



WESTMINSTER

Staff Report

TO: The Mayor and Members of the City Council

DATE: October 3, 2012

SUBJECT: Briefing and Post-City Council Briefing Agenda for October 8, 2012

PREPARED BY: J. Brent McFall, City Manager

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

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

Dinner	6:00 P.M.
Council Briefing (<i>The public is welcome to attend.</i>)	6:30 P.M.
POST BRIEFING (<i>The public is welcome to attend.</i>)	

PRESENTATIONS

1. WestyConnect (*Verbal*)

CITY COUNCIL REPORTS

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

EXECUTIVE SESSION

1. Discussion of personnel matter (City Attorney's performance evaluation) pursuant to WMC section 1-11-3(C)(1) and CRS 24-6-402 (4)(f)

WESTMINSTER ECONOMIC DEVELOPMENT AUTHORITY

None at this time.

INFORMATION ONLY

1. Follow Up from the 2013/2014 Budget Retreat
2. Citywide Goals and Objectives – Second 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
October 8, 2012



SUBJECT: Follow Up from the 2013/2014 Budget Retreat

PREPARED BY: Barbara Opie, Assistant City Manager

Summary Statement

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

At the September 17 City Council Budget Retreat Study Session, a few follow up items were identified for Staff to bring back for City Council's information. This Staff Report summarizes the key items identified during that review.

Background Information

City Council held their Budget Retreat at the regularly scheduled September 17 Study Session. During this Budget Retreat, City Council reviewed a final overview of the Proposed 2013/2014 Budget, Pay Plan and benefits recommendations, and citizen requests. City Council inquired about a variety of issues related to the budget, including several that required some additional follow up from Staff. This Staff Report provides the follow up information requested during the retreat.

Stormwater Capital Improvement Projects – During the retreat, a list of accelerated projects possible from the proposed fee increase was requested. Attached is the 5-Year Capital Improvement Program (CIP) with the existing Stormwater Utility Fee base rate of \$3.00/month versus the 5-Year CIP with the proposed base rate increase to \$4.00/month commencing in 2014, \$5.00/month in 2015 and \$6.00/month in 2016 (Attachment A). In this 5-Year snapshot, the increased fee allows for project funding to occur more quickly, thus allowing the critical improvements to get underway significantly earlier than the current rate will allow. As noted in the budget review, the fee increase would help address the City's prioritized list of 87 stormwater capital improvement projects in about one half the time that the current stormwater rate would accomplish. This list of priorities projects is based on a 2007 study of citywide drainage infrastructure and future needs based on the current Major Drainageway Planning studies prepared by the Urban Drainage and Flood Control District (the study is referred to as the "2007 Storm Drainage Study"). Additionally, the Stormwater Fund is used to respond to drainage and flood related complaints from residents that are separate from the stream projects identified in the Storm Drainage Study. The total cost estimate for these stream-related capital improvement projects is \$74 million based on the 2007 Study. It would take approximately 40 years to complete these projects under the current revenue stream from the existing stormwater fee of \$3.00 per month for single family residences. This timeline does not take into account additional mandates/regulations that could require more resources. The proposed fee increase will reduce the time to complete the current project list from approximately 40 years to approximately 20 years.

Stormwater Fee Comparisons – During the discussion on comparison cities and rates, it was inquired whether the City and County of Broomfield has a stormwater fee since they were not listed. Staff confirmed that the City and County of Broomfield does not have a stormwater fee.

Antibacterial Soap Impact on Wastewater Treatment Operations and the Environment – Council inquired about a recent reference made at a non-city meeting about the impact of antibacterial soap on wastewater treatment operations and the environment. According to Public Works and Utilities staff, the overuse of antimicrobial products can result in disease causing organisms (germs) that are resistant to the antimicrobial chemicals used in the products. Triclosan is one of the most common chemicals used and is also an environmental problem. When used for hand washing, triclosan enters the wastewater system, passes through the treatment system largely unchanged and enters our lakes and rivers, and damages the reproductive system of fish. The full harm to the environment caused by triclosan is not completely understood at this time.

The Center for Disease Control recommends the thorough washing of hands with plain soap and water to help prevent the spread of bacteria and viruses in the home. The use of antibacterial soaps and other products is not necessary or recommended under normal circumstances. The CDC recommends that you consult your health care professional for advice if you, or someone in your home, is at a higher than normal risk of infection.

Amount of City Debt – A member of City Council inquired as to the City's current total debt level. City of Westminster obligations as of September 15, 2012 (which includes recent refinancings in early September) totals \$193,012,104. An updated copy of the Outstanding Debt and Obligations document is attached (Attachment B).

Open Space Evaluation of Potential Undeveloped Park Land Conversions – After discussion about the 15% goal for open space throughout the City, City Council directed Staff to bring back for consideration a review of undeveloped park land throughout the City and any potential recommendations for modifying designations from park land to open space. Staff will work with the Open Space Advisory Board to conduct an initial review and bring back recommendations to City Council for consideration during 2013.

General Building Inspections on Fridays – An inquiry was made about the possibility of making available a general building inspector on Fridays for the development community. Based on the City's current focused workweek schedule, City Administrative offices are closed on Fridays, which includes the Building Division and any associated inspections they conduct.

The Building Division has evaluated the possibility of providing an inspector on Fridays but it becomes a staffing issue. If an inspector is provided on Friday, then the development community will have to do without that inspector sometime during the rest of the week. Additionally, if we want to provide inspection services on Friday, we will probably need to provide an electrical inspector as state law requires that licensed electricians perform electrical inspections (with a few exceptions). Electrical inspectors are somewhat specialized and would probably not make good "generalist" inspectors. With an inspection staff of 6, giving up 16 to 20 hours of inspection time during the week so we can offer Friday inspections would create staffing problems the rest of the week.

The other issue is the continuity of inspections. The Building Division has always tried to keep a single inspector assigned to a particular project for consistency and communication reasons. It could be problematic to have one inspector for the majority of the week and then get a different inspector on a Friday.

The Building Division has made and will continue to make concessions for contractors. Things like double or partial inspections on Thursdays and the occasional inspection on Fridays or Saturdays (if that is the only option) are all ways that we are trying to be responsive to our customers. Building

Division Staff has received very few negative comments about the focused workweek schedule after the initial adjustment period.

Mapped Property Foreclosure Filings – Council inquired about this highlight provided within the Engineering Division of the Department of Community Development. Council asked how this information was being utilized and to provide a copy of mapped foreclosures.

The City Attorney's Office (CAO) receives notification from the counties on foreclosure notices that show the City being linked to the property. The GIS section in Community Development then enters information on a plat specific to the property in question, and Engineering Division staff then reviews the information to determine if any City property or rights are involved. If a City property or right is involved (such as an utility easement), CAO is notified so they can work with the respective county and bank to ensure that the City's interests are protected and/or removed from the case. Staff created this review process in mid-2010, and the highlight noted in the budget document (page 139) as an achievement in 2011/2012 is the result of having refined this review process and ensuring City's interests are protected. A copy of the 2011 map is attached (Attachment C); it reflects only those foreclosures reviewed by Engineering and CAO where a City property or interest is involved.

