



WESTMINSTER

Staff Report

TO: The Mayor and Members of the City Council

DATE: August 5, 2015

SUBJECT: Briefing and Post-City Council Briefing Agenda for August 10, 2015

PREPARED BY: Don Tripp, 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.

CITY MANAGER'S REPORT

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

PRESENTATIONS

None at this time.

CITY COUNCIL REPORTS

None at this time.

EXECUTIVE SESSION

None at this time.

INFORMATION ONLY

1. Review Strategic Plan Action Items and Mid-Year 2016 Budget Impacts

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

Respectfully submitted,

Donald M. Tripp
City Manager

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



Staff Report

Information Only Staff Report
August 10, 2015



SUBJECT: Strategic Plan Status Report and Proposed Mid-Year 2016 Budget Impacts

PREPARED BY: Barbara Opie, Assistant City Manager

Summary Statement

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

The attached report provides City Council a status report on the adopted 2015 Strategic Plan efforts since the retreat in April through the end of July; if City Council has specific questions about the status of any item noted, Staff is happy to provide additional information. In addition, this report highlights mid-year 2016 budget impacts that are proposed to be incorporated into the budget amendment as part of efforts to implement City Council's Strategic Plan.

Background Information

During the first half of 2015, City Council completed a comprehensive community and organization engagement in the development of the 2015 Strategic Plan. Their efforts culminated with the adoption of the 2015 Strategic Plan at the July 27 City Council meeting.

The Strategic Plan includes the updated Vision statement created and agreed upon at the April retreat; the vision reflects the City Council's picture of the desired future, i.e., what we want to become. The updated Vision follows: ***Westminster is the next Urban Center of the Colorado Front Range. It is a vibrant inclusive, creative, and well-connected City. People choose Westminster because it is a dynamic community with distinct neighborhoods and a resilient local economy that includes: a spectrum of jobs; diverse, integrated housing; and shopping, cultural, entertainment, and restaurant options. It embraces the outdoors and is one of the most sustainable cities in America.***

The Strategic Plan also includes the goals, objectives and actions identified at the retreat that comprise the Strategic Plan. The goals reflect the broadly defined key statements of what we hope to achieve; they describe the desired ends. The objectives reflect the means of achieving or moving toward the goals; they focus City efforts. The actions flow from each objective; they guide daily, weekly and monthly actions and are specific projects, programs or priorities to be achieved, ultimately helping achieve the vision.

Based on internal Staff reviews and discussions with City Council since April, the action items were refined and plans were identified for implementation through December 2016. The 2015 Strategic Plan was officially adopted at the July 27 City Council meeting. While the strategic plan is projected for an 18-month period, ending December 2016, that does not mean these projects simply terminate after December 2016 but rather that significant progress is made during this 18-month period towards these high priority actions identified by City Council.

The attached report provides City Council a status update on the adopted 2015 Strategic Plan since the retreat in April. This is the first report on specific efforts about the Strategic Plan goals, objectives and actions through July 31. The next report will be distributed to City Council at year-end. If City Council has any questions about the status of any action item, Staff is happy to provide additional information.

In addition, this report provides City Council an overview of the proposed funding associated with the 40 actions identified within the adopted Strategic Plan. The identified costs (approximately \$5.1 million in both operating and capital improvement) are proposed to be included within the mid-year 2016 budget amendment that will be delivered to City Council in early September. The mid-year 2016 budget review is scheduled for the September 21 Study Session. Should City Council have concerns about these proposed adjustments, City Council is requested to let Staff know prior to the September 21 Study Session. It is important to note that the mid-year 2016 budget is still being refined and some of the figures included in the attachment may change.

The attached report reflects the Strategic Plan goals, objectives and actions. The Action Plan column reflects those anticipated efforts to move the associated Council identified action forward through December 2016. These action plans were identified by Staff and reviewed with City Council during June to ensure proper alignment with City Council's desired efforts on these items. The Status Update and Mid-Year 2016 Budget Impacts column reflects what progress has been made through July 31 and identifies what efforts are anticipated through year-end. It also reflects the proposed budget requests being incorporated into the proposed mid-year 2016 amendment that City Council will review in September. The Requested Funds column shows any associated dollar impacts identified in the proposed mid-year budget amendment; it includes both operating and capital improvement program funding requests. The last column reflects the department and staff lead for each item. While one department and/or staff person may be identified, this does not mean that other staff and/or departments are not involved in moving these objectives and actions forward. These actions are truly cross departmental/citywide efforts.

If City Council has questions about this document, please contact Barbara Opie at bopie@cityofwestminster.us.

This status update and proposed mid-year 2016 budget impacts report supports all of the City's 2015 Strategic Plan Goals: Visionary Leadership, Effective Governance and Proactive Regional Collaboration; Vibrant, Inclusive and Engaged Community; Dynamic, Diverse Economy; Beautiful, Desirable, Safe and Environmentally Responsible City; Financially Sustainable Government Providing Excellence in City Services; and Ease of Mobility.

Respectfully submitted,

Donald M. Tripp
City Manager

Attachment

2015 Strategic Plan - Status Update & Proposed Mid-Year 2016 Budget Impacts Report

Action Plan - anticipated actions through December 2016		Status Update as of 7/31/15 and Mid-Year 2016 Budget Impacts	Additional Funds Requested Through Mid-Year 2016 Budget	Department/ Staff Lead
GOAL: Visionary Leadership, Effective Governance and Proactive Regional Collaboration				
OBJECTIVE: Develop communication, management and planning tools that move the City toward its vision while providing excellent government.				
1)	Improve the strategic plan and budget process to fully engage City Council, City staff and the community in matching the strategic plan to the appropriation of budget resources.			CMO/ Barbara Opie
	City Council and Staff are in process of better instituting the Strategic Plan through this feasibility assessment. This process will allow for improved definition of desired actions and prioritization of resources. Staff will then move appropriate items forward for City Council consideration through the upcoming mid-year 2016 Budget Review/Amendment process. (anticipate utilizing existing resources)	STATUS: Staff has been working to ensure the Strategic Plan accurately reflects Council's vision and goals; official adoption of the 2015 Strategic Plan occurred July 27. Staff working to ensure that there is a clear linkage between the Strategic Plan and the mid-year 2016 budget amendment. This document is part of that effort. 2016 BUDGET IMPACT: No funding requested for this action in 2016.	\$0	
2)	Develop a more robust community multimedia communications program and Council outreach program.			CMO/ Joe Reid
	Staff recommends meeting with City Council in an upcoming study session to present information on our current communication program, including the strategy that guides it and the analytics that measure it. This would provide an opportunity to receive direction from Council on where they would like to see increased focus. Staff will schedule a study session on this item this summer. (future resource needs will be driven by City Council direction at the upcoming Study Session)	STATUS: Meeting with City Council Aug. 17 to review program and receive feedback on where to focus our resources. 2016 BUDGET IMPACT: No funding requested for this action in 2016 at this time; additional funds may be requested depending on the results of the August 17 Study Session.	\$0	
3)	Provide more online transactions.			IT/ Art Rea
	Staff interprets online transactions as being those where users can submit online payments or forms through the City's website. As of May 2015, the City offers six online payment opportunities including utility payments, park and recreation registration fees, sales tax returns, golf course gift certificates, library fees and traffic accident report fees. Additional payment applications are in development and will be implemented in 2015, including sales tax credit processing and municipal court fines, fees and tickets. There are currently 23 forms that may be submitted electronically, and eight other opportunities identified, with two currently under development including probation forms and Court customer service surveys. A full list of current and planned forms is available if requested. Additional online solutions, such as digital signature for forms, is being evaluated. Staff will align staff priorities so that the City can move ahead with additional online transactions that are cost-justified based on usage. (anticipate utilizing existing resources; potential ongoing maintenance costs associated with digital signatures reflected in 2016)	STATUS: Through a combination of requests, IT is working to address this action item through the implementation of items noted (sales tax credit processing, municipal court fines, fees and tickets). GS is evaluating digital signatures for processing business applications and other on-line forms. 2016 BUDGET IMPACT: For 2016, IT has requested to add a new Software Engineer Intern (Management Intern salary \$45,532, benefits \$7,740) and increase an existing 0.8 FTE Internet Software Engineer to a 1.0 FTE (salary \$17,355, benefits \$2,950). Efforts in other departments include: DocuSign software maintenance (new installation in late 2015; maintenance costs commence in 2016) - allows for digital signatures on miscellaneous e-applications. (\$14,000 - GS/City Clerk's Office)	\$87,579	
4)	Build brand identity for Westminster (social media, multi lingual, promote Westminster).			CMO/ Joe Reid
	Staff recommends hiring an agency to guide the City through the branding process, with an eye toward aligning our current brand with the new vision of Westminster as the next urban center on the Front Range. This work would coordinate closely with marketing the new downtown site and with overall economic development efforts for the City. Deliverables would include a branding product, a brand management playbook, messaging, design guidance, etc. This effort would also include a sustainable marketing plan to ensure the branding message connects with essential audiences. If City Council is supportive of this approach, Staff would release an RFP and hire an agency by 3Q 2015. (anticipate utilizing existing resources; \$60,000 appropriated in 2015 from 2014 carryover for branding consultant; ongoing costs of marketing and maintaining the brand may cost \$50,000-100,000 annually)	STATUS: COD has met with PRL staff to leverage their expertise in branding initiatives; COD had a similar meeting with new Economic Development director to ensure a cohesive and effective approach to citywide branding efforts. Based on those conversations among staff, Council is being consulted for clarification on the proposed branding initiative. 2016 BUDGET IMPACT: \$100,000 is requested in 2016 to continue marketing efforts in support of the branding initiative.	\$100,000	
5)	Complete another biennial survey of citizens in 2016.			CMO/ Ben Goldstein
	CMO Staff will be working with all departments on the development of the 2016 Citizen Survey. The plan is to conduct the survey in early 2016 so that the information gained can be used as part of the strategic planning process and 2017-2018 budget development. (anticipate utilizing existing resources)	STATUS: Staff plans to begin work on the 2016 Citizen Survey in Q3 - 2015, with distribution of the survey scheduled for Q1 - 2016. 2016 BUDGET IMPACT: No additional funds requested; this effort will be done within the existing 2016 budget.	\$0	

