



# WESTMINSTER

## Staff Report

TO: The Mayor and Members of the City Council

DATE: November 19, 2014

SUBJECT: Briefing and Post-City Council Briefing Agenda for November 24, 2014

PREPARED BY: Stephen P. Smithers, Acting City Manager

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

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

Dinner 6:00 P.M.

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

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

### PRESENTATIONS

1. Expenditure of Section 108 Loan & CDBG Funds Balances

### CITY COUNCIL REPORTS

None at this time.

### EXECUTIVE SESSION

1. Discuss strategy and progress on the potential sale, acquisition, trade or exchange of certain water rights and the City's position relative thereto, and consult with the City's special water counsel on pending or ongoing litigation with potential impacts on the City's water property rights pursuant to W.M.C. 1-11-3 (C)(2),(3) and (7) and C.R.S. 24-6-402 (4)(a),(b) and (e)

### INFORMATION ONLY

1. Monthly Residential Development Report
2. Employee Appreciation Teams in Action 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,

Stephen P. Smithers  
Acting City Manager

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



## Staff Report

City Council Study Session Meeting  
November 24, 2014



SUBJECT: Expenditure of Section 108 Loan & CDBG Funds Balances

PREPARED BY: Tony Chacon, Senior Projects Coordinator

### Recommended City Council Action

Authorize Staff to proceed with expending up to \$200,000 in Community Development Block Grant (CDBG) funds and approximately \$458,000 in remaining Section 108 Loan Program funds, both provided by the U.S. Department of Housing and Community Development (HUD), towards acquisition of property and water/sewer utility tap-credits to support the future redevelopment of the southwest corner of 73<sup>rd</sup> Avenue and Lowell Boulevard.

### Summary Statement

- In 2014, the City received a CDBG allocation of \$614,010 from HUD. As of December 31, 2014, Staff estimates the CDBG fund balance will be at about \$1.1 million, which is approximately \$180,000 over the allowable regulatory threshold established by HUD. The City has received a letter from HUD putting CDBG recipients on notice that any fund balance that exceeds the regulatory allowance would be deducted from the 2015 CDBG allocation.
- Based on the HUD requirement, the City would need to spend down the estimated \$180,000 by December 31, 2014, to remain in compliance with the federal regulations and avoid having the amount deducted from next year's CDBG allocation.
- The City Open Space fund owns water utility tap-credits, valued at about \$200,000, obtained upon acquiring the Westminster Hills Elementary School on 80<sup>th</sup> Avenue, and which are intended to be sold. The City can expend CDBG funds to acquire the tap credits for use in conjunction with the redevelopment of 73<sup>rd</sup> Avenue/Lowell Boulevard or other affordable housing projects.
- The City received \$1.5 million in HUD Section 108 funds to support redevelopment on the southwest corner of 73<sup>rd</sup> Avenue and Lowell Boulevard. The City has expended about \$1.04 million towards the project for planning, acquisitions, and tenant relocations, leaving a balance of about \$458,000 with which to demolish the dilapidated buildings and further prepare the site for redevelopment.
- The City must fully expend the balance of Section 108 funds by December 31, 2014. Should the City not expend the funds accordingly, HUD will redirect them to a principal repayment fund that cannot be used to further fund any redevelopment.
- The Westminster Housing Authority owns land that is to be part of the 73<sup>rd</sup> Avenue/Lowell Boulevard redevelopment project that can be purchased using the Section 108 balance.

Staff Report – Expenditure of Section 108 Loan and CDBG Funds Balances

November 24, 2014

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- Acquisition of the land and utility taps in support of the 73<sup>rd</sup> Avenue/Lowell Boulevard redevelopment will ensure the funds utilized, while preserving such funds and assets in possession of the WHA and City for redevelopment.

