



WESTMINSTER

Staff Report

TO: The Mayor and Members of the City Council

DATE: November 13, 2013

SUBJECT: Study Session Agenda for November 18, 2013

PREPARED BY: Stephen P. Smithers, Acting City Manager

Please Note: Study Sessions and Post City Council meetings are open to the public, and individuals are welcome to attend and observe. However, these meetings 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 next Monday night's Study Session, the following schedule has been prepared:

A light dinner will be served in the Council Family Room 6:00 P.M.

CITY COUNCIL REPORTS

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

PRESENTATIONS

6:30 P.M.

1. Briefing with the City's State Legislative Lobbyists - *verbal*
2. Proposed Community Development Block Grant (CDBG) and HOME Projects for the 2014 Action Plan
3. Overview of the Parks, Recreation and Libraries Department
4. City Manager's Office Briefing: Functions, Responsibilities, and Issues

EXECUTIVE SESSION

1. Review and discuss attorney-client privileged matters with newly elected City Councillors as authorized by WMC 1-11-3(C)(3) and (8) and CRS 24-6-402(4)(b)

INFORMATION ONLY ITEMS

1. Monthly Residential Development Report
2. City Services Inventory – 2013 Update

Additional items may come up between now and Monday night. City Council will be apprised of any changes to the Study Session meeting schedule.

Respectfully submitted,

Stephen P. Smithers
Acting City Manager



WESTMINSTER

Staff Report

City Council Study Session Meeting
November 18, 2013



SUBJECT: Proposed Community Development Block Grant (CDBG) and HOME Projects for the 2014 Action Plan

PREPARED BY: Heather Ruddy, Community Development Program Planner

Recommended City Council Action

Authorize Staff to proceed to a public hearing on the proposed allocation of Community Development Block Grant (CDBG) and Home Investment Partnership Act (HOME) funds as set forth in this report for the 2014 Action Plan to be submitted to HUD.

Summary Statement

- The City of Westminster receives an annual allocation of CDBG funds from the United States Department of Housing and Urban Development (HUD). The funds must be used towards programs and projects benefiting low to moderate-income populations and areas. Based upon an anticipated cut in funding estimated at 10 percent, the City could receive roughly \$532,732 in 2014 CDBG funding. Based upon input from citizens and City staff analysis and discussion, the following CDBG projects are recommended to be funded in 2014 at the following estimated funding levels:
 1. CDBG Administration – Approximately \$106,546 or 20 percent of CDBG program
 2. Minor Home Repair Program - \$50,000
 3. Rodeo Market Park Phase II Community Garden - \$150,000
 4. Bradburn Boulevard Tree Replacement Program - \$25,000
 5. Bradburn Boulevard Decorative Lighting Installation - \$176,186
 6. 76th Avenue Streetscape Concept Plan - \$25,000
- The City receives an annual allocation of federal HOME funds through Adams County to be used on affordable housing projects and programs. For the past three years, the City has directed these funds, or a portion thereof, towards new affordable housing development. Based upon an estimated 10 percent cut, the City could receive approximately \$186,839. Of this amount, 10 percent or \$18,684 would be applied towards administration per an agreement with Adams County, and the remaining \$168,155 would be applied towards the Affordable Housing Development Fund.

Expenditure Required: \$532,732 (CDBG)
\$186,839 (HOME)

Source of Funds: HUD CDBG and HOME Programs

Policy Issue

Should the City allocate the CDBG and HOME funds to the recommended programs and projects?

Alternatives

1. The City Council may choose to not accept the funds. Staff recommends that such an alternative not be considered as the CDBG and HOME funds have provided benefits to Westminster residents and have provided needed funds for capital projects and other critical programs.
2. Council may choose to allocate the funds in a different manner. Staff believes the allocations identified in this agenda memorandum will serve Westminster residents well meeting a number of critical needs in the community.

Background Information

CDBG Program

The City of Westminster receives an annual allocation of Community Development Block Grant (CDBG) funds from the United States Department of Housing and Urban Development (HUD). In 2013, the allocation was \$591,925. Although the federal CDBG budget decreased nationally in 2013, the City of Westminster's allocation increased by 13.1 percent. This increase was the result of the rise in the poverty rate in Westminster from 2006-2010 as well as the expiration of a disaster recovery grant set-aside in the federal CDBG Program.

The 2014 CDBG allocation is not known at this time. The Federal Budget Control Act of 2011 requires an additional "sequester" reduction to many federal programs in 2014 however, the amount of the reduction is unknown at this time. A conservative estimate of a ten percent reduction would decrease the City's CDBG budget to approximately \$532,732 or less.

The CDBG funds are to be used for projects and programs that benefit the City's low to moderate-income populations and address blight conditions. Eligible project activities may include economic development/redevelopment, certain public facility and infrastructure improvements, and affordable housing activities.

Department of Community Development staff worked with staff from other City departments as well as solicited input South Westminster residents through the Progressive HOA community organization to develop a list of potential CDBG projects to be implemented in 2014. Approximately 12 homeowners provided input to the Progressive HOA regarding potential CDBG projects, which include:

- Large-item pickup
- Crabapple Tree Restoration on Bradburn Boulevard from 72nd Avenue to 80th Avenue
- Undergrounding of overhead utility lines
- Solar powered speed monitoring signs
- Funding for homeowners in need for arbor work including the removal of dead or dying trees

Staff evaluated the projects suggested by the Progressive HOA and assessed the feasibility of each. Per HUD regulations the large-item pickup and arbor work on private property would not be eligible to be

funded through the CDBG grant. The undergrounding of overhead utility lines may be eligible for funding under the City's current utility undergrounding program. Staff concurs with the Progressive HOA and recommends funding a tree replacement program in the public right-of-way along Bradburn Boulevard. The speed monitoring sign project is under consideration for future year funding, but is not recommended at this time.

Based upon staff's analysis, the top candidates recommended for 2014 CDBG funding are:

1. CDBG Administration - \$106,546 or 20 percent of CDBG program
Description: HUD allows grantees to utilize up to 20 percent of the CDBG funding for administration and planning expenses. This funding pays the salary of the full-time CDBG Technician and the part-time Community Development Program Planner. The balance of administrative funds is used towards training, supplies, and consultants as necessary. This level of funding is necessary due to the complexity involved in administering the federal CDBG program. The administration amount may be less than \$106,546 if the actual CDBG award is less than \$532,732.
2. Minor Home Repair Program - \$50,000
Description: Continue funding of the Minor Home Repair Program. To help qualified, low-income homeowners make badly-needed repairs that will improve their in-home safety and mobility, the City Council created the Emergency and Minor Home Repair Program in 2010. Through the program, up to \$5,000 in eligible minor and emergency home repairs can be made free of charge to income qualified households located within Westminster.
3. Rodeo Market Park Phase II Community Garden - \$150,000
Description: Continue improvements to the area north of the Rodeo Market located on 73rd Avenue, west of Osceola Street with land acquisition and improvements for the development of a community garden.
4. Bradburn Boulevard Stump Removal and Tree Replacement Program - \$25,000
Description: Stump removal and tree replacement in the public right-of-way along Bradburn Boulevard and the 7200 block of Newton Street.
5. Bradburn Boulevard Decorative Lighting Installation - \$176,186
Description: Decorative lighting installation along Bradburn Boulevard in the general three block area of 73rd to 76th depending on cost. The street light design would match that used for street lights along Lowell Boulevard and 73rd Avenue.
6. Phase I - 76th Avenue Streetscape Concept Plan - \$25,000
Description: Concept plan including survey work for streetscaping along 76th Avenue generally between Irving Street and Bradburn Boulevard subject to budget.

The total budget for the recommended projects is estimated and funding of each project may differ when the actual CDBG allocation is known.

HOME Program

HOME funds are distributed to eligible communities to assist in the development and provision of housing to low-income households and targeted populations (e.g. seniors, persons having disabilities, homeless, etc.). The City of Westminster alone does not meet the minimum population requirements to receive the funds directly from HUD as an entitlement. However, by having joined the HUD-

authorized Adams County HOME Program Consortium, the City receives an allocation of about \$200,000 annually, which provides funding for eligible affordable housing projects. Although the 2014 HOME budget is not known at this time, it is estimated that the 2014 federal sequester reduction will decrease the City's share to \$186,839.

In past years, the City has divided the grant proceeds between major home rehabilitation for low-income homeowners and down-payment assistance for eligible homebuyers. Ten percent of the grant, as allowed per HUD regulations, is kept by Adams County for program administration. There has been limited demand for the down-payment assistance funded by HOME money given availability of such funding from other organizations, including the Colorado Housing and Finance Authority (CHFA), Community Resources and Housing Development Corporation (CRHDC), which is headquartered in Westminster, and Adams County Housing Authority (ACHA). As a result, it is recommended that the City not use HOME funds to offer down-payment assistance in 2014.

Up until 2012, the City applied \$50,000 of its annual HOME allocation towards the Adams County administered major home rehabilitation program. However, City Council chose to suspend funding for this program given only two to three homeowners would benefit from the allocation, with an average cost of over \$19,000 per home. With future affordable housing developments in the planning stages, such as Adams County Housing Authority's redevelopment interest in the Westminster Station Transit Oriented Development (TOD) area, Council has since directed the annual proceeds to a development fund. Accordingly, staff recommends the 2014 HOME allocation also be directed towards future affordable housing projects, with the exception of the 10 percent set-aside for HOME administration. Following is the proposed allocation of HOME funds in 2014.

Adams County Administration	\$18,684 or 10% of HOME program
Housing Rehabilitation	\$0
Down Payment Assistance	\$0
Affordable Housing Development Fund	\$168,155

The proposed allocation of CDBG and HOME funds meets two City Strategic Plan goals: Financially Sustainable City Government Providing Exceptional Services and Vibrant Neighborhoods in One Livable Community.

These CDBG and HOME recommendations will be incorporated into a draft 2014 Action Plan to be submitted to HUD. This draft 2014 Action Plan will be presented for input at a public meeting on November 26, 2013 and for final City Council consideration on December 9, 2013. The final 2014 Action Plan must be submitted to HUD by January 15, 2014.

Respectfully submitted,

Stephen P. Smithers
Acting City Manager



WESTMINSTER

Staff Report

City Council Study Session Meeting
November 18, 2013



SUBJECT: Overview of the Parks, Recreation and Libraries Department
PREPARED BY: Jason Genck, Parks, Recreation and Libraries Operations Manager

Recommended City Council Action

City Council is requested to listen to Staff's overview of The Parks, Recreation and Libraries department operations, responsibilities and potential upcoming issues that might be coming to City Council for direction in the future.

Summary Statement

Staff will provide an oral presentation during the work session to overview the Parks, Recreation and Libraries Department.

Expenditure Required: \$0

Source of Funds: N/A

Policy Issue

None at this time.

Alternative

None at this time.

Background Information

The Parks, Recreation and Libraries Department provides parks, recreational, and informational/educational resources to meet the physical, social and cultural education needs of the Westminster community. Services include acquisition, design, construction and maintenance of parks, trails, open spaces and rights-of-way; the operation of recreation centers and libraries; and the planning and implementation of recreational programs, sports leagues, youth and senior programs and special events. Department-managed facilities include City Park Recreation Center, City Park Fitness Center, The Westminster Sports Center, Standley Lake Regional Park, Swim and Fitness Center, West View Recreation Center, College Hill Library, Irving Street Library, the Legacy Ridge Golf Course, the Heritage Golf Course at Westmoor, and the Countryside Outdoor Pool. As a partner with Hyland Hills Parks and Recreation District, the City supports the operation of the Ice Centre at the Westminster Promenade, The MAC, and Carroll Butts Athletic Park, which includes an indoor soccer/lacrosse facility. The department was awarded the National Gold Medal Award for Parks and Recreation Excellence in 1991, 1999, and 2007.

Staff's presentation highlights include:

- Department overview including purpose, organization chart, budget and general usage data
- Division functions and key upcoming projects
- Department's commitment and fulfillment of SPIRIT core values
- Advisory Board(s) and key committees who work with Parks, Recreation and Libraries
- Citizen feedback related to Parks, Recreation and Libraries from the 2012 Citizen Survey and 2013 Parks, Recreation and Libraries Survey
- Future of the Department

Attached to this document is the Department Description & Responsibilities and an organizational chart for this department. Both of these documents are included in the New Councillor's Guidebook and provided here as a reference to City Council as part of tonight's presentation.