Action Plan - anticipated actions through December 2016		Status Update as of 7/31/15 and Mid-Year 2016 Budget Impacts	Additional Funds Requested Through Mid-Year 2016 Budget	Department/ Staff Lead
6)	Study current community emergency preparedness capacity.			FD/ Emergency Preparedness Coordinator (vacant)
	Emergency Management Coordinator position is currently vacant. 84 applications are being screened and reviewed to identify final candidates. Position is expected to be filled in late June. This staff position will lead the development of a plan that identifies a strategy to improve citizen awareness of emergency notification procedures. The plan will also seek to improve awareness of how to shelter in place, proper evacuation procedures, and disaster recovery resources. A separate plan will also be identified to evaluate and improve the status of local businesses having a "continuity of operations" plan. Specific timing of these plans will be identified in upcoming strategic plan status updates to City Council. (anticipate utilizing existing resources)	STATUS: Hiring process has been completed. The new Emergency Management Coordinator begins work on August 10, 2015 2016 BUDGET IMPACT: A request was made by the Fire Department for an additional \$10,000 for emergency management programming and outreach efforts. Additional requests may be made as part of the 2017 budgets once the new emergency manager has been hired and had a chance to evaluate existing efforts.	\$10,000	
7)	Empower staff where creativity, innovation and ingenuity are used with cross-discipline and cross-functional team approaches to solve problems, improve service delivery/project management, and to help inform and implement City Council goals.			CMO/ Steve Smithers/ All Depts.
	Staff has identified numerous examples of actions where this strategic plan action is being fulfilled, including accelerating the Bike Master Plan, Street Lighting/Xcel Energy Engagement, the Enhanced Mobility and Connectivity Study, and agenda management software procurement. All of these projects are commencing in 2015/2016. The 2015 Leadership Development Class is also conducting an evaluation of cross functional teams efforts and will be recommending to City leadership possible improvements to the use of cross-functional teams to service delivery/project management as their class project. (anticipate utilizing existing resources)	STATUS: As notes, there are several examples of this action item moving forward within the organization. As it relates to the Enhanced Mobility and Connectivity Study, the project manager is collaborating with other City Staff to gather feedback and develop next steps. As it relates to agenda management software, Staff is work hard to improve internal and external customer services and plans to bring increased efficiency through the implementation of this software in later 2015/early 2016. City Clerk's Office is also working with impacted departments towards utilization of an external codification service for more timely posting of updates to the Municipal Code on the City's website. 2016 BUDGET IMPACT: Electronic agenda management software (anticipated annual maintenance/licensing cost \$30,000) and external codification of City Code (\$6,500)(GS/City Clerk's Office) are two items being developed via the use of cross-discipline teams.	\$36,500	
OBJECTIVE: Collaborate with state agencies, counties, school districts, neighboring cities and other governmental and non-governmental entities.				
8)	Schedule one planning session with Adams 50, Adams 12 and Jefferson County school districts and Front Range Community College to explore areas of collaborative opportunities.			CMO/ Don Tripp
	Staff will contact representatives from these educational partners in the community to coordinate logistics and schedule a session that works best for all parties involved. Staff will report back to City Council once a date and time has been secured. Staff will then work with City Council to develop an agenda and approach for this planning session. (anticipate utilizing existing resources)	STATUS: Joint dinner with Adams 12, Adams 50 and Jefferson R1 School Boards held in April 2015. Staff will commence planning a joint event with Front Range Community College for the fall 2015. 2016 BUDGET IMPACT: No additional funds requested for 2016.	\$0	
9)	Schedule semi-annual joint planning sessions with elected officials of Adams County and Jefferson County.			CMO/ Don Tripp
	Staff will contact representatives from these local government partners to coordinate logistics and schedule a session for each County for 2015. Staff will report back to City Council once a date and time has been secured for each of these meetings. Staff will then work with City Council to develop an agenda and approach for these meetings and engage each County to ensure their topics of interest are placed on the agenda as well. Staff will then plan to work on scheduling two of these meetings for each County in 2016. (anticipate utilizing existing resources)	STATUS: Joint dinner with Adams and Jefferson County Commissioners and City Council held in February 2015. Staff will commence working on a second joint dinner with both County Commissioners for the fall 2015. 2016 BUDGET IMPACT: No additional funds requested for 2016.	\$0	

Action Plan - anticipated actions through December 2016		Status Update as of 7/31/15 and Mid-Year 2016 Budget Impacts	Additional Funds Requested Through Mid-Year 2016 Budget	Department/ Staff Lead
10)	At the staff level, look for opportunities to collaborate and assist our neighboring jurisdictions.			CMO/ Steve Smithers/ All Depts.
	The City has numerous examples of regional collaboration over many years, but for the purposes of this action item, Staff will highlight new collaboration efforts planned in the near future. Staff will participate in the Colorado Municipal League's (CML) Standardized Sales Tax Definitions Steering Committee and propose modifications to the Westminster Municipal Code to better streamline tax remittance for businesses. Fleet Maintenance, Purchasing and Fire Staff are working with other fire agencies to develop a common specification for a fire pumper truck. The purpose is to find enough commonality between agencies that allows one specification to be presented to fire apparatus manufacturers to reduce the purchase cost to all participating agencies. Staff proposes to explore the pursuit of an IGA or MOU with Adams District 50 by end of 2015 for supplying de-icer material. Staff will also reach out to Jefferson District R1, Adams District 50 and Adams District 12 about participation in the City's bidding processes for concrete and asphalt projects. Staff also has a number of IGAs in place with neighbors (e.g., Arvada, Broomfield, Thornton) for street and bridge maintenance and road repair. Not all activities are governed by an IGA, and Staff recommends that some time be spent examining where IGAs need to be updated and/or created. Staff would review existing IGAs and MOUs by end of 2015, and then propose updating and/or creating IGAs where necessary by end of 2016. As one final example, Staff is considering participation in the newly formed Adams County Regional Sustainability Network. (anticipate utilizing existing resources)	<p>STATUS: Many departments are collaborating with neighboring cities, counties and districts.</p> <p>Fire equipment common specifications - The group putting this common specification together is nearing completion. The specification is done, but they are working on an RFP now to send out, possibly by September.</p> <p>PWU efforts with Adams District 50 regarding de-icer: Staff is in communication with Adams District 50 regarding participation in the City's de-icing materials purchases in 2016, and has begun contacting all of the school districts regarding participation in the City's 2016 concrete and asphalt bidding processes. Staff will be planning time over the course of the next several months to review all IGAs and MOUs.</p> <p>2016 BUDGET IMPACT: No additional funds requested for 2016.</p>	\$0	
GOAL: Vibrant, Inclusive and Engaged Community				
OBJECTIVE: Advance strategies that demonstrate Westminster is a regional leader in providing affordable/workforce housing.				
11)	Pursue workforce housing.			CMO/ John Hall & CD/ Mac Cummins
	Staff proposes a baseline assessment of current affordable/workforce housing options in Westminster, followed by a Study Session with City Council to review current policies and affordable housing successes in Westminster and surrounding cities, define exactly what workforce housing means and review options for moving forward. (anticipate utilizing existing resources; \$60,000 appropriated in 2015 from 2014 carryover for consultant services; future funds needed dependent upon results of analysis and direction by City Council)	<p>STATUS: Staff has commenced interviews with City Council members to develop better understanding of areas of concern. Upon completion of interviews, Staff will develop draft proposal for consultant to assist with an inventory and return at a future Study Session.</p> <p>2016 BUDGET IMPACT: Additional \$50,000 requested in 2016 to continue efforts identified by consultant.</p>	\$50,000	
12)	Pursue housing construction defects ordinance.			CAO/ David Frankel
	Staff is in the process of reviewing approaches taken by other local jurisdictions, along with legal risks and considerations of this approach. Staff will return to City Council in Study Session in 2015 to review this information and seek direction. (anticipate utilizing existing resources)	<p>STATUS: A confidential memo to Council has been drafted advising them of their options. The topic is scheduled for an August 3 executive session for discussion. If there is direction to draft an ordinance, CAO will do so and schedule it as an agenda item within the next several months.</p> <p>2016 BUDGET IMPACT: No budget impact; to be handled by existing staff with existing resources.</p>	\$0	
OBJECTIVE: Develop programs and strategies that build a unique sense of community in Westminster.				
13)	Increase multi-lingual communication mediums.			CMO/ Joe Reid
	Staff proposes creating a Citywide task force to examine ways to move ahead with providing greater multi-lingual access to City programs, services and information. This process would involve engaging City employees and specific audiences from our community. A proposed first step would be an assessment of existing efforts, both for written and spoken communication, followed by an effort to identify the most pressing needs and ways to address those. A proposed further stage would consist of developing recommendations to create a sustainable path forward to address long term community needs. Staff proposes to create this task force and commence work in 3Q 2015. In the interim, Parks, Recreation and Libraries staff are pursuing marketing efforts in partnership with El Comercio. Staff also plans to host one outdoor movie this summer in Spanish. In addition, the Municipal Court is utilizing translation services as needed. (resource needs TBD; adding a multi-lingual component to City communications could require additional staffing (full-time translator) and/or using a translator service such as TransLingua, which offers translation services for a flat fee; whatever solution is identified will likely have ongoing operating costs associated with it.)	<p>STATUS: PRL presented Spanish language movie in the park in July; COD is meeting with Spanish language media reps to formalize relationships and increase our ability to address that community's needs through media; bi-lingual communication resource page posted on COWnet to help assist city employees understand our bi-lingual resources, including a list of city interpreters and resources for written translations; initial contact made with municipalities/school districts with robust multi-lingual programs to obtain best practices; citywide task force will be formed in September.</p> <p>2016 BUDGET IMPACT: No additional funds, aside from those proposed in the Planning Division related to an updated Development Guide (see action item #26), are requested at this time. Additional funds may be requested in preparation for the 2017/2018 budget depending on the results of the citywide task force. Other efforts are being done within the existing 2016 budget.</p>	\$0	

