



WESTMINSTER

Staff Report

TO: The Mayor and Members of the City Council

DATE: October 20, 2011

SUBJECT: Briefing and Post-City Council Briefing Agenda for October 24, 2011

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.
CITY COUNCIL MEETING	7:00 P.M.
POST BRIEFING (<i>The public is welcome to attend.</i>)	

PRESENTATIONS

1. None at this time

CITY COUNCIL REPORTS

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

INFORMATION ONLY

1. Monthly Residential Development Report
2. Parks, Open Space, and Trails Bond Funds Update
3. City Wide Goals and Objectives

SEE SEPARATE WEDA AGENDA

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





Information Only Staff Report
October 24, 2011



SUBJECT: Monthly Residential Development Report

PREPARED BY: Walter G. Patrick, Planner I

Summary Statement:

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

- The following report updates 2011 residential development activity per subdivision (please see attachment) and compares 2011 year-to-date totals with 2010 year-to-date totals.
- The table below shows an overall increase (198.4%) in new residential construction for 2011 year-to-date when compared to 2010 year-to-date totals (373 units in 2011 vs. 125 units in 2010).
- Residential development activity for the month of September 2011 versus September 2010 reflects a decrease in single-family detached (2 units 2011 versus 6 units in 2010), an increase in multiple family (16 units in 2011 versus 0 units in 2010), and no change in single-family attached and senior housing (0 units in both years).

NEW RESIDENTIAL UNITS (2010 AND 2011)

UNIT TYPE	SEPTEMBER		% CHG.	YEAR-TO-DATE		% CHG.
	2010	2011		2010	2011	
Single-Family Detached	6	2	-66.7	29	61	110.3
Single-Family Attached	0	0	-	19	12	-36.8
Multiple-Family	0	16	-	0	300	-
Senior Housing	0	0	-	77	0	-
TOTAL	6	18	200.0	125	373	198.4



Background Information:

In September 2011, Service Commitments were issued for 18 new housing units.

The column labeled “# Rem.” on the attached table shows the number of approved units remaining to be built in each subdivision.

Total numbers in this column increase as new residential projects (awarded Service Commitments in the new residential competitions), Legacy Ridge projects, build-out developments, etc. receive Official Development Plan (ODP) approval and are added to the list.

Respectfully submitted,

J. Brent McFall
City Manager

Attachment – Residential Development Report

ACTIVE RESIDENTIAL DEVELOPMENT

Single-Family Detached Projects:

Bradburn (120th & Tennyson)
 CedarBridge (111th & Bryant)
 Country Club Highlands (120th & Zuni)
 Countryside Vista (105th & Simms)
 Huntington Trails (144th & Huron)
 Hyland Village (96th & Sheridan)
 Legacy Ridge West (104th & Leg. Ridge Pky.)
 Lexington (140th & Huron)
 Meadow View (107th & Simms)
 Tuscany Trails (95th & Westminster Blvd.)
 Ranch Reserve (114th & Federal)
 Savory Farm Estates (109th & Federal Blvd.)
 Shoenberg Farms (72nd & Sheridan)
 Various Infill
 Winters Property (111th & Wads. Blvd.)
 Winters Property South (110th & Wads. Blvd.)

Aug-11	Sep-11	2010 YTD	2011 YTD	# Rem.*	2010 Total
1	0	6	6	38	7
0	0	1	0	3	1
0	0	2	0	96	3
0	0	0	0	9	0
7	1	14	33	74	21
0	0	1	0	105	1
1	0	0	2	2	0
0	0	0	0	3	0
0	0	1	0	0	1
4	1	1	11	24	5
0	0	0	0	0	0
0	0	0	0	24	0
3	0	0	9	37	1
0	0	3	0	10	3
0	0	0	0	8	0
0	0	0	0	10	0
16	2	29	61	443	43

SUBTOTAL

Single-Family Attached Projects:

Alpine Vista (88th & Lowell)
 Bradburn (120th & Tennyson)
 CedarBridge (111th & Bryant)
 Cottonwood Village (88th & Federal)
 East Bradburn (120th & Lowell)
 Eliot Street Duplexes (104th & Eliot)
 Highlands at Westbury (112th & Pecos)
 Hollypark (96th & Federal)
 Hyland Village (96th & Sheridan)
 Legacy Village (113th & Sheridan)
 South Westminster (East Bay)
 Shoenberg Farms
 Summit Pointe (W. of Zuni at 82nd Pl.)
 Sunstream (93rd & Lark Bunting)

0	0	0	0	84	0
0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	0	62	0
0	0	0	0	117	0
0	0	0	0	10	0
0	0	9	0	0	9
0	0	0	0	20	0
0	0	0	0	153	0
0	0	8	0	54	8
0	0	0	0	58	0
0	0	0	12	36	6
0	0	0	0	58	0
0	0	2	0	14	2
0	0	19	12	666	25

SUBTOTAL

Multiple-Family Projects:

Bradburn (120th & Tennyson)
 Hyland Village (96th & Sheridan)
 Mountain Vista Village (87th & Yukon)
 Orchard Arbour Square
 Prospector's Point (87th & Decatur)
 South Westminster (East Bay)
 South Westminster (Harris Park Sites I-IV)

0	0	0	0	233	0
0	0	0	0	54	0
0	0	0	0	144	0
0	16	0	300	244	0
0	0	0	0	24	0
0	0	0	0	28	0
0	0	0	0	6	0
0	16	0	300	733	0

SUBTOTAL

Senior Housing Projects:

Covenant Retirement Village
 Crystal Lakes (San Marino)
 Legacy Ridge (112th & Federal)

0	0	0	0	0	0
0	0	0	0	7	0
0	0	77	0	91	77
0	0	77	0	98	77

SUBTOTAL

TOTAL (all housing types)

16 18 125 373 1940 145

* This column refers to the number of approved units remaining to be built in each subdivision.



Information Only Staff Report
October 24, 2011



SUBJECT: Parks, Open Space, and Trails Bond Funds Update

PREPARED BY: Lauren Schevets, Open Space Technician
Heather Cronenberg, Open Space Coordinator
Richard Dahl, Parks Services Manager

Summary Statement:

This report is for City Council information only and requires no action by City Council. Staff wishes to update Council on the status of the POST bond funds.

Background Information:

In 2006, Westminster voters approved an extension of the Parks, Open Space, and Trails (POST) Sales Tax of ¼% through 2032, along with the sale of bonds up to \$20 million. The City sold bonds in the amount of \$20 million at the end of 2007, with \$12,024,065 to be utilized towards open space land acquisitions, and \$8,016,043 to be utilized towards parks projects. This Staff Report is to inform Council on the status of these bond funds, how they have been spent thus far, and pending future acquisitions and projects.