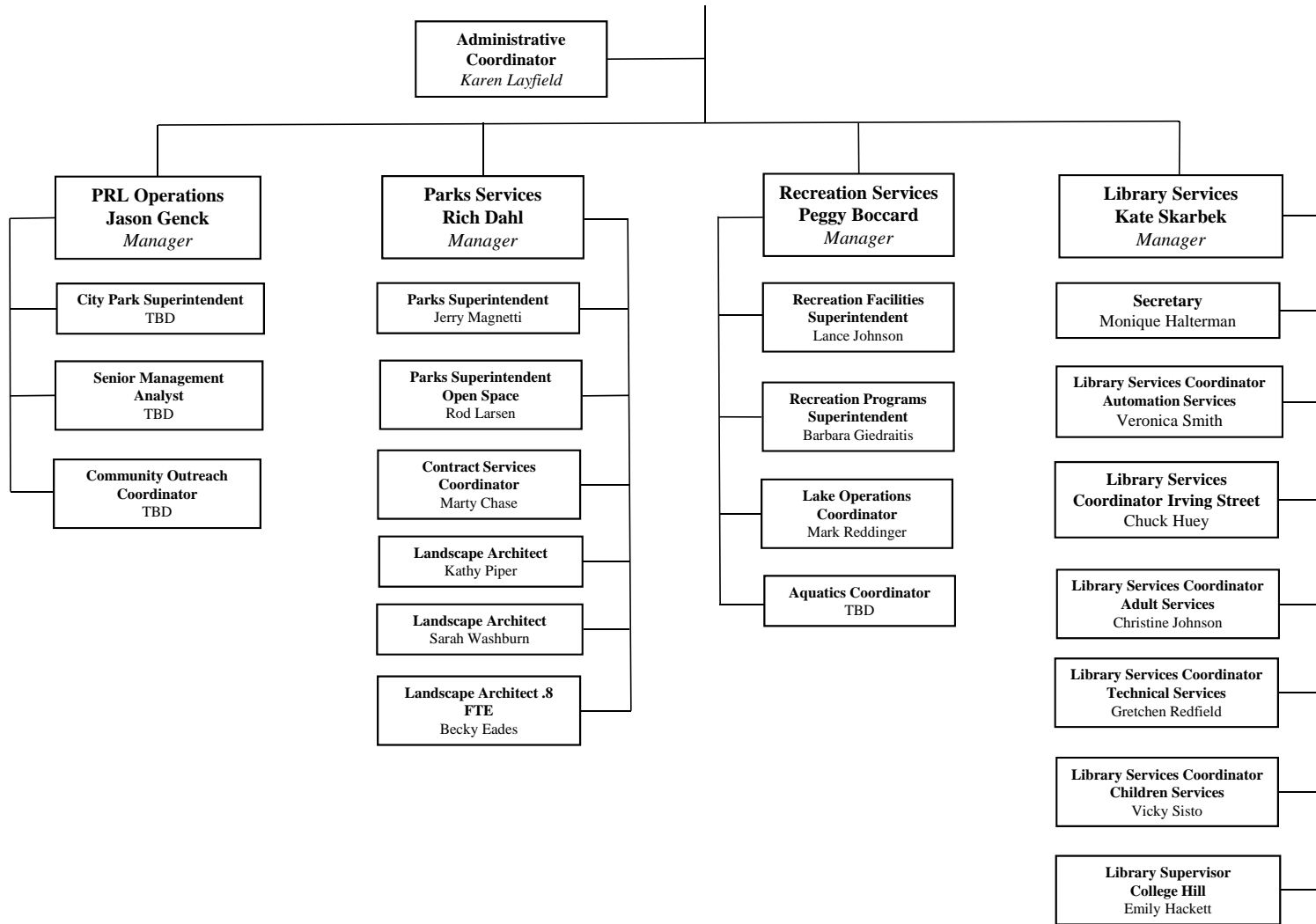
The function of the Department of Parks, Recreation and Libraries supports all of City Council's Strategic Plan goals: Strong, Balanced Local Economy; Safe and Healthy Community; Financially Sustainable City Government Providing Exceptional Services; Vibrant Neighborhoods in One Livable Community; and Beautiful and Environmentally Sensitive City.

Respectfully submitted,

Stephen P. Smithers
Acting City Manager

Attachments – Parks, Recreation and Libraries Organizational Chart
Parks, Recreation and Libraries Department Description

City of Westminster - Department of Parks, Recreation and Libraries
Donald M. Tripp, Director



Department Descriptions & Responsibilities

PARKS, RECREATION AND LIBRARIES

The Parks, Recreation and Libraries Department provides parks, recreational, and informational/ educational resources to meet the physical, social and cultural education needs of the Westminster community. Services include acquisition, design, construction and maintenance of parks, trails open spaces and right-of-ways; the operation of recreation centers and libraries; and the planning and implementation of recreational programs, sports leagues, youth and senior programs and special events. Department managed facilities include City Park Recreation Center, City Park Fitness Center, The Westminster Sports Center, Standley Lake Regional Park, Swim and Fitness Center, West View Recreation Center, College Hill Library, Irving Street Library, the Legacy Ridge Golf Course, the Heritage Golf Course at Westmoor, and the Countryside outdoor pool. As a partner Hyland Hills Parks and Recreation District, the City supports the operation of the Ice Centre at the Westminster Promenade, The MAC, and Carroll Butts Athletic Park, which includes an indoor soccer/lacrosse facility. The department was awarded the National Gold Medal Award for Parks and Recreation Excellence in 1991, 1999, and 2007.

Library Services Division

- Provides library services to the community at the College Hill Library and at the Irving Street Library.
- Circulates books, magazines, DVDs, audiobooks, and downloadable collections. Provides an extensive reference collection through print resources and electronic databases.
- Offers programs of interest to adults, teens and children.
- Offers a summer reading program to adults, teens and children.
- Conducts programs designed to promote citizen engagement, such as new English learners.
- Manages Friends of the Westminster Public Library, a non-profit dedicated to raising money for the libraries.

Operations Division

- Develops and oversees the department operating budget and capital improvement plan and manages recreation and golf computerized management systems.
- Serves as liaison to the Parks, Recreation and Libraries Advisory Board and the Westminster Legacy Foundation.
- Devises long-range planning strategies for all department facilities and programs.
- Coordinates all outreach and marketing activities of the department including public events.
- Manages the City Park complex, which includes both City Park Recreation and Fitness Centers and Christopher Fields.
- Devises long-range planning strategies for all department facilities and programs.

Park Services Division

- Performs all park, public facility, median, right-of-way, forestry, and open space outdoor maintenance; greenhouse operations; irrigation installation and repair; snow removal at City facilities and related public areas; and common area maintenance at the Westminster Promenade East, which

is comprised of the lake, Ice Centre at the Promenade and the Westminster Westin Hotel.

- Performs all design and development of parks and open space for the department.
- Manages the design, development, and construction of park capital improvement projects.
- Performs master planning of parks through community meetings and surveys.
- Participates with planning, acquisitions, and development of new parks and trails.

Recreation Facilities & Programs Divisions

- Operates four recreation centers - West View Recreation Center, the Swim and Fitness Center, the Westminster Sports Center, and manages The MAC. Amenities in these centers include indoor pools/aquatic centers, gymnasiums, fitness rooms, aerobics, cardio and weight rooms, multi-purpose rooms, classrooms, racquetball courts, pottery and ceramics, and a climbing wall. The division also operates a seasonal outdoor pool, Countryside.
- Provides a wide range of scheduled recreation activities to meet the unique needs of our community, including arts and crafts, adult, older adult, youth and teen programs, camps, and fitness programs.
- Manages the operation of Standley Lake Regional Park, lake security, and the Aquatic Nuisance Species Protection Program.
- Manages the operation of the City's two golf courses, the Legacy Ridge Golf Course and The Heritage Golf Course at Westmoor. This includes the golf course concessionaire agreement.



WESTMINSTER

Staff Report

City Council Study Session Meeting
November 18, 2013



SUBJECT: City Manager's Office Briefing: Functions, Responsibilities and Issues

PREPARED BY: Steve Smithers, Deputy City Manager
Barbara Opie, Assistant City Manager
Joe Reid, Communication & Outreach Manager
Susan Grafton, Economic Development Director

Recommended City Council Action

City Council is requested to listen to Staff's overview of City Manager's Office operations, responsibilities and potential upcoming issues that might be coming to City Council for direction in the future.

Summary Statement

With the recent City Council elections, Staff has prepared overviews of department operations to share with all of City Council. This will serve as an opportunity to orient new City Councillors as well as re-familiarize existing Council members on the wide variety of services and programs the City offers Westminster residents, businesses and visitors.

City Manager's Office Staff will be in attendance at Monday's Study Session to provide a brief overview of Office operations and answer any questions.

Expenditure Required: \$0

Source of Funds: N/A

Policy Issue

None at this time.

Alternative

None at this time.

Background Information

The City Manager’s Office (CMO) supports the City Council, helping them achieve the City’s strategic plan goals through progressive management, effective communication and the creation and maintenance of a vital local economy. CMO is responsible for the overall administration of the City in accordance with City Council policies and issues. CMO provides support to City Council with daily administrative issues and outreach efforts, provides direction and support to major development and redevelopment activities, develops the biennial budget, manages the City’s performance measurement and legislative programs, and provides a comprehensive internal and external communications operation. CMO also promotes diversified growth in the City by working with existing businesses, attracting key businesses to the City and setting the stage for future development.

The City Manager's Office functions with four work groups: Budget and Management Team led by Assistant City Manager Barbara Opie; Public Information Office led by Communication and Outreach Manager Joe Reid; Economic Development Office led by Economic Development Director Susan Grafton; and Administrative Support led by Executive Secretary to the City Manager Mary Joy Barajas. All of these groups work under the guidance and direction of the City Manager Brent McFall and Deputy City Manager Steve Smithers. A brief overview of their operations and upcoming issues for City Council are below:

Budget and Management Team – The Assistant City Manager’s team supports the efforts of the City Manager and Deputy City Manager. This workgroup supports the City’s regional transportation efforts, oversees the analysis and development of the City’s biennial budget, develops and conducts the biennial citizen survey (conducted in even-numbered years), oversees service inventory and service level analyses, coordinates the citywide performance measurement program, and backs legislative issues tracking.

An item quickly approaching, which will include a request for policy direction from City Council, is the State legislative session. The 2014 Session of the Colorado General Assembly will convene on January 8 and adjourn May 7. During this time, many bills are introduced that may positively or negatively impact the operations of and service delivery by the City of Westminster. Staff works diligently with the City’s legislative delegation, Colorado Municipal League, the City’s contract lobbyist Tomlinson & Associates, and other professional associations to track legislation and work collaboratively to positively impact proposed legislation. Key upcoming items for City Council related to the State Legislative Session are as follows:

- November 18 – Study Session: City Council introductions to Danny Tomlinson and Ed Bowditch with Tomlinson & Associates
- November 25 – Post City Council Meeting: City Council to review proposed Legislative Policy Statement (provides Staff policy guidance during the session on key issues) and State Legislative

Issues Guide (a brief handout for the State Legislators at the City’s annual legislative dinner on a few select issues)

- December 3 – City Council annual legislative dinner with State Legislators at Legacy Grill (opportunity to build relationships with legislators and share issues of opportunity and concern)

Public Information Office – The Communication and Outreach Manager manages the internal and external public information program and communication plan. Print communications include the city newsletter City Edition, the employee newsletter COW Talk, and the electronic newsletter – The Weekly. The Public Information Office also runs the Cable Channel 8 program, governs content of the website (including WestyConnect and Access Westminster), provides public relations counsel for the management of issues, and creates special public relations and communications programs for various projects.

On the outreach side, the Public Information Office assists other City departments and programs in their efforts to engage citizens for ideas, comments and input of all types. The Office also works in concert with the Mayor and City Council to develop and implement a comprehensive citizen outreach program that includes face-to-face meetings (City Council breakfasts and desserts, We’re All Ears events), telephone town halls, WestyConnect, and other opportunities.

The Public Information Office will be meeting with the new Mayor and City Council in the near future to discuss what you would like to see in a City Council outreach program.

Economic Development Office – In order to create and maintain a vital economy and sustainable community the Economic Development Office focuses efforts in three areas: (1) working with existing businesses to help them grow and prosper; (2) attracting new businesses to the City to fill vacancies, balance the economy and provide better employment opportunities; and (3) promoting new commercial development and redevelopment across the City. Some of the ways these efforts have manifested over the past 12 months include improving communications via an updated and more interactive Economic Development website; the attraction/retention of primary employers such as AirComm, MSI, Plato BioPharma and DigitalGlobe; the filling of vacant space at the City Center Marketplace, Northview Shopping Center and Brookhill Shopping Center; the issuance of Small Business Scholarships and Grants; the completing of over 100 retention visits; initiating Westminster Tech Connect and Manufacturer’s Roundtable; as well as the activity around the Westminster Center Urban Reinvestment Project (WURP).

Many important economic development/redevelopment issues will be coming before City Council in the near future, particularly surrounding the WURP project, including an update scheduled for the Post City Council meeting on December 9.

Administrative Support – The Executive Secretary to the City Manager and two Administrative Secretaries support the City Manager, Deputy City Manager, City Council, and the City Manager’s Office. They provide scheduling assistance, travel arrangements, weekly packet preparation and delivery, and assist with citizen inquiries and associated follow up.

Attached to this document is the Department Description & Responsibilities and an organizational chart for this department. Both of these documents are included in the New Councillor’s Guidebook and provided here as a reference to City Council as part of tonight’s presentation.

The City Manager’s Office supports all five of the City’s Strategic Plan goals: Strong, Balanced Local Economy; Safe and Healthy Community; Financially Sustainable City Government Providing Exceptional Services; Vibrant Neighborhoods in One Livable Community; and Beautiful and Environmentally Sensitive City.