Action Plan - anticipated actions through December 2016		Status Update as of 7/31/15 and Mid-Year 2016 Budget Impacts	Additional Funds Requested Through Mid-Year 2016 Budget	Department/ Staff Lead	
14)	Ensure social equity in the amenities we provide.	<p>Staff is utilizing many resources to meet this action, including the National Recreation and Park Association's work with social equity and the "Library Bill of Rights." Staff is examining how to better align front line resources to serve diverse and expanding populations of all ethnicities. Staff will return to City Council with specific proposed actions in future strategic plan status updates. One current proposed action is to offer Sunday hours at Irving Street Library. Staff seeks City Council direction on this item and will pursue action accordingly. (\$25,000 added in 2015 from 2014 carryover to add Sunday hours for Irving Street Library, including new 1.7 FTE and additional hours for hourly staff)</p>	<p>STATUS: PR&L has worked to address City Council's request for Sunday hours at Irving Street and will be meeting this request in 2015 utilizing \$25,000 from 2014 carryover; Sunday hours anticipated to commence September 13, 2015.</p> <p>2016 BUDGET IMPACT: Additional funding is requested in 2016 to continue providing this increased services level, including 1.7 FTE of additional staffing and ancillary costs associated with facility operations (custodial, energy, etc.). (1.0 FTE Library Associate II salary \$42,356, benefits \$7,200; 0.5 FTE Library Clerk I/II salary \$14,754, benefits \$2,508; 0.1 FTE Librarian I salary \$6,044, benefits \$1,027; 0.1 FTE Library Shelver salary \$2,374, benefits \$404)</p>	\$114,332	PRL/ Jason Genck
15)	Consider the recommendations of the Inclusivity Task Force regarding the creation and structure of an Inclusivity Board or Commission.	<p>The Inclusivity Task Force (ITF) will be making recommendations to City Council in September 2015. The new outreach coordinator serves as Staff liaison for the task force and whatever board or commission results from the task force recommendations. (anticipate utilizing existing resources; this will be adequately staffed in the near term, but depending on how the ongoing board/commission is structured and the programs it wishes to implement, this could have potential staffing impacts and program costs. As such, no funding is shown in 2015 and TBD is reflected in 2016+; potential funding for out years will be considered with the mid-year 2016 budget process but it may be too early to identify programmatic costs and it may roll into the 2017/2018 budget development process.)</p>	<p>STATUS: ITF still on track to make recommendations to City Council by September 2015.</p> <p>2016 BUDGET IMPACT: No additional funds are requested at this time. Additional funds may be requested in preparation for the 2017/2018 budget depending on the task force recommendations. Other efforts are being done within the existing 2016 budget.</p>	\$0	CMO/ Joe Reid
OBJECTIVE: Lead the development of cultural opportunities in Westminster.					
16)	Develop strategic partnerships to advance cultural program and event opportunities throughout Westminster; focus on 4-5 high-impact events.	<p>Staff seeks City Council input on whether to pursue 4-5 "high impact events" or to focus on a lesser number with more resources. More events will require a greater spread of limited resources. In a saturated special event market in the metropolitan region, more events can also diffuse overall effectiveness from a competitive standpoint. Partnerships are key to the success for these events. Staff estimates a cost of \$50,000 per event and assumes additional revenue could be generated from sponsorships. The City's current special event approach is based upon "lower-scale" community events, which do not require the same level of resource. (PRL currently has a 0.6 FTE Recreation Specialist responsible for planning, coordinating and administering events; this position is currently vacant and is being filled by a temporary assignment. Recognizing the opportunity to better contribute to the development of cultural opportunities in Westminster, Staff proposing to add 0.4 FTE to the vacant 0.6 FTE position to create a full-time Recreation Specialist who would focus on advancing cultural program and event opportunities. The additional 0.4FTE would allow the City to recruit higher caliber candidates and provide stability for this important position. In addition, an additional \$50,000 is estimated as the cost per "high-impact" event. The additional FTE and "high-impact" event funding will be considered with the mid-year 2016 budget and would be an ongoing cost.)</p>	<p>STATUS: Staff is partnering with the South Westminster Artist Group (SWAG) on the upcoming Orchard Festival in September to promote and support the event. In addition, the Orchard Festival was selected as this year's Management Team Community Service project and approximately 70 Department Heads, Division Managers and other management staff from throughout the organization will be volunteering in some capacity.</p> <p>Separately, PR&L has requested additional funds in several accounts to provide for better alignment of opportunities throughout the community and to offer more events at these facilities.</p> <p>2016 BUDGET IMPACT: PR&L requested \$100,000 to support two high impact events and will use these funds to solicit ongoing sponsorships. An existing 0.6 FTE Recreation Specialist is proposed to increase to a 1.0 FTE (net increase of 0.4 FTE) to focus on advancing cultural programs and event opportunities. (salary \$22,491, benefits \$3,823)</p>	\$126,314	PRL/ Jason Cutler
OBJECTIVE: Identify the distinct neighborhoods of Westminster and help them begin to work together, as neighbors, to grow the sense of place and community in their neighborhoods.					
17)	Complete St. Anthony North Hospital (84th Avenue) EMS impact analysis and ongoing EMS service delivery impacts.	<p>Fire Department Staff is analyzing the impact to emergency medical (EMS) operations. In the southern part of the City, Staff is experiencing longer response times to hospitals, longer turn around times for getting ambulances back in service and longer staffing shortages on engines when firefighters have to ride in on ambulances. Staff is making adjustment accordingly. Staff can return to City Council in Study Session to brief City Council after more time elapses and more data is gathered and analyzed (in early 2016). (anticipate utilizing existing resources)</p>	<p>STATUS: Fire Department Staff continue to work with St. Anthony's and other area hospitals to identify ways to better serve residents and keep medical units in service as much as possible.</p> <p>2016 BUDGET IMPACT: This effort is being conducted within existing resources. Separately, an increase in overtime funding has been requested to assist in meeting staffing levels that allow for the operation of all five medical units at all times in an effort to help with 'out of service' times as a result of the lengthened transport times due to St. Anthony's new northern location.</p>	\$60,000	FD/Doug Hall