Take Home Vehicle Review – Council inquired about what vehicles were assigned and permitted to be taken home. The City's Fleet Optimization Study completed in 2011 recommended conducting a review of the City's take home vehicle policy and the list of current take home vehicles. Currently, the City has 33 vehicles classified as take home vehicles based on operational needs and responsibilities. The use of City vehicles is restricted to City business. The Fleet Optimization Study itself recommended increased departmental sharing of two take home vehicles, one in the Fire Department and one in Parks, Recreation and Libraries.

Staff is in the process of commencing a review of current take home vehicles per the recommendation of the Fleet Optimization Study.

Golf Course Concessionaire – Council inquired about the term of the current restaurants' concessionaire contract. The existing golf course restaurants concession agreement will expire on December 13, 2015. The existing contract provides options for two five-year renewals or the City could open the process to other vendors through a Request for Proposal (RFP) process. Staff will review the concessionaire's performance annually and regularly until that time.

Follow up from the 2013/2014 Budget Retreat supports all five of City Council's Strategic Plan goals: Strong Balanced Local Economy, Financially Sustainable City Government Providing Exceptional Services, Safe and Secure Community, Vibrant Neighborhoods in One Livable Community, and Beautiful and Environmentally Sensitive City.

Respectfully submitted,

J. Brent McFall
City Manager

Attachments:

- Proposed Stormwater Capital Improvement Program 2013-2017 (Attachment A)
- City of Westminster Outstanding Debt and Obligations as of 9/15/12 (Attachment B)
- Properties Mapped to Determine City Interests Prior to Foreclosure Hearings 2011 (Attachment C)

Proposed Stormwater Capital Improvement Program 2013-2017

LINE NO.	CMO REC'D 2013	CMO REC'D 2014	CMO REC'D 2015	CMO REC'D 2016	CMO REC'D 2017	CMO REC'D TOTAL
1	Stormwater System Improvements - WITH CURRENT RATE (\$3/mo)					
2	\$78	\$40	\$100	\$90	\$100	\$408
3	\$490	\$308	\$612	\$0	\$0	\$1,410
4	\$0	\$0	\$100	\$779	\$0	\$879
5	\$121	\$480	\$445	\$0	\$0	\$1,046
6	\$635	\$500	\$0	\$0	\$0	\$1,135
7	\$0	\$0	\$55	\$420	\$95	\$570
8	\$0	\$0	\$0	\$25	\$350	\$375
9	\$0	\$0	\$0	\$0	\$270	\$270
10	\$0	\$0	\$0	\$0	\$508	\$508
11	\$25	\$26	\$25	\$25	\$25	\$127
12	\$1,349	\$1,354	\$1,337	\$1,339	\$1,348	\$6,728
13						
14						
15						
16	Stormwater System Improvements - WITH RATE INCREASE (2013=\$3/mo; 2014=\$4/mo; 2015=\$5/mo; 2016=\$6/mo)					
17	\$78	\$64	\$100	\$100	\$100	\$442
18	\$490	\$910	\$0	\$0	\$0	\$1,400
19	\$0	\$0	\$200	\$659	\$0	\$859
20	\$121	\$540	\$400	\$0	\$0	\$1,061
21	\$635	\$500	\$0	\$0	\$0	\$1,135
22	\$0	\$0	\$595	\$0	\$0	\$595
23	\$0	\$0	\$453	\$400	\$400	\$1,253
24	\$0	\$0	\$270	\$0	\$0	\$270
25	\$0	\$0	\$682	\$218	\$0	\$900
26	\$0	\$0	\$0	\$80	\$0	\$80
27	\$0	\$0	\$0	\$830	\$0	\$830
28	\$0	\$0	\$0	\$1,099	\$2,909	\$4,008
29	\$25	\$39	\$52	\$65	\$66	\$247
30	\$1,349	\$2,053	\$2,752	\$3,451	\$3,475	\$13,080
31						
32						
33	+\$0	+\$699	+\$1,415	+\$2,112	+\$2,126	+\$6,352

All amounts shown are in thousands

City of Westminster Outstanding Debt and Obligations as of 9/15/12

Attachment B

	Total Amount	What Paid For...	How Funded/ Repaid....
Total General Fund Obligations	\$70,422,008	includes \$63.75 million in Certificates of Participation for the Public Safety Center, 144th Avenue/I-25 Interchange, Ice Centre, Capital Facilities and Streets; and \$6.672 million in equipment leases for fire engines, energy performance contracts and miscellaneous equipment purchases, also Shoenberg Farm loan with CHF and Section 108 HUD loan	General Fund operating revenues (1) (2)
Total General Sales and Use Tax Obligations (3.00% Tax)	\$27,155,000	funded street improvements, I-25/126th Ave Interchange, and Legacy Ridge Golf Course	General sales and use tax collections
Total Parks, Open Space, and Trails (POST) Tax Obligations (0.25% Tax)	\$30,920,000	includes \$28.435 million in POST Sales and Use Tax Revenue bonds for park facility improvements and open space land acquisitions; and \$2.485 million in Certificates of Participation for the joint purchase of the Metzger Farm open space with the City/County of Broomfield	POST sales and use tax collections
Total Utility Fund Obligations	\$59,805,796	includes \$35.31 million in water and wastewater revenue bonds for facility improvements and water right purchases; \$24.496 million in notes/leases for reclaimed water system improvements, the Northwest Treatment Facility, Big Dry Creek Wastewater Facility renovation/ expansion, water ditch rights, and copier purchase	water and wastewater rates/sales and tap fees
Total Golf Course Fund Obligations	\$4,709,300	includes \$4.39 million in Certificates of Participation for the Heritage Golf Course construction; and \$0.32 million in leases for equipment and golf carts	golf course revenues
Total City of Westminster Obligations	\$193,012,104		
Value of Total City of Westminster Assets (per the 2011 Comprehensive Annual Financial Report)	\$968,425,225		
Percentage of City of Westminster Debt and Obligations to City of Westminster Assets	19.93%		
Total Westminster Economic Development Authority (WEDA) Obligations (<i>not an obligation of the City of Westminster</i>)	\$99,255,000	includes \$32.835 million in revenue bonds for the Westminster Plaza Redevelopment and the Mandalay Gardens Redevelopment (The Shops at Walnut Creek); and \$66.420 million in revenue loans for the North Huron Urban Renewal Area (The Orchard) and the South Sheridan Urban Renewal Area (72nd Ave/ Sheridan) redevelopment projects	incremental property taxes generated from increased property values and sales tax generated from increased sales in the redeveloped area
Total Westminster Housing Authority (WHA) Obligations (<i>not an obligation of the City of Westminster</i>)	\$2,494,338	includes \$2.265 million for the Westminster Commons mortgage and \$0.229 million for a Brownfield note	Westminster Commons operating revenues (rent) and Housing Authority fund balance
Total Outstanding Debt and Obligations, includes City of Westminster, WEDA and WHA	\$294,761,442		
Value of Total Assets (per the 2011 Comprehensive Annual Financial Report)	1,038,250,960.00		
Percentage of Total Debt and Obligations to Total Assets	28.39%		