Respectfully submitted,

Stephen P. Smithers
Acting City Manager

Attachments:

- Department Descriptions & Responsibilities: City Manager’s Office
- City Manager’s Office Organization Chart

Department Descriptions & Responsibilities

CITY MANAGER'S OFFICE

The City Manager's Office is comprised of the City Manager, Deputy City Manager, Assistant City Manager, Assistant to the City Manager, Communication and Outreach Manager, Economic Development Director, Senior Management Analyst, Senior Public Information Specialist, Public Information Specialist, Economic Development Officer, Economic Development Specialist, Economic Development Communications Coordinator, Executive Secretary to the City Manager, and two full-time and two part time Administrative Secretaries.

The City Manager works primarily with City Council, local business, developers, and those people doing business with the City of Westminster. He is heavily involved in economic development, intergovernmental relations, and City planning and is responsible for the day-to-day operations of the City. The City Manager is regarded as the Chief Executive Officer of the City.

The Deputy City Manager works with the City Manager directing the areas of budgeting, revenue projections, and capital improvement planning and public information. The duties also include coordination of City departments and services as well as management of major special projects. This person confers with department heads on staffing, organization, budgeting and other items of administration. He serves as the lead on legislative issues at the state and federal level.

The Assistant City Manager's team researches and coordinates assigned new programs; analyzes City policies and operating procedures; coordinates analysis and preparation of the City budget; manages the citywide performance measure program; supports legislative issues tracking; supports the City's regional transportation efforts; and assists the City Manager and Deputy City Manager.

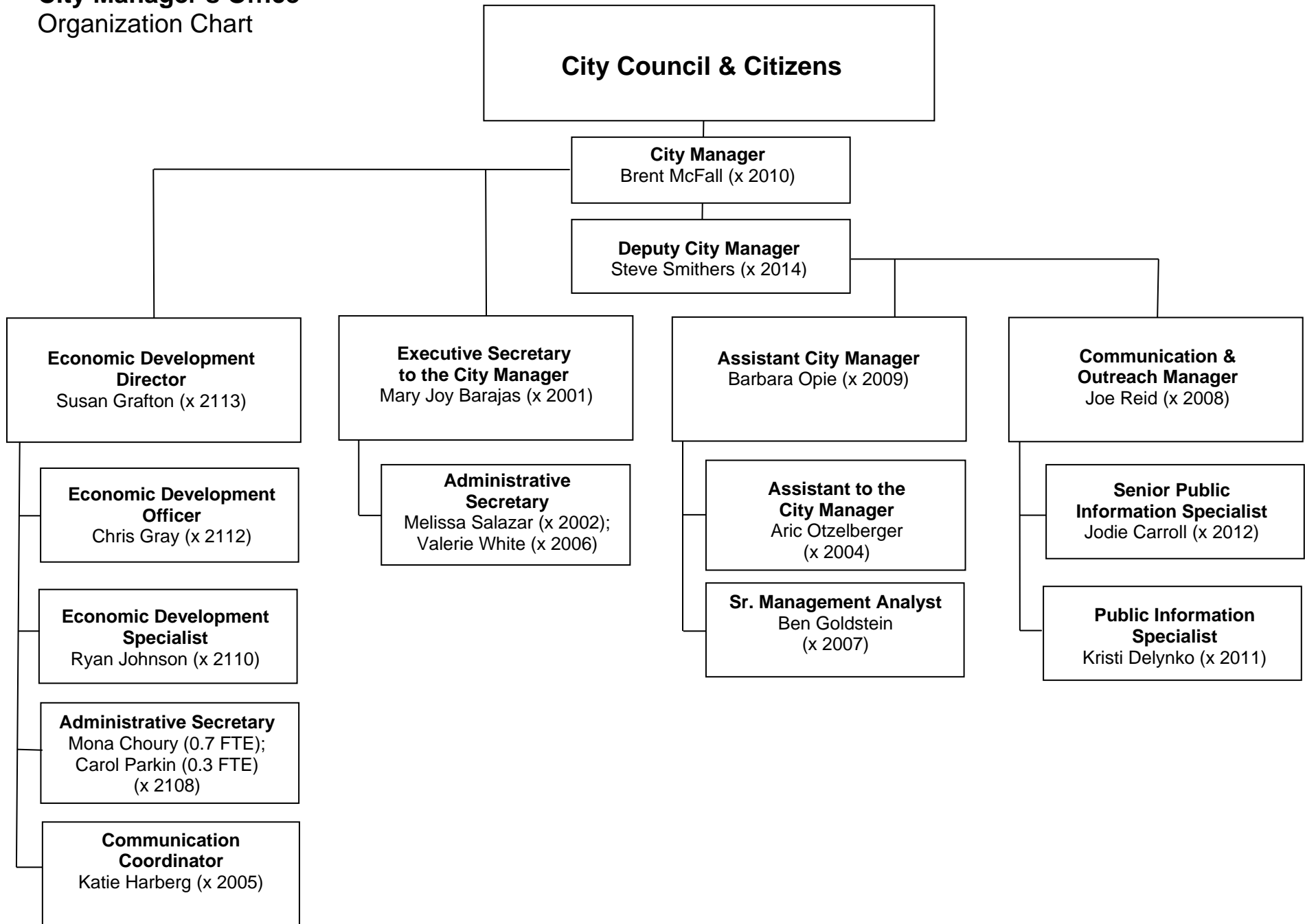
The Communication and Outreach Manager manages the internal and external public information program and communication plan. Print communications include the city newsletter City Edition, the employee newsletter COW Talk, and the electronic newsletter – The Weekly. The Public Information Office also runs the Cable Channel 8 program, and governs content of the website (including WestyConnect and Access Westminster) and provides public relations counsel for the management of issues and creates special public relations and communications programs for various projects.

The Economic Development Director oversees all aspects of business recruitment and retention in the City of Westminster; markets the city and its assets to potential employers, developers, and retailers; works with internal and external staff to facilitate major redevelopment and reinvestment projects around the city; and coordinates regular meetings with local businesses to assess the state of the city's economic climate.

Services and functions of the City Manager's Office:

- Provide the overall direction for the City organization in accordance with the policies and directives established by City Council;
- Assist the City Council by preparing policy alternatives and providing general support to City Council;
- Provide administrative support and direction to City departments;
- Prepare and execute the City budget;
- Create and maintain a vital economy;
- Respond to citizen inquires; and
- Administer a comprehensive public information program including internal and external publications, cable television, and city website.

City Manager's Office Organization Chart





WESTMINSTER

Staff Report

Information Only Staff Report
November 18, 2013



SUBJECT: Monthly Residential Development Report

PREPARED BY: Walter G. Patrick, Planner II

Summary Statement

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

- The following report updates 2013 residential development activity per subdivision (please see attachment) and compares 2013 year-to-date totals with 2012 year-to-date totals.
The table below shows an overall decrease (-74.8%) in new residential construction for 2013 year-to-date totals when compared to 2012 year-to-date totals (34 units in 2013 vs. 135 units in 2012).
Residential development activity for the month of October 2013 versus October 2012 reflects a decrease in single-family detached (2 units in 2013 versus 3 units in 2012), an increase in single-family attached (6 units in 2013 versus 0 units in 2012) and no change in multiple-family or senior housing (0 units in both years).

NEW RESIDENTIAL UNITS (2012 AND 2013)

Table with columns for Unit Type, October (2012, 2013), % Change, Year-to-Date (2012, 2013), and % Change. Rows include Single-Family Detached, Single-Family Attached, Multiple-Family, Senior Housing, and a TOTAL row.

Background Information

In October 2013, there were 8 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 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.

This report supports the City Council Strategic Plan goals of Strong Balanced Local Economy, Financially Sustainable City Government Providing Exceptional Services, and Vibrant Neighborhoods in One Livable Community.

Respectfully submitted,

Stephen P. Smithers
Acting 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)
Tuscany Trails (95th & Westminster Blvd.)
Savory Farm Estates (109th & Federal Blvd.)
Shoenberg Farms (72nd & Sheridan)
Various Infill
Winters Property (111th & Wads. Blvd.)
Winters Property South (110th & Wads. Blvd.)

Sep-13	Oct-13	2012 YTD	2013 YTD	# Rem.*	2012 TOTAL	
0	0	26	3	0	34	
0	0	0	0	3	0	
0	0	6	5	73	15	
0	0	0	0	9	0	
2	2	24	8	25	30	
0	0	0	0	105	0	
0	0	3	1	0	3	
0	0	0	0	3	0	
0	0	19	0	0	21	
0	0	0	0	24	0	
0	0	23	0	0	39	
0	0	1	5	2	1	
0	0	0	0	8	0	
0	0	0	0	10	0	
<i>SUBTOTAL</i>	<i>2</i>	<i>2</i>	<i>102</i>	<i>22</i>	<i>262</i>	<i>143</i>

Single-Family Attached Projects:

Alpine Vista (88th & Lowell)
Cottonwood Village (88th & Federal)
East Bradburn (120th & Lowell)
Eliot Street Duplexes (104th & Eliot)
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	62	0	
0	0	0	0	117	0	
0	0	0	0	10	0	
0	0	0	0	20	0	
0	0	0	0	153	0	
0	4	0	8	46	0	
0	0	5	0	53	5	
0	0	28	0	8	28	
0	0	0	0	58	0	
2	2	0	4	10	0	
<i>SUBTOTAL</i>	<i>2</i>	<i>6</i>	<i>33</i>	<i>12</i>	<i>621</i>	<i>33</i>

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	0	0	0	244	0	
0	0	0	0	24	0	
0	0	0	0	28	0	
0	0	0	0	6	0	
<i>SUBTOTAL</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>733</i>	<i>0</i>

Senior Housing Projects:

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

0	0	0	0	7	0	
0	0	0	0	91	0	
<i>SUBTOTAL</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>98</i>	<i>0</i>

TOTAL (all housing types)

4	8	135	34	1714	176
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* This column refers to the number of approved units remaining to be built in each subdivision.



WESTMINSTER

Staff Report

Information Only Staff Report
November 18, 2013



SUBJECT: City Services Inventory – 2013 Update

PREPARED BY: Barbara Opie, Assistant City Manager

Summary Statement

This report is for City Council information only and requires no action by City Council. In 2010, Staff developed the attached City Services Inventory as part of the overall review and preparation of the 2011/2012 Budget. This document is updated each year to ensure that it accurately reflects current services and programs offered by the City. It does not encompass every individual service and program offered, but captures the vast majority of them.

This information is being provided in preparation of the department briefings with City Council scheduled over the next several Study Sessions as additional background.

Background Information

The City was faced with a significantly diminished revenue picture in preparing the 2011/2012 Budget due to the severity of the nationwide recession. The significant growth (i.e., population, retail development and associated sales tax revenues) experienced in the 1990s clearly ended and will not likely be experienced again in the City of Westminster. In working to change the City's collective mindset from the growth mode of the 1990s to one of reprioritizing resource allocation for long term financial sustainability, Staff commenced work in November 2009 on a Core Services review with the assistance of the City's Strategic Plan consultant, Lyle Sumek. During 2010, Staff developed an inventory of services and programs offered, refined the list to more accurately reflect the services in a meaningful way, developed a proposed set of criteria to help prioritize these services, and prepared a prioritized list of services and programs for City Council's consideration in developing and balancing the 2011/2012 Budget. Ultimately, City Council reviewed all of these documents, made modifications as needed and directed Staff to use this information (both the criteria and prioritized core service inventory) to develop the 2011/2012 Budget.

Included in the Strategic Plan goal of Financially Sustainable City Government Providing Exceptional Services is the objective "focus on core city services and service levels as a mature city with adequate resources." After the adoption of the 2011/2012 Budget in October 2010, Staff strategized on the best way to achieve these objectives. Each year since 2010, Staff has reviewed the City services inventory to update it based on funding level/level of service changes and streamline descriptions where appropriate.

Through this annual process, the series of documents attached to this Staff Report are reviewed and updated accordingly. Staff has worked diligently to streamline these documents to make sure they

accurately reflect the scope and variety of services and programs offered the Westminster community, especially in light of the significant budget reductions made to balance the 2011/2012 Budget.

Staff is providing this information as a reference for City Council as it provides a comprehensive summary of services and programs offered by the City of Westminster. While the attachments are by no means a complete itemized listing of every program or service offered, it does provide a good overview of primary areas of service.

When the inventories were developed and reviewed by City Council, several definitions and criteria were developed associated with these documents. These definitions and criteria are highlighted below and the full documents attached as referenced.

Service Business Priority Criteria (Attachment A) – Developed in December 2009 and refined/affirmed by City Council in April 2010 and again in June 2011, this document provides Staff criteria to utilize in prioritizing Service Businesses associated with each Business Activity. Staff utilized these criteria originally when the core services inventory (now called City services inventory) was developed and uses this criteria through the annual update processes.

Service Hierarchy (Attachment B) – This document was developed in December 2009, affirmed by City Council in April 2010, and revised/affirmed in June 2011 utilizing a model developed in conjunction with City Staff by Strategic Planning consultant Lyle Sumek. The terms were created by Mr. Sumek but the definitions were developed by Staff and approved by City Council. Commonly referred to as “the house,” the service hierarchy is one of six criteria utilized in prioritizing programs and services through the Council Approved Service Business Priority Criteria (i.e., Attachment A).