Action Plan - anticipated actions through December 2016		Status Update as of 7/31/15 and Mid-Year 2016 Budget Impacts	Additional Funds Requested Through Mid-Year 2016 Budget	Department/ Staff Lead
18)	Decide public policy on chicken and bees in Westminster.	<p>Proposed regulations will be reviewed by City Council on July 27 and August 10. Implementation of permitting planned for 90 days after ordinance adoption. (Considering the already significant workload of animal management, Staff is analyzing the potential staffing demands of this new ordinance. Staff would return to City Council with specific proposals as part of the mid-year 2016 Budget Review/Amendment or with the 2017/2018 budget development. At this time, it is anticipated that additional staffing might be necessary to adequately administer this new ordinance (projected at \$55,000/year as an ongoing cost).)</p>	\$0	CD/ Grant Penland
		<p>STATUS: Proposed ordinance changes regarding chicken and bee husbandry was approved on first reading by City Council on July 27th; second reading is scheduled for August 10. If approved, the new ordinance becomes effective in November.</p> <p>2016 BUDGET IMPACT: No additional funds are requested at this time for 2016. Animal Management has identified the possible need for a 0.5 FTE staffing and a vehicle if the call load increases due to the adoption of this ordinance (estimated at \$54,244). There is no way to accurately forecast potential impacts at this point. After the 2016 chicken and bee "season" begins, it should provide an indication of staffing needs to address these changes. At that time, a request for increased staffing may be made for the 2017/2018 budget.</p>		
GOAL: Beautiful, Desirable, Safe and Environmentally Responsible City				
OBJECTIVE: Make a Citywide commitment to sustainability.				
19)	Complete and promote the City Hall geothermal and landscape project.	<p>The geothermal project is on track and will commence in June 2015. Completion date is anticipated for December 2015. Contracts are approved and a communication strategy is in place. The scope of the landscaping/courtyard project needs to be determined by City Council. Staff will return to City Council with potential scope elements and costs in the summer of 2015. (anticipate utilizing existing resources)</p>	\$0	GS/Tom Ochtera geothermal and PRL/Becky Eades landscape
		<p>STATUS: This project is currently underway, construction is expected to be completed in Q3 2015. Once operational, Staff will promote this innovative way to heat and cool buildings to local businesses and residents. Based on City Council direction at the July 20 Study Session, the north lawn area will be returned to the existing grass lawn upon completion of the geothermal project. The grass will likely be re-installed in spring 2016.</p> <p>2016 BUDGET IMPACT: No additional funds are requested. All efforts will be completed within existing budgets.</p>		
20)	Use energy efficiently, conserve resources and educate citizens as to ways they can also support sustainable natural resources behaviors.	<p>There are numerous examples of the City working to fulfill this action. The Environmental Advisory Board (EAB) and Staff continue efforts to educate the public on recycling, composting, what to do with hard-to-recycle items and other environmentally sustainable behaviors through educational booths with free giveaways at public events like the Community Pride Day BBQ, Westy Fest and Earth Day/Arbor Day events. With Zonar GPS technology, Staff is reducing idling of City vehicles, which can unnecessarily consume fuel. More data will be shared with City Council through future strategic plan status updates. The City recently placed into service its first electric vehicle and charging station. In addition, the City added its 25th Prius hybrid to the fleet in 2015. The City continues to implement energy conservation measures identified in the Ameresco preliminary Technical Energy Audit. Staff is retrofitting lighting at recreation centers and fire stations with efficient LED technology. Staff continues educating and utilizing Life Cycle Cost Analysis on all relevant capital projects to inform decision-making and to ensure resource considerations. At the RTD Parking garage in South Westminster, the City will install infrastructure for future Solar PV and electric car recharging stations. The City also continues to offer numerous water conservation programs to residents and businesses. (anticipate utilizing existing resources)</p>	\$0	GS/ Tom Ochtera energy/ resource conservation and GS/ Nick Butel & EAB citizen education
		<p>STATUS: This is an ongoing effort. In PWU, the Utilities Planning and Engineering Division operating budget includes water conservation programs such as the annual Children's Water Festival and the water leak notification program. These are ongoing programs.</p> <p>GS/HR - Risk: The EAB and the Green Team will each have a booth at Westy Fest. These booths will educate the public about curbside recycling, energy savings, waste reduction, storm water quality, and City operations that are conserving natural resources.</p> <p>GS/Fleet Maintenance: A one-year review of the GPS and idle reduction was completed in June and will be shared with CMO in July. A follow-up with the Department Head (DH) group should occur in August. An Information Only report will be scheduled to go to City Council following the DH review.</p> <p>2016 BUDGET IMPACT: No additional funds are requested. Staff will continue to support these efforts through existing resources.</p>		

Action Plan - anticipated actions through December 2016		Status Update as of 7/31/15 and Mid-Year 2016 Budget Impacts	Additional Funds Requested Through Mid-Year 2016 Budget	Department/ Staff Lead
OBJECTIVE: Promote ongoing excellent management and maintenance of the City's parks and open space system.				
21)	Complete Phase One of the Little Dry Creek Park Master Plan and start to create a vibrant park identity through beautification of the new TOD and surrounding neighborhood.			PRL/ Becky Eades
	This project is underway. Updates will be provided to City Council through Study Session and strategic plan status updates. (anticipate utilizing existing resources)	STATUS: The actual park component of this larger drainage way and open space/natural area is not currently funded. 2016 BUDGET IMPACT: Funds are proposed in the mid-year 2016 CIP (\$315,000) to start accumulating the funds needed for the design and construction of the programmed recreational park component of this area; based on current funding strategy, this project will take approximately 4 years (through 2019) to fully fund (it is anticipated to cost a total of \$3.4M, including planning funds).	\$315,000	
22)	Develop and implement Open Space Stewardship Plan.			PRL/ Lance Johnson & Rod Larsen
	The Open Space Stewardship Plan is complete. Staff is in the process of implementing recommendations. Specific proposals will be presented to City Council through the City's upcoming budget processes. (anticipate utilizing existing resources)	STATUS: This effort is funded in the CIP and reflected in previously approved increases to POST Staffing and Budget. Efforts are already underway to begin activating portions the City's open space areas. Additional staff previously authorized for the 2016 budget will also allow for greater emphasis on open space stewardship. 2016 BUDGET IMPACT: An increase in funding of \$450,000 is proposed as part of the mid-year 2016 CIP amendment to the Trail Development & Connectivity for connections/acquisitions, signage, and trail development called for in the Open Space Stewardship Plan.	\$450,000	
OBJECTIVE: Provide opportunities for residents, visitors and employees to improve their personal wellness – physically, emotionally and intellectually.				
23)	Establish specific recreation center, park, open space, golf and library usage growth strategies.			PRL/ Ryan Hegreness
	Several key master planning efforts are underway through 2016 (City Park, Standley Lake, Libraries). The Open Space Stewardship Plan was recently completed. These plans will provide strategies for these specific project sites. (anticipate utilizing existing resources)	STATUS: The Standley Lake and Libraries Master Plans are almost complete. The City Park Master Plan is currently on hold to allow the City to focus its resources on other master planning and capital efforts. Growth strategies continue to be developed and pursued as it relates to recreation centers, parks, open space, golf and library usage. 2016 BUDGET IMPACT: PR&L has requested additional funds in several accounts to meet the staffing needs to continue to provide services at a level that is expected by the community (temporary staff hours at recreation programs & facilities, including golf course). In many cases there is offsetting revenues to support the additional staff.	\$149,935	
GOAL: Dynamic, Diverse Economy				
OBJECTIVE: Develop an economic development strategy that contributes to City vision attainment and is executed through collaborative work between the City of Westminster, the business community, residents and other partners of Westminster.				
24)	Complete a Framework Plan for South Westminster to compliment efforts for the Specific Plans for Westminster Station area transit-oriented development (TOD) and Harris Park to maximize TOD and encourage innovative uses by the end of 2017.			CD/ Sarah Nurmela
	Additional staffing will be needed to complete both plans over the next 18 months. If additional staffing was pursued, efforts could commence in late in 2015 and finish at the end of 2016. This will also require additional budget for community outreach, particularly for the Harris Park Specific Plan effort, which is anticipated to include multiple rounds of outreach and a variety of methods. It is anticipated that based upon an upcoming recommendation for additional Staff in 2015, a new 1.0 FTE in Community Development will be utilized to complete this effort. As part of this effort, Staff will encourage protection of existing businesses and provide input on the attraction of new business to the area. Staff also proposes to analyze potential financing structures and approaches. (Staff Resources: 1.0 FTE (part of Community Development mid-year staffing proposal projected at \$85,000)); Outreach Budget: \$25,000. The staffing cost would be ongoing (the amount reflected for 2015 is a half year) and the outreach budget would be a one-time cost.)	STATUS: Begin work on the TOD and Harris Park specific plans in late 2015 with completion in mid-2016. Begin work on the framework plan for South Westminster in mid-2016 with completion in 2017. 2016 BUDGET IMPACT: Additional staffing authorized by City Council mid-year 2015 will be reflected within the mid-year 2016 amendment (1.0 FTE Sr. Urban Designer); an additional \$25,000 was included in the proposed 2014 carryover appropriation that is scheduled for second reading on August 10 for outreach associated with the TOD area specific plan. No additional funds are requested for 2016.	\$0	

