothers Brewing Company	
\$107.96	05/19/11	Community Summit Pizza	Anthony's Pizza	
\$890.19	05/19/11	Strategic Planning Session	The Heritage Grill	
\$32.28	06/10/11	HSB Interviews	Subway 00141523	
\$875.40	06/27/11	Strategic Planning Session	The Heritage Grill	
\$50.00	08/25/11	Politics and Pints (McNally)	Metro North Chamber	
\$60.00	08/30/11	MNCC Housing Update Breakfast	Metro North Chamber	
\$61.92	09/13/11	Tablecloth Drycleaning	Fashion Care Dry Cleanes	
\$110.00	09/14/11	2011 Annual Luncheon (Briggs and Kaiser)	Jefferson Economic Council	
\$30.00	11/04/11	MNCC DC Breakfast (McNally)	Metro North Chamber	
\$1,800.00	11/07/11	Strategic Planning Retreat Facilitation	Lyle Sumek and Associates	
\$1,626.00	11/07/11	Community Summit Facilitation	Lyle Sumek and Associates	
\$81.00	11/16/11	ADCOG Dinner (McNally, Briggs, Lindsey)	City of Broomfield	
\$110.00	11/17/11	JEC Economic Forecast (Briggs, Lindsey)	123 Signup	
\$60.00	11/23/11	10/25/11 Development Council VIP Tour (Briggs)	Metro North Chamber	
\$28.90	11/29/11	Dry Cleaning of Council Table Clothes	Fashion Care Dry Cleanes	
\$60.00	12/12/12	MNCC Legislative Breakfast 12/9/11 (McNally, Briggs, Lindsey, Atchison)	Metro North Chamber	
\$1,161.00	12/19/11	DH/CMO Departing Reception for Councillor Dittman	The Grill At Legacy Ridge	
\$7,755.88	TOTAL		<i>% of account budget expended year-to-date</i>	57.2%
\$13,550.00	BUDGET	2011 APPROVED BUDGET	<i>% of total City Council budget</i>	5.6%
\$5,794.12	BALANCE			

4th Quarter 2011 City Council Expenditure Report
(as of February 29, 2012)

EXPENDITURE	DATE	DESCRIPTION	PAID TO:
CAREER DEVELOPMENT		(ACCT: 10001010.61800.0000)	
EXPENDITURE	DATE	DESCRIPTION	PAID TO:
\$1,324.66	03/01/11	US-36 lobbying trip - Washington DC (Lodging \$799.22, Airfare \$399.40, Local Transportation \$20.00, Mileage \$30.30, Meals \$64.44, Tips \$11.00)	Nancy McNally
\$1,758.30	03/29/11	NLC Washington (Reg. \$355, Lodging \$872.46, Airfare \$354.40, Car Rental \$30.60, Transportation \$15.00, Mileage \$30.60, Bag Check \$40.24, Meals \$35.00, Tips \$10.00, Guest \$15.00)	Nancy McNally
\$1,777.77	04/05/11	NLC Washington (Reg. \$420.00, Lodging \$831.27, Airfare \$369.40, Transportation \$15.00, Mileage \$59.16, Bag Check \$40.00, Meals \$31.11, Guest \$11.83)	Scott Major
\$355.00	04/12/11	NLC Washington (Reg. \$355.00)	Bob Briggs
\$2,198.92	04/12/11	NLC Washington (Reg. \$355.00, Lodging \$1,108.36, Airfare \$599.40, Transportation \$15.00, Mileage \$31.62,	Mary Lindsey
\$505.10	06/27/11	Washington DC Young Elected Officials Conference June 2-5 (Airfare \$382.10, Local Transportation \$120.00)	Faith Winter
\$635.64	06/28/11	LA BRT Tour (Lodging \$271.44, Airfare \$215.40, Transportation \$22.95, Meals \$113.85, Misc Tips \$12.00)	Nancy McNally
\$699.40	06/30/11	Young Elected Officials Tour Washington DC, June 16-18 (Lodging \$699.40)	Faith Winter
\$451.00	07/25/11	CML Vail CO, June 21-24 (Reg. \$200.00, Mileage \$102.00, Misc. \$20.00, Meals \$129.00)	Faith Winter
\$436.61	07/25/11	CML Vail Co, June 21-24 (Reg. \$200.00, Mileage \$107.61, Meals \$129.00)	Nancy McNally
\$1,196.00	07/25/11	CML Vail CO, June 21-24 (Reg. \$200.00, Lodging \$867.00, Meals \$129.00)	Mary Lindsey
\$860.85	07/27/11	CML Vail CO, June 21-24 (Reg. \$250.00, Lodging \$324.89, Mileage \$150.96, Meals \$135.00)	Bob Briggs
\$120.00	09/28/11	September 2011 Awards Gala (Scott and Teri Major)	Access Housing
\$1,579.44	12/27/11	NLC Phoenix AZ, Nov 8-13 (Reg. \$710.00, Lodging \$720.40, Airfare \$121.40, Misc. \$22.64, Tips \$5.00)	Mary Lindsey
\$1,468.15	12/31/11	NLC Pheonix AZ, Nov 8-13 (Reg. \$750.00, Lodging \$450.25, Airfare \$189.40, Misc. \$65.50, Tips \$13.00, Parking \$26.00)	Nancy McNally
\$2,054.43	12/31/2011	NLC Pheonix AZ, Nov 8-13 (Reg. \$855.00, Lodging \$720.40, Airfare \$404.20, Meals \$74.83)	Mark Kaiser
\$1,791.26	12/31/2011	NLC Pheonix AZ, Nov 8-13 (Reg. \$625.00, Lodging \$493.72, Airfare \$365.40, Meals \$126.64, Parking \$19.00, Mileage \$151.50, Tips \$10.00)	Bob Briggs
\$19,212.53	TOTAL		<i>% of account budget expended year-to-date</i> 39.9%
\$48,205.00	BUDGET	2011 APPROVED BUDGET	<i>% of total City Council budget</i> 20.1%
\$28,992.47	BALANCE		
TELEPHONE		(ACCT: 10001010.66900.0000)	
EXPENDITURE	DATE	DESCRIPTION	PAID TO:
\$29.99	01/03/11	Smart Phone Reimbursement	Faith Winter
\$41.64	01/24/11	Council Blackberry - McNally	Verizon
\$41.66	01/24/11	Council Blackberry - Dittman	Verizon
\$41.64	01/24/11	Council Blackberry - Kaiser	Verizon
\$41.66	01/24/11	Council Blackberry - Lindsey	Verizon
\$41.66	01/24/11	Council Blackberry - Major	Verizon
\$30.00	01/25/11	PDA Reimbursement 12/12/10-01/11/11	Bob Briggs
\$41.64	02/24/11	Council Blackberry - McNally	Verizon
\$41.66	02/24/11	Council Blackberry - Dittman	Verizon
\$41.64	02/24/11	Council Blackberry - Kaiser	Verizon
\$41.66	02/24/11	Council Blackberry - Lindsey	Verizon
\$41.66	02/24/11	Council Blackberry - Major	Verizon
\$30.00	03/01/11	PDA Reimbursement 1/12/11-2/11/11	Bob Briggs
\$30.00	03/22/11	PDA Reimbursement 2/12/11-3/11/11	Bob Briggs
\$41.62	03/24/11	Council Blackberry - McNally	Verizon

4th Quarter 2011 City Council Expenditure Report
(as of February 29, 2012)