The house helps City Council and Staff identify the community quality expectations and value, defines what services Westminster provides, determines service levels, and helps prioritize the costs (i.e., “the price of government”). While it is only one of six criteria utilized in prioritizing the Service Businesses, it is shown in the core service inventory document in the far right column to help provide background on how items are prioritized.

City Service Inventory (Attachment C) – These materials reflect Staff’s efforts to create a comprehensive inventory of services and programs offered by the City of Westminster.

During the original development of this document with City Council and through subsequent updates, City Council and Staff have worked to create an accurate inventory of services and programs offered the Westminster community. The Service Business Priority (tier I, II or III) indicates the level of importance (more so than the Service Hierarchy/“house”). On these documents, City Council will find each item as defined below:

- **Business Activity** – The business activity is the title found at the top of each document identifying the primary activity provided. For example, it may be Legal Counsel and Representation, City Management/Administration, Public Information, Special Events, Community Development, Recreation Wellness/Leisure Services, Library Services, etc. It will not necessarily tie specifically to a department name; it will tie to a specific service or program offered by the City. This is why an item like Special Events, which includes efforts in almost every department across the City, is included as a comprehensive business activity inventory versus being spread out separately within each individual department. This allows for a comprehensive review of this activity in context against the other special events provided in the City.
- **Service Business Priority** – Staff identified three tiers of Service Businesses provided. First tier items (denoted with a roman numeral “I”) are those items that Staff believes are the highest

priority in the provision of services to the community. The criteria Staff utilized may be found in Attachment A –Service Business Priority Criteria.

- Service Business – Under each Business Activity, many associated services have been identified. For example, under City Management/Administration, Strategic Planning and City Council Support are listed as services to ensure the accomplishment of the overall Business Activity of City Management/Administration. It identifies the program or service affiliated with the Business Activity.
- Sub-Service Business – Under each service business, the various components that make up the Service Business are listed. These Sub-Service Businesses are intended to help further identify the programs and services provided. They provide more detail on what goes into providing the service business, such as the provision of multi-use recreation centers, adult recreation center, indoor soccer facility, etc., to provide the Service Business of Indoor Recreation Facilities – Leisure/Wellness Amenities under the Business Activity of Recreation Wellness/Leisure Services.
- Service Hierarchy – This is simply one part of the prioritization process; the overall prioritization process includes six criteria agreed upon by City Council. It is not necessarily any more important than the other criteria approved by City Council; it is called out to help in the evaluation/prioritization process. Where each item falls is but one component of the approved criteria used to prioritize each Sub-Service Business provided. Items are noted as Community "Add On's"; "Quality of Life"; Core Business "Choice"; and Core Business "No Choice."

The City Manager's Office worked closely with departments in attempts to apply the service hierarchy more consistently throughout the organization. As part of attempting this effort, City Council will see that some areas may have a Service Hierarchy Type as Choice for the primary Service Business but then No Choice for many of the functions noted below the Service Business. For example, the Police Department's "Service Business A – Patrol Services" is listed as a "Choice" item because the City is not mandated by the Federal or State government or the City Charter to provide patrol services. However, once the City decides to be in the business of patrol services, then responding to calls for service, enforcing state and local laws, arresting offenders, etc., is a No Choice Sub-Service Business due to Federal and State laws. Similarly, while the City Charter created a Fire Department with a full-time, paid Fire Chief appointed by the City Manager who supervises all appointed and volunteer employees and members of the Fire Department, it does not direct or mandate what the Fire Department shall do or how it shall provide those services. Based on this latitude and for consistency purposes, Staff recommends that the Service Business of Emergency Response to Calls be identified as a Choice because the Charter does not dictate what services are provided by the Fire Department but once we are in the business of emergency response to calls, then "respond to, contain and extinguish fires; salvage and overhaul; and emergency medical response" is a No Choice Sub-Service Business.

Community Events Priority Criteria (Attachment D) – Developed in December 2009, refined/affirmed by City Council in April 2010, and reaffirmed in June 2011, this document provides Staff criteria to utilize in prioritizing the Special Events and Community Events Business Activities.

Special Events & Community Outreach Inventory (Attachment E) – The events included with this section reflect efforts to create a comprehensive inventory of special events and community events offered in Westminster in which the City either hosts directly or actively participates.

Staff will review and update the attached City Services Inventory document and identify potential services for evaluation in preparation for the development of the 2015/2016 Budget and for City Council consideration during next summer's budget development process.

This Staff Report supports all five of the City's Strategic Plan goals: Strong, Balanced Local Economy; Safe and Healthy Community; Financially Sustainable City Government Providing Exceptional Services; Vibrant Neighborhoods in One Livable Community; and Beautiful and Environmentally Sensitive City.

Respectfully submitted,

Stephen P. Smithers
Acting City Manager

Attachments:

- Attachment A – Service Business Priority Criteria
- Attachment B – Service Hierarchy for the City of Westminster
- Attachment C – City Service Inventory
- Attachment D – Community Event Priority Criteria
- Attachment E – Special Events & Community Outreach Inventory

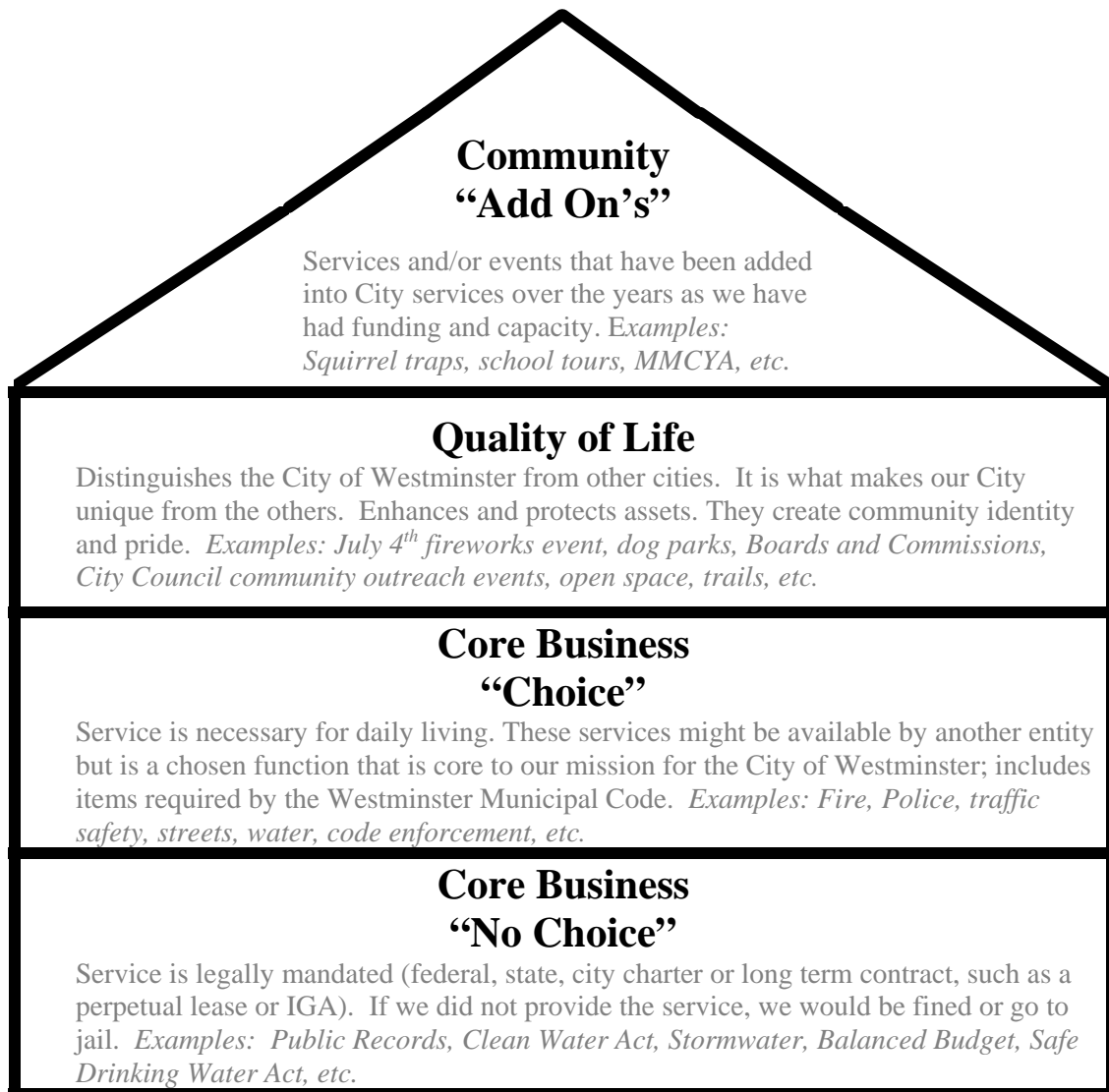
SERVICE BUSINESS PRIORITY CRITERIA

1. Short Term Focus – Council directives, work activities, or action agenda
2. Long Term Outcome – Visions (principles), Mission (principles), and Goals (objectives):
contribution to achieving
3. Degree or rate of cost recovery
4. Shift the service to a viable, appropriate provider at an acceptable cost (private, community organization or government)
5. Customer Served (Primary/Secondary) and Value to Customer
6. Service House: no choice, choice, quality of life, add on (no choice is higher priority than add on)

– City Council approved April 19, 2010; reaffirmed June 27, 2011

Service Hierarchy for the City of Westminster

→ Keep our mission statement as the primary focus when looking at core businesses:
“Our job is to deliver exceptional value and quality of life through SPIRIT.”



- **Our Community Quality Expectations and Value**
 - **Defines What Service for Our City**
 - **Determines Service Level for Our City**
 - **Costs – The Price of Government**

Legal Counsel and Representation

Service Business Priority	Service Business	Description	SERVICE HIERARCHY - Type
I	Service Business A	Legal Advisor to City Council	No Choice
		1) Defend City Council in all legal actions brought against them	No Choice
		2) Provide pre-decisional legal advice as necessary and assist in developing optional pathways to achieve desired objectives	No Choice
		3) Provide legal opinions on potential conflicts of interest on request	No Choice
		4) Immediately provide City Council with critical case law developments as they are announced	No Choice
		5) Provide regular summaries of new case law pertinent to the City and its operations	Choice
I	Service Business B	Legal Advisor to City Officers and Department Heads	No Choice
		1) Provide pre-decisional risk analysis and assist in developing options	No Choice
		2) Provide formal and informal legal opinions and advice	No Choice
		3) Assist in negotiating agreements with third parties	Choice
		4) Provide a proactive litigation avoidance training program	Choice
		5) Attend internal and external meetings on request and provide legal counsel as necessary	Choice
		6) Provide regular summaries of new case law pertinent to the City and its operations	Choice
		7) Provide periodic legal trainings on specific issues as needed	Quality of Life
II	Service Business C	Prosecution of Ordinance Violations	No Choice
		1) Provide the prosecution services related to the City's Fast Track Domestic Violence program	Choice
		2) Pursue civil nuisance abatement actions as necessary to achieve code enforcement objectives	Choice
		3) Prosecute violations of the Model Traffic Code	No Choice
		4) Prosecute all state counterpart misdemeanor offenses	No Choice
		5) Conduct trainings for police officers and other City staff on municipal court procedures and criminal law	Choice
		6) Assist Probation Department in enforcing probationary terms and conditions	Choice
II	Service Business D	Legal Representation in State and Federal Court and other tribunals	No Choice
		1) Defend all claims brought against the City	No Choice
		2) Serve as either lead trial counsel or co-counsel in all such cases	No Choice
		3) Serve as lead counsel in all appeals	No Choice
		4) Enforce obligations owed to the City by contract or by law	Choice
		5) Prepare and pursue pre-trial dispositive motions (e.g. GIA and Sec 1983 immunity defenses)	Choice
		6) Prepare all discovery responses on behalf of the City and City Staff	Choice
III	Service Business E	Legal Preparation/Review of Ordinances, Contracts, Bonds and other Written Instruments	No Choice
		1) Recommend and prepare City Code amendments	No Choice
		2) Draft customized contracts and other legal documents as needed	No Choice
		3) Provide and maintain an employee accessible bank of standard forms of agreements	Choice
		4) Provide quality control services for all ordinances, contracts and resolutions	Choice
III	Service Business F	Legal Duties prescribed by City Charter or City Council	No Choice
		1) Manage the City Attorney's Office staff and budget	No Choice
		2) Effectuate the policies and objectives of the City Manager consistent with the provisions of the City Charter and the direction of City Council (WMC 1-16-3)	No Choice
		3) Provide general legal advice to, and appear as either advocate or advisor in, hearings and proceedings conducted by the City's Boards and Commissions	No Choice
		4) Serve as general legal counsel for the Westminster Economic Development Authority, the City's General and Special Improvement Districts, the Westminster Housing Authority, and other City created entities	No Choice
		5) Review and comment on proposed state and federal legislation	Choice