	Action Plan - anticipated actions through December 2016	Status Update as of 7/31/15 and Mid-Year 2016 Budget Impacts	Additional Funds Requested Through Mid-Year 2016 Budget	Department/ Staff Lead
25)	<p>Support economic resilience through a business attraction and retention strategy focusing on primary jobs; and supporting innovative initiatives and social entrepreneurs; conduct an audit on small businesses and grow small business</p> <p>Staff proposes to move forward with key businesses to develop an Innovation Pavilion for Geospatial small businesses. Staff also proposes to continue efforts to attract business accelerators and collaborative work spaces. Staff will network with commercial real estate brokers and developers to promote key industries and the need for additional commercial space. Staff will provide training and networking for existing businesses to encourage growth while continuing business retention efforts to encourage existing businesses to stay and grow.</p> <p>Concerning the Audit: Staff proposes to schedule this item for an upcoming Study Session. In concert with this discussion, Staff proposes to continue TechConnects to nurture and grow technology companies in the City. Staff will also plan to work to facilitate co-ops, co-working spaces and shared office space. Staff will continue to enhance the City's existing business service program and serve as internal advocate for existing businesses. Staff could conduct an audit for small businesses.</p> <p>(These efforts will be very time consuming, especially when considering the other economic development-related action items in this plan. Comprehensively, an additional FTE and/or additional interns will likely be necessary to accommodate these additional workload items. Staff will plan to return to City Council with specific proposals as part of the mid-year 2016 budget and/or appropriation processes (estimated between \$100,000 to \$200,000). Separately, a consultant may be needed to assist with the small business audit estimated at \$25,000.)</p>	<p>STATUS: Economic resilience primary involves the development of a diverse and sustainable local economy. Diversity in not only the types of industries and businesses in the city, but their size, age and function. In addition, by developing local industry clusters we have the opportunity to develop a self-reinforcing economic system that is sustainable over time.</p> <p>Key elements related to this goal include:</p> <ul style="list-style-type: none"> - Develop and implement a robust, pro-active, 2016 business-to-business marketing strategy to effectively reach new and existing businesses, development targets consistent with city objectives, and focused in key target areas. - Align Economic Development marketing efforts with city-wide positioning, in cooperation with the Communication and Outreach Division, to increase the city's profile within the development community. - Conduct a small business audit to identify key issue they face and recommend potential city actions. - Evaluate and identify business innovation and new business development opportunities. Identify and implement strategies to foster new business growth, innovation and development. - Developer recruitment for the Westminster Station/TOD area (action item 29) <p>2016 BUDGET IMPACT: \$125,000 requested in 2016 for economic resilience efforts. An additional 1.0 FTE Economic Development staff member is also proposed based on significant economic development initiatives citywide (1.0 FTE salary \$69,856 plus \$11,875 in benefits is proposed).</p>	\$206,731	CMO/ Christopher Gray/ John Hall
26)	<p>Implement Community Development service enhancement (audit) recommendations and best practices in the Building Division.</p> <p>Pre-Application Process Modification: Integrate pre-submittal meeting into overall process update and roll-out, including updates to the website, applications, materials, and checklists to inform applicants of pre-submittal meeting requirements. Integrate pre-submittal process into the multi-lingual development guide provided to prospective developers. Create web-based scheduling and/or meeting request for pre-submittal meetings. Integrate pre-submittal meeting into the multi-lingual development guide.</p> <p>Development Guides: Create multi-lingual development guide language. RFP and hire consultant(s) to ensure that the language and guide are appropriate for the audiences. Update the website to include guide(s). The multi-lingual development guide(s) recommended to be developed above will form the foundation for the creation of a joint Economic Development and Community Development guide. This guide will contain much of the same information as the multi-lingual development guide(s), but will be directed towards the small-business owner. (anticipate utilizing consulting assistance for creation of a Development Guide, estimated at \$15,000)</p> <p>Reporting: Provide quarterly report of performance, including posting on website. (TBD in relation to e-permitting)</p>	<p>STATUS: Anticipate implementation of new software/e-permitting in early 2016 (\$600,000 in 2014 carryover appropriated in 2015); ongoing maintenance/license costs anticipated for 2017 (approximately \$135,000/year estimated). Bids due August 3; Staff will review proposals and bring selection recommendation to City Council.</p> <p>2016 BUDGET IMPACT: No additional funds requested in 2016 as covered in 2015 through carryover. Depending on software selection, future costs will likely include ongoing maintenance and licensing (to be addressed in the 2017/2018 budget development process).</p> <p>STATUS: This item will be implemented as part of the broader improvements called for by the audit. In 1st quarter of 2016, hire a consultant and publish guide in 2nd quarter of 2016.</p> <p>2016 BUDGET IMPACT: Proposed in 2016 is \$7,000 for Graphic Design and \$6,000 for translation to Spanish and Hmong in the Planning Professional Services Account.</p> <p>STATUS: This item is related to the implementation of an e-permitting system, which is in the bidding process.</p> <p>2016 BUDGET IMPACT: There is no budget impact of this item. This is covered elsewhere through new staffing and e-permitting.</p>	<p>\$0</p> <p>\$13,000</p> <p>\$0</p>	CD/ John Carpenter

Action Plan - anticipated actions through December 2016	Status Update as of 7/31/15 and Mid-Year 2016 Budget Impacts	Additional Funds Requested Through Mid-Year 2016 Budget	Department/ Staff Lead
<p>Reduced Timeframes: This will be possible by the introduction of additional Staff and by reducing administrative time from the planning process with the introduction of an e-permitting system. Currently the review process is: 2 Concepts = 10 weeks + 2 Technical = 10 weeks. Total: 20 weeks. As proposed the process will be: Pre-Submittal conference with the Principal Planner followed by a Pre-Application submittal and review = 3 weeks + 2-3 Technical reviews = 6 to 9 weeks. Total: 9-12 weeks. It is anticipated that based upon a forthcoming Staff recommendation for additional Community Development staff in 2015, 2.0 new FTE will be utilized to complete this effort. (Staff Resources: 2.0 FTE Permanent - Included in 2015 Community Development mid-year staffing request; a half year is reflected in the 2015 column cost; additional future year costs are dependent on e-permitting efforts.)</p>	<p>STATUS: New staff authorized by City Council mid-year 2015 is being hired in 3rd and 4th quarters of 2015. Implementation of reduced time frame will occur in 1st or 2nd quarter of 2016. Reduced time frames are dependent upon implementation of the e-permitting system.</p> <p>2016 BUDGET IMPACT: Additional staffing authorized by City Council mid-year 2015 will be reflected within the mid-year 2016 amendment. Minimal staff training, computer, and miscellaneous supplies will be proposed within amendment.</p>	\$0	
<p>Minor ODP Process: New thresholds for minor ODP amendments will be established to allow review times of 1 week or less for minor changes. (TBD in relation to e-permitting)</p>	<p>STATUS: This item will be implemented as part of the audit recommendation in early 2016.</p> <p>2016 BUDGET IMPACT: No additional funds requested in 2016.</p>	\$0	
<p>E-Permitting: The implementation of an e-Permitting system will accomplish many of the concerns identified in the audit, such as increasing transparency, reducing review times, and tracking/publishing review timeframes. An e-permitting system will also reduce the amount of administration tasks required by the case planner and allow more time for project review, applicant communication, and outreach. This may involve updating the Building Division Accela system or going with a new permitting system altogether, which is necessary to ensure seamless transition to the new development review process contemplated in the Audit. (Permitting Software/Consulting and Staff Resources: Permanent 0.5 FTE Software Application Specialist, which is not included in the 2015 Community Development mid-year staffing request, estimated at \$40,000. An additional \$400,000 to \$600,000 is estimated for the permitting software, implementation and consulting and will be considered with the mid-year 2016 budget process.)</p>	<p>STATUS: Proposals are due in August 2015; selection of vendor in September 2015. Implementation in 2nd quarter of 2016.</p> <p>2016 BUDGET IMPACT: A 0.5 FTE Application Specialist position (salary \$28,284, benefits \$4,808) may be necessary to effectively implement the new e-permitting software. Often times these systems require daily maintenance and upkeep. As staff moves through the vendor selection process, the need (or lack thereof) will be determined. However, due to timing associated with the mid-year budget and the selection of a new software system, this part-time position is proposed but will be re-evaluated as the selection of the new software moves forward. This position will only be filled if deemed necessary.</p>	\$33,093	
<p>Building Division Best Practices: In addition to the things specifically mentioned in the audit of the development review process, items to be implemented as Best Practices for the Building Division include:</p> <ul style="list-style-type: none"> • Expanding the use of the WEB and our online capabilities to include plan submittals, online permit issuance and electronic plan review • Continued and ongoing staff training • Adequate staffing with the flexibility to address upward and downward swings in development activity levels <p>These items can be completed within 18 months, but will require additional resources. Procedural items that can be implemented or continued as Best Practices for the Building Division include:</p> <ul style="list-style-type: none"> • Establishing and publishing fees and timelines • Continuous process analysis • Ongoing customer service surveys <p>These items will not necessarily require additional resources and are either ongoing or can be implemented within 18 months. (anticipated expansion of current building permitting system to include electronic plan submittal and review will require an estimated \$20,000 in software licensing fees and hardware upgrades along with an estimated \$30,000 in consulting fees to help with implementation. This could be part of the e-Permitting system identified above if it is determined that an e-Permitting system is preferred. Funding for this purchase and implementation is a one-time cost. Additional ongoing (annual) funding would be required for: Overtime and temporary salaries as required for Friday inspections and overtime plan review; Professional services funding for outside consultant plan review and inspection services as a way to address staffing needs in a flexible manner (fees are fully recovered through plan review and permit fee collection); these efforts are estimated to cost \$50,000 for one-time consulting and software plus an additional \$50,000 annual staffing costs and professional services. This will be considered with the mid-year 2016 budget process.)</p>	<p>STATUS: Best practices being implemented throughout the remainder of 2015 and into 2016.</p> <p>2016 BUDGET IMPACT: Additional OT for Friday inspections (\$10,000) in Building Division; and additional funding requested in contract plan review and inspection services (\$40,000) to increase productivity/reduce waiting times. In addition, \$50,000 is requested in 2016 CIP funding for implementation of electronic building review module in Building Division.</p>	\$100,000	