**Expenditure Required:** \$658,000 (approximate)

**Source of Funds:** \$ 200,000 CDBG; \$458,000 Section 108 (approximate)

### **Policy Issue**

Should the City Council approve the proposed expenditures utilizing CDBG and Section 108 funds provided by HUD in support of the future redevelopment of the southwest corner of 73<sup>rd</sup> Avenue and Lowell Boulevard?

### **Alternative**

- City Council may choose not to authorize the expenditures from any one or both of the funds. Staff does not recommend this option as failure to expend money from the respective funds before the end of the year will result in either the loss of the Section 108 funds towards redevelopment of the aforementioned property, or a reduction of CDBG funding in 2015 equal to about \$180,000, or both.
- City Council may choose to support expenditure of the funds on an alternative projects. Staff recommends against this option as the City does not have any “shovel ready” projects where the CDBG funds could be fully expended before December 31, 2014, thereby placing the 2015 CDBG allocation in jeopardy of being reduced. Further, the Section 108 funds can only be spent on approved activities related to the 73<sup>rd</sup> Avenue/Lowell Boulevard redevelopment project.

### **Background Information**

The City participates in two U.S. Department of Housing and Urban Development (HUD) funded programs that provides money to support endeavors serving low-moderate income populations and/or geographically defined low income areas. Those programs are the Community Development Block Grant (CDBG) program that provides funding on an annual basis for a wide range of eligible activities and programs, and the Section 108 Loan Program that provided funding specific to a proposed redevelopment project at 73<sup>rd</sup> Avenue and Lowell Boulevard. The City currently has significant fund balances in both program accounts that must be expended by December 31, 2014. Should the funds not be expended, the City would lose the balances to fund eligible projects and programs.

#### *Community Development Block Grant*

Any City in the United States having a population of 50,000 or more is designated as an entitlement city under the HUD Community Development Block Grant Program (CDBG) and automatically receives an annual allocation of grant funds from the federal government. The City of Westminster, as an entitlement city, receives an approximate \$600,000 allocation of CDBG funds from HUD every year. Under HUD guidelines, the City is required to have an expenditure ratio of 1.5 times its annual allocation (approximately \$900,000) or less on an established “settlement date”, which for the year 2014 is December 31<sup>st</sup>. The City has many projects approved by City Council in the pipeline upon which the funds will eventually be expended; however, several factors have led to the City being unable to expend the funds quickly enough to meet the expenditure ratio in compliance with HUD requirements. A number of circumstances have created a situation where Staff estimates the City could be at about a 1.8 expenditure rate on the “settlement date”, which equates to about \$180,000 over the allowable balance.

A significant contributing factor resulting in the potential non-compliance with the expenditure rate has been HUD’s continuing delays in making the funds available to the City. In both 2013 and 2014, the City did not receive its funds until late August, although the program year, and the corresponding

start of the expenditure clock, starts March 1st. Thereby, the City is a full six months into the CDBG program year before it has been able to begin spending money. This delays the City's ability to proceed with projects and programs, thereby preventing the City from expending the funds in a timely manner. The delay in proceeding with the 73<sup>rd</sup> Avenue/Lowell Boulevard redevelopment has also had a significant impact on the expenditure rate given \$487,000 of CDBG funds is being held to provide financial assistance under a City Council approved agreement between the prospective developer and the City. It had been anticipated that the project would proceed in 2014, but will actually occur in a future year, possibly 2015.

More recently, the HUD regional office sent a letter to the City advising that the City must comply with the 1.5 expenditure ratio by December 31, 2014, or be penalized accordingly. As outlined in the letter, the penalty would amount to the City's 2015 CDBG allocation being reduced by 100% of the amount in excess of the required 1.5 expenditure rate as of December 31, 2014. Based on Staff's estimated rate of 1.8, the 2015 CDBG reduction could equate to about \$180,000. Accordingly, the City would need to spend this amount or more to maintain compliance and avoid losing CDBG funding in 2015. The City would need to find an eligible project or program where the funds could be immediately spent to comply with this requirement.