***Overall, the City has bond ratings ranging from AA- to AAA. Interest rates range from 2.0-5.82%.**

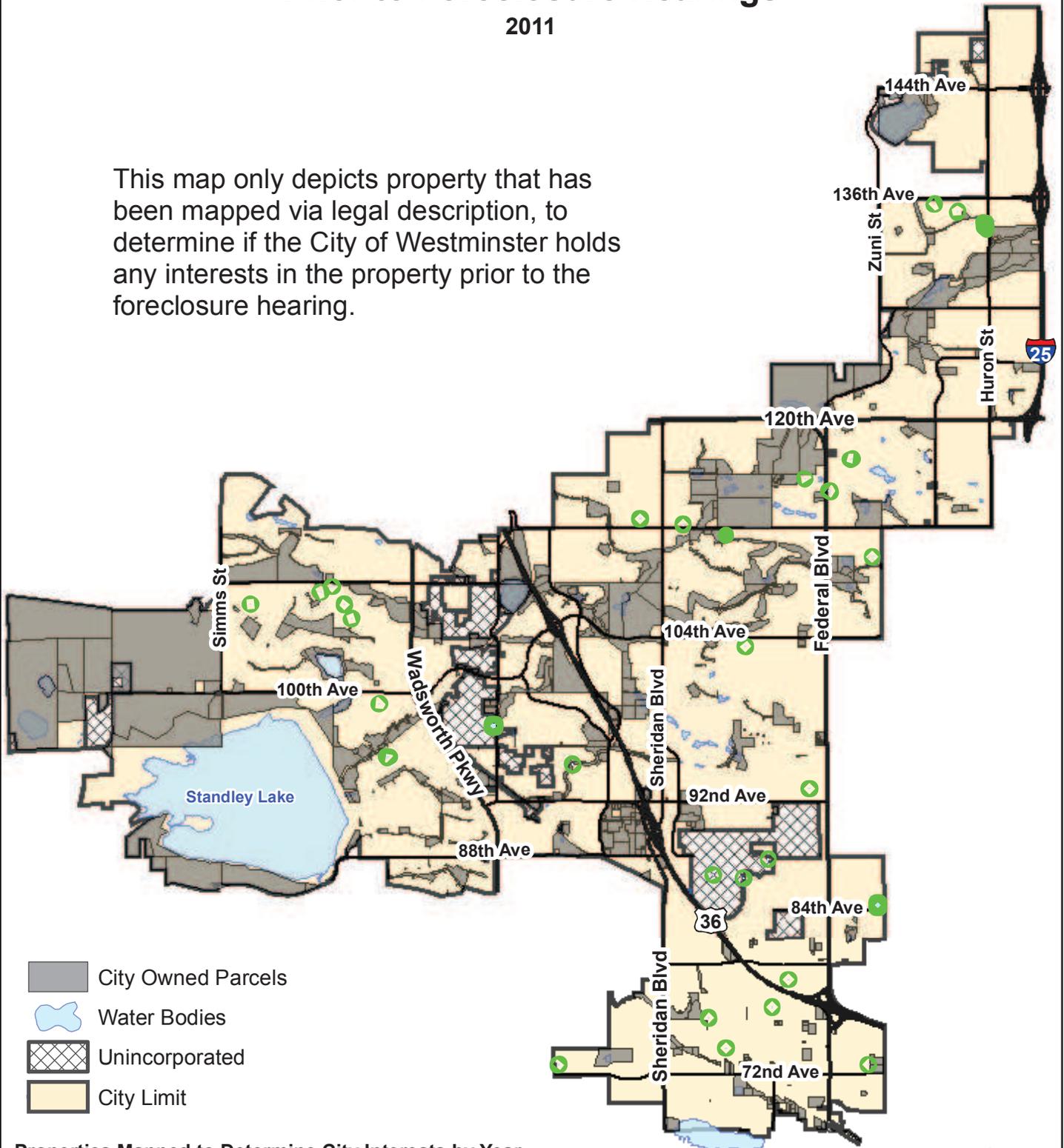
⁽¹⁾ As of 12/31/11, \$12.77 million of outstanding balance for the 144th Ave/ I-25 Interchange Certificates of Participation paid by Thornton via 1% revenue tax sharing agreement with Thornton. The \$12.77 million is included within the total shown.

⁽²⁾ As of 12/31/11, \$9.335 million of outstanding balance for the Ice Centre is split 50/50 with the Hyland Hills Park and Recreation District; this amount is included within the total shown.

Properties Mapped to Determine City Interests Prior to Foreclosure Hearings

2011

This map only depicts property that has been mapped via legal description, to determine if the City of Westminster holds any interests in the property prior to the foreclosure hearing.



Properties Mapped to Determine City Interests by Year

- January-December 2011 (31 total)





WESTMINSTER

Staff Report

Information Only Staff Report
October 8, 2012



SUBJECT: 2012 Citywide Goals and Objectives - Second 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 second period status report on major projects/initiatives/programs undertaken to achieve City Council goals for 2012. The items included in the attached document focus on those items activity through August 31, 2012, which specifically tie to Council's stated goals for 2012.

Background Information

The attached document reflects the actions Staff is pursuing to achieve City Council's 2012 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 reflects the revised Goals and Objectives based on Council's review in April 2012.

The City Council goals for the Second Period in 2012 are as follows:

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

The Goals & Objectives document includes the following information:

Goal – These are the priorities originally set by City Council at their 2002 Goal Setting Retreat. The goals were re-affirmed and refined for 2012 at City Council's April 2012 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 2012; 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. Additional New items added in 2012 have the designation "NEW" before the action item is noted. New or revised actions will be reflected in the next Citywide goals and objectives report to reflect Council's updates to the 2012 Citywide goals and objectives made this spring.

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 2012; several of the projects Staff is working on were initiated prior to 2012 and require multiple years to complete. These multi-year projects are carried forward to show continuing projects in addition to new ones.

As Council will see, Staff has included items for the newly created objectives, including: The elevation of Goal 1, and subsequent lowering of Goal 2 (which was previously listed as the top priority); and slight changes to the verbiage of Goal 3, Objective 7; as underlined below.

Goal 1: Strong, Balanced Local Economy

1. Maintain/expand healthy retail base, increasing sales tax receipts
2. Attract new targeted businesses, focusing on primary employers and higher paying jobs
3. Develop business-oriented mixed use development in accordance with Comprehensive Land Use Plan (CLUP)
4. Retain and expand current businesses
5. Develop multi-modal transportation system that provides access to shopping and to employment centers
6. Develop a reputation as a great place for small and/or local business
7. Revitalize Westminster Center Urban Reinvestment Project (WURP) Area

Goal 2: Financially Sustainable City Government Providing Exceptional Services

1. Invest in well-maintained and sustainable city infrastructure and facilities
2. Secure & develop long-term water supply
3. Focus on core city services and service levels as a mature city with adequate resources
4. Maintain sufficient reserves: general fund, utilities funds and self insurance funds
5. Maintain a value driven organization through talent acquisition, retention, development, and management
6. Institutionalize the core services process in budgeting and decision making
7. Maintain and enhance employee morale and confidence in City Council and management
8. Invest in tools, training and technology to increase organizational productivity and efficiency

Goal 3: Safe & Secure Community

1. Citizens are safe anywhere in the city
2. Public safety departments: well equipped and authorized staffing levels staffed with quality personnel
3. Timely response to emergency calls
4. Citizens taking responsibility for their own safety and well being
5. Manage disaster mitigation, preparedness, response and recovery
6. Maintain safe buildings and homes
7. Protect residents, homes, and buildings from flooding through an effective stormwater management program

Goal 4: Vibrant Neighborhoods In One Livable Communities

1. Develop transit oriented development around commuter rail stations
2. Maintain and improve neighborhood infrastructure and housing
3. Preserve and restore historic assets
4. Have Home Owners Association's and residents taking responsibility for neighborhood private infrastructure
5. Develop Westminster as a cultural arts community
6. Have a range of quality homes for all stages of life (type, price) throughout the City
7. Strong community events and active civic engagement

Goal 5: Beautiful and Environmentally Sensitive City

1. Have energy efficient, environmentally sensitive city operations
2. Reduce energy consumption citywide
3. Increase and maintain greenspace (parks, open space, etc) consistent with defined goals
4. Preserve vistas and view corridors
5. A convenient recycling program for residents and businesses with a high level of participation

The status of the activities reflects first period activity through August 31, 2012. This report does not highlight the full workload that Staff is pursuing. There are many assignments and departmentally oriented items that are tracked separately by the departments.