Action Plan - anticipated actions through December 2016	Status Update as of 7/31/15 and Mid-Year 2016 Budget Impacts	Additional Funds Requested Through Mid-Year 2016 Budget	Department/ Staff Lead
<p>27) Recruit and open unique, local restaurants, starting with at least three in the next 18 months; target at least one in South Westminster in the 73rd Avenue/Arts District area.</p> <p>Staff proposes to adjust this action item to "Recruit and foster the development of chef and locally owned restaurants throughout the City" and seeks City Council's direction if this is acceptable. Staff believes it is feasible to develop a strategy and attract one chef-owned restaurant in the next 18 months. Securing three will be difficult to achieve in 18 months, as chef-owned restaurants are often limited by the availability of vacant restaurants to modify and move into. Regarding specific actions, Staff plans to identify available vacant restaurants, put together demographic real estate and other focused marketing materials for restaurant recruitment, develop a focused strategy for the 73rd Avenue area and work with a retail/restaurant consultant to market properties. (Retain a consultant, including brokerage fees (estimated at \$20,000). Attracting a chef-owned restaurant may require a financial incentive from the City (cost TBD for possible cash/capital incentives). The consultant/broker is proposed to be started in 2015 and funded through carryover.)</p>	<p>STATUS: Recruitment of new locally-owned/chef-owned restaurants involves a number of activities. First, an inventory of existing locally owned-restaurants was completed April 2015 and included in the April/May City Edition. Next steps include the following:</p> <ul style="list-style-type: none"> - Identification of market niches not currently served in the City - Identification of potential restaurateurs - Identification of potential buildings and locations - Work with a restaurant broker/consultant to identify specific opportunities and recruitment strategies - Identification of potential actions the City could take to attract, and facilitate the opening of, these restaurants over the next 18 months <p>2016 BUDGET IMPACT: \$20,000 requested in 2016 to keep unique, local restaurant recruitment efforts moving.</p>	\$20,000	CMO/ John Hall
<p>28) Relentlessly pursue the development of Downtown Westminster, consistent with the vision of the project.</p> <p>Staff is in the process of developing and implementing a strategy for block-by-block development approach. Staff is assessing mid to long term staffing and resourcing needs. Staff is also analyzing financial feasibility and financing structures. Staff will need to coordinate infrastructure activities with a particular focus on water and wastewater needs. (This project will require the addition of 1.0 FTE, approved by City Council mid-year 2015, for overall project management, plus additional consulting costs in areas of real estate, retail attraction (including brokerage fees) and financial analysis. Mid to long term may require reallocation of existing FTE resources cross-departmentally and/or additional FTE and reclassification(s) of existing FTE(s), to be determined after a delivery strategy is developed and implemented. Additional costs of \$250,000 to \$500,000 estimated for consulting / brokerage costs. The 1.0 FTE was approved in 2015 and funded through 2014 carryover . Additional funds for the consultant and broker will be evaluated with the mid-year 2016 budget process.)</p>	<p>STATUS: City affirmed vision for Downtown Westminster. The City issued certificates of participation and approved construction with Hammerlund Construction for \$13 million for phase one infrastructure; construction is underway. City is pursuing a financial plan with block-by-block development approach.</p> <p>2016 BUDGET IMPACT: Additional staffing is proposed with the mid-year 2016 to support ongoing efforts at Downtown Westminster. A 1.0 FTE Senior Engineer (salary \$82,924, benefits \$14,097) is proposed as an assistant project manager for the site plus 1.0 FTE Management Analyst (salary \$60,448, benefits \$10,276) to support development efforts at the site.</p>	\$167,745	CMO/ Jody Andrews
<p>29) Construct Westminster Station and develop TOD area and recruit developers.</p> <p>Westminster Station infrastructure projects are all on a critical path deadline toward completion prior to the RTD Revenue Date (anticipated July 25, 2016). These projects include the Little Dry Creek grading project, the parking structure, bus transfer facility, Westminster Station Drive, Hooker Street, Grove Street, Creekside Drive, CDOT's Federal Boulevard bridge replacement, Denver Transit Partners construction of the Station Platform, RTD's installation of security cameras, hiring a parking operations and management company to manage the parking structure and various demolitions including the western building acquired from Nolan's RV and the four single family residential homes on Lowell Boulevard for the construction of Creekside Drive. Related to the recruitment of developers, please see above. (Most of these projects are addressed through existing and appropriated resources. There are two major items that are in need of support. The first is the long term operation and management of the parking structure. An RFP has been sent out to select a company that will handle the day-to-day operations of the parking facility, which includes ticket vending, parking allocation and monitoring of RTD patrons, management of visitors to the TOD area and coordination with future residential uses. This could cost \$200,000 per year. Additional CMO/Economic Development resources above will cover developer recruitment.)</p>	<p>STATUS: Ground breaking for parking structure construction held August 5 celebrating not only that major milestone but all of the construction activities in the area making commuter rail a reality in 2016. Drainage way maintenance will commence 2016; funds proposed to cover costs (irrigation, maintenance) for part of the year in PRL's operating budget for 2016. Economic development resources for developer recruitment have been included in the proposed funding for Strategic Plan action item 26, economic resilience.</p> <p>2016 BUDGET IMPACT: Additional funds requested in PRL operating budget for partial year of maintenance of the drainage way/native areas in Little Dry Creek (\$29,600 for approximately one-third of the year). Separately, additional capital improvement program (CIP) funds requested for 2016 (\$2,366,000 additional requested) for the construction of Creekside Drive (an additional \$1,549,000 requested in 2016) and full build out of the transit area south of the plaza towards Creekside Drive (an additional \$817,000 requested in 2016). In both cases, Staff had programmed funding in 2017 but had anticipated the potential use of carryover or additional revenues in 2016 should funding allow these projects to move forward. Creekside Drive is part of an intergovernmental agreement with Adams County whereby they will contribute up to \$1.8 million for the full construction; it is desired to have this new road open in time for commencement of commuter rail service. The transit area south of the plaza leads people from the pedestrian tunnel and station platform south across the pedestrian bridge (funded by Adams County and DRCOG) to Creekside Drive and associated parking. Again, it is desirable to have these improvements in place prior to commuter rail service.</p> <p>Economic development resources for developer recruitment have been included in the proposed funding for Strategic Plan goal 26, economic resilience.</p>	\$2,395,600	CD/John Burke construct station and CMO/John Hall recruit developers

GOAL: Financially Sustainable Government Providing Excellence in City Services			
OBJECTIVE: Develop and maintain comprehensive municipal capital infrastructure master plan and financing strategy.			
30)	Assess the following major infrastructure categories and develop funding/ implementation strategies: municipal court, municipal government buildings, utilities, recreation, golf, streets, parks, open space, police, fire and technology.		CMO/Jody Andrews
	<p>In concert with the added focus on economic development and new Downtown efforts over coming 18 months, this effort will require 18-24 months and allocation of additional Staff resources. Staff proposes to identify and prioritize long term capital needs and develop financing options. In the shorter term, Building Operations and Maintenance Staff will exert ongoing efforts to assess and document existing conditions and future needs of City facilities, including the utilization of a new computerized maintenance management system being selected for implementation. Street Operations Staff, through its pavement management program, has identified a performance target of providing a maintenance treatment to 10% of the City's roadways annually (to maintain an average pavement condition rating at a "good" level for at least 65% of all roadways in the City). The associated additional cost to meet this target is \$600,000. City Council appropriated an additional \$500,000 for street maintenance in 2015, but with inflationary costs (i.e. 21% increase in concrete), these funds are not able to address the full 10% goal. Staff proposes to perform additional analysis and discuss with City Council as part of upcoming budget processes. (Options under consideration: one approach would be to reallocate a Senior Management Analyst from another department for 18-24 months, or consider adding a 1.0 FTE to lead capital/infrastructure planning for the City. This could include assessing municipal court and other needs. It is estimated that a 1.0 FTE would cost approximately \$80,000 plus adding funds to the CIP to help reach the 10% street maintenance target and will be considered with the mid-year 2016 budget. The Facilities CIP and Operations Manager (Building Operations & Maintenance) will be very involved in this assessment and planning effort. Separately, a consulting contract will be required to complete space requirements document for Courthouse. It is recommended that the space requirement evaluation also include City Hall, the Public Safety Center and the Municipal Service Center to have a more comprehensive approach to space needs in the larger administrative facilities. Funds were appropriated in 2015 from 2014 carryover.)</p>	<p>STATUS: Background work to prepare strategy for municipal infrastructure master plan and financial strategy are underway. Staff is in the process of developing a request for proposals for a consultant to commence facility need assessment for the Municipal Court, Public Safety Center, Municipal Service Center and City Hall; \$75,000 was included in the proposed 2014 carryover appropriation approved on first reading July 27 for this purpose.</p> <p>Staff has requested additional 2016 operating and capital budget funding to maintain streets added in 2015 (and those anticipated to be completed in 2016), and to address anticipated material cost increases. Analysis of the street rehabilitation revenue requirements and existing funding sources will be completed by staff in advance of the 2017/2018 budget process.</p> <p>2016 BUDGET IMPACT: PWU requested \$203,000 for anticipated increase to material costs for street rehabilitation. Street Operations has also requested an additional \$65,000 in CIP funding to address additional lane miles from new/planned development in 2016 (Downtown Westy=7, Bradburn/Whole Foods=2, Legacy Ridge=3, Park Centre=.5, Orchard Pkwy & 142nd=3.85) totaling 16.35 lane miles at \$4,000/lane mile.</p> <p>GS requested \$100,000 in CIP funding to allow for more aligned budgeting for future facility requirements and avoid emergency repairs that could limit or prevent use of any facility. This assessment will also allow the Building Operations and Maintenance Division to effectively schedule and complete preventative maintenance to ensure maximum life from all systems and equipment.</p>	<p>\$368,000</p>