#### *Section 108 Loan Program*

Upon completion of the commercial/townhouse redevelopment at the northwest corner of 73<sup>rd</sup> Avenue and Lowell Boulevard, the City chose to continue pursuit of its successful redevelopment efforts to the south. To facilitate further redevelopment, the City pursued and was awarded a HUD Section 108 Loan Program credit line of \$2.53 million. Thereafter, the City entered into a development agreement with a prospective developer to develop a mixed use commercial/residential project along Lowell Boulevard south of 73<sup>rd</sup> Avenue. Under the agreement, approved by the Westminster City Council on May 14, 2012, the City agreed to draw down \$1.5 million of the Section 108 award to be applied towards the redevelopment project. Further, pursuant to the agreement, the City was to use the Section 108 funds to acquire property, relocate tenants (as required by federal law), demolish the buildings, and prepare the site for development. Using the funds, the City acquired three privately-held properties, and relocated three businesses and two residential tenants. Funds were also used to cover the cost of services pertaining to compliance administration, planning, tenant relocation, surveying and land valuations. In all, the City has expended about \$1.04 million of the \$1.5 million allocated, leaving about a \$458,000 balance to be spent. These remaining funds were being held to demolish the buildings, and any remaining funds thereafter to be applied towards acquisition of the WHA owned properties at 7287 Lowell Boulevard (temporarily utilized for the community theater) and 3630 W. 73<sup>rd</sup> Avenue, both properties being adjacent to each other. It was the expectation of the City to be able to expend this balance in 2014.

The redevelopment project has encountered several unanticipated delays due to coordination issues relative to demolition of the buildings, the loss of a \$2.0 million funding commitment from a non-profit organization, and site planning challenges. These delays have resulted in the City not being able to expend the remaining balance in the timeframe as originally envisioned. Meanwhile, under the Section 108 contractual agreement with HUD, the City must complete expenditure of the \$1.5 million drawdown by December 31, 2014. Should the City not fulfill this requirement, HUD will unilaterally move the remaining \$458,000 balance to an account that would be used towards repayment of the \$1.04 million already expended. These funds would sit in this repayment account until such time as repayment is required beginning in the fall of 2027. As such, the City would not be able to use these

remaining funds towards providing essential financial assistance for the redevelopment project. The project has been delayed in part given a financial gap created as a result of an equity partner rescinding a \$2.0 million commitment to provide federal Neighborhood Stabilization Program (NSP) grant proceeds. While the developer has gradually made progress in identifying funds to offset this financial impediment, a further loss of the Section 108 funds would exacerbate the financial situation relative to the project. Staff is preparing a 73<sup>rd</sup> Avenue/Lowell Boulevard redevelopment project update to be presented to City Council in the near future.

#### *Options for Expenditure of Fund Balances*

So as to ensure the City does not lose any funding capacity from either of the federal programs, the City needs to find projects or programs that the City can spend funds on immediately. Given the extremely limited time remaining to spend the funds, Staff has identified only two realistic means of expending the funds immediately. In 2012, the City Open Space Program acquired the old, abandoned Westminster Hills Elementary School site from Adams County School District No. 50. With this acquisition, the Open Space Program gained water and sanitary sewer tap credits having an estimated value of about \$200,000 at that time. The Open Space Program had no need for use of the taps, but had an interest in recapturing the value to help fund other acquisitions. Pursuant to City policy, tap credits can be utilized by a private party for new development on the same property; but cannot be sold by to a private developer to be used on another site. Therefore, the Open Space Program are not able to sell the tap credits to a private developer. However, the City water utility does allow for such tap credits to be transferred or sold to the City, or an affiliated agency (i.e. Westminster Economic Development Authority, Westminster Housing Authority (WHA), Westminster Building Authority), to support new development in the same general area, in this case, South Westminster. Based on this allowance, the Open Space Program has been seeking prospective projects that could utilize these credits, thereby allowing them to recapture \$200,000 through a sale. Acquisition of these tap credits from either fund for use in conjunction with the 73<sup>rd</sup> Avenue/Lowell redevelopment project is an eligible expenditure. Further, should the taps be acquired using solely CDBG funds, the tap credits could also be used towards any future affordable housing project should the project at 73<sup>rd</sup> Avenue/Lowell Boulevard not move forward.