City Management/Administration

Service Business Priority		SERVICE HIERARCHY - Type
I	Service Business A	Strategic Planning
	1) Facilitation of Strategic Planning process with consultant, Council and Staff	Choice
	2) Master Planning Work/Management Strategy Work with Departments	Choice
	3) Facilitation of finalization of Strategic Plan document and actions to support Goals and Objectives	Choice
	4) Engagement with other groups (Community Summit, etc)	Choice
	5) Strategic Planning Class (taught by JBM)	Quality of Life
I	Service Business B	City Council Support
	1) Agenda/Staff Report review, packet preparation, and web publication	Choice
	2) Respond to inquiries, address concerns and provide guidance as appropriate to Council on Policy issues	Choice
	3) Scheduling, calendar management and associated administrative tasks	Quality of Life
	4) Travel/conference support	Quality of Life
	5) Accounts payable, p-card processing for Council	Choice
	6) Packet delivery electronically (utilizing iPad/iAnnotate)	Quality of Life
	7) City Council budget management/Council Expenditure Report/Funding Requests	Choice
	8) City Council meeting follow-up assignments	Choice
	9) New Councillor transition	Choice
	10) Biennial New Councillor Candidate Forum (held in odd numbered election years; traditionally in June)	Add On
	11) IT Support (iPads, smart phones)/AV Support for Study Sessions	Choice
	12) DRCOG Agenda Review/Notes preparation for Council	Choice
	13) CML Agenda Review/Notes preparation for Council	Choice
	14) Astute Agenda Memo Training (taught by SS)	Quality of Life
	15) Meeting/dinner preparation	Quality of Life
	16) Travel with Council (NLC/CML)	Quality of Life
	17) Reception planning and staffing	Add On
I	Service Business C	Citywide Budget Development and Management
	1) Strategic planning and proactive development of operating and capital budgets for all City funds (including staffing)	No Choice
	2) General budget management and oversight (budget revisions, transfers, CIP project closeouts, etc.)	Choice
	3) Carryover administration	Choice
	4) Contingency administration	Choice
	5) Salary and Benefit Surveys (HR)/Salary Projections	Choice
	6) Fiscal Modeling and Revenue/Expenditure Projections	Choice
	7) JDE Budget Module Training (taught by Budget Team twice during budget development year)	Quality of Life
	8) Building Blocks of the Westminster Budget Process (taught by Budget Team biennially)	Quality of Life
I	Service Business D	Operational/Project Management and Oversight
	1) Personnel management (e.g., hiring freeze, new staff/reorg requests, personnel issues, etc.)	No Choice
	2) Interdepartmental management/support (monthly meetings w/ DHs, ED Support, etc.)	Choice
	3) Westminster Urban Reinvestment Project (WURP) Development	Choice
	4) Internal Committee Work (e.g., DRC, UTF, POST, DH Meetings, Wellness, Admin Pros, Management Team, etc.)	Choice
	5) Accounts payable, p-card processing for CMO, PIO and Central Charges	Choice
	6) Special Projects (e.g., Long-Range Fleet Planning Study, Award Applications, Administrative Policy updates, Special Events Review Team, etc.)	Choice
	7) Travel/conference arrangements	Choice
	8) Grant Administration	Choice
	9) City Hall furniture management, Pride in Appearance standards	Quality of Life
	10) Special events/receptions planning and staffing	Quality of Life
	11) Management Team/Planning Subcommittee for Management Team	Quality of Life
	12) Staff Liaison to the Human Services Board	Add On
	13) WEDA Class (taught by SS)	Add On
II	Service Business E	Responding to Citizen Concerns
	1) Research and response to citizen, business, etc. inquiries, concerns and follow-up	Choice
	2) Access Westminster maintenance/correspondence	Quality of Life
	3) HOA meetings	Add On
II	Service Business F	Capital Improvement Program Oversight
	1) Long-term planning and budgeting	Choice
	2) CIP Status Report (three times per year)/ Reporting to City Council	Choice
	3) Ongoing briefing work with departments	Choice

City Management/Administration

Service Business Priority			SERVICE HIERARCHY - Type
II	Service Business G	Citywide Performance Management	Quality of Life
		1) Internal performance measurement	Quality of Life
		2) Biennial Citizen Survey	Quality of Life
		3) Citywide Workplan	Quality of Life
		4) Performance Measurement Reporting (Take a Closer Look, Department Reports to CM, ICMA CPM Awards Program)	Quality of Life
		5) Performance Measurement Training (internal and external)	Quality of Life
II	Service Business H	Citywide Legislative Participation and Regulatory Advocacy	Quality of Life
		1) City Legislative Policy Statement Development	Quality of Life
		2) State (working with contract lobbyist, CML, etc.)	Quality of Life
		3) Federal (including National League of Cities, U.S. 36 MCC, contract lobbyist for Westminster Station TOD, etc.)	Quality of Life
		4) Analysis and recommendations regarding introduced legislation	Quality of Life
		5) One-on-One meetings with Legislators (i.e. Mayor's meetings)	Quality of Life
		6) Legislative Dinner/Event with Legislators	Add On
		7) Regular legislative briefings (i.e., with Staff, Council/lobbyist, etc.)	Quality of Life
		8) Maintenance of City's State Legislative Scorecard (on-line and shared with State Legislators, Management Team, CML, media, etc)	Quality of Life
III	Service Business J	Intergovernmental Relations (CMO participation)	Choice
		1) Transportation Policy support (includes supporting US36 MCC, FasTracks, and NATA; participating on the US 36 Commuting Solutions Board; etc.)	Choice
		2) DRCOG committees	Choice
		3) CML committees	Choice
		4) Adams/Jefferson County City Managers meetings	Choice
		5) Adams/Jefferson County Commissioners/Mayors/Managers meetings	Choice
		6) Metro North Chamber Board of Directors	Add On
		7) Westminster Public Safety Recognition Foundation Board of Directors	Add On

Economic Development

Service Business Priority		SERVICE HIERARCHY - Type
I	Service Business A	Business Retention
	1) Business Services and Resources (Business Newsletter, Business Information Resources, Liaison between Businesses and City)	Quality of Life
	2) Encourage Networking and Business-to-Business Contacts Among Westminster Businesses (Business Database, Encourage Relationships and Synergy Between Westminster Businesses)	Quality of Life
	3) Business Retention Visits	Quality of Life
	4) City Business Data Base	Add On
	5) Business Legacy Awards	Quality of Life
	6) Small Business Scholarship Program	Add On
	7) Small Business Capital Project Grant Program	Add On
I	Service Business B	Economic Development Project Facilitation
	1) Westminster Urban Reinvestment Project (WURP)	Quality of Life
	2) Establish and Facilitate Actions to Meet Certain Long-Term Financial Goals of the City	Quality of Life
	3) Facilitate Business Ready Environment	Quality of Life
	4) Encourage Redevelopment of Existing Commercial Properties (office and retail)	Quality of Life
	5) Encourage Development of New Commercial Properties (office, retail, light industrial and multi-use)	Quality of Life
	6) Negotiate, develop and monitor Economic Development Agreements (EDAs)	Quality of Life
I	Service Business C	Business Recruitment, Attraction and Expansion
	1) Target Industry Recruitment	Quality of Life
	2) Prospect Recruitment and Development	Quality of Life
	3) Internal Facilitation of Development	Quality of Life
	4) Networking and Promotion	Quality of Life
	5) Jefferson Economic Council Board of Directors (CMO)	Add On
	6) Adams County Economic Development Board of Directors (CMO)	Add On
	7) Economic Developers Council of Colorado (CMO)	Add On
	8) Annual MDEDC Site Selection Conference (CMO)	Add On
I	Service Business D	Communications and Marketing
	1) ED Communication Plan	Quality of Life
	2) ED web site refinement to communicate with key audiences	Quality of Life
	3) WURP web site refinement and updating	Quality of Life
	4) Press releases and news article generation	Quality of Life

Public Information

Service Business Priority			SERVICE HIERARCHY - Type
I	Service Business A	Strategic Communication Planning	Choice
		1) Issues Identification and Management	Choice
		2) Public Relations Counsel	Choice
		3) Media Relations	Choice
		4) Participation on ad hoc task forces (WURP/South Westminster/Legislative/TOD and others)	Choice
		5) Ongoing liaison with specific operational departments - PRL, PWU, CE	Choice
		6) Advertising	Add On
I	Service Business B	External Communication	Choice
		1) Websites - www.cityofwestminster.us, www.westminstercenter.us, www.legacyfoundation.org, etc.	Choice
		2) The Weekly (includes publication and subscription monitoring)	Quality of Life
		3) City Edition	Quality of Life
		4) Social media	Quality of Life
		5) Video production	Quality of Life
		6) Cable Television Channel 8	Quality of Life
I	Service Business C	Internal Communication	Choice
		1) Intranet	Choice
		2) COW Talk	Quality of Life
		3) Tuesday Tidbits	Quality of Life
I	Service Business D	Communication Technology Development and Governance	Choice
		1) Assist in evaluation, development and testing of new communication technologies in concert with IT	Choice
		2) Collaborate with users on implementation plans in concert with IT	Choice
		3) Provide ongoing troubleshooting, training and support in concert with IT	Choice
		4) Manage, direct and maintain content management system functionality for content creators on various city websites (internal and external) in concert with IT	Choice
		5) Oversee social media administrators group and manage compliance with social media policies	Choice
		6) Manage domains for city websites	Choice
		7) Use various analytics (website, social media, etc.) to evaluate and predict trends	Quality of Life
II	Service Business E	Graphics Standards	Choice
		1) Graphic Standards management includes training, enforcement, standards manual updates, standards development, legal issues review and consultation on city signage and banner	Quality of Life
II	Service Business F	Special Programs/Issues/Projects	Add On
		1) Groundbreakings, Dedications and Grand Openings - Event Consultation	Add On
		2) Election Coverage - Coverage in city media/video production/candidate forum	Choice
		3) Shop Westminster Campaign	Quality of Life
		4) Update city and trail maps	Quality of Life
		5) Other Special Projects	Add On
II	Service Business G	City Council support	Choice
		1) Speeches, research, and specialty writing assignments (i.e. newspaper columns)	Choice
		2) Strategic Plan communications - external audiences	Choice
II	Service Business H	City Council Outreach and Citizen Engagement	Choice
		1) Citizen communication time during formal City Council meeting	Choice
		2) Mayor and City Council Breakfasts/Desserts	Quality of Life
		3) We're All Ears	Quality of Life
		4) WestyConnect - online citizen engagement platform (includes rewards follow-up)	Quality of Life
		5) Virtual events - telephone town halls, social media town halls, etc	Quality of Life
		6) Informal Staff Interactions with Citizens (aka: Ambassadors to the community; e.g.: PW&U, PR&L, etc., staff interactions when on a job site with the public)	Quality of Life
		7) Legacy Foundation Board	Add On
		8) Westminster Public Safety Recognition Foundation Board	Add On
		9) Grand openings, ribbon cuttings	Add On
		10) Outside organizations (Eagle Scout Proclamations, Elk's Citizen of the Year, etc.)	Add On
		11) Receptions and meeting planning and setup, etc.	Add On
		12) Adams County Mayors and Commissioners Youth Award (formerly known as MMCYA)	Add On

Community Development

Service Business Priority		SERVICE HIERARCHY Type
I	Service Business A	Development Review and Inspection/Compliance
	1) Review and Approve/Deny Preliminary Development Plan (PDP) and Official Development Plan (ODP) Applications	Choice
	2) Administer Land Use Code and make interpretations regarding zoning/development standards	Choice
	3) Review of private infrastructure through Official Development Plan process.	Choice
	4) Coordinate other Department/Division comments (i.e., engineering, etc.)	Choice
	5) Public improvement construction plan/studies review and approval	Choice
	6) Public Improvement Agreement preparation and oversight	Choice
	7) Review Private Improvement Agreements	Choice
	8) Act as liaison to the Planning Commission	No Choice
	9) Coordinate Annexation and review for City Council consideration	No Choice
	10) Inspect Developments after completion for compliance with Official Development Plan	Choice
	11) Inspection of developer-installed public improvements	Choice
	12) Manage private surety instruments, including refund/release as applicable	Choice
	13) Major project coordination (e.g.: Orchard Town Center)	Choice
	14) Wireless facility siting and lease review	Choice
	15) Public art integration into development	Quality of Life
I	Service Business B	Building Permit Issuance and Inspection
	1) Building construction inspection	Choice
	2) Building construction plan review	Choice
	3) Permit processing (building & utility) and issuance	Choice
	4) Certificate of occupancy coordination and issuance	Choice
	5) Damage assessment inspection	Choice
	6) Review Plans for compliance with Official Development Plan	Choice
	7) Liaison to Board of Building Code Appeals	Choice
	8) Contractor licensing	Quality of Life
	9) Business License inspection	Choice
I	Service Business C	Storm Water Management
	1) National Pollutant Discharge Elimination System (NPDES) Permit compliance oversight	No Choice
	2) Floodplain management oversight	No Choice
	3) Illicit discharge detection and elimination oversight	No Choice
	4) Grading/drainage plan review and site inspection	Choice
	5) Storm drainage CIP management	Choice
	6) Storm Water Utility Fund management	Quality of Life
I	Service Business D	Traffic Engineering
	1) Traffic control device (signing/striping) coordination with PW&U staff	Choice
	2) Traffic signal installation and maintenance oversight	Choice
	3) Traffic Impact Study review and approval	Choice
	4) Street light installation and maintenance	Choice
	5) Administration of private bus shelter program	Choice
I	Service Business E	Redevelopment/WEDA
	1) Management and administration of urban renewal areas in coordination with other departments	Quality of Life
	2) Large-scale project management (e.g.: Orchard Town Center, WURP, Holly Park, South Sheridan Walls)	Quality of Life
	3) Develop redevelopment and infill land development policies and plans	Quality of Life
	4) Legislative advocacy, strategy, financial modeling and compliance	Quality of Life
I	Service Business F	South Westminster Revitalization Program
	1) Implementation and coordination relative to South Westminster Strategic Revitalization Plan, projects and programs	Quality of Life
	2) Coordinate and facilitate redevelopment activity through recruitment, plan and proposal development, and project management	Quality of Life
	3) Grant writing and administration regarding redevelopment/revitalization efforts including Section 108 and Brownfield's programs and funding	Quality of Life
	4) Public outreach and involvement activities	Quality of Life
	5) Arts Initiative	Quality of Life