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

Respectfully submitted,

J. Brent McFall
City Manager

Attachment

2012 Citywide Goals & Objectives

Second Period Update



GOAL 1: STRONG, BALANCED LOCAL ECONOMY

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 1: Maintain/expand healthy retail base, increasing sales tax receipts						
2006	Attract retailers to I-25 Corridor: 136th Avenue and 144th Avenue	Susan Grafton (CMO)	--	Ongoing	Ongoing	Activity at the south east corner of 144th and Huron is strong now. Staff is supporting continuing efforts.
2008	Work with real estate community to encourage the filling of empty space throughout the City	Susan Grafton (CMO)	--	Ongoing	Ongoing	Continuing efforts. H-Mart is going into 92nd Avenue Albertsons.
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. Staff is working with 32 active prospects.
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 .6% to approximately 15.2%.
2002	Promote the sale and development of key City-owned parcels	Susan Grafton (CMO)	--	Ongoing	Ongoing	The 14 acre parcel is currently under contract and expected to close in early 2013. No activity has occurred on the 20 acre or 5 acre parcel.
2012	Maintain efficient business licensing processes within the City Clerk's Office	Linda Yeager	--	Ongoing	Ongoing	Staff is updating license renewal forms and screens to collect additional information gathered for citywide purposes. Staff is also updating the website with Title 5 revisions and cross-train staff for continuity of license processing.
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%	Ongoing	Staff has been progressively working with consultants and RTD representatives on fine-tuning station locations, developing station and station-area plans and parking strategies for the Westminster and Westminster Center stations. A plan was prepared for additional development at the Shops at Walnut Creek Commuter rail station. Staff is actively involved in the Northwest Rail planning efforts. A station area plan for the Westminster Station has been finalized and presented to City Council. An IGA with RTD for the Westminster Station was executed in June.

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 May 1 to August 31, five (5) applications for training reimbursement were filed for a total of \$1,368.50; and for the Capital Project Grant Program, one (1) application was received and one grant has been issued for a total of \$692. Thirteen (13) total visits including six (6) primary businesses were visited during the 1st quarter to better understand the City's economic drives.
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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. JCPenney, Sears, Brunswick Zone, Olive Garden, US Bank, and the dental offices are currently open for business.
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**Capital Improvement Projects Relating to Strategic Plan Goal: STRONG, BALANCED LOCAL ECONOMY
Westminster Retail Initiative (WURP), Business Capital Project Grant Program, South Westminster Revitalization, and Westminster Station TOD**



2012 Citywide Goals & Objectives

Second Period Update

GOAL 2: 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 Ochtera (GS)	\$250,000	100%	2Q 2012	BO&M staff continued to prioritize infrastructure maintenance efforts 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 to begin the 2nd Quarter 2012. Some of those projects include the roofing retrofit at City Park Fitness Center, City Hall facade control joint replacements and roof repairs / replacements at both Heritage and Legacy Ridge Maintenance Facilities damaged by wind in the Winter of 2011 / Spring of 2012. This work is scheduled to begin May 1, 2012. Roof replacements completed at City Park Fitness, Heritage and Legacy Ridge Maintenance Facilities along with the replacement of two roofs over heated storage facilities at the Municipal Service Center. City Hall control joints and expansion joints was completed July 2012.
2012	Assure compliance with the City's document retention schedule and the State of Colorado's opens records act	Linda Yeager (GS)	---	Ongoing	Ongoing	The following projects must be completed to assure compliance: prepare CORA request form/fee schedule for website access; coordinate field trips to other cities that use laser fiche to learn how to create templates geared toward faster retrieval and management of retention periods; and create audit standards to implement rotating annual audits of departmental records to ensure compliance with adopted policy. After evaluation staff is proceeding to recruit an Information/Records Management Coordinator responsible for establishing connectivity of electronic records for management's daily operational use, coordinating implementation of RIO/Laserfiche with IT staff, staff training, and problem-solving laserfiche issues as they arise for users.
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	The City is in the final stages of developing a state approved water conservation plan. Until the plan is complete, the rebate program is on hold.
Objective 3: Focus on core city services and services levels as a mature city with adequate resources						

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2007	Lobby Federal delegation on City's rights to collect and return internet sales tax	Barb Dolan (Fin), Steve Smithers (CMO)	--	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.
2011	Proactively pursue alternate funding for the City's Municipal Domestic Violence Fast Track Program	Lee Birk (Police) & J.J. Elliott (Police)	\$67,592	95%	4Q 2012	<p>During this reporting period, the PD successfully received grant funding from the 2012/2013 1st JD VALE Grant for partial funding towards the salary and benefits of a 1.0 FTE Victim Advocate. The PD requested partial funds of \$16,412 but was only awarded \$15,000. The grant award period is from July 1, 2012 – June 30, 2013.</p> <p>Thus far, the PD has been successfully awarded \$64,129.50 in grant funds that include both the 1st and 17th JD VALE grants. This is 95 percent of the salary and benefits of the 1.0 FTE Victim Advocate. The remaining 5 percent of salary and benefits will be provided by the City's Police Department General Fund Operating Budget.</p>
2012	Complete the annual ambulance fee survey	Rick Spahn (Fire)	--	0%	4Q 2012	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. 2012 surveys will be sent out to local agencies with results expected 4Q. Recommendations to follow.
2011	Conduct a community needs analysis to assess what residents need from the library	Kate Skarbek (PR&L)	\$9,000	100%	Completed	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 have been completed and compiled. Lifestyles impressions have been conducted. Interviews with community members will be part of the library master planning process.
2012	Establish an email notification system when vehicle services are completed	Jeff Bowman (GS)	--	80%	4Q 2012	The automated notification system for completed vehicles will streamline communication and reduce downtime for city vehicle users. This system will be tied to a Fleet tracking system upgrade scheduled in 4th quarter 2012.
2012	Develop plan to conduct 2013 runoff mayoral election should a runoff be needed	Linda Yeager (GS)	--	10%	2Q 2013	The Election Commission started meeting in April. By the July meeting it was apparent that information needed to complete a mail ballot plan will not be available until 2013. Monthly meetings have been postponed until the 1stQ of 2013, at which time a mail ballot plan will be presented to the Commission for comment/suggestion. The date of the election will be scheduled to accommodate any recount requirement and will likely be on a Tuesday in January 2014.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2012	Manage a proactive Volunteer Program that assures diverse opportunities for volunteers within the organization and supports emergency operations when needed	Jolene Hausman (GS), Rachel Harlow-Schalk (GS)	--	Ongoing	Ongoing	Placement of 111 NEW volunteers was completed during this report period including volunteers to support the PD during their regional bike trail training. This fire season has been difficult and the Volunteer Coordinator was able to support both the High Park and Waldo Canyon fires through CVCN (Colorado Volunteer Center Network). During these emergencies the Coordinator managed databases and allocated resources including donations and volunteers. The City's Volunteer Appreciation BBQ was provided and over 550 volunteers were in attendance. The Westminster Employee Service Club (ESC) was also launched during this period. The Club's mission is to enhance the quality of life of our City through community outreach and service.
2011	Complete outsourcing of Fleet Parts operation	Jeff Bowman (GS)	--	80%	4Q 2012	The on-site storeroom began operation in February 2012 with Factory Motor Parts as the vendor. Database interface remains the largest challenge throughout the transition. Purchase by FMP of parts currently in the Fleet inventory will be completed using a credit system for services to the City. Any parts that are not used by FMP will be sold over several years to ensure parts availability to FMP.
2012	NEW: Create a mobile application for library patrons to better access services	Kate Skarbek (PR&L)	\$6,057	100%	2Q2012	This mobile application allows patrons to search the library collection, access their accounts, download ebooks and audiobooks, search articles, find program information, and contact the library in a streamlined way.
2012	NEW: Write the library master plan for 2013 - 2018	Kate Skarbek (PR&L)	\$500	10%	3Q2013	Create a master plan for the library using information obtained in the community needs assessment to determine how to best serve Westminster residents.
2012	Assure all media of municipal code is consistent, uniform in format, and updated within one month of new legislation adoption	Linda Yeager (GS)	\$12,000	Ongoing	Ongoing	Contractor has completed Titles 1 through 6 updates with uniform formatting, corrected typographical errors and inaccurate citations within the Code. The 1st housekeeping ordinance accomplishing substantive changes in Titles 1 through 4 that were outside the authority granted to the City Clerk was submitted to Council and adopted during the 2ndQ 2012. All ordinances have been codified within 1 month of Council's final adoption.