The WHA owns two properties at 7287 Lowell Boulevard and 3630 W. 73<sup>rd</sup> Avenue. These properties are due to be part of the 73<sup>rd</sup> Avenue/Lowell Boulevard redevelopment project at such time the project commences. It was the intent of the City to acquire these buildings with any remaining Section 108 Fund balance upon completion of the demolition. Given the delay in demolition activity, the City could proceed with acquisition using the current \$458,000 balance. The WHA bought the properties for a collective \$550,000 in 2004. Upon acquiring the properties, the sale proceeds would be deposited into the WHA account. Thereafter, the funds could be used to provide further funding for the redevelopment project or be utilized to support other affordable housing endeavors. The funds would no longer be subject to federal regulations once the sale transaction is completed; although, the property itself would have to comply with HUD imposed economic development or affordable housing requirements.

Staff recommends that the Council authorize Staff to proceed with acquisition of the water tap credits at a cost of \$200,000 using proceeds from the CDBG account. This will give the City significant flexibility in where the water tap credits are to be invested. There is also a substantial benefit in buying the credits at the established value in that the cost savings, based on the cost differential at present value, can help reduce affordable housing project costs. Staff further recommends that the

balance of \$458,000 in Section 108 funds be used to complete acquisition of the WHA property, thereafter preserving the property and financial proceeds to support the 73<sup>rd</sup> Avenue/Lowell Boulevard redevelopment efforts. The Section 108 funds can only be spent on the 73<sup>rd</sup> Avenue/Lowell Boulevard redevelopment project in accordance with the application approved by HUD.

These recommendations meet the Westminster City Council goal of supporting “Vibrant and Inclusive Neighborhoods” by ensuring financial resources are preserved and directed towards redevelopment and revitalization in the South Westminster community.

Respectfully submitted,

Stephen P. Smithers  
Acting City Manager



WESTMINSTER

Staff Report

Information Only Staff Report
November 24, 2014



SUBJECT: Monthly Residential Development Report

PREPARED BY: Walter G. Patrick, Planner

Summary Statement

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

- The following report updates 2014 residential development activity per subdivision (please see attachment) and compares 2014 year-to-date totals with 2013 year-to-date totals.
The table below shows an increase in new residential construction for 2014 year-to-date totals when compared to 2013 year-to-date totals (234 units in 2014 vs. 34 units in 2013).
Residential development activity for the month of October 2014 versus October 2013 reflects an increase in single-family detached (4 units in 2014 versus 2 units in 2013), a decrease in single-family attached (0 units in 2014 versus 6 units in 2013), and no change in multiple-family and senior housing (0 units in both years).

NEW RESIDENTIAL UNITS (2013 AND 2014)

Table with 6 columns: UNIT TYPE, OCTOBER (2013, 2014), % CHG, YEAR-TO-DATE (2013, 2014), % CHG. Rows include Single-Family Detached, Single-Family Attached, Multiple-Family, Senior Housing, and TOTAL.

**Background Information**

In October 2014, there were 4 Service Commitments issued for 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 will change 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. Conversely, projects with expired service commitments are removed from the list.

This report supports the City Council Strategic Plan goals of Vibrant & Inclusive Neighborhoods and Beautiful, Desirable, Environmentally Responsible City.

Respectfully submitted,

Stephen P. Smithers  
Acting City Manager

Attachment – Active Residential Development Table

**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)  
 Various Infill  
 Winters Property (111th & Wads. Blvd.)  
 Winters Property South (110th & Wads. Blvd.)