EXPENDITURE	DATE	DESCRIPTION	PAID TO:	
\$41.62	03/24/11	Council Blackberry - Dittman	Verizon	
\$41.62	03/24/11	Council Blackberry - Kaiser	Verizon	
\$41.62	03/24/11	Council Blackberry - Lindsey	Verizon	
\$41.62	03/24/11	Council Blackberry - Major	Verizon	
\$41.62	04/28/11	Council Blackberry - McNally	Verizon	
\$41.62	04/28/11	Council Blackberry - Dittman	Verizon	
\$41.62	04/28/11	Council Blackberry - Kaiser	Verizon	
\$41.62	04/28/11	Council Blackberry - Lindsey	Verizon	
\$41.62	04/28/11	Council Blackberry - Major	Verizon	
\$30.00	05/03/11	PDA Reimbursement 4/12/11-5/11/11	Bob Briggs	
\$41.62	05/10/11	Council Blackberry - McNally	Verizon	
\$41.62	05/10/11	Council Blackberry - Dittman	Verizon	
\$41.62	05/10/11	Council Blackberry - Kaiser	Verizon	
\$41.62	05/10/11	Council Blackberry - Lindsey	Verizon	
\$41.62	05/10/11	Council Blackberry - Major	Verizon	
\$30.00	06/02/11	PDA Reimbursement 3/12/11-4/11/11	Bob Briggs	
\$41.62	06/27/11	Council Blackberry - McNally	Verizon	
\$41.62	06/27/11	Council Blackberry - Dittman	Verizon	
\$41.62	06/27/11	Council Blackberry - Kaiser	Verizon	
\$41.62	06/27/11	Council Blackberry - Lindsey	Verizon	
\$41.62	06/27/11	Council Blackberry - Major	Verizon	
\$41.62	07/11/11	Council Blackberry - McNally	Verizon	
\$41.62	07/11/11	Council Blackberry - Dittman	Verizon	
\$41.62	07/11/11	Council Blackberry - Kaiser	Verizon	
\$41.62	07/11/11	Council Blackberry - Lindsey	Verizon	
\$41.62	07/11/11	Council Blackberry - Major	Verizon	
\$30.00	07/11/11	PDA Reimbursement 5/12/11-6/11/11	Bob Briggs	
\$30.00	07/26/11	PDA Reimbursement 6/12/11-7/11/11	Bob Briggs	
\$41.62	08/15/11	Council Blackberry - McNally	Verizon	
\$41.62	08/15/11	Council Blackberry - Dittman	Verizon	
\$43.89	08/15/11	Council Blackberry - Kaiser	Verizon	
\$41.62	08/15/11	Council Blackberry - Lindsey	Verizon	
\$41.62	08/15/11	Council Blackberry - Major	Verizon	
\$100.00	08/22/11	iPhone - McNally	McNally	
\$20.00	09/13/11	Council iPad - McNally	Verizon	
\$20.00	09/13/11	Council iPad - Kaiser	Verizon	
\$20.00	09/13/11	Council iPad - Lindsey	Verizon	
\$20.00	09/13/11	Council iPad - Major	Verizon	
\$20.00	09/13/11	Council iPad - Winter	Verizon	
\$20.00	10/08/11	Council iPad - McNally	Verizon	
\$20.00	10/08/11	Council iPad - Kaiser	Verizon	
\$20.00	10/08/11	Council iPad - Lindsey	Verizon	
\$20.00	10/08/11	Council iPad - Major	Verizon	
\$20.00	10/08/11	Council iPad - Winter	Verizon	
\$100.00	10/20/11	Smart Phone Reimbursement-Lindsey	Lindsey	
\$20.00	11/23/11	Council iPad - McNally	Verizon	
\$20.00	11/23/11	Council iPad - Kaiser	Verizon	
\$20.00	11/23/11	Council iPad - Lindsey	Verizon	
\$20.00	11/23/11	Council iPad - Major	Verizon	
\$20.00	11/23/11	Council iPad - Winter	Verizon	
\$20.00	12/19/11	Council iPad - McNally	Verizon	
\$20.00	12/19/11	Council iPad - Kaiser	Verizon	
\$20.00	12/19/11	Council iPad - Lindsey	Verizon	
\$20.00	12/19/11	Council iPad - Major	Verizon	
\$20.00	12/19/11	Council iPad - Winter	Verizon	
\$20.00	12/22/11	Council iPad - Atchison	Verizon	
\$100.00	12/31/2011	Smart Phone Reimbursement - Briggs	Bob Briggs	
\$2,627.38	TOTAL		<i>% of account budget expended year-to-date</i>	76.2%
\$3,450.00	BUDGET	2011 APPROVED BUDGET	<i>% of total City Council budget</i>	1.4%
\$822.62	BALANCE			

4th Quarter 2011 City Council Expenditure Report
(as of February 29, 2012)

EXPENDITURE	DATE	DESCRIPTION	PAID TO:	
PC REPLACEMENT FEE		(ACCT: 10001010.66950.0000)		
EXPENDITURE	DATE	DESCRIPTION	PAID TO:	
\$1,750.00	01/31/11	PC Replacement Fee	PC Replacement Fee	
\$1,750.00	TOTAL		<i>% of account budget expended year-to-date</i>	100.0%
\$1,750.00	BUDGET	2011 APPROVED BUDGET	<i>% of total City Council budget</i>	0.7%
\$0.00	BALANCE			
SPECIAL PROMOTIONS		(ACCT: 10001010.67600.0000)		
EXPENDITURE	DATE	DESCRIPTION	PAID TO:	
\$650.00	02/24/11	Journal Entry	Metro North Chamber	
\$1,000.00	08/30/11	Table Sponsorship for Sesquicentennial Celebration	Friends of Jefferson County Historical Commission	
\$500.00	09/14/11	Sponsorship of 2011 Orchard Festival	South Westminster Arts Group	
\$100.00	09/24/11	Silent Auction Contribution	Hyland Hills	
\$340.00	10/04/11	Wine Tasting and Silent Auction (McNally, Major, Briggs, Winter)	Westminster Legacy Foundation	
\$200.00	10/04/11	Taste of the Chamber	Metro North Chamber	
\$3,000.00	10/17/11	Adams County Blue Ribbon Commission Sponsorship	Access Housing, Inc.	
\$5,790.00	TOTAL		<i>% of account budget expended year-to-date</i>	165.4%
\$3,500.00	BUDGET	2011 APPROVED BUDGET	<i>% of total City Council budget</i>	1.5%
-\$2,290.00	BALANCE			

4th Quarter 2011 City Council Expenditure Report
(as of February 29, 2012)