Below are the open space land acquisitions on which bond funds have been spent to date:

Open Space Land Purchases – Fund 540

2008

Feldman Property

- Big Dry Creek Open Space (southwest corner of 128th Ave. and Pecos St.) - 4.5 Acres
- Bond Funds: \$598,397

Doulos Ministries Property

- Big Dry Creek Open Space (northeast corner of 122nd Ave. and Zuni St.) – 38 Acres
- Bond Funds: \$1,700,300
- Adams County Open Space Grant Funds: \$950,000

Barnett Property

- McKay Lake Open Space (southeast corner of 144th Ave. and Zuni St.) – 2.92 Acres
- Bond Funds: \$378,481



Teeples Property

- Future Trail Connection near Walnut Creek (8055 West 108th Ave.) – 1 Acre
- Bond Funds: \$130,822

2009

DePalma Property

- Little Dry Creek Open Space (7370 Sheridan Blvd.) – 6.6 Acres
- Bond Funds: \$744,910
- Adams County Open Space Grant Funds: \$540,000

Spresser Property

- Little Dry Creek Open Space (7490 Sheridan Blvd.) – 0.8 Acres
- Bond Funds: \$346,049

Lowell Group Property

- Little Dry Creek Open Space (7010 Lowell Blvd.) – 3.26 Acres
- Bond Funds: \$350,185

Walnut Grove Property

- Walnut Creek Open Space (sw corner of 108th Ave. and Wadsworth Pkwy.) – 4.3 Acres
- Bond Funds: \$897,204

Thompson Property

- Mountain View Open Space (northwest corner of 104th Ave. and Grove St.) – 3.8 Acres
- Bond Funds: \$612,414

2010

Savory Farms Property

- Mushroom Pond Open Space (109th Ave. east of Federal Blvd.) – 8.15 Acres
- Bond Funds: \$550,367
- Adams County Open Space Grant Funds: \$550,000

Northridge at Park Centre Property

- Big Dry Creek Open Space (122nd Ave. and Park Centre Drive.) – 14.52 Acres
- Bond Funds: \$847,691
- Adams County Open Space Grant Funds: \$790,000

Barnum Property

- Little Dry Creek Open Space (68th Ave. and Grove St.) – 3.5 Acres
- Bond Funds: \$801,913
- Stormwater Funds: \$350,000
- Urban Drainage and Flood Control District Funds: \$350,000
- Adams County Funds: \$1,500,000
- Conveyance of City-Owned Lot 5A in Park Centre

Hawk Perch LLC Property

- North Hylands Creek Open Space (northeast corner of 104th Ave. and Sheridan Blvd.) – 6.34 Acres
- Bond Funds: \$1,085,275
- Adams County Open Space Grant Funds: \$1,085,000

Mandalay Irrigation Company Properties

- Loon Lake (southwest corner of 100th Ave. and Independence St.) – 9.26 Acres
- Lower Church Lake (southeast corner of 108th Ave. and Wadsworth Blvd.) – 41.89 Acres
- Bond Funds: \$1,000,600

Demolition Projects

- Demolition and removal of structures and improvements on five open space properties
- Bond Funds: \$216,604

2011

Sisters of the New Covenant Property

- Westminster Hills Open Space (100th Ave. and Alkire St.) – 25.5 Acres
- Bond Funds: \$795,000
- Great Outdoors Colorado Grant Funds: \$750,000
- Federal Natural Resource Damage (NRD) Funds: \$400,000

Total bond funds spent on open space acquisitions as of September 2011: \$11,056,212

Total grant funds received for acquisitions: \$5,065,000

Total acres acquired: 175

Total remaining bond funds for open space acquisitions: \$967,853

Available public land dedication (PLD) funds: \$755,994

Total available funds for open space acquisitions (Bond Funds and PLD): \$1,723,847

To date, the City has preserved 2,954 acres of open space (including 175 acres that were preserved utilizing the current bond proceeds). This is equal to 13.7% of the land area of the City. In order to reach the goal of 15% open space, the City needs to acquire 283 additional acres.

Below are some of the projects and acquisitions that Staff is currently working on, which will require use of bond proceeds and future Council approval. Additional future open space acquisitions remain confidential, but Staff will work to leverage the remaining funds as far as possible with various grant opportunities.

Metzger Farm Master Plan Implementation

- Construction will begin Fall 2011
- Bond Funds: \$217,000
- Broomfield Funds: \$217,000
- Adams County Open Space Grant Funds: \$345,000

Improvements to Mandalay Irrigation System (Loon Lake and Lower Church Lake)

- Bond Funds: \$200,000

Fencing Costs for Sisters of the New Covenant Property

- Bond Funds: \$70,000

Bonnie Stewart Property Acquisition

- South of 108th Avenue, east of Dover Street, near Walnut Creek Open Space - 30 Acres
- Staff is proposing to submit a grant request for \$200,000 to Jefferson County*
- Bond Funds: \$836,000 (if Jeffco grant request is unsuccessful)

Westminster Reformed Presbyterian Church Acquisition

- Big Dry Creek Open Space (4455 West 112th Ave.) – 2.24 Acres
- Bond Funds: \$81,230
- Adams County Funds: \$81,229

Tri-City Baptist Church Land Exchange and Acquisition

- Farmers' High Line Canal Open Space (6953 92nd Lane)
- Bond Funds: \$25,000

Meyers Property Acquisition

- Future Trail Connection along Allen Ditch at Green Ct. – 0.14 Acre
- Bond Funds: \$15,000

Westminster Hills Elementary School Site Acquisition – Adams 50 School District

- US36 and 80th Avenue (4105 W. 80th Avenue) – 5.12 Acres
- Bond Funds: \$255,000 (of this amount \$211,000 will eventually be recouped through the sale of the existing water and sewer taps)**
- Adams County Open Space Grant Funds: \$408,564
- School Site Dedication Cash-In-Lieu Funds: \$66,436

Total funds required for pending open space acquisitions and projects: \$1,699,230

Bond funds and PLD funds remaining after pending acquisitions and projects: \$24,617

***If Jeffco grant is successful, funds remaining will total: \$224,617.**

****The sale of the Westminster Hills Elementary School taps will generate \$211,000.**

Future possible funding options for open space acquisitions include cash-in-lieu of public land dedication fees that will be owed to the City as residential projects proceed and small amounts that may be available through annual POST fund revenue. Full payment of the Certificates of Participation for the acquisition of Metzger Farm should occur by 2016 which will free up approximately \$600,000 each year.

Additionally, Staff would like to inform Council that the funding source for the Westminster Reformed Presbyterian Church acquisition will be POST bond funds, instead of the POST land acquisitions account as originally anticipated. No official City Council action is needed on this change.

Parks, Recreation and Libraries Projects – Fund 750

Below are the park projects on which bond funds have been spent to date:

Westminster Center Park, 4801 W. 92nd Ave:

- Bond Funds: \$1,801,850
- General CIP Funds: \$520,726
- Great Outdoors Colorado Grant Funds: \$200,000
- Adams County Open Space Grant Funds: \$543,592

City Park Aquatics Renovation, 10455 Sheridan Blvd.

- Bond Funds: \$4,257,019
- General CIP Funds: \$1,017,922
- Conservation Trust Fund: \$694,164
- Jefferson County Open Space Grant Funds: \$300,000
- Jefferson County Open Space Attributable Share Funds: \$50,000

Westminster Sports Center, 6501 W. 95th Ave.

- Bond Funds: \$504,045
- Jefferson County Open Space Grant Reimbursement: \$139,285

Big Dry Creek Park, 1700 W. 128th Ave.

- Bond Funds: \$701,403
- General CIP Funds: \$950,000
- Hyland Hills Park and Recreation District Funds: \$500,000
- Adams County Open Space Grant Funds: \$500,000

Golf Course Restrooms, 10555 Westmoor Dr. & 10801 Legacy Ridge Pkwy.

- Bond Funds: \$501,003
- General CIP Funds: \$235,547
- Jefferson County Open Space Grant Funds: \$152,122

Total bond funds spent on Parks projects as of September 2011: \$7,765,320

Total remaining bond funds for Parks projects: \$250,723

Below are the remaining park projects that Staff is currently working on, which will require the use of bond funds:

Westminster Center Park, 4801 W. 92nd Ave:

- Bond Funds Remaining to be Spent: \$1,760

Swim & Fitness Center Renovation, 3290 W. 76th Ave.