***SUBTOTAL***

Sep-14	Oct-14	2013 YTD	2014 YTD	# Rem.*	2013 TOTAL
0	0	3	0	0	6
0	0	0	0	3	0
0	1	5	15	55	8
0	0	0	0	9	0
0	1	8	4	19	10
2	2	0	4	101	0
0	0	1	0	0	1
0	0	0	0	2	1
0	0	5	1	7	7
0	0	0	0	8	0
0	0	0	0	10	0
<b>2</b>	<b>4</b>	<b>22</b>	<b>24</b>	<b>214</b>	<b>33</b>

**Single-Family Attached Projects:**

Alpine Vista (88th & Lowell)  
 Cottonwood Village (88th & Federal)  
 East Bradburn (120th & Lowell)  
 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)

***SUBTOTAL***

0	0	0	0	84	0
0	0	0	0	62	0
0	0	0	0	117	0
0	0	0	0	58	0
0	0	0	0	153	0
8	0	8	8	22	24
0	0	0	0	53	0
0	0	0	0	8	0
0	0	0	0	58	0
0	0	4	8	2	4
<b>8</b>	<b>0</b>	<b>12</b>	<b>16</b>	<b>617</b>	<b>28</b>

**Multiple-Family Projects:**

Hyland Village (96th & Sheridan)  
 Orchard at Westminster  
 Prospector's Point (87th & Decatur)  
 South Westminster (East Bay)  
 South Westminster (Harris Park Sites I-IV)

***SUBTOTAL***

0	0	0	0	54	0
194	0	0	194	0	200
0	0	0	0	24	0
0	0	0	0	28	0
0	0	0	0	6	0
<b>194</b>	<b>0</b>	<b>0</b>	<b>194</b>	<b>112</b>	<b>200</b>

**Senior Housing Projects:**

Crystal Lakes (San Marino)  
 Mandalay Gardens (Anthem)

***SUBTOTAL***

0	0	0	0	7	0
0	0	0	0	0	60
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>60</b>

**TOTAL (all housing types)**

**204      4      34      234      950      321**

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



## Staff Report

Information Only Staff Report  
November 24, 2014



SUBJECT: Employee Appreciation Teams in Action Update

PREPARED BY: Lisa Chrisman, Employee Development & Benefits Manager  
Jen Prehn, Human Resources Analyst  
Debbie Mitchell, General Services Director

### Recommended City Council Action

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

### Summary Statement

The second 2014 Teams in Action luncheon was held on Wednesday, November 5, 2014, at City Park Recreation Center. This report is a summary of all November Teams in Action department submittals.

### Background Information

A basic tenet of modern personnel management strategy is to consistently, diligently and honestly recognize the valuable contributions of employees. Recognition can take many forms and it is the City's intent to utilize various awards systems to acknowledge the valuable contributions made by City employees. One form of recognition that occurs twice a year is the awarding of Teams in Action. The Teams in Action award is designed to allow each City department the ability to recognize efforts and accomplishments of various teams, task forces, or work groups that may operate intra or inter-departmentally. The goal of the award is to encourage teamwork and recognize team accomplishments in the areas of quality service delivery, enhanced productivity, systems and procedures improvement and quality of work life enhancements.

The following are summaries of the Teams in Action award submittals made by departments:

#### **City Manager's Office – 15-Year Vehicle/Equipment Replacement Plan Team**

This team revised the replacement criteria for City vehicles and equipment, developed strategies such as GPS monitoring and rotations to prolong their useful lives, and prioritized additional resources to support vehicle and equipment replacement. During this process, approximately 550 vehicles and pieces of equipment were analyzed for their specific operational needs, and Fleet Maintenance demands and costs. Staff developed a plan to replace critical vehicles and equipment whose replacement was delayed over the years due to available funding levels. This plan involved a cautious use of fund balance in the General Capital Outlay Replacement Fund (GCORF), which was generated from years of cost savings and efficiencies. A plan was also created to maintain funding levels and use funds in a responsible manner, without the need for additional financing strategies. This plan allowed the City to maintain an effective and timely vehicle and equipment replacement schedule by taking excellent care of our

vehicles and equipment, managing behaviors and prioritizing limited resources to ensure “the right tools for the job.” The project was successful due to a collaborative Staff effort, effective prioritization and open communication.