Objective 4: Maintain sufficient reserves: general fund, utilities funds and self insurance funds

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
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 reviews monthly employee injuries and automobile accidents. The Committee determines if the incident could have been avoided and if so, evaluates how the city can learn from each incident to help avoid similar situations in the future. The Committee has played an integral part in controlling and decreasing the number of injuries and accidents citywide. The Safety Committee reviewed 52 work-related injuries in the first half of 2012 and found 46% of them could have been avoided--an improvement from the 52% avoidable as of the end of the first quarter of this year. The Committee also reviewed 39 automobile accidents that occurred within the first half of the year involving city vehicles and determined that 30, or 77%, of those accidents could have been avoided by actions of the City or it's employees. The Safety Committee began reviewing automobile accidents in July 2011 and the accidents reviewed by the end of 2011 resulted in a 67% avoidable rate. The Committee members continue to work with their individual workgroups to prevent injuries, accidents and decrease these percentages. Risk Management also created a CDL/CMV Task Force to ensure the City's compliance with all DOT regulations. The first meeting took place in August and there are immediate plans to bring in outside experts to train employees who hold Commercial Drivers Licenses (CDL) in new law changes.
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 mid-year 2012 budget review 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 was included in the Amended 2012 Budget.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2012	Implement cost containment strategies to impact health care cost trends and promote a culture of health and balance	Debbie Mitchell (GS), Dee Martin (GS), Lisa Chrisman (GS)	\$687,000	25%	4Q 2012	Implementation of the Wellness Clinic along with current wellness initiatives are designed to impact an increasing cost trend. Items that will need to be discussed with clinic implementation include assurance of privacy, clinic logistics, partnering with wellness screenings and education, accountability/convenience for staff and families, return on investment (healthy employee and family, personal attention, preventing chronic illness/early detection, disease management, HRIS data input), and establishing/recognizing trends for the future. Staff initiated an RFP for clinic vendor services, interviewed several vendors and have completed a contract with the recommended vendor. The Administrative Memo along with the contract is going to Council for final review in September. Staff also selected a site and began site renovations. This includes relocating several existing operations to accommodate the clinic site renovation. Staff continues to offer wellness programs that address education and health screenings, illness and early detection and behavior modification programs. Staff also continues to work with Hays to analyze trends and where to best focus wellness efforts. Hays marketed the health insurance and are recommending a 4% increase in premiums for 2013.

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 (GS), Dee Martin (GS), Lisa Chrisman (GS), Jackie June (GS)	---	Ongoing	Ongoing	In 2012, work with all Departments includes identifying future needs and gaps, and finding staff development opportunities through "stretch" assignments and by mentoring, coaching and training. Several supervisors have completed the Supervisor Academy and are working on future development goals while all others complete the Academy. HR staff is currently working on the Leadership Development Program which will be held again in 2013. High level executives continue to attend the Center for Creative Leadership Development and one mid manager is participating in MSEC's management development program. HR staff work with supervisors to complete on-going recruitments, think strategically and plan with a focus on meeting current and future needs of the workforce. Materials for internal and external promotion of the City as an employer of choice continue through print information on recruitment brochures, the web design and content for the employment page, the creation of an on-line interactive benefits catalog, wellness program promotion, plus training and development information and electronic registration. The Parks, Recreation and Libraries Director was a critical position vacated and filled during this time period. The recruitment was conducted internally by HR staff for Brent McFall. Don Tripp, from Des Moines, Iowa was selected and hired in June. Since that time, a formal on-boarding process has been implemented to acquaint high level executives to the organization. HR has consulted with departments on employee relations issues, resulting in actions taken to hold employees accountable for their work and in some cases has resulted in termination. This is an important aspect of succession because the organization needs to ensure the right people are in the right places.
2009	Employee Healthcare Cost Containment Efforts	Debbie Mitchell (GS), Lisa Chrisman (GS), Dee Martin (GS), Nicki Leo (GS)	Integrated into overall healthcare costs - self funded	Ongoing	Ongoing	The Wellness Program is constantly evaluated to ensure it is meeting key health markers, risk factors and performance measures. Staff continues to work with Hays in the analysis of claims data to determine health risks that need to be addressed, and ultimately impact cost containment efforts. Staff has been the process of reviewing the wellness program for compatability with the strategies for the upcoming Wellness Clinic. Proactive efforts have been the focus in Wellness with educational emphasis on family health, fitness and nutrition. The Wellness Program continues to focus on consumerism and personal accountability and addresses risk areas through screenings, educational classes and programs. The Biggest Loser Challenge was completed with large participation and a focus on healthier habits resulting in healthier individuals and healthier claims, thus reducing our liability.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2012	Improve employee communication	Debbie Mitchell (GS), Dee Martin (GS), Lisa Chrisman (GS)	---	Ongoing	Ongoing	Staff implemented a communication strategy that better defined delivery methods and key messages around total compensation using supervisors and managers to communicate the message with their work groups. In addition, messages to reinforce the strategic plan and mission will be utilized and incorporated into all aspects of HR. Communication tools that were utilized included: face to face meetings, focus groups, JDE system and Intranet, Brent for key organizational messaging, supervisor and manager discussions, staff discussions and COW Talk. The primary purpose of the plan is to enhance employee communications with the objective of removing assumptions, getting supervisors to more effectively communicate key messages, partnering for communication, consistency in messages, and the reinforcement of our mission and values. Staff will continue to focus on best practices to enhance internal communications on areas including compensation, benefits, training and development opportunities, mission and values, plus important organizational initiatives and developments. Discussions also took place at the DH level to identify and unify key messages and communication objectives.