EXPENDITURE	DATE	DESCRIPTION	PAID TO:	
OTHER CONTRACTUAL SRVC. (ACCT: 10001010.67800.0000)				
EXPENDITURE	DATE	DESCRIPTION	PAID TO:	
\$500.00	01/10/11	4/15/11 MMCYA Sponsorship - (Briggs Dittman)	Adams County MMCYA	
\$600.00	01/25/11	After Prom Sponsorship	Standley Lake High School	
\$200.00	03/01/11	After Prom Sponsorship	Jefferson Academy	
\$2,000.00	04/13/11	2011 Crystal Ball Sponsorship	The Jefferson Foundation	
\$200.00	04/20/11	After Prom Sponsorship	Mountain Range High School	
\$135.00	04/28/11	"Live Work Play" Cocktail Buffet (Briggs (2), Lindsey)	Denver Regional Council Of Government	
\$500.00	05/11/11	FRCC Golf Tournament Sponsorship	Front Range Community College	
\$236.00	05/16/11	4/28 Window and Sentinel Graduation Section	Metronorth Newspaper	
\$500.00	05/19/11	Water World Tickets	Hyland Hills Water World	
\$2,150.00	06/08/11	Annual Metro North Chamber Gala Sponsorship - (Briggs, Dittman, Winter, Major, Lindsey, Smithers)	Metro North Chamber	
\$10,000.00	06/29/11	2011 North Metro Arts Sponsorship	North Metro Arts Alliance	
\$300.30	07/27/11	6/16/11 Summer Celebratoin and Concert Rentals	Fun Services, Inc.	
\$5,600.00	07/27/11	Water World Tickets	District 50 Education Foundation	
\$750.00	08/01/11	Westminster Legacy Foundation	J. and Nancy Heil Invitational Golf Tournament	
\$187.50	08/03/11	Jefferson Schools Quarterly	Metronorth Newspapers	
\$156.00	8/12/2011	We're All Ears - Canopy & Table Rental	Fun Services Inc	
\$24.79	08/15/11	6/16/11 Summer Celebration/Concert in Park Balloons	Fun Services Inc	
\$575.00	08/15/11	Westy Faire T-Shirts - 4th of July Give-a-Ways	Embroidme	
\$68.47	08/15/11	Nametags for "We're All Ears" events	Office Max	
\$217.00	08/16/11	7/28 Window & 7/28 Westsider - Westminster Faire and Holy Cow Ads	Metronorth Newspapers	
\$1,000.00	08/22/11	Public Safety Awards Banquet Sponsorship	Westminster Public Safety Recognition Foundation	
\$290.00	08/31/11	Adams County Fair Guide Sponsorship	Metronorth Newspapers	
\$500.00	08/31/11	Annual VIP Dinner sponsorship	North Metro CAC	
\$180.00	8/31/2011	Duke's Garage Event - Signage	Signs by Tomorros	
\$149.00	8/31/2011	Duke's Garage Event - Chair and Table Rental	Fun Services Inc	
\$188.00	09/21/11	Fall Sports Preview Ad Sponsorship	Metronorth Newspapers	
\$1,250.00	09/26/11	Golf Tournament Sponsorship	Westminster 7:10 Rotary Club	
\$5,820.84	11/07/11	Invoice 485-11-406	Lyle Sumek and Associates	
\$24.79	11/23/11	8/12/11 Movie in Park Balloons	Fun Services Inc	
\$130.00	11/29/11	Councillor Atchison Photos	Cronin Photography	
\$255.00	12/05/11	City Council Group Photos	Cronin Photography	
\$1,000.00	12/31/2011	Lyle Sumek Invoice 11-1208 (Individual Interviews)	Lyle Sumek and Associates	
\$6,112.84	12/31/2011	Lyle Sumek Invoice 11-1207 (New Council Workshop)	Lyle Sumek and Associates	
\$41,800.53	TOTAL		<i>% of account budget expended year-to-date</i>	<i>103.3%</i>
\$40,484.00	BUDGET	2011 APPROVED BUDGET	<i>% of total City Council budget</i>	<i>16.9%</i>
-\$1,316.53	BALANCE			

4th Quarter 2011 City Council Expenditure Report
(as of February 29, 2012)

EXPENDITURE	DATE	DESCRIPTION	PAID TO:
SUPPLIES			
(ACCT: 10001010.70200.0000)			
EXPENDITURE	DATE	DESCRIPTION	PAID TO:
\$17.00	02/24/11	Nametag - Winter	Signs by Tomorrow
\$70.49	03/28/11	Binders and Tabs for Strategic Planning Session	Sun Office Products
\$55.28	03/29/11	Legal Pads and Tent Cards for Strategic Planning Session	Sun Office Products
\$166.68	04/04/11	Compostable Dinner Ware	Waste Farmers
\$82.98	05/10/11	Toner Cartridges - Dittman	Office Depot
\$18.75	06/01/11	Council Letterhead	Print Shop Charges 6/1/11
\$277.00	06/21/11	Council Outreach - Centennial Logo Shirts	EmbroidMe
\$14.78	06/27/11	Sympathy/Greeting Cards	Party America
\$125.29	07/20/11	Printer Cartridges - McNally	Nancy McNally
\$67.50	8/11/2011	Westy Fair Flag Installation and Take Down	Custom Flag Company Inc
\$44.95	08/25/11	iPad Cover for McNally	Amazon.com
\$59.85	08/25/11	3 iPad Stylus Sets	Amazon.com
\$79.98	08/25/11	iPad Covers for Briggs and Kaiser	Best Buy
\$180.00	08/25/11	12 \$15.00 iTune Gift Cards for Council (\$30 per person for purchase of City-identified iPad apps)	Best Buy
\$43.49	08/25/11	iPad Cover for Major	Amazon.com
\$15.94	09/13/11	Demo Bandana for Council Outreach Event	Tans Club
\$434.00	09/26/11	Council Giveaway /Employee Appreciation Week - Coasters	Lightsaber Promotions, Inc.
\$2.61	10/03/11	Water for New Council Open House	Jodie Carroll
\$54.21	10/20/11	iPad Power Extension Cables for Council Board Room	Best Buy
\$149.96	11/10/11	iTunes cards for Atchison and iPad USB power adapters	Best Buy
\$23.30	11/22/11	Council Napkins	Costco
\$4.32	11/23/11	New Councillor Swearing in - Juice for punch	Safeway
\$32.50	11/30/11	Council Business Cards	City of Westminster Print Shop
\$12.13	12/06/11	Drinks for Departing Council Reception	King Soopers
\$425.10	12/19/11	COW Gift for Departing Council Member Dittman	Promotional Concepts
\$20.30	12/19/11	Engraving of COW Gift for Departing Council Member Dittman	Action Awards & Engraving
\$165.26	12/22/11	Compostable Dinner Ware	Foodservicewarehouse/JE from Environmental Services
\$45.38	12/19/11	Paper Goods-Public Reception for Councillor Dittman	Party America
\$25.50	11/10/2011	Magnetic Name Badges for Atchison	Signs By Tomorrow Westminster
\$6.16	12/11/2011	Herb Atchison Photo Reprints	Walmart.com
\$37.36	12/14/2011	Brass Name Plates for Winter and Atchison Photos	Action Awards & Engraving
\$74.88	12/14/2011	Framing for Winter and Atchison Photos	Creative Framing Westminster
\$660.00	12/23/2011	Holiday Greeting Card	www.Eco2greetings.Com
\$147.25	12/31/2011	Council Letterhead and Envelopes/Business Cards	City of Westminster Print Shop
\$3,640.18	TOTAL		% of account budget expended year-to-date
\$3,748.00	BUDGET	2011 APPROVED BUDGET	% of total City Council budget
\$107.82	BALANCE		

97.1%
1.6%

4th Quarter 2011 City Council Expenditure Report
(as of February 29, 2012)