Action Plan - anticipated actions through December 2016		Status Update as of 7/31/15 and Mid-Year 2016 Budget Impacts	Additional Funds Requested Through Mid-Year 2016 Budget	Department/ Staff Lead
OBJECTIVE: Promote the organizational culture of Service, Pride, Integrity, Responsibility, Innovation and Teamwork.				
31)	Address recent public safety concerns of Colorado Firefighter Safety Act and impacts of national events on the Westminster Police Department, through ongoing, open communication.			FD/Doug Hall and PD/Lee Birk
	In regards to the recent public safety concerns of the Colorado Firefighter safety Act, increased communication has already begun. The City Manager and the Fire Chief have already had meetings with most of the fire station crews across all three shifts, as well as with Union leadership, to hear the concerns. Fire Department leadership is working on additional communication strategies designed to further identify these issues and to identify feasible solutions. (anticipate utilizing existing resources; future costs TDB)	STATUS: Staff is still evaluating the long-range impacts of the Firefighter Safety Act. In the short term, command staff is working closely with firefighters to address safety concerns. Recently, the firefighters have requested a second set of bunker gear (Staff is recommending funding a two year plan to get fully deployed). 2016 BUDGET IMPACT: Funds for second sets of bunker gear requested through 2016 mid-year budget; year two funding will be incorporated into the 2017 budget.	\$112,000	
	In regards to recent public safety concerns and impacts of national events on the Westminster Police Department, Staff is committed to ongoing, open communication and active engagement with employees, community and elected officials. Staff is seeking and cultivating opportunities for community interaction, involvement and support through special events, programs, and community outreach (i.e. Citizen's Police Academy, Citizen's Academy Alumni Association, Santa COPs, National Night Out, Senior Crime Safety Classes, Community Initiated Recognitions, etc.). (anticipate utilizing existing resources; future costs TBD)	STATUS: The PD continues to address public safety concerns and is committed to open communication, transparency and active engagement with employees, community and elected officials. The PD is an active participant of National Night Out, which will be held on August 4th. National Night Out gives citizens and/or community the avenues to feel comfortable in contacting their local Law Enforcement Agency with immediate concerns regarding suspicious or criminal activities within their neighborhood. The community can assist the Police Department in deterring crime as well as report crime. Providing awareness and prevention of crime can ultimately affect local crime statistics. The PD will begin their second Westminster Citizen Police Academy of the year on August 19th. The academy offers direct contact with police instructors through lectures, hands-on experience and demonstrations. Participants will have the opportunity to open the lines of communication with the police through questions and honest feedback. An accelerated replacement of Tasers was identified as a priority and funds are requested in the 2016 budget to implement a two-year conversion process to the new model. In addition, patrol vehicles are proposed to be replaced with SUV units instead of the traditional sedan based on feedback from officers regarding the compact size of the new patrol unit. The increased costs are being finalized and are proposed to be covered from the General Capital Outlay Replacement Fund (GCORF) public safety vehicle account balance in 2016; more details will be provided with the budget amendment. 2016 BUDGET IMPACT: Funds are proposed in the 2016 budget to purchase 36 replacement Tasers at \$1,470 each for a total of \$52,920 and cartridges \$10,000 as part of the 2-year conversion process to new model. In 2017, propose purchase of 35 replacement Tasers and cartridges and the following 3 years will buy 23/year. Thereafter, the 5 year replacement cycle will be 36, 35, 23, 23, 23 per year to even out costs over time. Amount shown is the net increase to the Taser replacement account.	\$42,000	
32)	Enhance programs to support all employees.			CMO/Steve Smithers/All Depts. and GS/Debbie Mitchell
	Develop a staff report that details current efforts Citywide and on a department basis and deliver to City Council in January 2016. Staff will seek City Council input for future efforts. In the interim, Staff is working on programs related to safety, skill development, cross-training, succession management and total compensation. (anticipate utilizing existing resources)	STATUS: Staff is on track for the previously identified January 2016 delivery of a Staff Report detailing current efforts in this area. 2016 BUDGET IMPACT: No additional funds are requested in 2016.	\$0	
33)	Continue to develop employees' understanding of the SPIRIT values through training programs and leadership at all levels.			GS/ Lisa Chrisman
	The SPIRIT values are central to all of the City's training classes and programs. The Citywide recognition program is built around SPIRIT, as are coaching and facilitation efforts. The City's hiring, onboarding and appraisal processes have SPIRIT values formalized into them. Staff is happy to further describe these efforts and receive City Council feedback if Council would like a Study Session presentation. (anticipate utilizing existing resources)	STATUS: Staff continues to support this strategic plan item through existing budgets for onboarding efforts and an extensive training program, with internal and external offerings. 2016 BUDGET IMPACT: No additional funds are requested in 2016.	\$0	

OBJECTIVE: City Manager will develop an annual program of specific department business process improvement reviews.			
34)	City staff will develop a long-term financial sustainability plan.		CMO/ Steve Smithers/ Jody Andrews/ Barbara Opie and Finance/ Tammy Hitchens
	Taking into consideration data that is generated in in the infrastructure assessment (#30), develop a model emphasizing ongoing operations, capital replacement, reserves and debt management. The infrastructure assessment will need to be completed in order for this item to proceed. (anticipate utilizing existing resources)	STATUS: Funds proposed in 2016 will assist Staff in better analyzing the status of current facilities (\$100,000 CIP funding in action item #30 above) for BO&M Facilities Assessment) to allow for more aligned budgeting for future facility requirements and avoid emergency repairs that could limit or prevent use of any facility. 2016 BUDGET IMPACT: No additional funds are requested in 2016 (than previously noted in action item #30).	\$0
35)	Analyze Fire/EMS alternative service delivery.		FD/Doug Hall
	Staff is already proactive in analyzing various Fire/EMS service delivery options. Examples include "tiered response," which will better utilize the appropriate personnel and vehicle response for the particular situations. This will provide for a more efficient use of resources, as well as reduce risk by sending less apparatus to specific calls. Automatic vehicle locating (AVL) technology is about to be "turned on" so that the closest appropriate fire unit will be sent to emergencies. Both of these service delivery changes are expected to be in full operation by the 4Q 2015. Additional service delivery approaches that can be examined in the future include "community paramedicine" programs, "quick" cars, community risk reduction efforts, addressing people who frequently abuse the 9-1-1 system, and managing calls at assisted living and nursing home facilities. (anticipate utilizing existing resources)	STATUS: Both "tiered response" and automatic vehicle locating (AVL) were "turned on" on June 7th. Tiered response is working, but there has been a learning curve for both the firefighters and dispatch in terms of feeling comfortable making some of the decisions as to who to send, as well as trusting the decision making. The more tiered response is implemented, the more comfortable staff is becoming with how well it is working. AVL is experiencing some technical issues, primarily loss of the GPS signal. This connectivity issue has created the closest available unit sometimes not being recognized and sent to the call. IT and other staff continue to find fixes to correct this problem. This has been happening on almost a daily basis. 2016 BUDGET IMPACT: The Fire Departments has requested to make permanent a pilot EMS field coordinator program that has been in place for the last year. This program has been a success and has increased productivity and reporting accuracy within the EMS Division. Requested funds are to be used to permanently promote the three individuals in this provisional assignment.	\$68,435
36)	Recruit volunteers to adopt trail/park areas.		PRL/Lance Johnson
	The City has an established program in place for trail/park adoption and will continue to promote these volunteer opportunities through the City's communication channels. (anticipate utilizing existing resources)	STATUS: Staff has continued existing efforts to encourage the use of volunteers to assist with trail and park areas throughout the City. 2016 BUDGET IMPACT: No additional funds requested. These efforts have been made within existing resources.	\$0