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 2011. In 2012, focus on level of service analysis is underway in preparation for the 2013 - 2014 budget development.
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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 (GS), Dee Martin (GS), Lisa Chrisman (GS)	\$35,000	Ongoing	Ongoing	Recognition efforts include two Teams in Actions awards luncheons recognizing departmental and interdepartmental team efforts; Customer Service Champions Internal and External; Length of Service milestones; and SPIRIT individual recognition for ongoing demonstration of the SPIRIT values. The SPIRIT Award Luncheon in 2012 was held in June at Legacy Grille. Sixteen employees received the award. ERAT is now planning for the 2012 Employee Appreciation Week which will be held the first week of September. Activities include individual division recognition, a breakfast cooked by the DH's and an all employee BBQ. The highlight of the week is allowing non-uniformed employees to wear jeans to work!! Thank you Brent!! Additionally, four Length of Service Luncheons have been held since the beginning of the year and employees were recognized for their long tenure with the organization in 5 year increments of time. Council recognizes employees with 20 years or more length of service at Council Meetings held each quarter. Tenured employees were honored at a City Council meeting on January 9, April 9, June 11 and July 23.
2011	Competitive Total Compensation Package	Debbie Mitchell (GS), Dee Martin (GS), Lisa Chrisman (GS)	\$2,500	Ongoing	Ongoing	Based on salary survey analysis, Staff was involved and have proposed classification change recommendations for the 2013/2014 budget. A pivotal recommendation from the analysis is the proposal of two additional pay plans for Police non-exempt sworn and Fire non-exempt commissioned classifications. These two pay plans better reflect market and will enable the organization to more easily maintain a competitive market position. A focus on comprehensive compensation and market based pay and benefits remain priorities for the organization. As part of the budget process, Staff also projected salary and benefit costs for 2013/2014. A comprehensive compensation communication plan was developed and was initially delivered to staff through supervisors and managers in June. These communication efforts will be ongoing and integrated into all total compensation messaging. Staff refined a pay philosophy that better meets the goals of the organization and remains market based while being sustainable and fiscally responsible. Staff will continue to review merit based methods of pay to determine how or if they are appropriate for our organization.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2010	Inclusive Management Practices	Debbie Mitchell (GS), Dee Martin (GS), Lisa Chrisman (GS)	--	Ongoing	Ongoing	Staff continues efforts to train all supervisors in collaborative management practices that reflect our SPIRIT values with the Supervisory Academy. The foundational classes include seminars in teambuilding, communication, conflict management, partnering, coaching, systems thinking and building relationships with other supervisors. HR continues to assist department heads, division managers and supervisors with employee relations issues, and by suggesting ways to make our employees teams more effective. HR staff are also integrally involved in executive, department head and management discussions regarding the organization and its workforce. The Leadership Development Program is being adjusted to better meet the needs of the organization and will be begin in January of 2013.
2010	Employee Relations Consultation	Debbie Mitchell (GS), Dee Martin (GS), Lisa Chrisman (GS)	--	Ongoing	Ongoing	Ongoing work with departments on employee performance issues, discipline, conflict, EEOC concerns, etc. continues to be a key focus for HR. Work to ensure consistent and fair treatment of all employees in a respectful, honoring manner reinforces our SPIRIT values. Employees are given opportunities to correct behavior and are held accountable through various methods of behavior modification including coaching, performance expectations and discipline. In the second four months, several high exposure disciplines were effectively addressed without grievances to the Personnel Board.
2010	Organizational Development and Change	Debbie Mitchell (GS), Dee Martin (GS), Lisa Chrisman (GS)	--	Ongoing	Ongoing	Consultation with departments on Core Services to ensure efficiency and an effective organizational structure to meet staffing needs has been a focus for HR. Staff have developed various strategies that will address resource and strategic management goals. Staff are involved with Level of Service reviews and discussions as part of the 2013/2014 budget. As a result of these discussions, several recommendations have been proposed for the 2013 pay plan, including FTE adjustments to better meet the strategic objectives of the organization. Another critical component consists of the ongoing coaching efforts by HR staff with departments through direct interaction with supervisors and their teams. These efforts improve effective supervision and teamwork, which ultimately improves service delivery to the community.

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
2012	Continue implementation of new Risk Management databases	Martee Erichson (GS), Jackie Bonavida (GS), Carey Jensen (GS)	--	45%	1Q 2013	The new Workers' Comp database, built by IT within the City's financial management platform, is working well and Risk staff have mapped out a similar version to be created for a new property and liability database. Risk staff are scheduled to meet with IT and HRIS staff in September to begin work on that database. In addition, Risk staff are working on a new environmental audit database to be more user friendly than the current database and allow access through the City's Intranet to track completed compliance items. Risk staff have also created a new CDL database for the centralized tracking of all CDL drivers working for the City.
2012	Deployment of iPads in the organization when a need is demonstrated	David Punttenney (IT)	--	Ongoing	Ongoing	Staff is evaluating various operation throughout the City for opportunities to improve efficiency and customer services with the integration iPad. IT Staff has deployed iPads to City Council, some managers and the Building Division for Inspectors.
2012	Provide training courses that educate employees on Risk Management processes, safety and how to reduce general liability claim exposure	Martee Erichson (GS), Jackie Bonavida (GS)	--	Ongoing	Ongoing	Staff is developing a general liability class in partnership with the City Attorney's Office, Infectious Disease Control Plan in partnership with the Fire Department, and continuing the Risk Management Road show. In addition, Risk staff will be working with outside experts on new training for City employees to ensure compliance with all DOT regulations.