- Bond Funds:
 - Original Issue: \$248,962
 - Interest Earnings Appropriated to Project: \$271,234
- Other Funds:
 - General CIP Funds: \$1,173,588
 - Adams County Open Space Grant: \$205,000

Should Council desire, Staff is available to return to a Study Session for further discussion on the POST bond funds.

Respectfully submitted,

J. Brent McFall
City Manager

Staff Report

Information Only Staff Report
October 24, 2011



SUBJECT: 2011 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 2011, the City of Westminster's centennial birthday. The items included in the attached document focus on those items activity through September 30, 2011, which specifically tie to Council's stated goals for 2011.

Background Information

The attached document reflects the actions Staff is pursuing to achieve City Council's 2011 Citywide goals and objectives. This report focuses on those items that specifically tie to Council's stated goals and objectives previously identified. Should Council desire additional information on a particular item included within this document, Staff will prepare appropriate supplemental information on the specific item requested. This report has been updated to reflect the revised Goals and Objectives based on Council's review in May 2011.

The City Council goals for 2011 remain as follows:

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

The Goals & Objectives document includes the following information:

Goal – These are the priorities originally set by City Council at their 2002 Goal Setting Retreat. The goals were re-affirmed and refined for 2011 at City Council's May 2011 Strategic Plan Review.

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

Initiated – This column identifies the year in which the action initiates. Many actions were initiated prior to 2011; this reflects the long-term nature of projects/initiatives within the City.

Actions – This column reflects those specific projects, initiatives, and/or programs that Staff is working on to help achieve City Council's goals. New or revised actions will be reflected in the next Citywide goals and objectives report to reflect Council's updates to the 2011 Citywide goals and objectives.

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

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

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

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

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

In some cases, Council will note that the originating year may be prior to the year 2011; several of the projects Staff is working on were initiated prior to 2011 and require multiple years to complete. These multi-year projects are carried forward to show continuing projects in addition to new ones.

As Council will see, Staff has included items for the newly created objectives, including: Goal 1, Objective 8; and the reprioritization of Goals 2 and 3; as underlined below. The Goals listed below also include other changes made by Council at the Strategic Planning retreat in May 2011.

Goal 1: 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 2: 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 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 people, 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 second period activity through September 30, 2011. This report does not highlight the full workload that Staff is pursuing. There are many assignments and departmentally oriented items that are tracked separately by the departments.

Respectfully submitted,

J. Brent McFall
City Manager

Attachment

2011 Citywide Goals & Objectives

Second Period Update



GOAL 1: FINANCIALLY SUSTAINABLE CITY GOVERNMENT PROVIDING EXCEPTIONAL SERVICES

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 1: Invest in well-maintained and sustainable City infrastructure and facilities						
2011	Continued emphasis on facility infrastructure, building envelopes, facades and exterior improvements.	Jerry Cinkosky (GS), Tom Ochterski (GS)	\$250,000	25%	4Q 2011	Punch lists completed with warmer weather during 1st Qtr 2011 for roof projects. Staff has begun working on capital projects identified for 2011. Efforts continue to be placed on building facades and building envelope projects throughout 2011. Requests for proposals have been sent out for a number of projects, including control and expansion joints at City Hall. Work is scheduled to begin the 4th quarter of 2011.
Objective 2: Secure and develop long-term water supply						
2003	Offer a high-efficiency appliance rebate program to gain water savings	Stu Feinglas (PWU)	\$23,500	Ongoing	Ongoing	In 2011, the City is focusing on conservation efforts for multi-family customers. Staff is working with several multi-family unit managers to offer high-efficiency toilets for installation in the units.
Objective 3: Focus on core city services and services levels as a mature city with adequate resources						
2007	Lobby Federal delegation on City's rights to collect and return internet sales tax	Barb Dolan (Fin), Matt Lutkus (GS)	--	Ongoing	Ongoing	City Council visited with the City's Federal legislative delegation in March in Washington D.C. and discussed this issue. City Staff have also been meeting with staff members in our Federal legislators' local offices to discuss the importance of this issue.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2008	Research and maintain grant funding	J.J. Elliott (Police)	--	Ongoing	Ongoing	<p>During this reporting period, the department was officially notified that we received the 2011 Driving Under the Influence Checkpoint Colorado grant in the amount of \$19,500 for overtime and the 2011/2012 Internet Crimes Against Children (ICAC) grant in the amount of \$9,674 for overtime, training, travel expenses, equipment and software. The department also received additional funding of \$12,000 from the 2011 High Visibility Impaired Driving grant for overtime, adding to their overall total grant funding of \$25,590.</p> <p>The department applied for and received grant funding from both the 2011 Public Safety – Target Grant in the amount of \$500 for supplies for the 2011 National Night Out and the 2011 Edward Byrne Memorial Justice Assistance Grant - Local Solicitation in the amount of \$31,889 for the partial funding of the North Metro Task Force Operations Budget. The department applied for the 2012 Bullet Proof Vest Program in the amount of \$17,250 for partial funding of bulletproof vests, but as of yet have not received notification whether we will be awarded the funding from either grant.</p> <p>The department received both the 1st and 17th JD VALE Scholarships totaling \$2,275 for up to 7 staff and/or volunteers to attend the 2011 Colorado Organization for Victim Assistance Conference. The department will continue to research and manage grant funding through the remaining of the year.</p>
2011	Proactively pursue alternate funding for the City's Municipal Domestic Violence Fast Track Program	Lee Birk & J.J. Elliott (Police)	--	100%	4Q 2012	<p>Projected Cost was updated from \$21,335 to \$0 since there is not cost to the City; and Percent Complete updated from 68% to 100% based on grant funds successfully awarded for 2011. The 1.0 FTE Victim Advocate's salary and benefits are 100% paid for via grant funding. During this reporting period, the department applied for the 2012 17th Judicial District Victim Assistance and Law Enforcement (VALE) Grant in the amount of \$45,962 to assist in the partial salary and benefits (68%) for a 1.0 FTE Victim Advocate in 2012. The Department intends on applying for the 2012/2013 1st JD VALE grant when it is officially announced for the remaining cost of the salary and benefits (32%) of the Victim Advocate position.</p>
2011	Develop and identify a cost effective solution to radio frequency interference issues in the southeast portions of the City - Gregory Hills Radio Site	Russ Bowers (Police)	\$50,000	99%	4Q 2011	<p>The Completion Date was updated from 90 percent to 99 percent. As previously reported, the Gregory Hills Radio site will increase the current 800 MHz Enhanced Digital Access Communication System's (radio system) strength and reliability. During this reporting period, the Department anticipated the project to be completed in May but due to a vital backordered single piece of equipment it did not occur. The final parts have been delivered and are being installed to integrate the GH site into the current system.</p>

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2011	Complete the annual ambulance fee survey	Rick Spahn (Fire)	--	25%	4Q 2011	Annual survey to keep the Westminster ambulance billing structure within the metro area average for public ambulance operations, while working to cover costs associated with ambulance services. Survey is near completion and will be evaluated in October, with proposed fee structure changes, if any, for approval in January, 2012.
2011	Conduct a community needs analysis to assess what residents need from the library	Kate Skarbek (PR&L)	\$9,000	45%	1Q2012	Analysis of how to better provide library and information services to Westminster residents and form partnerships with other entities. Map surveys of patron card registration were conducted. User and non-user surveys are underway. Lifestyles impressions, interviews with key community members and possibly focus groups will provide additional insight later this year.