EXPENDITURE	DATE	DESCRIPTION	PAID TO:
FOOD			
(ACCT: 10001010.70400.0000)			
EXPENDITURE	DATE	DESCRIPTION	PAID TO:
\$61.70	01/24/11	Council Dinner	Pizza Hut
\$79.20	02/02/11	Council Soda	Vend One
\$76.41	02/07/11	Council Dinner	Los Lagos
\$10.29	02/14/11	Council Cookies	Target
\$55.60	02/14/11	Council Dinner	Lis Chinese
\$47.96	02/28/11	Council Dinner	Blackjack Pizza
\$73.50	03/03/11	Council Dinner-B/C Interviews	Double Ds Pizza
\$59.00	03/07/11	Council Dinner	Wishbone Restaurant
\$23.22	03/09/11	Council Dessert and Cookies	King Soopers
\$70.42	03/21/11	Council Dinner	Los Lagos
\$35.40	03/27/11	Cookies for MMCYA Reception	Wal-Mart
\$60.50	03/28/11	Council Dinner	Pizza Hut
\$55.50	04/04/11	Council Dinner	Lis Chinese
\$144.00	04/05/11	Council Soda	Vend One
\$43.97	4/11/2011	Council Dinner	Blackjack Pizza
\$59.00	04/18/11	Council Dinner	Wishbone Restaurant
\$70.42	04/25/11	Council Dinner	Los Lagos
\$17.56	04/28/11	Council Dessert and Cookies	Wal-Mart
\$56.05	05/02/11	Council Dinner	Lis Chinese
\$9.44	05/09/11	Council Cookies	Wal-Mart
\$63.50	05/09/11	Council Dinner	Pizza Hut
\$92.40	05/10/11	Council Soda	Vend One
\$123.96	05/16/11	Council Dinner with Representative Polis	Chilis Grill
\$69.45	05/23/11	Council Dinner	Pudge Bros Pizza
\$57.60	06/06/11	Council Dinner	Lis Chinese Restauran
\$70.42	06/13/11	Council Dinner	Los Lagos
\$44.00	06/20/11	Council Dinner	Wishbone Restaurant
\$74.47	06/27/11	Council Dinner	Double Ds Pizza
\$47.96	07/11/11	Council Dinner	Blackjack Pizza
\$55.60	07/18/11	Council Dinner	Lis Chinese Restauran

4th Quarter 2011 City Council Expenditure Report
(as of February 29, 2012)

EXPENDITURE	DATE	DESCRIPTION	PAID TO:	
\$68.95	07/25/11	Council Dinner	Los Lagos	
\$39.88	07/26/11	Council Cookies	Walmart	
\$58.50	08/01/11	Council Dinner	Wishbone Restaurant	
\$59.68	08/08/12	Council Dinner	Pizza Hut	
\$80.00	08/15/11	Council Dinner	Double Ds Pizza	
\$55.50	08/22/11	Council Dinner	Lis Chinese	
\$129.60	08/24/11	Council Soda	Vend One	
\$68.95	09/12/11	Council Dinner	Los Lagos	
\$100.80	09/12/11	Council Soda	Vend One	
\$43.97	09/19/11	Council Dinner	Blackjack Pizza	
\$97.98	09/26/11	Council Dinner	Chilis Grill	
\$55.50	10/03/11	Council Dinner	Double Ds Pizza	
\$55.60	10/10/11	Council Dinner	Lis Chinese	
\$15.65	10/12/11	Council Cookies	Walmart	
\$72.50	10/17/11	Council Dinner	Double Ds Pizza	
\$59.00	10/24/11	Council Dinner	Wishbone Restaurant	
\$74.94	11/07/11	Council Dinner	Los Lagos	
\$43.97	11/14/11	Council Dinner	Blackjack Pizza	
\$55.60	11/21/11	Council Dinner	Lis Chinese	
\$65.50	11/28/11	Council Dinner	Double Ds Pizza	
\$59.00	12/05/11	Council Dinner	Wishbone Restaurant	
\$312.84	12/10/11	New Councillor Dinner	The Grille at Legacy Ridge	
\$115.20	12/12/11	Council Soda	Vend One	
\$73.92	12/12/11	Council Dinner	Los Lagos	
\$46.47	12/19/11	Council Dinner	Blackjack Pizza	
\$59.68	08/08/12	Council Dinner	Pizza Hut	
\$59.85	12/19/11	Incoming Council Reception and Council Cookies	King Soopers	
\$3,837.53	TOTAL		<i>% of account budget expended year-to-date</i>	
\$5,000.00	BUDGET	2011 APPROVED BUDGET	<i>% of total City Council budget</i>	76.8%
\$1,162.47	BALANCE			2.1%

TOTAL		
\$240,119.00	TOTAL 2011 CITY COUNCIL BUDGET	
\$203,314.51	TOTAL 2011 CITY COUNCIL EXPENDITURES YTD	
\$36,804.49	BALANCE	
84.7%	PERCENT OF BUDGET EXPENDED YTD	



WESTMINSTER

Staff Report

Information Only Staff Report
March 26, 2012



SUBJECT: 2011 Citywide Goals and Objectives - Third Period Update

PREPARED BY: Ben Goldstein, 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 2011. The items included in the attached document focus on those items activity through December 31, 2011, which specifically tie to Council's stated goals for 2011.

Background Information

The attached document reflects the actions Staff is pursuing to achieve City Council's 2011 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. This report has been updated to reflect the revised Goals and Objectives based on Council's review in May 2011.

The City Council goals for 2011 remain as follows:

- Financially Sustainable City Government Providing Exceptional Services
- Strong, Balanced Local Economy
- Safe and Secure Community
- Vibrant Neighborhoods and Commercial Areas
- 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 2011 at City Council's May 2011 Strategic Plan Review.

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 2011; 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. New or revised actions will be reflected in the next Citywide goals and objectives report to reflect Council's updates to the 2011 Citywide goals and objectives.

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 2011; several of the projects Staff is working on were initiated prior to 2011 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, 2011. 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 "Financially Sustainable City Government Providing Exceptional Services;" "Strong, Balanced Local Economy;" "Safe and Secure Community;" "Vibrant Neighborhoods in One Livable Community;" and "Beautiful and Environmentally Sensitive City."