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

2012 Citywide Goals & Objectives

Second Period Update



GOAL 3: SAFE AND SECURE COMMUNITY

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<i>Objective 1: Citizens are safe anywhere in the city</i>						
2012	Enforcement of Statutes related to Driving Under the Influence of Drugs and/or Alcohol	T. Carlson (Police) and T. Reeves (Police)	\$0	66%	4Q 2012	<p>During this reporting period, the PD participated in 5 High Visibility Impaired Driver Enforcements (HVIDE) that deployed 42 officers on Driving Under the Influence (DUI) specific enforcements for a period of no less than 4 hours as well as conducted 3 DUI Checkpoints involving 47 officers throughout the City. The Traffic Division conducted 2 saturation patrols utilizing the traffic officers and 13 officers were trained on Standardized Field Sobriety Testing.</p> <p>As previously reported, DUI Checkpoints and HVIDE are well publicized saturation patrols that generally do not generate a high volume of DUI arrests but are more for educating and providing high visibility, which can ultimately lower the number of DUI accidents, arrests and fatalities. However, it is important to note that the DUI Checkpoint Colorado program has been very successful, resulting in 21 arrests.</p> <p>Plans are in place for additional impaired driving enforcement throughout the year. The PD still anticipates that the overall number of DUI arrests for the year will increase due to proactive enforcement and required enforcement as an active participant of future HVIDE, DUI Checkpoints and Law Enforcement Assistance Fund grant programs focusing on impaired driving offenses.</p> <p>During the reporting period, there were a total of DUI arrests 341. This a 24% increase compared to the same time period in 2011.</p>
<i>Objective 2: Public Safety Departments: well equipped and authorized staffing levels staffed with quality personnel</i>						
2012	Order and equip a replacement ambulance for 2012	Rick Spahn (Fire)	\$124,229	100%	3Q 2012	Ambulance has been ordered with a prepayment incentive; unit was delivered in June and placed in front line status at Station 2. This unit replaces reserve unit #5212. Completed.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2011	Conduct the annual fitness testing and medical screenings for all commissioned personnel	Bill Work (Fire), Fire Department Fitness Team	\$52,850	65%	4Q 2012	These two programs have been inherent in the Fire Department operations for over thirty years. Program benefits include improved morale, stronger, healthier personnel, reduced injuries, and ultimately improved customer service. JSPA assessments began in March and will be completed by the end of May. Medical physicals were completed, and fitness testing is scheduled to start in September.
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), Amy Goetz (Fire)	\$222,000	100%	1Q 2012	Disposable medical supplies budget is \$112,000. Council approved a one year contract renewable up to two additional years, with Bound Tree Medical. This portion of the project was completed in 4Q 2011. The ambulance billing budget is \$110,000. Ambulance billing and collections contracts will expire in April 2012. RFP proposals were received from vendors for ambulance billing and collections; due to the number of proposals, the current agreements were extended to July 9, 2012. Wittman Enterprises and BC Services, apparent low bidders were approved by Council in May. Completed.
2011	Manage Municipal Court records in an efficient manner that assures compliance with applicable regulations	Carol Barnhardt (GS)	--	On-going	On-going	Open file audits continue and are in progress. FULLCOURT ENTERPRISE - Staff continues to work closely with the vendor and IT project manager to correct issues with the new upgrade. Testing is being done on version 4.1 and we anticipate uploading that by October 1, 2012.
2012	Assure Municipal Court process flow is appropriately documented and current to assure compliance with applicable regulations	Carol Barnhardt (GS)	--	On-going	On-going	This is an on-going project. With the implementation of the new RMS, all procedures will need to be modified or changed to reflect the new processes required by the new system. This project is overseen by the supervisors and changes or modifications are submitted by the staff. For this quarter, only a very few procedures have been updated since we just went live in mid-February and we are all still learning how the system works and identifying changes that need to be implemented.
2012	Revise vehicle replacement process	Jeff Bowman (GS)	--	60%	3Q 2012	Vehicle replacement accuracy and timeliness are important factors that impact vehicle operation costs. Fleet is partnering with Purchasing to develop an SOP that identifies the steps and responsibilities for each purchase.
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Objective 3: Timely response to emergency calls						
2010	Implement Closest Unit Dispatching (CUD) through Public Safety Communication Center	Alan Kassen (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. Still anticipate upgrade in 3Q 2012.
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 quarters.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
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 quarters of 2011. For 2012, the classes will be held in conjunction with police academy scheduling.
2012	NEW: Average a 5 minute or less response time to a Top Priority 1 Call for Service	T. Carlson (Police), R. Bowers (Police) and JJ Elliott (Police)	\$0	66%	4Q 2012	<p>The PD's process remains the same. We continue to monitor our Top Priority 1 Calls for Service. The data is reviewed and analyzed on a monthly basis with the emphasis on calls that take over a 10 minute response time. Those in question are reviewed by staff to ensure that details are accurate and the identified problem areas are dealt with. The PD does not see a need to address the current way we review these calls.</p> <p>During this reporting period, the overall average response time to Top Priority 1 Calls for Service was 5 minutes and 03 seconds. When compared to the same time period in 2011, there was a 3 percent decrease.</p>
Objective 4: Citizens taking responsibility for their own safety and well-being						
2009	Conduct the 2012 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. 2012 Academy ran from March 1 through May 24. A total of 23 participants, including 5 city employees, graduated on May 24.
2010	Private Hydrant Systems Maintenance and Testing Program	Bob Hose (FD)	--	95%	2Q 2012	Documentation received for testing for all listed private fire hydrant systems within the City. Currently attempting to define ability to require testing of hydrants owned by outside water systems. Determining how to implement on-going assurance program correlated with inspections to ensure private hydrants are maintained.
Objective 5: Manage disaster mitigation, preparedness, response and recovery						

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2006	Work with adjoining Fire Districts and cities to enhance mutual and automatic aid system	Alan Kassen (Fire), FD Battalion Chiefs (Fire), Fire Chief	--	Ongoing	Ongoing	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. Investigating compatibility with Arvada's AVL and InterGraph software this quarter to streamline multiple unit dispatching. Meetings have been set up with Thornton, North Metro, SWAC and Fed Heights to review current policies. North Metro agreement has been changed to reduce responses into the "Flying V" area whereas units respond on a designated channel and are disregarded in a more timely fashion versus all units having to arrive on-scene prior to disregard. SWAC mutual aid response/received data has revealed that due to lack of interoperability, we would receive more timely responses by sending Westminster units to multi-unit response within the city. Arvada mutual aid will be addressed when new Intergraph is upgraded and on-line.

Objective 6: Maintain safe buildings and homes

2010	Business inspection program	Bob Hose (FD)	--	Ongoing	Ongoing	Business inspection are conducted by Fire crews for fire safety and crew familiarity in case of a fire. The Fire Department benchmark average is an 85% completion rate for business inspections. 2011 business inspection completion rate was 86.4%. The self inspections completion rate for Self-Inspection low-hazard business for 2011 was 92.4%, which is a slight decrease from the target benchmark of 95% due to staffing reductions that reduced follow-up capability. Currently evaluating new methodology of assigning inspections in conjunction with the change over to the new RMS system implementation, as well as establishing updated performance measures corresponding to the new system.
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. A total of 17 inspections were completed for 2011. For 2012, quarterly Inspections were increased to 5 times per year. In 2012, a total of 23 inspections were accomplished from January through August.
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 residents, homes, and buildings from flooding through a stormwater management program

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2010	Continue proactive floodplain administration and stormwater management programs	John Burke (CD)	--	Ongoing	Ongoing	State and Federal Stormwater regulations continue to get more stringent. Specifically, Regulation #85 in Colorado and the EPA's proposed Stormwater Rulemaking will have a direct impact on how the City of Westminster deals with stormwater. We are closely following these issues and have a statewide organization (Colorado Stormwater Council) that will support us in these efforts.