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

2006	Refinance debt issues as market conditions permit to reduce the City's expenses for debt service	Tammy Hitchens (FIN), Bob Smith (FIN) and Bob Byerhof (FIN)	--	Ongoing	Ongoing	Finance completed three refinancings in 2010 to advance refund all or a portion of the 2001 and 2002 Sales & Use Tax Revenue Bonds, the 2001 COPs (Public Safety Center), the 1998 Golf Course Revenue Bonds, and the 1998 COPs (Ice Centre). The refundings were accomplished without extending the final maturities of the refunded debt. Combined, the three refundings will save the City about \$2.6 million in interest expense over the next 12 years.
2002	Continue strong emphasis on loss prevention (i.e., workers comp, property and liability losses) using the City's Safety Committee	Martee Erichson (GS), Safety Committee	--	Ongoing	Ongoing	

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2002	Review all fund reserves annually to assure adequacy to meet fund obligations	Steve Smithers (CMO), Tammy Hitchens (FIN)	--	Ongoing	Ongoing	Fund reserves were reviewed as part of the 2011/2012 biennial budget process. Current reserve levels are in accordance with City policy and adequate to meet the City's financial needs. A new General Fund Stabilization Reserve (GFSR) was created in 2009 through use of 2008 carryover as a means to stabilize ebbs and flows of Sales and Use Tax revenues impacts on General Fund and utilized immediately to balance the 2010 Budget. The GFSR was replenished, per Council adopted policy, through 2010 carryover in 2011 and an additional contribution to the GFSR is included in the proposed amendment to the Adopted 2012 Budget.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 5: Maintain a value driven organization through talent acquisition, retention, development, and management						
2010	Develop an integrated succession management program	Debbie Mitchell, Dee Martin, Lisa Chrisman, Jackie June (GS)	\$0	Ongoing	Ongoing	The goal of succession management is to effectively align systems, operations and personnel with a focus on the future health of the organization. HR Staff continues to work with all Departments in 2011 on succession management efforts. As part of this initiative, as positions become vacant, staff review the structure and needs of the organization to determine if changes are warranted in order to stay sustainable and relevant. From these reviews in 2011, there have been a few midyear temporary classification changes and Department re-organizations that will be recommended for permanent change in the 2012 budget. In addition to structural reviews of workgroups and Divisions as key vacancies occur, HR staff are working with all supervisors participating in the Supervisor Academy in order to continue leadership development and enhance supervisory skills within the organization. Individual Development Plans and coaching of employees on preparation for growth opportunities continues to be a focus of efforts with managers and supervisors. A toolkit is in the development stage to assist supervisors with meaningful coaching conversations with their employees.
2009	Employee Healthcare Cost Containment Efforts	Debbie Mitchell, Lisa Chrisman, Dee Martin, Nicki Leo (GS)	Integrated into overall healthcare costs - self funded	Ongoing	Ongoing	Proactive efforts in Wellness with a new educational focus on family health, fitness and nutrition. HR has conducted a study on cost effective alternatives to help with cost containment strategies for our health care and wellness programs. Recommendations will be made to City Management and Council in late 2011 and early 2012. HR continues to work with Hays, our benefits broker, to market our insurances and identify further potential savings. HR staff are working with Hays benefits consultant to create a five-year strategic plan for healthcare benefit provisions. As a result of these strategies and efforts, 2012 renewals were very positive with substantial savings to the City. Employee communication on personal accountability and responsibility for healthy lifestyle choices, preventative care and active attention to health care consumerism is targeted to begin during open enrollment of 2011.
2011	Coordinate and conduct a third Fire Officer Development Class.	Dennis Bishop (Fire); All Chief Officers of FD	\$1,000	100%	2Q 2011	Class was started in late 2010 with 15 students graduating May 11, 2011. Complete.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 6: Institutionalize the core services process in budgeting and decision making						
2010	Core Services Assessment	Brent McFall, Steve Smithers, Barbara Opie (CMO)	--	Ongoing	Ongoing	Commencing in November 2009, Staff developed and implemented the core services assessment to identify areas of focus for funding and areas that might be reduced or eliminated as a result of service duplication and limited funding availability. City Council and Staff successfully worked together to identify and prioritize City services as part of the 2011/2012 budget process, better positioning the City for long term financial sustainability. Staff updated the Core Services inventory document to reflect the changes made to the 2010 - 2012 budget and reviewed with City Council in May. This includes efforts to be more consistent in service hierarchy and priority naming.
Objective 7: Maintain and enhance employee morale and confidence in City Council and management						
2010	Employee Recognition Efforts	Debbie Mitchell, Lisa Chrisman, Dee Martin (GS)	\$26,600	Ongoing	Ongoing	Recognition efforts include two Teams in Actions awards luncheons recognizing departmental and interdepartmental team efforts; Customer Service Champions Internal and External; Length of Service milestones; and SPIRIT individual recognition for ongoing exceptional effort by front line employees. This quarter recognition efforts included a Teams in Action Luncheon and SPIRIT Awards Luncheon honoring outstanding employees who embody our SPIRIT values. Additionally this year the City is focusing on recognizing LEGACY MOMENTS in awards, articles, banners and recognition events such as the 100 year luncheon celebration in April. A final award for LEGACY creating teams in 2011 will be held at year end.
2011	Competitive Total Compensation Package	Debbie Mitchell, Lisa Chrisman, Dee Martin (GS)	\$2,500	100%	Ongoing	Staff completed the 2012 revised budget work which included a review of a few positions impacted by Department re-organizations, revised pay projections for 2012 and revised benefit projections. Staff worked with Hays Benefit Consultants on benefit renewals for 2012. Significant work was done to project benefits and wage options for 2012 as well as monitor and project expenditures in 2011.
2010	Consistent feedback through Performance Appraisal	Debbie Mitchell, Lisa Chrisman, Dee Martin (GS)	\$3,500	Ongoing	Ongoing	The E-Appraisal system is designed to provide employees an opportunity to give feedback in their self-appraisal and get behaviorally based feedback in their appraisal. Employees meet with their supervisors at least annually to discuss their work performance, individual objectives as well as employee developmental goals. Employees in their first year meet every 6 months.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2010	Inclusive Management Practices	Debbie Mitchell, Lisa Chrisman, Dee Martin (GS)	--	Ongoing	Ongoing	Staff are two years into a 5 year effort to train all supervisors in collaborative management practices that reflect SPIRIT with the Supervisory Academy. The foundational classes include seminars in teambuilding, communication, conflict management, partnership, strategic planning, coaching and performance management. Employee involvement in key management initiatives through EAC and departmental employee task forces. HR staff continue to monitor, evaluate and adjust classes and instructors as the program evolves to meet the current needs of the organization.
2010	Employee Relations Consultation	Debbie Mitchell, Lisa Chrisman, Dee Martin (GS)	--	Ongoing	Ongoing	Ongoing work with departments on employee performance issues, discipline, conflict, EEOC concerns, etc. Work to ensure consistent and fair treatment of all employees in a respectful, honoring manner. Employees are given opportunities to correct behaviors and comply with the Personnel Policies and Rules which outline the standards of the organization.
2010	Reduction In Force Efforts	Debbie Mitchell, Lisa Chrisman, Dee Martin, HR Analysts, Benefits Staff (GS)	--	100%	2Q 2011	Reduction in Force needs led to GS staff developing reduction in force layoff options, layoff packages, personnel policy modifications, consultation on staff reduction strategy and staffing needs, reorganization and reclassification options, processes for identifying employees for layoff, career transition and outsourcing resources, wellness resiliency training for remaining staff, benefit administration, EAP services, security, unemployment support, consultation and meeting prior to and layoff meetings with employees. These resulted in full mitigation of employment related legal claims or challenges. Coaching of employees through the transition impact was substantial. Executive Management Workshop on Moving Forward was developed and a line employee training on Moving through Difficult Times were developed and delivered in the 4th Quarter. Final support for this effort will be completed in 2011 as former employees benefits end. Efforts are now aimed at stabilizing the organization culture with a focus on our mission.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2010	Organizational Development and Change	Debbie Mitchell, Lisa Chrisman, Dee Martin (GS)	--	Ongoing	Ongoing	Consultation with departments on Core Services to address best effective organizational structure and staffing needs. Developed various strategies for organizational communication objectives to address resource, issues management to support the organization's efforts to meet strategic goals and objectives (i.e., 2011 pay freezes, focused work week changes, Apply Yourself Marketing campaign, succession management efforts, ongoing learning and development expectations). Continued future focus on stabilizing the corporate culture with an emphasis on customer service, performance improvement and ongoing learning. The City's mission is being re-emphasized along with celebrating 100 years of our proud legacy and continuing that legacy into the future. An employee campaign of "This is Our Legacy" has celebrated Westminster's Centennial and emphasized the employee role in creating the history. The emphasis of the campaign is to be proud of the past and to be determined to continue the legacy into the future with constant service improvement.
2010	Enhanced Employee Marketing and Communication	Debbie Mitchell, Lisa Chrisman, Dee Martin (GS)	\$2,000	Ongoing	Ongoing	Developed materials for internal and external promotion of the City as an employer through print information on recruitment brochures, web design for employment page, on-line interactive benefits catalog, wellness program promotion, training and development materials and digital media (i.e., video on City as employer). The focus is now on effectively communicating benefits and wellness packages. Staff are working on an integrated benefits communication plan with the concept of Total Rewards. Part of the communication strategy will be rolled out at Open Enrollment in 2011 with the bulk of the campaign being released in 2012. HR is also engaged in celebrating the City's Centennial and employee's involvement in the success of the organization. Integrated messaging will be infused into all HR employee communications including recruitment materials, ongoing employee announcements and future communications.
Objective 8: Invest in tools, training and technology to increase organization productivity and efficiency						
2010	Analysis of Training curriculum	Debbie Mitchell, Lisa Chrisman, Dee Martin (GS)	--	85%	4Q 2011	Reviewed course offering based on reduction in force and effectiveness of training classes in meeting key organizational objectives. This includes a review of course purpose/objectives, instructor effectiveness, course content, delivery method and application of learning back into the workplace. Through initial reviews, we have eliminated redundancy in some classes, changed some instructors, and modified some course content.