### **Community Development – Westminster’s Designation as a Solar Friendly Community**

(Received the CMO Choice Award)

This team was recognized for their efforts to make the City of Westminster a leader in adopting best practices in permitting, inspection, planning and public education to make it easier for residents to “go solar.” As a result of these efforts, the City was awarded certification as a Platinum Level Solar Friendly Community and recognized as the first “Platinum Level Community” in the State by the Colorado Solar Energy Industries Association (COSIEA). Certification as a Solar Friendly Community supports City Council’s 2014 Strategic Plan goals of “Visionary Leadership & Effective Governance” and a “Beautiful, Desirable, Environmentally Responsible City.” Not only did this group achieve their goal, but did it in a way that no other Colorado community has been able to achieve. Additionally, the City has implemented many other ways to help make it faster, easier and more affordable for Westminster residents to “go solar”. This is a great example of service and innovation at work.

### **Finance Department – Automated Business Licensing Team**

Westminster business and sales and use tax licenses used to be processed manually, which was frustrating and cumbersome for both license applicants and City Staff. A team of employees from several departments recently worked together to develop and implement an automated business license process. The project took shape over a period of several years and ultimately “went live” in late 2013. Staff now enters application information directly into the City’s sales tax system, where employees in various roles have access to begin the application review immediately and simultaneously. City Clerk Staff is able to ascertain at a glance, exactly where the application is in the review process at any given time. The new and improved process has significantly expedited the approval process for applicants, reduced the workload for the Clerk’s Office, and insured that the City has a complete and accurate record of the application review. This is a great example of teamwork in refining and streamlining processes to benefit Westminster businesses.

### **Fire Department – Quality Assurance Team for Emergency Medical Services and Fire Inspections**

This team developed an electronic system for two important components of Fire Department services – fire inspections and emergency medical services (EMS) quality assurance. Recently, the department began a new inspection program and needed a fully electronic system to collect and use the information gained from the inspections. This team developed documents, programs, protocols and data collection systems necessary for the fire inspection program to be successful. This involved a continuous process of writing, testing, and improving reports. Additionally, this team worked together to identify, develop and test the various reports necessary for the success of the EMS quality assurance program. This is a great example of employing the City’s values of teamwork and innovation to improve our Fire programs.

### **General Service Department – Yearly PRL Facility Shutdown**

Every year the Building Operations and Maintenance Division (BO&M) partners with Parks, Recreation and Libraries (PR&L) Recreation Division to coordinate annual shutdowns in five facilities. These shutdowns allow Staff to take care of needed repairs, maintenance and deep cleaning at the Mature Adult Center (MAC), Swim and Fitness Center, West View Recreation Center, City Park Recreation Center and City Park Fitness Center. BO&M and PR&L Staff meet each spring to prioritize needs and coordinate work between two teams in five facilities. This year, BO&M performed 48 work order tasks

and logged a total of 586 hours of work during the facility shutdowns. BO&M and Recreation Staff also coordinated 46 tasks completed by contractors. Careful coordination is required to make sure all projects are completed during the narrow window of time that each facility is closed. Accomplishing all of this work would not be possible without the exceptional teamwork between all of the team members in BO&M and PR&L. This partnership in action is an example of how departments come together to offer a high quality environment and experience to our citizens and guests.