Capital Improvement Projects Relating to Strategic Plan Goal: SAFE AND SECURE COMMUNITY
92nd Avenue/Federal Boulevard Intersection Improvements, Fire Station Major Maintenance/Remodel, Miscellaneous Stormwater Projects, Radio Replacement System, and EMS Records Management System



2012 Citywide Goals & Objectives

Second Period Update

GOAL 4: VIBRANT NEIGHBORHOODS In One Livable Community

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 1: Develop transit oriented development around commuter rail stations						
2005	Evaluate public infrastructure needs in South Westminster TOD Area	Andy Walsh (PW&U)	TBD	Ongoing	Ongoing	Staff is preparing final design plans for the relocation of the Little Dry Creek interceptor in the area of the Little Dry Creek Park, south of the Westminster Station. Staff is also preparing easements for RTD and coordinating the relocation of sewer mains around the Westminster Station. Furthermore, staff is coordinating the relocation of the Little Dry Creek sewer interceptor east of Federal Blvd. with RTD and the City will pay betterments for this work. The Target Completion Date for some of these projects cannot be defined at this time since we are relying on RTD and other outside entities to complete their work.
2005	Facilitate the development projects within the South Westminster transit oriented development (TOD) area	Tony Chacon (CD)	TBD	Ongoing	Ongoing	Continued discussions with property owners regarding possible acquisition and construction of a street to serve Westminster Commuter Rail Station. Plans are being finalized for the Westminster Station Plaza areas and the Little Dry Creek Park. Hired appraiser to assist in purchase of property. Assisted in preparation of voluntary cleanup plan with State of Colorado Department of Health.
Objective 2: Maintain and improve neighborhood infrastructure and housing						
2005	Work to protect federal Community Development Block Grant funding	Tony Chacon (CD),	--	Ongoing	Ongoing	The City received the CDBG allocation for FY 2012 of \$523,309, which is \$16,402 more than 2011 levels. Funding temporarily allocated to Bradburn Realignment Project.
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						
2010	Restore/rehabilitate north porch and second story balcony along with restoration of chimney at Bowles House	Jerry Cinkosky (GS)	--	100%	4Q 2011	Completed. Restoration of the north porch/balcony and the brick chimney was completed in December 2011.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
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 2012 applications were reviewed by the Parks, Recreation and Libraries Board on April 23 and awarded 10 out of the 15 applications. Several of the projects have already been completed and received reimbursement. All applicants have until December 31 to complete their project and submit for reimbursement.
Objective 5: Develop Westminster as a cultural art community						
2010	Complete stabilization of Shoenberg Farm Concrete Silo	Tony Chacon (CD)	\$94,410	100%	2Q 2012	Project completed.
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: VIBRANT NEIGHBORHOODS AND COMMERCIAL AREAS
Holly Park, Hyland Village Public/Private Improvements, South Westminster Revitalization Projects, Lift Station Improvements, and Little Dry Creek Regional Detention



2012 Citywide Goals & Objectives

Second 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 21, 2012, as a part of the City's Earth Day celebration. In 2012 the City, through the Center for Resource Conservation, fulfilled customer orders for Garden in a Box low water-use gardens. Single family irrigation audit requests are continuing with record demand for the 2012 Slow the Flow irrigation audit program. The 2013 Water Festival will take place at Front Range Community College on May 15, 2013 with over 1,100 students and teachers attending. The annual Water Festival is coordinated and sponsored by the Cities of Westminster, Thornton, and Northglenn. Several irrigation audits were provided to HOA's in Westminster by Staff. More are planned in September.
2012	Develop citywide Waste Management Plan	Carey Jensen (GS), Martee Erichson (GS)	--	Ongoing	Ongoing	Staff completed a comprehensive Waste Management plan instead of operation specific including updates when regulations and operations change. This item will be an on-going item because the plan must be updated to reflect new regulations or operational changes. Due to current regulation changes staff is working on getting all of the City's emergency generators registered and permitted with the CDPHE.
2012	Through the Green Team, work in partnership with departments to implement measures within operations that are energy efficient and environmentally sensitive	Rachel Harlow-Schalk (GS)	--	Ongoing	Ongoing	Between May and August of 2012, the Green Team arranged for the non-profit, Mission Wear, to make reusable bags out of oout dated City banners. The Team anticipates auctioning the bags at the September Employee Appreciation BBQ and funds collected will be used on a green project by the Team. The Team also supported ERAT in the establishment of zero waste events for both the Appreciation BBQ and the DH appreciation breakfast. Zero waste means that 85% of waste generated at the event was diverted from reaching the landfill by either recycling or composting. The Team also provided content and support to BO&M in their drafting of the City's first Energy Report.
Objective 2: Reduce energy consumption citywide						

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
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 \$2,517,094 ARRA \$468,700	AIGG - 100% ARRA - 100%	4Q 2013	Completed--Measurement and Verification Phase (M&V). The work for both the Capital and ARRA funded contract is done as of December 2011 and the funding has been expended completely. The M&V phase is in contract review because of a reduced price negotiation and will continue through November of 2013. M&V funding will come from BO&M operational accounts.

Objective 3: Increase and maintain greenspace (parks, open space, etc.) consistent with defined goals

2007	Work with surrounding communities to build support for a regional trail system linking to the Rocky Flats Wildlife Refuge	Heather Cronenberg (CD), Rich Dahl (PRL)	--	80%	TBD	This project has transitioned into supporting the Refuge to Refuge Trail idea that will connect the Rocky Mountain Arsenal to the Rocky Flats National Wildlife Refuge. The Department of the Interior is spearheading this idea and planning for the trail location is being conducted by the Department of Transportation in partnership with the local communities involved. Westminster is working with these agencies and hopes that the trail will utilize the Little Dry Creek trail through parts of Westminster along with an improved trail on the east side of Standley Lake and a new trail through the Westminster Hills Open Space area. The City and County of Broomfield, Boulder County, and Arvada are supportive of this trail and of the connection to Rocky Flats.
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 which was acquired in 2011. 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 the following grants from Adams County: \$448,700 for the acquisition of the McKay Lake Overlook parcels, \$1,538,670 towards the construction of Little Dry Creek Park, and \$87,500 towards the construction of a trail along Federal Boulevard between 92nd and 97th Avenue and 115th and 119th Avenue. The City also received \$200,000 from Jefferson County towards the acquisition of the Bonnie Stewart parcel.
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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 Annually	On-going	Ongoing	In June of 2012, Council heard the EAB's recommendations to improve recycling identified through an extensive community engagement process. The EAB recommendation moving to a singular staffed community recycling location with improved services. Staff anticipates a report to Council in Fall/early Winter 2012 as follow-up to all of the EAB's recommendations including one improved drop-off site. Currently, four drop-off location volume issues are being addressed by increasing collection days and a temporary employee who manages site appearance. Funding increased in 2012 (from \$6,000 to \$11,500) and twice per year the State gives the city a rebate for offering the program. Rebate funds continue to shrink- staff anticipates the City will receive approx. \$6,000 in 2012; down \$1,500 from 2011. To increase collections and temporary staff the City spent \$14,235 through June 2012 (\$3,100 in temp salaries). While the increased collections and temporary staff have reduced complaints, by the end of June the budget for the program was expended and rebate funds are not anticipated to bridge the cost of the program through the end of the year.
2012	Run environmental education campaign focused externally on recycling in the community and promotion of operational environmental efforts	Rachel Harlow-Schalk (GS)	\$15,000 first year, \$5,000 annually	5%	Ongoing	The Green Team and the Environmental Advisory Board (EAB) will work in partnership on this education campaign. It is anticipated that the program will be launched by the end of 2012. Staff have contacted public relations firms for cost estimates to launch the campaign with key timing of the campaign around potential changes to the community recycling drop-off locations.
2012	Continue programs for disposal of household hazardous waste and hard to recycle materials	Carey Jensen (GS), Martee Erichson (GS)	\$49,000 first year, \$43,000 annually	100%	2Q 2012	Staff completed the 2012 Hard to Recycle Guide that is available in hard copy or searchable pdf on the City's webpage.

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