Respectfully submitted,

J. Brent McFall
City Manager

Attachment



2011 Citywide Goals & Objectives

Third Period Update

GOAL 1: FINANCIALLY SUSTAINABLE CITY GOVERNMENT PROVIDING EXCEPTIONAL SERVICES

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 1: Invest in well-maintained and sustainable City infrastructure and facilities						
2011	Continued emphasis on facility infrastructure, building envelopes, facades and exterior improvements.	Jerry Cinkosky (GS), Tom Ochterski (GS)	\$250,000	25%	2Q 2012	BO&M staff continued to prioritize infrastructure maintenance efforts in 2011 related to building envelopes, facades and exterior improvement needs. In warm weather, staff completed efforts related to roofing projects. RFP's were completed for a number of projects including the control and expansion joints at City Hall. These projects will be completed in 2012. Metal coping cap installation at City Hall to prevent brick deterioration was completed in the third period. Expansion joint replacement at City Hall planned for the third period was delayed to 2nd quarter 2012 to avoid cold temperatures.
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	In 2011, the City is focusing on conservation efforts for multi-family customers. Staff is working with several multi-family unit managers to offer high-efficiency toilets for installation in the units.
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), Matt Lutkus (GS)	--	Ongoing	Ongoing	City Council visited with the City's Federal legislative delegation in March in Washington D.C. and discussed this issue. City Staff have also been meeting with staff members in our Federal legislators' local offices to discuss the importance of this issue. Legislation has been introduced in Congress, The Mainstreet Fairness Act, that would significantly improve the current inequities that exist between online retailers and mainstreet retailers as well as enhance local sales tax collection. Staff is following this legislation closely.
2011	Proactively pursue alternate funding for the City's Municipal Domestic Violence Fast Track Program	Lee Birk & J.J. Elliott (Police)	\$67,592	68%	4Q 2012	Projected Cost was updated from "\$0.00" to "\$67,592" and Percent Complete updated from "100%" to "68%" based on grant funds successfully awarded for 2012. During this reporting period, the department was officially notified that we received the 2012 17th Judicial District Victim Assistance and Law Enforcement (VALE) Grant in the amount of \$45,962 for the partial salary and benefits (68%) for a 1.0 FTE Victim Advocate. The Department still intends on applying for the 2012/2013 1st JD VALE grant when it is officially announced for the remaining cost of the salary and benefits (32%) of the Victim Advocate position.
2011	Complete the annual ambulance fee survey	Rick Spahn (Fire)	--	100%	4Q 2011	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. Survey completed and Council approved increasing ambulance fees and Westminster Med membership costs.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2011	Conduct a community needs analysis to assess what residents need from the library	Kate Skarbek (PR&L)	\$9,000	45%	1Q2012	Analysis of how to better provide library and information services to Westminster residents and form partnerships with other entities. Map surveys of patron card registration were conducted. User and non-user surveys are underway. Lifestyles impressions, interviews with key community members and possibly focus groups will provide additional insight later this year.
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), Bob Smith (FIN) and Bob Byerhof (FIN)	--	Ongoing	Ongoing	Finance completed three refinancings in 2010 to advance refund all or a portion of the 2001 and 2002 Sales & Use Tax Revenue Bonds, the 2001 COPs (Public Safety Center), the 1998 Golf Course Revenue Bonds, and the 1998 COPs (Ice Centre). The refundings were accomplished without extending the final maturities of the refunded debt. Combined, the three refundings will save the City about \$2.6 million in interest expense over the next 12 years.
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, which is comprised of representatives from each Department and some Divisions, meets on a monthly basis. The Committee reviews employee injuries and automobile accidents that occur each month. The Committee first determines if the incident could have been avoided and if so, then evaluates how the City can learn from each incident to help avoid similar situations in the future. The Safety Committee has played an integral part in controlling and decreasing the number of injuries and accidents citywide, thus contributing to the financial stability of the City.
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 2011/2012 biennial budget process. Current reserve levels are in accordance with City policy and adequate to meet the City's financial needs. A new General Fund Stabilization Reserve (GFSR) was created in 2009 through use of 2008 carryover as a means to stabilize ebbs and flows of Sales and Use Tax revenues impacts on General Fund and utilized immediately to balance the 2010 Budget. The GFSR was replenished, per Council adopted policy, through 2010 carryover in 2011 and an additional contribution to the GFSR is included in the Amended 2012 Budget.
Objective 5: Maintain a value driven organization through talent acquisition, retention, development, and management						

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2010	Develop an integrated succession management program	Debbie Mitchell, Dee Martin, Lisa Chrisman, Jackie June (GS)	\$0	Ongoing	Ongoing	The goal of succession management is to effectively align systems, operations and personnel with a focus on the future health of the organization. HR Staff continues to work with all Departments in 2011 on succession management efforts. As part of this initiative and as positions become vacant, staff review the structure and needs of the organization to determine if changes are warranted in order to stay sustainable and relevant. From these reviews, there were a variety of third quarter temporary classification changes and Department re-organizations that were recommended and adopted by Council for permanent change in the 2012 budget. In addition to structural reviews of workgroups and Divisions as key vacancies occur, HR staff are working with all supervisors participating in the Supervisor Academy in order to continue leadership development and enhance supervisory skills within the organization. Individual Development Plans and coaching of employees on preparation for growth opportunities continues to be a focus of efforts with managers and supervisors. A toolkit is in the development stage to assist supervisors with meaningful coaching conversations with their employees.
2009	Employee Healthcare Cost Containment Efforts	Debbie Mitchell, Lisa Chrisman, Dee Martin, Nicki Leo (GS)	Integrated into overall healthcare costs - self funded	Ongoing	Ongoing	Proactive efforts were the focus in Wellness with a new educational emphasis on family health, fitness and nutrition. HR has conducted a study on cost effective alternatives to help with cost containment strategies for our health care and wellness programs. Recommendations will be made to Council in early 2012. HR continues to work with Hays, our benefits broker, to market our insurances and identify further potential savings. HR staff met with Hays benefits consultant to create a five-year strategic plan for healthcare benefit provisions. As a result of these strategies and efforts, 2012 renewals were very positive with substantial savings to the City. This included a significant cut in life insurance costs by changing providers with the same benefit to the employee. Employee communication on personal accountability and responsibility for healthy lifestyle choices, preventative care and active attention to health care consumerism began during open enrollment of 2011 with future enhancements to the communication plan expected to be presented in a "Life Event" format during 2012.
Objective 6: Institutionalize the core services process in budgeting and decision making						
2010	Core Services Assessment	Brent McFall, Steve Smithers, Barbara Opie (CMO)	--	Ongoing	Ongoing	Commencing in November 2009, Staff developed and implemented the core services assessment to identify areas of focus for funding and areas that might be reduced or eliminated as a result of service duplication and limited funding availability. City Council and Staff successfully worked together to identify and prioritize City services as part of the 2011/2012 budget process, better positioning the City for long term financial sustainability. Staff updated the Core Services inventory document to reflect the changes made to the 2010 - 2012 budget and reviewed with City Council in May. This includes efforts to be more consistent in service hierarchy and priority naming.
Objective 7: Maintain and enhance employee morale and confidence in City Council and management						