Action Plan - anticipated actions through December 2016		Status Update as of 7/31/15 and Mid-Year 2016 Budget Impacts	Additional Funds Requested Through Mid-Year 2016 Budget	Department/ Staff Lead
GOAL: Ease of Mobility				
OBJECTIVE: Improve the walkability and bikeability of Westminster.				
37)	Review existing bicycle master plan, report on opportunities for short- and mid-term bicycle lane and route improvements, and pursue accelerated implementation of the master plan; promote bicycle lane and route improvements.			CD/Dave Downing and PWU/Dave Cantu
	Staff is already working to implement a number of bicycle master plan projects in 2015, including bike lanes on parts of Lowell Boulevard, 72nd Avenue, Pierce Street and Countryside Drive. These will be implemented in conjunction with the 2015 street resurfacing program. In addition to these projects, Staff intends to accomplish the following actions within the next 18 months: identify simple and straightforward options that do not require paving that can be implemented in 2015 with existing budgets (e.g., signage on recently paved streets-summer/fall 2015); create a prioritized list and recommended projects/estimated costs that could also be implemented in 2015 if additional funding became available (e.g., proposal to continue the regional bike lanes on 72nd Avenue from Sheridan Blvd. to Pierce St. with carryover funds-summer/fall 2015); meet with City Council at an upcoming Study Session to review and/or revise the key assumptions used in the Bicycle Master Plan to determine how to move forward with mid- and long-term projects. The master plan was created in 2011 and may require some updating to reflect current City Council priorities. Staff intends to combine this Council conversation with one regarding the Enhanced Mobility & Connectivity Master Plan to holistically address the City's multi-modal methods of transportation (by year-end 2015); with Council direction, create an updated list of projects to implement in 2016 and out-years in conjunction with the Street Division's 2016 work plan (late 2015/early 2016); complete a number of these projects (2016); continue conversation with Council regarding key philosophies and approaches of bicycle master plan, including pilot projects and education in specific neighborhoods and/or throughout City (2016). (anticipate utilizing existing resources; capital funds are currently appropriated in 2015 and 2016 but additional capital funding will be considered with the mid-year 2016 budget.)	STATUS: PWU Staff has met to discuss the bike lane implementation plan for the remainder of 2015 to include Lowell Blvd (from 96th Ave to 104th Ave), 72nd Ave (from Depew St to Ingalls St), Pierce St (from 92nd Ave to Westcliff Pkwy), and Countryside Dr (from 100th Ave to Oak St). Staff will also request authorization from Council at the 8/24/15 meeting to increase the current asphalt contract with Martin Marietta to include the 72nd Avenue (from Sheridan Blvd. to Pierce Street) and 92nd Avenue (from Sheridan Blvd. south to the US 36 bridge) resurfacing projects that will be funded with 2014 carryover funds. The timing of the contract increase request coincides with the second reading of the carryover funding request, which, if approved on second reading August 10, will provide the funding for these two projects. 2016 BUDGET IMPACT: Funds reflected in Action #30 above; continue to pursue installation of bike lanes with rehabilitation of road network. 2014 carryover funds requested to complete the two resurfacing projects. Additional \$38,000 requested for Bicycle Master Plan Implementation for 2016 CIP funding by Community Development for route signs and additional costs for street resurfacing projects planned in 2016.	\$38,000	
38)	Complete the planned study on mobility, including enhanced trail connectivity.			CMO/Jody Andrews and PWU/Christine Gray
	Staff is working on a draft RFP and will schedule time at a near-term Study Session to gather input from City Council. This project is already built into Staff's work plan and has funding in 2015 (\$125,000) and 2016 (\$75,000). Depending on the outcome of the study and Council's direction, Staff may request additional capital funding to accomplish a more comprehensive list of projects. The project is scheduled for completion in 2Q 2016. (anticipate utilizing existing resources)	STATUS: Staff is collecting input from other departments and is writing a draft RFP for the study. 2016 BUDGET IMPACT: No additional funds have been requested. 2016 efforts will be completed within the existing adopted 2015 and 2016 budgets.	\$0	
OBJECTIVE: Improve mass-transit options throughout Westminster.				
39)	Promote connectivity of regional transportation and the "last mile" to connect commuters with places of employment and residences.			CMO/Barbara Opie and CD/Dave Downing
	Following up on the U.S. 36 First and Final Mile Study and the DRCOG Sustainable Communities Initiative process, Staff has identified potential projects for pursuit. These include a bicycle/pedestrian connection between the Westmoor Office Park/Green Knolls Subdivision and the U.S. 36 Bikeway (Church Ranch BRT Station), bike lanes/shared markings from U.S. 36 to 68th Avenue (Westminster Station) and bicycle lanes on 88th Avenue between Wagner and the Park n Ride (Sheridan Station). Staff is also participating with Broomfield and 36 Commuting Solutions to secure grant funding to install a "Bus then Bike" shelter at Sheridan Station. Staff is also working with Smart Commute Metro North, Adams County and RTD on a grant opportunity to provide some bus/shuttle service north of 120th Avenue (St. Anthony's, Orchard, etc.). (Preliminary design work has been completed on the items related to transit service/connections on U.S. 36. Soft dollar staff time would be necessary, along with the costs of the infrastructure itself. For North I-25, soft dollar costs would be necessary. The grant opportunity would be for two years, so the City, private partners and regional partners would need to figure out an out on ongoing approach. Estimated costs: \$174,000 - Church Ranch; \$27,000 - Westminster Station; \$59,000 Sheridan Station; \$20,000 Bike Shelter Match and \$3,000 per year O&M; CDOT would cover local match for North I-25 bus extension / shuttle service. These costs will be considered with the mid-year 2016 budget process.)	STATUS: Staff is working to pursue grant opportunities, including the "Bus-then-Bike" grant with US36 Community Solutions. Staff anticipates an initial recommendation at the end of August related to this grant application. 2016 BUDGET IMPACT: A new request of \$31,000 for 2016 CIP funding is also requested by CD as the City's match with US36 Commuting Solutions for a DRCOG grant application for a "Bus-then-Bike" shelter at Westminster Center. Funding for out year grants will be evaluated with the 2017/2018 budget development.	\$31,000	

Action Plan - anticipated actions through December 2016	Status Update as of 7/31/15 and Mid-Year 2016 Budget Impacts	Additional Funds Requested Through Mid-Year 2016 Budget	Department/ Staff Lead
40) Bring commuter rail to Westminster and promote commuter rail extension beyond Westminster Station along U.S. 36.			CMO/Barbara Opie on rail extension and CD/John Burke on commuter rail to Westminster
<p>This work commenced with the Northwest Area Mobility Study and a very high level concept was developed to extend commuter rail to 88th Avenue. Considering costs, Burlington Northern Santa Fe's (BNSF) freight realities and other issues, extending single-tracked EMU commuter rail service to 88th Avenue is the most realistic approach that could be achieved in the next ten years. The City secured an unfunded option to extend Northwest Commuter Rail to 88th Avenue in the winning North Metro Rail proposal (GBBH), but it is unlikely funds will be there to pursue by 2018. Staff has been working behind the scenes on a strategy forward with several other parties. Staff will present this proposed strategy for City Council's direction and input on June 1, 2015. (Staff has engaged a consulting firm who performs capital planning for BNSF, has a very high level of rail expertise and has very close relationships with key BNSF Staff in Fort Worth (corporate headquarters). This firm is working up a scope of work and a rough order of magnitude of costs for a feasibility analysis on the 88th Avenue rail extension. Staff is anticipating the cost of this effort to be between \$140,000 and \$180,000. This effort would produce an alignment/concept that would address current issues and provide some incentive to BNSF. Then, City representatives would travel to Fort Worth with consulting firm representatives to engage BNSF and adjust the plan accordingly. RTD and other regional partners would be engaged at appropriate times. This effort will require significant soft dollar costs in staff time and other project tradeoffs may be necessary. \$180,000 was appropriated in 2015 from 2014 carryover.)</p>	<p>STATUS: Commuter rail to Westminster - Staff is working with RTD, DTP, Adams County, UDFCD and other partners to ensure construction stays on schedule for commencement of commuter rail service mid-2016.</p> <p>Rail extension - Funds appropriated with 2014 carryover in 2015 to commence study on feasibility of extending the rail. Staff is working on the details associated with getting a contract before City Council.</p> <p>2016 BUDGET IMPACT: Commuter rail to Westminster - The proposed amendment to the 2016 CIP budget includes proposal to move funding forward from out years to ensure construction on key elements occur in time for opening day. (see action item #29)</p> <p>Rail extension - No additional funds are requested in 2016. Funds are included in the proposed 2014 carryover appropriation approved on first reading July 27 and is scheduled for second reading August 10.</p>	\$0	
TOTAL Mid-Year 2016 Operating & CIP Budget Impacts		\$5,095,264	