#### **Information Technology Department – JDE 9.1 Tools Release Upgrade**

Over the summer, this team upgraded the JD Edwards EnterpriseOne Tools Release to the most updated version (9.1). The upgrade included a major enhancement of the user interface and the introduction of a single sign on for the majority of users to the human resources and financial management software system. This team worked on a number of projects to prepare the infrastructure and supplemental applications for the upgrade, including enhancing access through Chrome, IE9, and SSL-VPN, especially benefiting the 600 non-benefited employees who were added to JDE system last fall. Team members from Finance, Human Resources and City Manager’s Office helped test the enhanced navigation and user interface ensuring that this change would not negatively impact employees. The project was completed under budget and on time with very few follow up issues, leaving the City in an excellent position to use newer technology, such as mobile applications with JDE in the near future.

#### **Parks Recreation & Libraries – Citywide Special Event Implementation Team**

Each year the City of Westminster hosts three major events at City Park including the Sparkler Fast Pitch Softball Tournament, the 4<sup>th</sup> of July Celebration and Westy Fest. These events, along with the newly added Westy Craft Brew Fest, draw tens of thousands of people to the City annually. These events require a significant number of Staff and a great deal of planning. This year was a transformational year for all three events. The Westminster Faire was renamed “Westy Fest” in an effort to breathe new life into the event, and featured a new layout and a variety of fresh attractions. The inaugural Westy Craft Brew Fest was held in conjunction with Westy Fest and featured beer sampling from nine local breweries, a free concert, food, and lots of fun. Attendance was three times what was expected and attracted a demographic of residents who do not normally attend Westminster events. This year’s 4<sup>th</sup> of July celebration also saw improvements, after last year’s traffic analysis found a number of ways to streamline the event. The new plan greatly reduced the number of cones, barricades and Staff necessary for traffic control, resulting in a savings of more than \$4,900. Accomplishing the work required to pull off such large events would not be possible without the exceptional teamwork between various departments. This is a great example of SPIRIT in action!

#### **Police Department – Monster Max Team**

On September 17, 2014, the Police Department welcomed an 11-year-old boy named Max (also known as Monster Max) into the Police family. In March of 2004, Max was diagnosed with a rare medical disorder that makes him very susceptible to illnesses from those who come in contact with him. He attends school remotely and avoids crowds so that he does not come in contact with germs. At the beginning of the school year, Max’s home teacher told him about a project where he and his classmates needed to choose an occupation. After mulling it over, Max decided on being a Police Officer. Max’s mother emailed her neighborhood community to ask if a Police Officer lived in the neighborhood. Soon after the email was sent, the Police Department contacted Max’s mother and made arrangements to meet Max and make him an “Honorary Police Officer.” Numerous officers visited in a caravan of patrol cars and motorcycles as well as the Caped Crusader himself, Batman. The Monster Max Team made a huge difference in the life of a little boy who struggles with some very serious medical conditions and brought joy to him and his family.

**Public Works and Utilities Department – Capital Improvement Project Planning**

With the goal of developing an improved Capital Improvement Plan for the City’s entire Utility and with a strong focus on customer service, this team evaluated the condition of over 2,000 utility system unique assets. A series of collaborative workshops were held to prioritize repair and replacement projects to sustain the City’s high level of service at the lowest possible cost. The team considered reliability, redundancy, and safety in the context of larger changes in the City, including future development, redevelopment, and regulatory-driven improvements. Staff worked together to prioritize and recommend the scope and timing of capital improvement projects, and prepared a capital budget totaling \$60 million in improvements over two years for consideration by City Council. This large-scale capital planning effort lays the foundation for a sound transition from a developing City to a mature City. This is a great example of planning and the responsible use of funds to improve the quality of life for Westminster citizens.

The Employee Recognition Program is an integral part of the City’s efforts to provide a quality work environment and supports Council’s Strategic Plan goal of “Excellence in City Services.”

Respectfully submitted,

Stephen P. Smithers  
Acting City Manager