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2010	Employee Recognition Efforts	Debbie Mitchell, Lisa Chrisman, Dee Martin (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; Length of Service milestones; and SPIRIT individual recognition for ongoing exceptional effort by front line employees. This quarter recognition efforts included Employee Appreciation Week, and a Teams in Action Luncheon. Additionally this year the City focused on recognizing LEGACY MOMENTS in awards, articles, banners and recognition events such as the 100 year luncheon celebration in April. Presentation of the Legacy Award winners was made at the All Employee Holiday Celebration, along with the unveiling of the all employee photos taken in honor of the 100 year anniversary.
2011	Competitive Total Compensation Package	Debbie Mitchell, Lisa Chrisman, Dee Martin (GS)	\$2,500	Ongoing	Ongoing	Staff completed the 2012 revised budget work which included a review of a few positions impacted by Department re-organizations, revised pay projections for 2012 and revised benefit projections. Staff worked with Hays Benefit Consultants on benefit renewals for 2012. Significant work was done to project benefits and wage options for 2012 as well as monitor and project expenditures in 2011. The 2012 budget and pay plans were adopted by Council in October along with the 2012 benefits package.
2010	Consistent feedback through Performance Appraisal	Debbie Mitchell, Lisa Chrisman, Dee Martin (GS)	\$3,500	Ongoing	Ongoing	The E-Appraisal system is designed to provide employees an opportunity to give feedback in their self-appraisal and get behaviorally based feedback in their appraisal. Employees meet with their supervisors at least annually to discuss their work performance, individual objectives as well as employee developmental goals. Employees in their first year meet every 6 months. Appraisals for all Exempt employees were completed during this quarter with merit increases processed for 2012.
2010	Inclusive Management Practices	Debbie Mitchell, Lisa Chrisman, Dee Martin (GS)	--	Ongoing	Ongoing	Staff are two years into a 5 year effort to train all supervisors in collaborative management practices that reflect SPIRIT with the Supervisory Academy. The foundational classes include seminars in teambuilding, communication, conflict management, partnership, strategic planning, coaching and performance management. Employee involvement in key management initiatives through EAC and departmental employee task forces. HR staff continue to monitor, evaluate and adjust classes and instructors as the program evolves to meet the current needs of the organization. Several employees have completed the Supervisor Academy program and will be participating in a 360 feedback tool and Individual Development Plan for application of learning. One Division Manager attended a week long program at the Center for Creative Leadership for executive development purposes.
2010	Employee Relations Consultation	Debbie Mitchell, Lisa Chrisman, Dee Martin (GS)	--	Ongoing	Ongoing	Ongoing work with departments on employee performance issues, discipline, conflict, EEOC concerns, etc. Work to ensure consistent and fair treatment of all employees in a respectful, honoring manner. Employees are given opportunities to correct behaviors and comply with the Personnel Policies and Rules which outline the standards of the organization. The City successfully closed a civil harassment complaint with all charges against the City dropped.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2010	Reduction In Force Efforts	Debbie Mitchell, Lisa Chrisman, Dee Martin, HR Analysts, Benefits Staff (GS)	--	100%	2Q 2011	Reduction in Force needs led to GS staff developing reduction in force layoff options, layoff packages, personnel policy modifications, consultation on staff reduction strategy and staffing needs, reorganization and reclassification options, processes for identifying employees for layoff, career transition and outsourcing resources, wellness resiliency training for remaining staff, benefit administration, EAP services, security, unemployment support, consultation and meeting prior to and layoff meetings with employees. These resulted in full mitigation of employment related legal claims or challenges. Coaching of employees through the transition impact was substantial. Executive Management Workshop on Moving Forward was developed and a line employee training on Moving through Difficult Times were developed and delivered in the 4th Quarter. Final support for this effort will be completed in 2011 as former employees benefits end. Efforts are now aimed at stabilizing the organization culture with a focus on our mission.
2010	Organizational Development and Change	Debbie Mitchell, Lisa Chrisman, Dee Martin (GS)	--	Ongoing	Ongoing	Consultation with departments on Core Services to address best effective organizational structure and staffing needs. Developed various strategies for organizational communication objectives to address resource, issues management to support the organization's efforts to meet strategic goals and objectives (i.e., 2011 pay freezes, focused work week changes, Apply Yourself Marketing campaign, succession management efforts, ongoing learning and development expectations). Continued future focus on stabilizing the corporate culture with an emphasis on customer service, performance improvement and ongoing learning. The City's mission is being re-emphasized along with celebrating 100 years of our proud legacy and continuing that legacy into the future. An employee campaign of "This is Our Legacy" has celebrated Westminster's Centennial and emphasized the employee role in creating the history. The emphasis of the campaign is to be proud of the past and to be determined to continue the legacy into the future with constant service improvement. An employee training titled "Inspired Integrity" was offered at the year's end to conclude the emphasis on continuous improvement and learning.
2010	Enhanced Employee Marketing and Communication	Debbie Mitchell, Lisa Chrisman, Dee Martin (GS)	\$2,000	Ongoing	Ongoing	Developed materials for internal and external promotion of the City as an employer through print information on recruitment brochures, web design for employment page, on-line interactive benefits catalog, wellness program promotion, training and development materials and digital media (i.e., video on City as employer). The focus is now on effectively communicating benefits and wellness packages. Staff are working on an integrated benefits communication plan with the concept of Total Rewards. Part of the communication strategy was rolled out at Open Enrollment in 2011 with a the bulk of the campaign being released in 2012. HR was engaged in celebrating the City's Centennial and employee's involvement in the success of the organization. Integrated messaging will be infused into all HR employee communications including recruitment materials, ongoing employee announcements and future communications.

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

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2010	Analysis of Training curriculum	Debbie Mitchell, Lisa Chrisman, Dee Martin (GS)	--	100%	4Q 2011	Reviewed course offering based on reduction in force and effectiveness of training classes in meeting key organizational objectives. This includes a review of course purpose/objectives, instructor effectiveness, course content, delivery method and application of learning back into the workplace. Through initial reviews, we have eliminated redundancy in some classes, changed some instructors, and modified some course content. As of this quarter, all courses have been reviewed and changes made. Staff will continue to monitor and evaluate classes through 2012.

Capital Improvement Projects Relating to Strategic Plan Goal 2: FINANCIALLY SUSTAINABLE CITY GOVERNMENT PROVIDING EXCEPTIONAL SERVICES
Various Street and Intersection Improvements, Water and Sewer Line Replacements and Rehabilitation, Fire Station Major Modifications, BO&M major maintenance, Arterial Roadway Rehabilitations and Improvements, Bridge and Pedestrian Railing Repainting

2011 Citywide Goals & Objectives

Third Period Update



GOAL 2: 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	Continuing efforts. Retail project at southwest corner of Huron is constructed. The Orchard is over 80% leased.
2008	Work with real estate community to encourage the filling of empty space throughout the City	Susan Grafton (CMO)	--	Ongoing	Ongoing	Continuing efforts.
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 BioScience Association (CBSA), Colorado Software Association (CSIA), and the Energy Coalition and meetings and activities.
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	Staff continues to meet with potential developers. A major tenant announcement for US36 corridor is anticipated for 1st Quarter 2012.
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	Office vacancy rate is down .2% to approximately 17.2% and industrial vacancy rates are 5.8% down from 7.99% in 4Q2010.
2002	Promote the sale and development of key City-owned parcels	Susan Grafton (CMO)	--	Ongoing	Ongoing	There is still active interest in the properties, but no contracts on the 20 acre parcel near Circle Point, the 14 acre Promenade parcel, or the 5 acre Promenade East parcel.
Objective 5: Develop multi-modal transportation system that provides access to shopping, to employment centers						

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2005	Work with RTD on FasTracks implementation plans for the City's three commuter rail stations	John Carpenter (CD)	\$10,000	50%	2Q 2011	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 approved by City Council in December. With the December 6th cost escalation announcement from RTD Staff has been working diligently along with the Mayor and City Council to keep the Commuter rail component moving forward.

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 the months, September through December 2011, 13 applications for training reimbursement were filed. For the Capital Project Grant Program, thirteen (13) applications were received and eight grants have been issued. Detailed analysis of existing business community is now underway.
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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	WEDA now owns about 90% of the 105- acre site. Demolition of the remaining mall structure continues. JCPenny, Sears, Brunswick Zone, Olive Garden, US Bank, and the dental offices remain open for business. Meetings with a prominent national developer are continuing, and significant progress toward an agreement has been made.
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**Capital Improvement Projects Relating to Strategic Plan Goal 4: STRONG, BALANCED LOCAL ECONOMY
Westminster Retail Initiative, Business Capital Project Grant Program, South Westminster Revitalization**