Community Development

Service Business Priority		SERVICE HIERARCHY Type
I	Service Business G	Transportation Planning and CIP Administration
	1) Transportation CIP Management	Choice
	2) Regional transportation planning coordination with other agencies/jurisdictions	Choice
	3) Grant application and management of awarded grants	Choice
I	Service Business H	Open Space Acquisition
	1) Acquire properties per the priority list as provided by the Open Space Advisory Board	Quality of Life
	2) Apply for grants to leverage funds	Quality of Life
	3) Coordinate the preparation of the Open Space priority property list	Quality of Life
	4) Act as liaison to the Open Space Advisory Board	Quality of Life
	5) Remove improvements on properties acquired for open space and revegetate with native grasses	Quality of Life
	6) Review development plans for trail opportunities and public land dedication requirements	Quality of Life
	7) Prepare master plans for specific open space properties	Quality of Life
	8) Track acquisitions and maintain data on open space parcels	Quality of Life
	9) Manage requests for use of open space areas	Quality of Life
	10) Facilitate annexation and amendments to the Comprehensive Plan as necessary for new acquisitions	Quality of Life
II	Service Business I	Long Range Planning for the City
	1) Development of 30 year City Buildout (Comprehensive Land Use Plan)	No Choice
	2) Coordination of various City Master Plans (Water/Sewer, Transportation, Parks, etc.)	Choice
	3) Development of Design Guidelines	Choice
	4) Streetscape Design/ROW areas/fences/landscaping	Choice
	5) Coordination of Sub Area/Neighborhood Plans	Choice
	6) Create zoning overlay district and/or new zoning categories to help facilitate redevelopment	Quality of Life
II	Service Business J	Zoning/Sign Code Enforcement
	1) Building Permit Issuance	Choice
	2) Inspect possible code violations in the field / respond to complaints	Choice
	3) Keep records of open/closed code violation cases	Choice
	4) Research Official Development Plan and determine applicable zoning requirements	Choice
	5) Coordinate with City Attorney's Office as necessary to prosecute or take appropriate legal action	Choice
II	Service Business K	Geographic Information System (GIS) Administration
	1) GIS database design and maintenance	Quality of Life
	2) GIS application development	Quality of Life
	3) GIS software maintenance	Quality of Life
	4) Cartographic map production	Quality of Life
	5) GIS training of City employees	Quality of Life
II	Service Business L	CDBG Administration
	1) Administration including subrecipient grants, wages, reporting to the US Department of Housing and Urban Renewal	No Choice
	2) Project implementation selection, oversight and management	No Choice
III	Service Business M	Property Management
	1) Wireless facility lease negotiation and administration (ROW)	No Choice
	2) Wireless facility lease negotiation and administration (on City facilities)	Choice
	3) Right-of-Way Permit review, issuance and inspection	Choice
	4) ODP Entitlement of ROW for private use (restaurant patios etc.)	Choice
	5) Capital project post-construction administration (e.g.: Ranch Special Improvements District, walls, etc.)	Choice
	6) Legislative advocacy, strategy, financial modeling and compliance	Choice
III	Service Business N	Growth Management Program
	1) Coordinate with the Department of Public Works and Utilities to determine water availability for existing and potential new development	Choice
	2) Recommend allocation of available water (or service commitments) to each residential and non-residential land use category	Choice
	3) Conduct an annual competition among developers seeking to develop new residential projects in the City	Choice

Community Development

Service Business Priority		SERVICE HIERARCHY Type
III	Service Business O	Westminster Housing Authority Administration
	1) Oversight of Westminster Commons operations	Choice
	2) Property maintenance of WHA-owned properties:	Choice
	3915 W. 73rd Avenue (Rodeo Building and vacant land to the north and west)	
	7287 Lowell Boulevard	
	3630 W. 73rd Avenue	
	7000 King (future Little Dry Creek Park)	
	3381 W. 69th (future Little Dry Creek Park)	
III	Service Business P	Rental Housing Inspection
	1) Respond to complaints from tenants	Quality of life
	2) Maintain the Rental Property Data Base	Quality of life
	3) Issue and Maintain Rental Licenses and Registrations for all rental properties	Quality of life
	4) Systematically insert all licenses rental properties in the City.	Quality of Life
	5) Educate the public, landlords and tenants about the program	Quality of Life
III	Service Business Q	Historic Preservation Program
	1) Implement and manage current projects complete rehabilitation work at Shoenberg Farm and Semper Farm (short term priority)	Quality of Life
	2) Carry out annual maintenance for City-owned historic properties per maintenance plans	Quality of Life
	3) Observe and enforce covenants and preservation easements that govern changes at City properties benefitting from State Historical Fund grants	No Choice
	4) Continue landmark designation and providing staff to the Historic Landmark Board	Quality of Life
	5) Administer and implement zoning and regulatory policy goals (this would include any code revisions)	Quality of Life
	6) Implement procedures and policies to maintain Certified Local Government (CLG) status with the state	Quality of Life
	7) Access grant funding for physical rehabilitation and acquisition of historic properties, for education and interpretation, for architectural surveys, and for planning	Quality of Life
	8) Implement and manage future grant-funded projects	Quality of Life
	9) Manage financial aspects of projects, including budgeting, raising outside sources of funding, funds management, and grand administration	Quality of Life
	10) Work with outside agencies/counties (e.g. Jefferson County, Westminster Historical Society, etc.)	Quality of Life
III	Service Business R	Public Art
	1) Administer Commercial Design Guidelines, which contain requirements for public art	Quality of Life
	2) Community Enhancement Program public art (with Parks, Recreation and Libraries Department)	Quality of Life
	3) Administration of developer-contributed funding	Quality of Life
	4) Development review of proposed Public Art & Location	Quality of Life
	5) Site, artist and art selection	Quality of Life
	6) Project management of art fabrication and installation	Quality of Life
	7) Administration of public art website and other communications	Quality of Life
	8) Grants research, application and funds management	Quality of Life
	9) Liaison to arts community and marketing	Quality of Life

Finance Department

Service Business Priority		SERVICE HIERARCHY - Type
I	Service Business A	General Accounting and Financial Reporting
	1) Process, record and maintain records for financial transactions	No Choice
	2) Perform month end and year-end close of the General Ledger and various subsidiary systems	No Choice
	3) Implement and comply with regulatory mandates and internal financial policies and procedures	No Choice
	4) Prepare reconciliations	No Choice
	5) Issue periodic financial reports	No Choice
	6) Issue annual financial report	No Choice
	7) Provide financial policy and procedures training	Choice
	8) Provide system support (financial management system)	Choice
I	Service Business B	Tax Collection/Compliance/Administration
	1) Collection, document processing, accounting, and records management	No Choice
	2) Process, policy development and issues management	No Choice
	3) Enforcement/delinquency collection	Choice
	4) Audit/examination/protest and appeal management	Choice
	5) Analysis and forecasting	Choice
	6) Taxpayer outreach, education and taxpayer services	Quality of Life
I	Service Business C	Payroll
	1) Administer payroll function	No Choice
	2) Track general leave balances	No Choice
	3) Pay and reconcile insurance bills	No Choice
	4) Work with end-users on payroll protocols and use of payroll system	Choice
I	Service Business D	Special District Management
	1) Annual budget preparation and periodic amendments	No Choice
	2) Collect, process, record and report on financial transactions of Westminster Economic Development Authority (WEDA), Westminster Housing Authority (WHA), and General Improvement Districts (GID)	No Choice
	3) Various agreement administration and compliance	No Choice
	4) Metropolitan Special District (MSD) evaluation and monitoring for compliance	Choice
I	Service Business E	Utility Billing and Collection
	1) Maintain records of customers utility usage and payments	No Choice
	2) Bill for and collect fees related to customers' use of City water and wastewater utility services	No Choice
	3) Answer customer inquiries concerning their use of water and wastewater services	Choice
	4) Administer Financial Assistance Program	Choice
II	Service Business F	Debt Management & Administration
	1) Assure compliance with legal and contractual requirements required for borrowed funds	No Choice
	2) Obtain debt or other forms of capital in a prudent manner as needed to finance the City's capital projects	Choice
	3) Maintain a high credit rating for City and Enterprise debt	Choice
II	Service Business G	Retirement Administration
	1) Regulatory compliance for retirement plans	No Choice
	2) Retirement plan record keeping and administration	No Choice
	3) Retirement plan management	No Choice
	4) Retirement communication and education	No Choice
II	Service Business H	Bill Payment
	1) Process Accounts Payable	No Choice
	2) Process off system payments, i.e. ACH, wires, trust payments	No Choice
	3) Process expense reports	No Choice
	4) Administer Purchasing Card program	Choice
	5) Record and report retainage	Choice
	6) Process Purchase Orders	Choice
II	Service Business I	Revenue Collections
	1) Process Accounts Receivable	Choice
	2) File liens	Choice
	3) Administer Returned Checks	Choice
III	Service Business J	Grant Administration
	1) Administer federal compliance requirements	No Choice
	2) Prepare the Schedule of Expenditures of Federal Awards for the Federally mandated Single Audit	No Choice
	3) Administer policy and keep procedures current	Choice
	4) Conduct training	Choice

Finance Department

Service Business Priority		SERVICE HIERARCHY - Type
III	Service Business K	Purchasing
	1) Purchasing administration and compliance	No Choice
	2) Solicitation for the purchase of goods and services	No Choice
	3) Surplus disposal	No Choice
	4) Lease space point of contact for negotiations (5 Star Pups and the former Police Department building)	Choice
III	Service Business L	Budget Administration
	1) Prepare budget ordinances for supplemental appropriations	No Choice
	2) Prepare certain Revenue projections and debt service schedules	Choice
	3) Calculate carryover	Choice
	4) Proof original budget	Choice
III	Service Business M	Cash Management & Investment
	1) Manage receipt and disbursement of funds into and out of the City's bank accounts	No Choice
	2) Invest cash not needed for imminent payment of City obligations in a prudent manner	Choice
	3) Manage relationships with financial institutions that provide banking services to the City	Choice
III	Service Business N	Internal Audit/Education/Compliance
	1) Establish financial policies as needed and keep existing financial policies up to date	Choice
	2) Perform internal audits	Choice
	3) Write internal audit reports summarizing results	Choice
	4) Meet with others in the organization on compliance issues	Choice
	5) Make suggestions for and help others to establish internal controls	Choice

Fire and EMS Services

Service Business Priority		SERVICE HIERARCHY - Type
I	Service Business A	Emergency Response to Calls
	1) Respond to, contain and extinguish fires; salvage and overhaul; and emergency medical response	No Choice
	2) Emergency medical transport	Choice
	3) Hazardous materials response	No Choice
	4) Special Teams : Technical rescue, structural collapse, trench and confined space rescue, water rescue, hazmat team, etc.)	Quality of Life
	5) Responding to non-emergency calls for service (e.g., citizen non-emergency medical calls i.e. fever, lift assist, etc., and false calls due to human action or commercial/residential alarm system function/malfunction)	No Choice
	6) Citizen Assist (lockouts, flooding, lift assist, alarm reset, smoke & CO detectors, etc.)	Quality of Life
	7) Police Assists	Choice
I	Service Business B	Personnel Training & Safety
	1) Fire suppression training	Choice
	2) EMS Training	No Choice
	3) Hazardous Materials Training	No Choice
	4) Apparatus driver training	Choice
	5) Training records management	Choice
	6) Special Teams training (technical rescue, water rescue, hazmat team, etc.)	Choice
	7) City Training	Quality of Life
	8) Professional development/leadership	Choice
	9) Paramedic/Firefighter Field Internships/Ride-a-longs	Add On
I	Service Business C	Non-Emergency Station Duties
	1) Apparatus cleaning and maintenance	Choice
	2) Equipment cleaning and maintenance	Choice
	3) Station cleaning and maintenance	Choice
	4) Complete reporting requirements	No Choice
	5) Business preplans	Choice
	6) Fire Station Energy Management Program	Choice
I	Service Business D	Administrative Functioning
	1) Personnel management	No Choice
	2) Budget development, adoption, & management	No Choice
	3) Internal communication	Choice
	4) Data entry, overview, analysis, storage and maintenance	No Choice
	5) Department physical fitness program and medical screening	Choice
	6) Equipment testing & maintenance (Hose, ladders, SCBA etc.)	Choice
	7) Ambulance billing	Choice
	8) Technical services - computers, software, radios, etc.	Choice
	9) Equipment specification/Purchasing	Choice
	10) Facility maintenance/remodels	Choice
	11) Grant management	Choice
	12) Local/Regional Committee/Task Force attendance	Add On
	13) Community Risk Reduction Programming	Add On
	14) Special Events Review Team	Add On
I	Service Business E	Emergency Management
	1) Mitigation	Choice
	2) Recovery	Choice
	3) Planning	Choice
	4) Community preparedness & training	Choice
II	Service Business F	Fire Prevention
	1) Code Enforcement/Inspections	Choice
	2) Plan Review	Choice
	3) Follow-up on citizen complaints	Quality of Life
	4) Permits (Tents, burning, etc.)	Choice
	5) School construction plan review/inspections	Choice
	6) Fire hydrant flow and pressure testing	Add On
	7) Tier I & II hazardous materials information repository	No Choice
	8) Phase I environmental assessments	No Choice