Capital Improvement Projects Relating to Strategic Plan Goal 2: FINANCIALLY SUSTAINABLE CITY GOVERNMENT PROVIDING EXCEPTIONAL SERVICES

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

2011 Citywide Goals & Objectives

Second Period Update



GOAL 2: STRONG, BALANCED LOCAL ECONOMY

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 1: Maintain/expand healthy retail base, increasing sales tax receipts						
2006	Attract retailers to I-25 Corridor: 136th Avenue and 144th Avenue	Susan Grafton (CMO)	--	Ongoing	Ongoing	Continuing efforts. Retail project at southwest corner of Huron is under construction. Pad in front of Wal-Mart under contract.
2008	Work with real estate community to encourage the filling of empty space throughout the City	Susan Grafton (CMO)	--	Ongoing	Ongoing	Continuing efforts.
Objective 2: Attract new targeted businesses, focusing on primary employers and higher paying jobs						
2000	Attend trade shows, site selection conferences and make contacts with key people and businesses to encourage new business development	Susan Grafton (CMO)	--	Ongoing	Ongoing	Staff regularly meets and talks with the commercial real estate community concerning space available and new tenants.
2009	Increase marketing presence in targeted industry groups	Susan Grafton (CMO)	--	Ongoing	Ongoing	Staff actively participated in the Colorado BioScience Association (CBSA), Colorado Software Association (CSIA), and the Energy Coalition and meetings and activities.
Objective 3: Develop business-oriented mixed use development in accordance with Comprehensive Land Use Plan						
2002	Pursue economic development prospects for the I-25 corridor and US 36 corridors	Susan Grafton (CMO)	--	Ongoing	Ongoing	Staff continues to meet with potential developers. Prospect activity has increased significantly over 2010.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
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 3% to approximately 14% and light industrial vacancy rates are still about 9%.
2002	Promote the sale and development of key City-owned parcels	Susan Grafton (CMO)	--	Ongoing	Ongoing	There is still active interest in the properties, but no contracts on the 14 acre Promenade parcel or the 5 acre Promenade East parcel.
Objective 5: Develop multi-modal transportation system that provides access to shopping, to employment centers						
2005	Work with RTD on FasTracks implementation plans for the City's three commuter rail stations	John Carpenter (CD), Matt Lutkus (GS)	\$10,000	50%	4Q 2011	Staff has been progressively working with consultants and RTD representatives on fine-tuning station locations, developing station and station-area plans and parking strategies for the Westminster and Westminster Center stations. A plan was prepared for additional development at the Shops at Walnut Creek Commuter rail station. Staff is actively involved in the Northwest Rail planning efforts. A station area plan for the Westminster Station is being finalized. An IGA with RTD is currently being finalized for the Westminster Station.
Objective 6: Develop a reputation as a great place for small and/or local businesses						

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
1998	Nurture and provide support to existing business to help them grow and prosper in Westminster	Susan Grafton (CMO)	--	Ongoing	Ongoing	During the months, January through April, 2011, 24 businesses applied for training reimbursement. For the Capital Project Grant Program, seven (7) new applications were received and one grant has been issued. Increased program eligibility to businesses with 50 or fewer employees.

Objective 7: Revitalize Westminster Center Urban Reinvestment Area

2003	Facilitate a major transformation of the Westminster Mall property into a mixed use urban center	Brent McFall (CMO), Susan Grafton (CMO)	TBD	Ongoing	Ongoing	WEDA now owns about 90% of the 105- acre site. Demolition of the remaining mall structure continues. JCPenny, Sears, Brunswick Zone, Olive Garden, US Bank, and the dental offices remain open for business. Negotiations with a potential Developer are continuing. Current plans anticipate a preliminary agreement by early 2012.
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**Capital Improvement Projects Relating to Strategic Plan Goal 4: STRONG, BALANCED LOCAL ECONOMY
Westminster Retail Initiative, Business Capital Project Grant Program, South Westminster Revitalization**