2011 Citywide Goals & Objectives

Third Period Update



GOAL 3: SAFE AND SECURE COMMUNITY

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 1: Citizens are safe anywhere in the city						
2011	Pursue a Fire Safety and Prevention grant to be able to provide a biweekly program focusing on child passenger safety	Sherrie Leeka (Fire), Gary Pedigo (Fire)	\$16,027	100%	4Q 2011	Grant has been written and submitted. Grant processing and approval is not anticipated until late in 2011. Grant was not awarded to the Fire Department. Completed.
Objective 2: Public Safety Departments: well equipped and authorized staffing levels staffed with quality personnel						
2010	Order and equip a replacement ambulance for 2011	Rick Spahn (Fire)	\$120,600	75%	1Q 2012	Specifications were updated, bids were received and evaluated. City Council has approved this purchase and a contract has been signed. Delivery of unit delayed; expected delivery first quarter 2012. Working with CAO and Fleet on the signed agreement between MEDTEC and COW.
2011	Conduct the annual fitness testing and medical screenings for all commissioned personnel	Bill Work (Fire), Fire Department Fitness Team	\$52,850	Ongoing	Ongoing	These two programs have been inherent in the Fire Department operations for over twenty years. Program benefits include improved morale, stronger, healthier personnel, reduced injuries, and ultimately improved customer service. The occupational medical physicals were completed during the 4Q 2011. Due to scheduling conflicts with vendors, some of the heart screening and treadmill testing was not able to be accomplished.
2011	Order, receive and equip a replacement ladder truck	Bill Work (Fire)	\$862,467	100%	4Q 2011	City Council approved this purchase on 1/24/2011. Contract has been signed and down payment made. Delivery of the Pierce 105' Aerial Ladder Truck took place in October and was placed in service at Fire Station 3.
2011	Rebid key contracts for the EMS program including disposable supplies, ambulance billing, and delinquent collections	Rick Spahn (Fire), Harrison Davis (Fire), Tina Takahashi (Fire)	\$222,000	25%	1Q 2012	Disposable supplies budget is \$112,000. Ambulance billing budget is \$110,000. Both the billing and collections contracts are due in April 2012, RFP draft in progress. Council approved a multi-year contract with Bound Tree Medical, which will begin January 1, 2012 and continue until December 31, 2014.
2011	Pursue a Homeland Security Grant for the replacement of self contained breathing apparatus used by the department	Mike Reddy (Fire), Tracy Haze (Fire)	--	80%	2Q 2012	Grant Secured; The Fire Department will be receiving new state of the art SCBA equipment from the UASI/NCR grant process in 2011 or 1st quarter 2012. All existing SCBA will be turned in as part of the agreement. No match funds are required.
Objective 3: Timely response to emergency calls						
2010	Implement Closest Unit Dispatching (CUD) through Public Safety Communication Center	Doug Hall (Fire), Rich Welz (Fire)	--	25%	3Q 2012	Revisit the feasibility of implementing CUD for dispatching fire and EMS units. If warranted, work with City staff to develop a plan of action to implement in 2012 and 2013. CUD Project temporarily postponed until completion of pending public safety CAD system upgrade and implementation of FD RMS System. Anticipate 3rd Qtr 2012.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2010	Develop and deliver on-going training to 911 dispatchers regarding Fire Department operations	Paul Spellman (Fire), Derik Minard (Fire), Ron McCuiston (Fire)	--	Ongoing	Ongoing	These trainings have occurred for several years and is an ongoing training to help to keep FD personnel and dispatch personnel on the same page. Training for 2012 is expected to occur in 2nd and 4th quarter.
2010	Develop and delivery on-going training to the Police patrol group regarding Fire Department operations	Paul Spellman (Fire), Derik Minard (Fire), Ron McCuiston (Fire)	--	Ongoing	Ongoing	These trainings have occurred for several years and is an ongoing training to help to keep FD personnel and Police personnel on the same page. These trainings are conducted as a part of the police academy. To date, two training sessions were accomplished in the 1st and 4th quarter of 2011.
Objective 4: Citizens taking responsibility for their own safety and well-being						
2009	Conduct the 2011 Westminster Fire Department Citizen Academy	Sherrie Leeka (Fire)	\$1,000	100%	Ongoing	This 13-week free course give participants "hands on" opportunity to learn more about Fire Department services and operations. 2011 Academy was held March 3 through May 26. A total of 18 participants including 4 city employees graduated on May 26. Completed.
2010	Private Hydrant Systems Maintenance and Testing Program	Gary E. Pedigo (Fire)	--	60%	2Q 2012	Letters have been sent to complexes with private hydrants requiring inspection and testing. Flow information obtained from the testing will be compiled to aid responding engine companies. Received approximately 30% response and will be sending follow-up letters to the remaining system owners.
2010	Draft a Contractor and Developer's Guide for fire protection requirements	Doug Hall (Fire), Gary E. Pedigo (Fire)	--	100%	4Q 2011	Work with Fire Prevention Bureau staff to complete a guide for contractors and developers specifying the fire department's requirements for processing plans and working through the fire department approval process in coordination with other City departments. Post guide on the Fire Department's web site. A contractors section has been added to the Fire Department website. Will be updated as necessary. Completed.
Objective 5: Manage disaster mitigation, preparedness, response and recovery						
2006	Work with adjoining Fire Districts and cities to enhance mutual and automatic aid system	FD Battalion Chiefs (Fire), Fire Chief	--	Ongoing	Ongoing	Conversations continue with surrounding jurisdictions such as Federal Heights, North Metro and Arvada. Work is also being done at the North Area Operations Chiefs level to improve on inter-jurisdictional communications and operations. Additional meetings will continue throughout 2012.
2011	Pursue grant funding to purchase and install video conferencing equipment in the City Council Board Room which serves as the Policy Group location in the event of a significant emergency	Mike Reddy (Fire)	\$11,000	100%	3Q 2011	Project cancelled. This project was to be grant funded. With recent federal grant reductions, a larger share was being expected from local governments for ongoing maintenance and equipment upgrades. Due to this change and the great deal of uncertainty about future funding expectations, the City has decided not to participate in the regional program.
Objective 6: Maintain safe buildings and homes						
2010	Business inspection program	Gary Pedigo (FD)	--	Ongoing	Ongoing	Business inspection are conducted by Fire crews for fire safety and crew familiarity in case of a fire. The Fire Department maintains an 85% completion rate for business inspections. The self inspections rate for low-hazard business was maintained at 100%.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2010	Senior Home Safety Survey Program	Sherrie Leeka (FD)	--	Ongoing	Ongoing	Conduct home safety survey for fire and other safety hazards, ensuring home has operating smoke alarms. Inspections are conducted quarterly, with 12 completed through 3rd Quarter 2011 with an additional 5 inspections completed in 4th Quarter, for a total of 17 inspections for the year. Completed for 2011.
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. 82% of respondents rated the plan review process as excellent and 76% of respondents rated the inspection services excellent ALL categories.
Objective 7: Protect people, homes, and buildings from flooding through a stormwater management program						
2010	Continue proactive floodplain administration and stormwater management programs	John Burke (CD)	--	Ongoing	Ongoing	July storms produced significant flooding throughout the City of Westminster. Staff is now identifying potential solutions to fix areas that have flooded residential basements. Stormwater reserve funds will be tapped in order to provide timely response to these issues.