Fire and EMS Services

Service Business Priority			SERVICE HIERARCHY - Type
II	Service Business G	Fire Investigation/Arson	Choice
		1) Cause determination	Choice
		2) Juvenile Fire Setter Counseling	Quality of Life
		3) Arrest the bad guys	Choice
		4) File Charges with District Attorney	Choice
		5) Participate in Court proceedings	Choice
III	Service Business H	Intergovernmental Participation/Assistance	Choice
		1) Mutual/auto aide	Choice
		2) Assist other City Departments as requested	Quality of Life
		3) Training City Staff ouside FD - haz mat, AED, trench, confined space, SCBA, etc	Choice
		4) SCBA fit test, maintenance and training	Choice
		5) Metro Dive Team	Quality of Life
		6) Wildland Fire	Add On
		7) North Area Technical Rescue Team	Add On
		8) Urban Search And Rescue Team (USAR)	Add On
		9) Membership/officer for regional/statewide/national associations	Add On
		10) Assist other agencies - promotional processes, testing, etc.	Add On
		11) North Area Training Consortium	Add On
III	Service Business I	Public Education	Quality of Life
		1) School Programming/drills	Quality of Life
		2) CPR/First Aid Training	Add On
		3) AED Training	Quality of Life
		4) Smoke/CO detectors	Add On
		5) Evacuation drills	Quality of Life
		6) Emergency operations plan development	Quality of Life
		7) Fire Extinguisher Training	Add On
		8) Group presentations - HOA, Scouts, Churches, etc	Add On
		9) Safe house program	Add On
III	Service Business J	Public Information/Marketing	Quality of Life
		1) Community information during emergencies - traffic, snow storms, large events	Quality of Life
		2) Community contact person	Quality of Life
		3) Fire Department media releases	Quality of Life
		4) Marketing the City and Fire Department	Add On
		5) Written City Documents - Weekly Edition, City Edition, etc.	Add On
		6) Fundraising for Fire Department charities (e.g., Burn Fund, Westminster Public Safety Recognition Foundation, etc.)	Add On
		7) Social media - Twitter & Facebook	Add On
III	Service Business K	Community Outreach	Add On
		1) Westy Med	Quality of Life
		2) Child car seat installation/inspection	Add On
		3) Fire Station Open Houses	Quality of Life
		4) Senior programming	Add On
		5) Home inspection	Add On
		6) Fourth of July Fishing Derby/Fireworks	Add On
		7) Santa Fire Truck Program	Add On
		8) Blood pressue screening	Add On
		9) Citizens' Fire Academy	Add On
		10) Home Town Christmas Tree Lighting Ceremony/Fire Station #1 Historic Society	Add On
		11) Ambulance standby (football games, cancer walk, etc.)	Add On
		12) Attend business/charity events	Add On
		13) Fourth of July/community parades	Add On

Administrative

Service Business Priority			SERVICE HIERARCHY - Type
I	Service Business A	Administration of Citywide Functions	No Choice
		1) City Facility Building Security	Choice
		2) Administrator of Threat and Violence Action Team	Add On
		3) Administration of Citywide Policies including solicitation in City Facilities, Acceptance of Gifts, Tuition Reimbursement and Employee Services Awards	Quality of Life
		4) Use of City Hall by the Public	Add On
		5) Employee communication	Choice
		6) Technological innovations focused on user accessibility and performance efficiency	Choice
III	Service Business C	Internal and Community Education and Outreach	Choice
		1) Recycling Education	Quality of Life

Building Operations & Maintenance

Service Business Priority		SERVICE HIERARCHY - Type
I	Service Business A	Facility Maintenance
	1) Unscheduled emergency repair/response (24/7 30 minute response)	No Choice
	2) Predictive maintenance - replacement prediction	Choice
	3) Preventative maintenance	Choice
	4) Hazardous waste collection/disposal (i.e. lighting ballasts and refrigerant recovery)	No Choice
	5) Pool mechanical systems maintenance and operation	No Choice
	6) Customer facility enhancements	Add on
	7) Maintenance related to parks, playgrounds, utility funded facilities (on request)	Add on
	8) Non maintenance external requests (i.e. recycle location cleanup, animal mitigation, graffiti removal, etc.)	Quality of Life
	9) Non maintenance internal requests (i.e. comfort calls, moving furniture and boxes, hanging pictures, sign fabrication, etc.)	Add on
I	Service Business B	Facility Maintenance Contractual Services / Regulatory
	1) Oversight of independent contractors providing life safety services certification in City facilities	No Choice
	2) Elevator inspections *State regulated	No Choice
	3) Security and fire alarm inspections (i.e. Sprinkler systems, fire extinguishers, alarm panels, and horn strobes) *State regulated	No Choice
	4) Emergency generator inspections *State regulated	No Choice
	5) Backflow device inspections *State regulated	No Choice
	6) Electrical inspections *State regulated	No Choice
	7) Electronic card key access systems	No Choice
	8) Security System Intrusion Alarm and Security Camera monitoring (24 hour alarm response)	No Choice
I	Service Business C	Energy Management and Facility Sustainability Issues
	1) Energy Savings Capital Improvement Contracts	Choice
	2) Energy Savings / Personal Responsibility / Education	Choice
	3) Energy Tracking / Alternative Fuels / Lifecycle Cost Analysis Sustainability	Choice
	4) Xcel Energy Franchise Administration	Choice
II	Service Business D	Custodial Services
	1) Contract management for custodial services (19) locations (2) contractors	Choice
	2) Custodial compliance inspections	Quality of Life
	3) Procurement of products associated with custodial services	Choice
	4) Contract management for solid waste removal	Choice
	5) Contract management for vending machine and coffee services	Add on
	6) Citizen and in-house recycling	Add on
II	Service Business E	Facility Independent Maintenance Contracts
	1) Elevator service maintenance	No Choice
	2) Emergency repair, contracts, electrical, plumbing, HVAC, flood and fire restoration	Choice
	3) Sanitary sewer pumping maintenance	No Choice
	4) Emergency generator maintenance	Choice
	5) Roof warranty maintenance	Choice
	6) Uninterruptible Power Supply Maintenance	Choice
	7) Pest extermination	Choice
	8) Large bay door maintenance	Choice
III	Service Business F	City Facility Leases
	Oversight of lease agreements maintenance for tenants occupying the following City owned facilities: Dept. of Corrections & CDOT (former Police Department), Community Reach (former 76th Ave. Library), and Westminster Historical Society	No Choice
	2) Accounts receivable	No Choice
	3) Maintenance of housing authority facilities	Choice
III	Service Business G	Capital Improvement Projects / General Fund, Public Safety, Parks, Recreation and Libraries Facilities
	1) Construction project management	Choice
	3) In house and contractual	Choice
	2) Contracted projects	Choice
	5) Remodels	Choice
	4) New construction design review	Choice

Municipal Court

Service Business Priority	Service Business A	Court Activities	SERVICE HIERARCHY - Type
I			No Choice
		1) Administrative Activities including maintaining and overseeing records management system, statistical tracking and review of operations, staff supervision/cross-training/daily activities oversight, budgeting, security services	No Choice
		2) Appellate Services: bond setting, stay of execution of fines/penalties, official transcripts, and monitoring appeals	No Choice
		3) Clerical Activities including receipt of all summons into records management system, prepare and set-up file, schedule cases for arraignment hearings, assist in courtrooms clerk, schedule interpreters as needed, process all motions filed, send disposition records to Department of Motor Vehicles, process warrants and protection orders, cross-train, assist with jurors, assist customers, laserfiche and quality control of closed cases	No Choice
		4) Conduct arraignments, provide written and oral advisements, accept pleas	No Choice
		5) Set and Conduct jury trials, court trials, various hearings	No Choice
		6) Sentencing	No Choice
		7) Collections Activities including payments, schedule and set-up deferred payment meetings and plans, refer overdue cases, monitor all cases in collection status	Choice
		8) Sentencings options include: jail, community service, fines and/or costs, restitution, work release, in-home detention, numerous alternative sentences, probation	Choice
		9) Security Services including assistance to Court Marshals as needed	Choice
		10) Jury Commissioner and Support: administrative functions such as qualifying letters to prospective jurors, summons and notifications of prospective jurors, show cause notices for failure to appear jurors, and orientation of prospective jurors, update and purge outdated jury information and database, survey jurors on automated calls and efficiency	No Choice
		11) Miscellaneous Activities: participate in congressional hearings, conduct juvenile probation school visitations, speak at schools when requested	Quality of Life
I	Service Business B	Prisoner Transports	No Choice
		1) Judges and staff process cases and provide court marshals with daily paperwork	No Choice
		2) Prisoners are transported by 3 court marshals for various hearings daily	No Choice
III	Service Business C	Probation Services	Choice
		1) Prepare Pre-Sentence Reports and/or record checks as required	Choice
		2) Supervise adult and juvenile probationers	Choice
		3) Prepare probation revocations and schedule hearings	Choice
		4) Attend monthly juvenile court sessions and make recommendations to the judge	Choice
		5) Testify in court as necessary	Choice
III	Service Business D	Volunteer Program	Quality of Life
		1) Solicit, interview, train and monitor volunteers to assist with docket pulling and scanning	Quality of Life
		2) Solicit, interview, train and supervise volunteers to oversee probation cases	Quality of Life
		3) Conduct monthly training sessions and staffing of cases sessions	Quality of Life

City Clerk's Office

Service Business Priority		SERVICE HIERARCHY - Type
I	Service Business A City Council, Special Permit and Licensing Board, Election Commission Support	No Choice
	1) Minutes	No Choice
	2) Agenda preparation/distribution/posting	No Choice
	3) Satisfy Colorado Sunshine Act Requirements	No Choice
	4) Codification of City Code and City Charter	No Choice
	5) Boards and Commissions recruitment/ interviews/ appointments/ reappointment	No Choice
I	Service Business B Election Administration	No Choice
	1) Perform all duties of City's Designated Election Official	No Choice
	2) Propose policy, legislation; develop procedures	No Choice
	3) Chair Election Commission	No Choice
I	Service Business C Administer Local and Applicable State Licensing Regulations	No Choice
	1) Process new and renewal applications	No Choice
	2) Fulfill administrative approval processes dictated by WMC	No Choice
	3) Update databases and issue licenses	No Choice
	4) Schedule hearings and Special Permit and License Board meetings	No Choice
	5) Ensure compliance	No Choice
	6) Categorize business type for logical retrieval in website business directory	Quality of Life
II	Service Business D Administer Citywide Document Management Program	No Choice
	1) Fulfill functions of Official Custodian of Records	No Choice
	2) Coordinate responses to CORA requests	No Choice
	3) Develop and implement policy and procedures	Choice
	4) Audit for compliance	Choice
	5) Connect electronic databases to Laserfiche for organized use of all records as Electronic Records Content Management tool for daily operational decision making	Choice
II	Service Business E In-House Print Shop Operations and Management	Choice
	1) Provides training on safe equipment operations and maintenance	Choice
	2) Prints forms and products for internal use	Choice
	3) Coordinate outside printing jobs	Choice
	4) Ensure compliance with City's graphic standards	Quality of Life
	5) Bills internal and external customers for print jobs	Choice
	6) City Hall shipping and receiving	Choice
	7) Prints materials for employee job-related professional organizations	Choice
III	Service Business F Passport Acceptance Agency	Add On
	1) Monday-Thursday afternoon service by appointment only	Add on
	2) Evening service on 4th Monday of each month	Add On
	3) Off-site services by special request, i.e., high schools, libraries	Add On
III	Service Business H Miscellaneous Activities	Quality of Life
	1) Centralized coordination of legal publications Citywide	No Choice
	2) Citywide Switchboard Operations (includes knowledge of emergency procedures, provision of directions to City facilities, and handling calls bypassing automated attendant)	Choice
	3) Messenger (includes daily delivery of mail/supplies to City facilities, maintenance of postage machine and associated supplies, and occasional special deliveries)	Choice
	4) Parking Permits for Standley Lake and Pomona High School	Add On
	5) Notary Public Services for City documents (Note: notary public services are also available to the public at no fee as an Add On service)	No Choice
	6) Condolence Plants for City Employees and Direct Families	Add On
	7) Reservations: Fleet Pool Cars, Council Chambers	Quality of Life