2011 Citywide Goals & Objectives

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>						
2009	Motor Safety Enforcement - Driving Under the Influence Enforcement	Tim Carlson (PD), Al Wilson (PD)	--	Ongoing	Ongoing	<p>During this reporting period, the Department maintained focus on enforcing Driving Under the Influence (DUI) violations with a dedicated effort to arrest drinking and drugged drivers. In both May and August, the Department participated in an Adams County, countywide DUI saturation effort. A total of 39 intoxicated drivers were arrested in May and a total of 29 intoxicated drivers were arrested in August, netting a total of 68 DUI arrests, of which 9 of the arrests were made by Westminster officers.</p> <p>During the month of June, the Department also directed 2 officers on each Friday and Saturday night to detect and arrest DUI offenders. That effort netted a total of 8 DUI arrests. Also during the months of May, June, July and August, officers conducted one DUI Checkpoint each month netting a total of 13 DUI Arrests.</p> <p>On the 4th of July, 4 officers were assigned to 4 hours of strict DUI enforcement. Those officers arrested 1 DUI driver. In addition to the aforementioned, 1 DUI officer has been assigned to work from 5:00 PM through 3:00 AM as a DUI Car from Tuesday through Friday netting a total of 44 DUI arrests. Overall, during this reporting period, the Department arrested a total of 147 DUI drivers.</p> <p>Lastly, the Department had officers attend the Advanced Roadside Impaired Driving Enforcement (ARIDE) course. The course trains "law enforcement officers to observe, identify and articulate the signs of impairment related to drugs, alcohol or combination of both, in order to reduce the number of impaired driving incidents as well as crashes which result in serious injuries and fatalities." Also, the Drug Recognition Experts and DUI instructors were able to attend the 1st Annual Colorado DUI Conference held in June.</p>
2011	Pursue a Fire Safety and Prevention grant to be able to provide a biweekly program focusing on child passenger safety	Sherrie Leeka (Fire), Gary Pedigo (Fire)	\$16,027	10%	4Q 2011	Grant has been written and submitted. Grant processing and approval is not anticipated until late in 2011.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<i>Objective 2: Public Safety Departments: well equipped and authorized staffing levels staffed with quality personnel</i>						
2010	Order and equip a replacement ambulance for 2011	Rick Spahn (Fire)	\$120,600	50%	4Q 2011	Specifications were updated, bids were received and evaluated. City Council has approved this purchase and a contract has been signed. The unit should be received in November of 2011, then will be equipped and placed in service in the 4th quarter.
2011	Conduct the annual fitness testing and medical screenings for all commissioned personnel	Bill Work (Fire), Fire Department Fitness Team	\$52,850	10%	4Q 2011	These two programs have been inherent in the Fire Department operations for over twenty years. Program benefits include improved morale, stronger, healthier personnel, reduced injuries, and ultimately improved customer service. Medical physicals and fitness testing is scheduled to start in September.
2011	Order, receive and equip a replacement ladder truck	Bill Work (Fire)	\$862,467	50%	4Q 2011	City Council approved this purchase on 1/24/2011. Contract has been signed and down payment made. Delivery of truck is expected around October 2011.
2011	Rebid key contracts for the EMS program including disposable supplies, ambulance billing, and delinquent collections	Rick Spahn (Fire), Harrison Davis (Fire), Tina Takahashi (Fire)	\$222,000	50%	4Q 2011	Disposable supplies budget is \$112,000. Ambulance billing budget is \$110,000. Ambulance collections generate revenue. Both the billing and collections contracts have been reviewed by Council and approved. The supplies bid process will occur later this year. In August, began drafting an RFP for disposable supplies. Anticipate completion in September with Council consideration in December.
2011	Pursue a Homeland Security Grant for the replacement of self contained breathing apparatus used by the department	Mike Reddy (Fire), Tracy Haze (Fire)	--	80%	2Q 2012	Grant Secured; The Fire Department will be receiving new state of the art SCBA equipment from the UASI/NCR grant process in 2011 or 1st quarter 2012. All existing SCBA will be turned in as part of the agreement. No match funds are required.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<i>Objective 3: Timely response to emergency calls</i>						
2007	Developing a monthly reporting system in order to evaluate response times on a monthly basis; the intent is to eventually compare response times with other agencies	Russ Bowers & J.J. Elliott (Police)	--	Ongoing	Ongoing	During this reporting period, the overall average Priority 1 Response Time for the first unit to arrive was 5 minutes and 15 seconds. When comparing the response time to the same reporting period in 2010, there is a 2% increase. Priority 1 Response Time continues to be one of the highest priorities for the department. The monthly review of the data has contributed to striving towards a quicker response time as well identifying potential or continuous problems related to policy and procedures allowing both the Patrol and Traffic units to be more aware of specific issues related to the overall response time of a Priority 1 Call for Service.
2010	Implement Closest Unit Dispatching (CUD) through Public Safety Communication Center	Doug Hall (Fire), Rich Welz (Fire)	--	25%	3Q 2012	Revisit the feasibility of implementing CUD for dispatching fire and EMS units. If warranted, work with City staff to develop a plan of action to implement in 2012 and 2013. CUD Project temporarily postponed until completion of pending public safety CAD system upgrade and implementation of FD RMS System. Anticipate 3rd Qtr 2012.
2011	Host a Statewide HazMat I.Q. Training Class	Dennis Bishop (Fire)	--	100%	2Q 2011	This class is paid for through UASI funding. The class will improve mitigation of haz mat events. The training is spread over 5 days and will train up to 50 personnel per day. Classes held in June with a near 100% attendance from WFD employees. Also attending were participations from city departments as well as fire districts throughout the state. Complete.
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 2011 is expected to occur in 4th quarter.
2010	Develop and delivery on-going training to the Police patrol group regarding Fire Department operations	Paul Spellman (Fire), Derik Minard (Fire), Ron McCuiston (Fire)	--	Ongoing	Ongoing	These trainings have occurred for several years and is an ongoing training to help to keep FD personnel and Police personnel on the same page. These trainings are conducted as a part of the police academy. To date, one training has been provided during the 1st quarter 2011.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 4: Citizens taking responsibility for their own safety and well-being						
2009	Meet and exceed the Citywide Dog Licensing Program Goals	Kim Barron & Kelli Jelen (Police)	--	Ongoing	Ongoing	The 4th year of the countywide Dog Licensing Program ended June 30, 2011, the minimum compliance rate was set at 20% for participating agencies. Westminster met the goal of 20% and exceeded it by an additional 3% with a total of 7,340 dogs being licensed. The 2011/2012 FY began on July 1st; the minimum compliance rate remains at 20%. Animal Management will continue to use vaccination/licensing clinics, water billing, internet and the media when appropriate to raise awareness of the need to license dogs.
2009	Conduct the 2011 Westminster Fire Department Citizen Academy	Sherrie Leeka (Fire)	\$1,000	100%	Ongoing	This 13-week free course give participants "hands on" opportunity to learn more about Fire Department services and operations. 2011 Academy was held March 3 through May 26. A total of 18 participant including 4 city employees graduated on May 26. Completed.
2010	Private Hydrant Systems Maintenance and Testing Program	Gary E. Pedigo (Fire)	--	50%	3Q 2011	Letters have been sent to complexes with private hydrants requiring inspection and testing. Flow information obtained from the testing will be compiled to aid responding engine companies.
2010	Draft a Contractor and Developer's Guide for fire protection requirements	Doug Hall (Fire), Gary E. Pedigo (Fire)	--	50%	4Q 2011	Work with Fire Prevention Bureau staff to complete a guide for contractors and developers specifying the fire department's requirements for processing plans and working through the fire department approval process in coordination with other City departments. Post guide on the Fire Department's web site.
Objective 5: Manage disaster mitigation, preparedness, response and recovery						
2006	Work with adjoining Fire Districts and cities to enhance mutual and automatic aid system	FD Battalion Chiefs (Fire), Fire Chief	--	Ongoing	Ongoing	Conversations continue with surrounding jurisdictions such as Federal Heights, North Metro and Arvada. Work is also being done at the North Area Operations Chiefs level to improve on inter-jurisdictional communications and operations. Additional meetings will continue throughout 2011 and 2012.
2011	Review and update Red Cross Shelter Agreements with Parks, Recreation & Libraries, Faith Based Shelters, and the American Red Cross	Mike Reddy (Fire)	--	100%	1Q 2011	Project Completed; New Shelter agreement is now in place for 3 City Recreation locations, CPRC, MAC and Westview. Staff has been trained and new agreement with Red Cross is finalized.
2011	Develop and provide a new Citywide training course that teaches employees how Westminster mitigates risk, prepares for, responds to, and recovers from catastrophic emergency events	Mike Reddy (Fire)	--	100%	2Q 2011	Project in place & ongoing; New project for 2011 to help employees understand the emergency management equipment and plan for the City of Westminster. Classes have been scheduled with the Citywide Training program and are now ongoing.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2011	Pursue grant funding to purchase and install video conferencing equipment in the City Council Board Room which serves as the Policy Group location in the event of a significant emergency	Mike Reddy (Fire)	\$11,000	100%	3Q 2011	Project cancelled; This project was to be grant funded. With recent federal grant reductions, a larger share was being expected from local governments for ongoing maintenance and equipment upgrades. Due to this change and the great deal of uncertainty about future funding expectations, the City has decided not to participate in the regional program.
Objective 6: Maintain safe buildings and homes						
2010	Business inspection program	Gary Pedigo (FD)	--	Ongoing	Ongoing	Business inspection are conducted by Fire crews for fire safety and crew familiarity in case of a fire. The Fire Department maintains an 85% completion rate for business inspections. The self inspections rate for low-hazard business was maintained at 100%.
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. In 2010, Home Safety Inspections were conducted on 25 homes and 50 residents. Inspections are conducted quarterly, with 12 completed through 3rd Quarter 2011.
2010	Maintain above average ratings for building inspector performance based on post project contractor surveys	Dave Horras (CD)	--	Ongoing	Ongoing	Surveys are sent out to our customers asking for feedback on our plan review and permitting process and our inspection and permit completion process. 82% of respondents rated the plan review process as excellent and 76% of respondents rated the inspection services excellent ALL categories.
Objective 7: Protect people, homes, and buildings from flooding through a stormwater management program						
2010	Continue proactive floodplain administration and stormwater management programs	John Burke (CD)	--	Ongoing	Ongoing	July storms produced significant flooding throughout the City of Westminster. We are now identifying potential solutions to fix areas that have flooded residential basements. Stormwater reserve funds will be tapped in order to provide timely response to these issues.