Capital Improvement Projects Relating to Strategic Plan Goal 1: SAFE AND SECURE COMMUNITY
New Traffic Signals, 800 MHz Radio System Upgrade, Fire Station Major Maintenance/Remodel, Firefighting Simulator/Burn Building, Miscellaneous Stormwater Projects, Fire Station Alerting System, EMS Records Management System



2011 Citywide Goals & Objectives

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GOAL 4: VIBRANT NEIGHBORHOODS AND COMMERCIAL AREAS

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 1: Develop TOD around commuter rail stations						
2005	Evaluate public infrastructure needs in South Westminster TOD Area	Andy Walsh (PW&U)	TBD	Ongoing	4th Q 2012	Staff is coordinating the relocation of the Little Dry Creek sewer interceptor east of Federal Blvd. with RTD. Staff is also preparing easements for RTD and coordinating the relocation of sewer mains around the Westminster Station. In the area of the Little Dry Creek Park south of the Station, staff is preparing final design plans for the relocation of the Little Dry Creek interceptor.
2005	Facilitate the development projects within the South Westminster transit oriented development (TOD) area	Tony Chacon (CD)	TBD	Ongoing	Ongoing	Initiated discussions with property owners regarding re possible acquisition and construction of a street to serve Westminster Commuter Rail Station. Assisting in finalizing plans for plaza and Little Dry Creek Park.
Objective 2: Maintain and improve neighborhood infrastructure and housing						
2005	Work to protect federal Community Development Block Grant funding	Tony Chacon (CD), Matt Lutkus (GS)	--	Ongoing	Ongoing	The City received an estimate of its CDBG allocation for FY 2012 of \$523,555, which is \$16,648 more than 2011 levels. Staff anticipates possible funding cuts in upcoming years.
2003	Commence and complete Holly Park redevelopment project	Dave Loseman (CD)	TBD	80%	TBD	The site has been stabilized and is being maintained until the real estate market improves. The only remaining expenditures include maintenance of the vacant property. The property is currently listed with "CoStar" in an effort to sell the property to a potential developer.
Objective 3: Preserve and restore historic assets						
2009	Rehabilitate the east porch of the Bowles House and repair a significant wall crack in the northeast corner of the house	Tony Chacon (CD)	\$96,000	100%	2Q 2011	Improvements completed.
2010	Restore/rehabilitate north porch and second story balcony along with restoration of chimney at Bowles House	Jerry Cinkosky (GS)	--	95%	1Q 2012	Restoring the north porch/balcony and restoration of the brick chimney was completed in December 2011.
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 2011 funding cycle included several neighborhoods receiving funding for landscape improvement projects; the following neighborhoods received grants: Stratford Lakes HOA \$2,500, Stratford Lakes HOA \$2,500, Pebblebrook HOA \$3,263, Silo HOA \$3,382, Trailside HOA \$5,196, Watermark Townhome HOA \$3,429, Westminster Housing Authority \$12,432, Progressive HOA \$14,247, Promontory Court HOA \$1,834

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 5: Develop Westminster as a cultural art community						
2010	Complete stabilization of Shoenberg Farm Concrete Silo	Tony Chacon (CD)	\$94,410	80%	2Q 2012	Rehabilitation work remains on upper section of silo, which requires warmer weather to complete and stabilize.
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: 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 3: VIBRANT NEIGHBORHOODS AND COMMERCIAL AREAS

Holly Park, Lowell Boulevard Corridor Enhancement, Roadway Master Plan Update, South Westminster Revitalization Projects, Lift Station Improvements, Little Dry Creek Regional Detention



2011 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
Objective 1: Have energy efficient, environmentally sensitive city operations						
2005	Continue to provide education opportunities for water conservation landscaping options in residential and business developments	Stu Feinglas (PW&U)	--	Ongoing	Ongoing	A workshop on Water Efficient Landscaping occurred on April 16, 2011 as a part of the City's Earth Day celebration. In 2011 the City, through the contractor the Center for Resource Conservation, delivered over 120 Garden in a Box low water gardens to participants. Audits completed for the 2011 Slow the Flow irrigation audit program. Irrigation audit requests exceeded the 2011 goal and many customers placed on a waiting list for the 2012 program. The 2011 Water Festival took place at Front Range Community College on May 17, 2011 with over 1,100 students and teachers attending. The annual Water Festival is coordinated and sponsored by the Cities of Westminster, Thornton, and Northglenn.
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 Ochterski (BO&M)	AIGG \$2,517,09 4 ARRA \$468,700	AIGG - 100% ARRA - 100%	1Q 2011 2Q 2011 3Q 2011	This project is the second phase of the energy performance contract conducted and implemented in 2007 and 2008. Siemens Energy has made retrofits, enhancements, and improvements to various City facilities to reduce the City's energy consumption. Phase II energy retrofits became Substantially Complete in the spring of 2011 and final contract provisions, including the expenditure of the remaining contingency on additional energy saving improvements and equipment, was completed in December of 2012. The contract requirements include a two year Measurement and Verification phase that is scheduled to start in November of 2012. This measurement and Verification insures that the calculated savings are being achieved and no significant changes to the operations have negatively impacted the projected savings.
Objective 3: Increase and maintain greenspace (parks, open space, etc.) consistent with defined goals						

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
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)	--	80%	TBD	Staff has been working with the surrounding communities to form a coalition to protect open space and construct trails around and into Rocky Flats. All surrounding communities have expressed support for the trail connection idea. Westminster was awarded \$488,000 from Natural Resource Damage Funds associated with Rocky Flats towards the acquisition of the Sisters of the New Covenant property in the Westminster Hills Open Space area on the east side of the refuge. The opening of Rocky Flats is currently on hold due to other priorities within the US Fish and Wildlife Service. Staff is working separately with the Department of the Interior to plan a "Refuge to Refuge Trail" from Rocky Flats National Wildlife Refuge to the Rocky Mountain Arsenal National Wildlife Refuge.
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 state trustees for the \$4.5M Natural Resource Damage Funds awarded \$488,000 to Westminster for the acquisition of the Sisters of the New Covenant parcel in the Westminster Hills Open Space area. This acquisition is complete. 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).
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	The City was awarded a grant request in the amount of \$408,564 from Adams County for the acquisition of the Westminster Hills Elementary School site. The City also requested funds from Jefferson County to assist with the acquisition of the Bonnie Stewart parcel for open space. Staff will be notified regarding the grant award in January, 2012.
Objective 5: A convenient recycling program for businesses and residents with a high level of participation						

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2002	City-wide recycling drop off locations	Jerry Cinkosky (GS), Rachel Harlow-Schalk (GS)	\$32,493	15%	Ongoing	The EAB's Community Recycling Study Subcommittee has prepared draft recommended improvements to community recycling. In Jan '12, two focus groups will be held to react to the draft recommendations. Based on reactions, the Subcommittee will reconvene to either change recommendations or finalize. If they do not need to make changes, the recommendations will be provided to the EAB (Mar/Apr '12). The EAB will then take these Draft recommendations to the City Council for discussion on the need for further public input through public meetings. The EAB would then prepare their final recommendation to City Council (possibly Summer 2012). In 2010, the City budgeted \$6,000 to provide the drop-off locations and spent \$21,756 to pickup materials. Additionally, an estimated \$10,737 was spent cleaning up areas by Staff. This same spending level is anticipated in 2011 with the same budgeted \$6,000. That is, the City spent \$32,493 to offer the drop-off program, \$26,493 of which was <u>not</u> budgeted. The City received \$11,094 in rebates from the State for offering the drop-offs in 2010--the same is expected in 2011.

Capital Improvement Projects Relating to Strategic Plan Goal 5: BEAUTIFUL AND ENVIRONMENTALLY SENSITIVE CITY

Standley Lake Regional Park, Community Enhancement Program, Open Space Land Acquisition, Parks Renovation Program, Recreation Facility Improvements