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

2011 Citywide Goals & Objectives

Second Period Update



GOAL 4: VIBRANT NEIGHBORHOODS AND COMMERCIAL AREAS

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 1: Develop TOD around commuter rail stations						
2005	Evaluate public infrastructure needs in South Westminster TOD Area	Andy Walsh (PW&U)	TBD	Ongoing	Ongoing	Discussions with RTD regarding water and sanitary sewer utility requirements for the Westminster Station and Fastracks utility relocations are still proceeding. Staff has confirmed future water main needs in the Station area. Staff is also working with RTD regarding the relocation of the Little Dry Creek sanitary sewer interceptor alignment and utility betterments. Projected Target Completion Date changed to "Ongoing" as needs are being identified and as utility designs progress.
2005	Facilitate the development projects within the South Westminster transit oriented development (TOD) area	Tony Chacon (CD)	TBD	Ongoing	Ongoing	Participated in development design charette to revise TOD land plan. Initiated discussions with Adams County Housing Authority relative to potential mixed use development.
Objective 2: Maintain and improve neighborhood infrastructure and housing						
2005	Work to protect federal Community Development Block Grant funding	Tony Chacon (CD), Matt Lutkus (GS)	--	Ongoing	Ongoing	The City received an estimate of its CDBG allocation for FY 2011 of \$506,907, which is \$98,084 less than anticipated. Staff anticipates additional funding cuts in upcoming years.
2003	Commence and complete Holly Park redevelopment project	Dave Loseman (CD)	TBD	60%	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.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2009	Public Graffiti Eradication and Education	Gary Pedigo (PD)	--	Ongoing	Ongoing	<p>During this reporting period, the Department was successful in receiving reimbursement funds of \$571 from Xcel for graffiti cleaning and removal from their equipment (i.e. boxes and poles) located within the City. The City and Xcel have a standing Contractual Agreement to allow the City to bill Xcel for graffiti cleaning and removal to their property so that it is removed within 72 hours instead of upwards of 60 days by Xcel.</p> <p>Year to date, the total square footage of graffiti removed within the City is 48,120.50. The square footage of graffiti removed has decreased by 5 percent during the same reporting period in 2010. Historically, since 2009, there has been an overall decrease in the total square footage of graffiti removed. Currently, it still takes less than a day to remove the graffiti.</p> <p>Approximately, 60% of Staff has been successfully trained on the surveillance equipment. The “real-time” surveillance cameras have been overwhelmingly successful. They are taking videos and photographs of graffiti offenders, which are currently under investigation. There are continually between 3 and 5 “hot Spots” within the City. Unfortunately, there are not enough cameras to cover the “hot spots.” In the near future, the Department may look at finding different funding alternatives into purchasing 2 or more cameras. Beginning in September, Graffiti Gang Training will be offered to all local middle and high schools.</p>

Objective 3: Preserve and restore historic assets

2003	Continue to explore implementation of the plan to remove the existing metal and masonry buildings west of the Bowles House to create an expanded historic area focused on the Bowles House	Tony Chacon (CD)	--	100%	2Q 2011	Coordinating final utility disconnects prior to demolition. Demolition of buildings on hold pending possible use for cold storage in short term. Demo of buildings on hold pending improvements to 72nd Avenue.
2009	Rehabilitate the east porch of the Bowles House and repair a significant wall crack in the northeast corner of the house	Tony Chacon (CD)	\$96,000	2%	4Q 2011	A contract with an architect to prepare construction documents and construction bidding are anticipated in 2011. Construction to be completed by November 2011.
2010	Restore/rehabilitate north porch and second story balcony along with restoration of chimney at Bowles House	Jerry Cinkosky (GS)	--	10%	4Q 2011	A contract with an architect to prepare construction documents and construction bidding are anticipated in 2011. Construction to occur in 2011. Spectrum General Contractors has been selected to reconstruct the north porch, with construction to begin October 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 2011 funding cycle included several neighborhoods receiving funding for landscape improvement projects; the following neighborhoods received grants: Stratford Lakes HOA \$2500, Stratford Lakes HOA \$2500, Pebblebrook HOA \$3,263, Silo HOA \$3,382.00, Trailside HOA \$5,196, Watermark Townhome HOA \$3,429, Westminster Housing Authority \$12,432, Progressive HOA \$14,247, Promontory Court HOA \$1,834
Objective 5: Develop Westminster as a cultural art community						
2010	Complete stabilization of Shoenberg Farm Concrete Silo	Tony Chacon (CD)	\$94,410	80%	3Q 2011	Rehabilitation work underway and due to be completed on schedule.
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 coordinate 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 Bocard (PRL)	TBD	Ongoing	Ongoing	Continue to provide community oriented special events to enhance quality of life and support convenient choices for an active, healthy lifestyle. Examples of events include: 4th of July; Westminster Faire; Community Pride Day; Holiday Tree Lighting and numerous other community enhancing activities.

Capital Improvement Projects Relating to Strategic Plan Goal 3: VIBRANT NEIGHBORHOODS AND COMMERCIAL AREAS
Holly Park, Lowell Boulevard Corridor Enhancement, Roadway Master Plan Update, South Westminster Revitalization Projects, Lift Station Improvements, Little Dry Creek Regional Detention



2011 Citywide Goals & Objectives

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GOAL 5: BEAUTIFUL AND ENVIRONMENTALLY SENSITIVE CITY

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<i>Objective 1: Have energy efficient, environmentally sensitive city operations</i>						
2005	Continue to provide education opportunities for water conservation landscaping options in residential and business developments	Stu Feinglas (PW&U)	--	Ongoing	Ongoing	A workshop on Water Efficient Landscaping occurred on April 16, 2011 as a part of the City's Earth Day celebration. In 2011 the City, through the contractor the Center for Resource Conservation, has delivered over 120 Garden in a Box low water gardens to participants. Audits are currently being performed for the 2011 Slow the Flow irrigation audit program. Irrigation audit requests have exceeded the 2011 goal and many customers have been placed on a waiting list for the 2012 program. The 2011 Water Festival took place at Front Range Community College on May 17, 2011 with over 1,100 Students and teachers attending. The annual Water Festival is coordinated and sponsored by the Cities of Westminster, Thornton, and Northglenn.
<i>Objective 2: Reduce energy consumption citywide</i>						
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 - 95%	1Q 2011 2Q 2011	This project is the second phase of the energy performance contract conducted and implemented in 2007 and 2008. Siemens Energy will be making retrofits, enhancements, and improvements to various City facilities to reduce the City's energy consumption. Phase II energy retrofits scheduled to be completed by February 2010. Coordination of energy retrofits and improvements underway. Substantial completion of the entire project scheduled for early Spring 2011. Siemens Energy has completed energy savings enhancements and irrigation retrofits. Project punch list and irrigation enhancement inspections are underway for both City funded projects and improvements that had been funded with use of Federal Stimulus Dollars (ARRA).
<i>Objective 3: Increase and maintain greenspace (parks, open space, etc.) consistent with defined goals</i>						

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2007	Work with surrounding communities to build support for a regional trail system linking to the Rocky Flats Wildlife Refuge	Heather Cronenberg (CD), Rich Dahl (PRL)	--	Ongoing	Ongoing	Staff has been working with the surrounding communities to form a coalition to protect open space and construct trails around and into Rocky Flats. All surrounding communities have expressed support for the trail connection idea. Westminster was awarded \$488,000 from Natural Resource Damage Funds associated with Rocky Flats towards the acquisition of the Sisters of the New Covenant property in the Westminster Hills Open Space area on the east side of the refuge. The opening of Rocky Flats is currently on hold due to other priorities within the US Fish and Wildlife Service. Staff is working separately with the Department of the Interior to plan a "Refuge to Refuge Trail" from Rocky Flats National Wildlife Refuge to the Rocky Mountain Arsenal National Wildlife Refuge.
2004	Participate in the wildlife refuge planning process for the Rocky Flats National Wildlife Refuge (RFNWR) with RFSC and Fish and Wildlife Service on mineral rights acquisition and proposals for the use of the NRD funds set aside for the RFNWR; work with the recently organized community "Friends Group" name Friends of the Front Range Wildlife Refuges, with SPC helped organize in 2008 to provide support and assistance to the USFWS	Heather Cronenberg (CD)	--	Ongoing	Ongoing	The state trustees for the \$4.5M Natural Resource Damage Funds awarded \$488,000 to Westminster for the acquisition of the Sisters of the New Covenant parcel in the Westminster Hills Open Space area. This acquisition is complete. The City continues to work with US Fish & Wildlife Service staff to encourage additional and timely funding for the Rocky Flats National Wildlife Refuge to implement the Comprehensive Conservation Plan (the master plan for the development of facilities, trails & other visitor features at the Refuge).
2005	Continue to acquire property within the Little Dry Creek flood plain between Federal Boulevard and Lowell Boulevard for the potential development of a park/open space trail corridor in the area	Tony Chacon (CD)	--	100%	4Q 2010	Staff negotiating acquisition of houses along Lowell Blvd. immediately south of Little Dry Creek in flood plain.
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 requested and received the following grants in 1Q 2011 from Adams County: \$232,000 for Savory Farms Improvements and \$81,229 for the acquisition of the Westminster Reformed Presbyterian Church property; and from Jefferson County: \$150,000 for Kings Mill Park. The City submitted a grant request to Adams County on August 1, 2011 for \$408,564 for the acquisition of the Westminster Hills Elementary School site. The City will be notified about the grant by November, 2011.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<i>Objective 5: A convenient recycling program for businesses and residents with a high level of participation</i>						
2002	City-wide recycling drop off locations	Jerry Cinkosky (GS), Rachel Harlow-Schalk (GS)	\$32,493	Ongoing	Ongoing	The EAB's Community Recycling Study Subcommittee has prepared draft recommended improvements to community recycling. In Nov/Dec '11, two focus groups will be held to react to the draft recommendations. Based on reactions, the Subcommittee may reconvene to change recommendations. If they do not need to make changes, the recommendations will be provided at larger community meetings (Feb/Mar '12). Based on reactions from the larger meetings, the Subcommittee may need to reconvene to change recommendations. If they do not, then their recommendation will be given to the EAB. The EAB would then prepare their final recommendation to City Council (possibly Summer 2012). In 2010, the City budgeted \$6,000 to provide the drop-off locations and spent \$21,756 to pickup materials. Additionally, an estimated \$10,737 was spent cleaning up areas by Staff. This same spending level is anticipated in 2011 with the same budgeted \$6,000. That is, the City spent \$32,493 to offer the drop-off program, \$26,493 of which was <u>not</u> budgeted. The City received \$11,094 in rebates from the State for offering the drop-offs in 2010--the same is expected in 2011.

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

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



WESTMINSTER

Westminster Economic Development Authority

TO: The Westminster Economic Development Authority Board Members
DATE: October 20, 2011
SUBJECT: WEDA Agenda for October 24, 2011
PREPARED BY: J. Brent McFall, Executive Director

POST WEDA BRIEFING

PRESENTATIONS

1. None at this time

EXECUTIVE SESSION - VERBAL

1. Consideration of the Authority's position relative to future negotiations related to the redevelopment of the Westminster Mall site and instructing the Authority's negotiators, as allowed by CRS 24-6-402(4)(e)

Items may come up between now and Monday night. You will be apprised of any changes to the agenda.

Respectfully submitted,

J. Brent McFall
Executive Director





WESTMINSTER

October 19, 2011

Linda Yeager, WEDA Secretary
City of Westminster
4800 West 92nd Avenue
Westminster, CO 80031

Dear Linda:

I wish to call a special meeting of the Westminster Economic Development Authority (WEDA) on Monday, October 24, 2011, to begin at 7:30 p.m. or as soon thereafter following the conclusion of the 7:00 p.m. City Council meeting and to be held in the Council Board Room of City Hall, 4800 West 92nd Avenue. The purpose for this meeting is to convene an executive session to consider the Authority's position relative to future negotiations related to the redevelopment of the Westminster Mall site and instructing the Authority's negotiators, as allowed by CRS §24-6-402(4)(e).

Sincerely,

Nancy McNally
Chair

cc: WEDA Board Members
J. Brent McFall, Executive Director

City of Westminster
Office of the
Council

4800 West 92nd Avenue
Westminster, Colorado
80031

303-658-2006
FAX 303-706-3921

Nancy McNally
Mayor

Chris Dittman
Mayor Pro Tem

Bob Briggs
Councillor

Mark Kaiser
Councillor

Mary Lindsey
Councillor

Scott Major
Councillor

Faith Winter
Councillor