Fleet Maintenance

Service Business Priority			SERVICE HIERARCHY - Type
I	Service Business A	Vehicle Fuel Management	Choice
		1) Convenient, safe fuel dispensing and fuel containment	No Choice
		2) Consistent, reliable fuel supply meeting ASTM requirements, including tracking monthly balances and reconciliation with statements	No Choice
		3) Monitoring and acting to acquire competitive fuel pricing to maximize limited financial resources	Choice
		4) Accurate fuel tracking for internal purposes, that includes transaction time, date, fuel type, cost, and quantity by vehicle	Choice
		5) Multiple locations for disaster mitigation includes contracts with local suppliers like Diamond Shamrock	Quality of Life
II	Service Business B	Vehicle Maintenance	No Choice
		1) Fire, Police, Utilities, Streets support based on emergency and equipment requirements	No Choice
		2) Snowstorm support	Choice
		3) After-hours maintenance support	Choice
		4) Field service or schedule vendor such as tire company	Choice
		5) Repair from preventative maintenance (PM) priority to reduce unscheduled downtime time (includes blending Westminster's PM schedule and guidelines with manufacturer's)	Choice
		6) Determine shop repair, warranty repair, operator safety, or sub-let for work.	Choice
		7) Stock and non-stock parts to meet vehicle maintenance demands through a third party supplier.	Choice
		8) Maintain quality & consistency with third party emergency vehicle lighting and specialty installations	Quality of Life
		9) No-charge bench stock management (small parts shared with other departments)	Add On
		10) Used oil and filter management and recycling	No Choice
		11) Battery and electronic waste product management	No Choice
II	Service Business C	Vehicle Acquisition, Tracking and Disposal	Choice
		1) Perform in-house opacity emission testing as a third party for the State and maintain vehicle registrations	No Choice
		2) Vehicle replacement planning (includes creating specifications with departments) and electronic verification, followed by actual purchases using municipal bid awards	Choice
		3) Create monthly Preventive Maintenance (PM) schedule and distribute to department contacts	Choice
		4) Track vehicle maintenance cost history, including accidents; cradle to grave	Choice
		5) Auto-notification of completed work on vehicles through email	Add On
		6) Evaluate quality and accuracy of damage repairs and award based on quality and price	Add On

Human Resources - Benefits/Workforce

Service Business Priority		SERVICE HIERARCHY - Type
I	Service Business A	Recruitment/Selection
	1) Marketing organization as an employer of choice - identifying uniqueness	Choice
	2) Candidate assessment (i.e. application screen, testing, interviews, assessment centers, backgrounds)	Choice
	3) Establish market wage	No Choice
	4) Selection criteria (consistent with values of organization and management philosophy)	Choice
	5) Maintain Job Descriptions	Choice
	6) Promotion (i.e. Internet, ads, announcements, job fairs, career fairs on local government as employer)	Choice
	7) Administer Executive and Management National Recruitments	Choice
I	Service Business B	Employment Information and Compliance
	1) Processing of employment pay and status changes	No Choice
	2) Establishing rules, procedures and standards to ensure compliance	No Choice
	3) Management of HR information system and records in electronic format per legal retention requirements (including employment history, individual and organizational employment compliance)	No Choice
	4) Safeguard confidentiality related to personnel files and employment records	No Choice
	5) Interface information with payroll, pension, department managers, vendors	No Choice
	6) Staying current with laws and regulations related to Human Resources and developing and submitting reports as required (e.g., EEO, etc.)	No Choice
	7) Record management of compliance	No Choice
	8) Unemployment claim administration	No Choice
	9) Application and screening system maintenance	No Choice
	10) Management of Performance Appraisal development, processing, records, and review	Choice
	11) Distribution of information on rights and responsibilities as employees and employer	No Choice
	12) Coaching and training to mitigate or avoid employment risk	Choice
I	Service Business C	Employee Relations and Retention
	1) Development of Partnership on employment issues with managers, including performance issues, consistent application of Personnel Rules, and facilitation services (for conflict or enhancement efforts in teams)	Quality of Life
	2) Ensure fair treatment and respectful work environment, with jobs structured to ensure meaningful work, valuing employee contributions and encouraging engagement and ownership, including employee recognition efforts and employee feedback	Choice
	3) Investigation on EEOC complaints	No Choice
	4) Ensure compliance with employment law requirements (discipline, Title VII wage, FMLA, FLSA, ADA, ADEA, HIPAA, USEARA, Civil Unions Act)	No Choice
	5) Ensure Personnel Rules consistent with Municipal Code and Federal/State laws	No Choice
	6) Educate managers and supervisors on management philosophy, expectations of employees and application of rules	Choice
	7) Manage Grievance process and Personnel Board staff liaison	No Choice
	8) Chair EAC, ERAT, Healthcare task force, etc.	Quality of Life
	9) Inform employees regarding Personnel Rules	No Choice
	10) Onboarding and orientation	Choice
I	Service Business D	Management of Budgeted City-wide Employee Expenses
	1) Strategic planning on overall compensation budget development (what's in, what's out)	Choice
	2) Benefit Budget Development (Health, Insurances, Unemployment, Medicare, Pension, extra development)	Choice
	3) Conduct analysis and develop recommendations for Budget: classification, wage changes, benefits, staffing, pay projections, overtime analysis, etc. and all supporting documents	Choice
II	Service Business E	Organizational and Employee Development Initiatives
	Forecasting organizational needs/gaps, strategically planning initiatives to address gaps, and staying abreast of cultural trends impacting workforce (including Succession Planning, Leadership Development, generational issues, social media, exit of baby boomers, alternative workschedules, shrinking workforce, etc.)	Choice
	2) Championing values of organization (i.e. appraisals, selection criteria, modeling, discipline, recognition, coaching, training, written communication)	Choice
	3) Comprehensive training program for all levels of employees, including mandated specialized training, facilitation to meet specific operational needs, Executive Development, Supervisor Academy, Leadership Development programs, and career development	Choice
	4) Consult/Coach on reorganization efforts and when performance issues are present	Choice
	5) Ensure consistency in approach and practices with strategic goals and values	Quality of Life
	6) Performance Appraisal developmental goals based on Citywide competencies	Choice
	7) Assist workgroups with teambuilding and communication	Choice

Human Resources - Benefits/Workforce

Service Business Priority		SERVICE HIERARCHY - Type
II	Service Business F	Benefits Administration
	1) Development of comprehensive market based benefit package, including provider selection and utilization review	Choice
	2) Ensure legal compliance in benefits and day-to-day benefit administration	No Choice
	3) Case management (MIL, STD, FMLA, Limited Duty, LTD)	Quality of Life
	4) Encourage responsible consumerism for health care (RX, disease management, preventative screen, urgent care versus emergency room)	Quality of Life
	5) Survey competitors benefit provision (i.e., biennial benefits survey)	Quality of Life
	6) Implementation of Health Care Reform Initiatives, including compliance and adjustments in benefits as necessary	No Choice
II	Service Business G	Compensation
	1) Development of comprehensive compensation package	No Choice
	2) Ensure legal compliance in compensation (FLSA and minimum wage laws)	No Choice
	3) Job Classification, Analysis, audit and ensure internal/external equity	Choice
	4) Policy Development (overtime, promotions, pay progression, bonus, pay structure)	Choice
	5) Ensure consistent application of pay philosophy and standards	Quality of Life
	6) Survey competitors salary (i.e., biennial salary/market survey)	Quality of Life
II	Service Business H	Citywide Volunteer Program
	1) Volunteer position identification, recruitment, screening, and placement	Quality of Life
	2) Supervision of key programs: City Hall Information Desk Ambassadors Supervision, Snowbusters, Special Projects, Disaster Volunteer Management	Quality of Life
III	Service Business J	Wellness/Encouraging a healthy life style at work and at home
	1) Cost containment initiatives for healthcare (preventative screenings, educational programs, disease management, family focus programs, reduced benefit cost, reduced leave, identification of risk factors in City population to redirect program)	Choice
	2) Wellness Program requirements monitoring: accountability for personal health and provision of reduced health premiums	Quality of Life
	3) Promote culture of health and balance (management of EAP, education programs, nutrition and fitness programs)	Quality of Life
	4) Oversight of Center for Healthy Living	Choice

Human Resources - Risk Management

Service Business Priority			SERVICE HIERARCHY - Type
I	Service Business A	Property & Liability	No Choice
		1) Insuring City property and liability risks	No Choice
		2) Protection of the City's assets and services through management of claims	Choice
		3) Assisting citizens with claims against the City	Quality of Life
		4) Coordination of litigated claims between CAO and Liability insurance coverage	Choice
		5) Maintaining appraised property value database	No Choice
I	Service Business B	Workers' Compensation	No Choice
		1) Insuring City Workers' Compensation risks	No Choice
		2) Protection of the City's assets and services through management of claims	Choice
		3) Return-to-Work program	Choice
		4) Fitness for duty after work-related injury	Choice
		5) Education and resource for employees and supervisors	Quality of Life
I	Service Business C	Environmental Compliance Auditing and Technical Support	No Choice
		1) Annual Compliance Auditing of one operation per year and subsequent compliance assurance program implementation (Stormwater Permit)	No Choice
		2) Contractor support: Water Lawyer, Environmental Lawyer, Environmental Engineer, 24-hour Spill Support	Choice
		3) Operational Industrial Waste Disposal (Hazardous and Asbestos containing)	Choice
		4) Property Acquisitions Environmental Screening and Cleanup project oversight (including the Gasoline Recovery System at the MSC)	Quality of Life
II	Service Business D	Safety and Loss Control	Choice
		1) Citywide Safety Committee and support of Department/Division committees	Choice
		2) Resource for City staff	Choice
		3) Training and education	Choice
		4) Ergonomic workstation evaluations	Choice
		5) Property safety survey/inspection	Choice
		6) Assisting staff with development and maintenance of emergency procedures within City facilities	Choice
		7) Establishing rules, procedures and standards to ensure compliance (including Random Drug Testing policy, DOT Compliance, CDL Task Force and Substance Awareness Team)	No Choice
II	Service Business E	Citywide Contract Review	Choice
		1) Insurance requirements - protection of City from liability	Choice
III	Service Business F	Internal and Community Education and Outreach	Choice
		1) Stormwater Permit outreach activities and internal training (includes Household Hazardous Waste Program)	No Choice
		2) Outreach activities and internal training on environmental best practices (Hard to Recycle Guide, Waste Management, Spill Prevention)	Choice
		3) Staff technical support to the Environmental Advisory Board (serves to help with the community involvement portion of the City's Stormwater Permit)	Choice
		4) American's With Disabilities Act Coordinator - Citywide coordination of grievance processes and compliance	No Choice

Information Technology

Service Business Priority			SERVICE HIERARCHY - Type
I	Service Business A	Professional Technical Support for Laptop, Mobile, Desktop Users	Choice
		1) Perform complex troubleshooting for printer, mobile, laptop and desktop computers	Choice
		2) Provide user and technical support for remote access software	Quality of Life
		3) Provide and administer security software and encryption for laptop and desktop PCs	Choice
I	Service Business B	Computer Server and Network Resources	Choice
		1) Procure, maintain and upgrade computer servers for production operations	Choice
		2) Manage and oversee maintenance, upgrade and repair services for computer hardware, UPS, and computer facility	Choice
		3) Test and install critical operating system patches	Choice
		4) Virtualize computer servers	Quality of Life
I	Service Business C	Systems and Network Security	Choice
		1) Coordinate and conduct annual security audit exercises and fortification activities	Quality of Life
		2) Install, configure and monitor firewalls and intrusion prevention/detection systems	Choice
		3) Research, install and test database security patches	Choice
		4) Research, install and test operating system security patches	Choice
		5) Research, install and test software applications security patches	Choice
		6) Implement and maintain two factor login authentication for IT staff	Quality of Life
		7) Implement and maintain full disk encryption and hardware tracking for all City laptops	Quality of Life
		8) Administer internal and cloud based, virus, and phishing services to protect email users	Choice
		9) Conduct annual training classes on security and social engineering awareness	Quality of Life
I	Service Business D	Network Access and Telecommunication Services	Choice
		1) Install telephone switches and sets	Choice
		2) Maintain, expand, troubleshoot City operated fiber networks	Choice
		3) Install, configure and maintain Cisco switches	Choice
		4) Troubleshoot network connectivity issues and performance problems	Choice
		5) Maintain and troubleshoot City wireless point-to-point communication services between City Hall and other City facilities	Choice
		6) Configure and support Open DNS or other web filter/protection for wireless users	Choice
		7) Troubleshoot and coordinate repairs for equipment and outside circuit services	Choice
		8) Maintain voicemail services and setting for over 1,000 mailboxes	Choice
		9) Install, configure and maintain 75 wireless access points throughout facilities	Choice
II	Service Business E	Future Planning and Technology Hardware/Services Acquisition	Choice
		1) Serve as a technical resource in the evaluation (including vendor reviews and hardware/software demonstrations) and procurement of technology (both citywide tools through IT and department specific)	Choice
		2) Assist in implementation planning and conversions as required	Choice
		3) Assist in the review and negotiations of contracts for technology products	Choice
		4) Evaluate and test current and emerging technologies to identify those that would help the City in meeting goals, including the removal, change or increase in services to meet future technology needs	Choice
		5) Develop and update the City's short and long term Information Technology Strategic Plan	Choice
		6) Collaborate with other Denver/Metro government agencies to identify partnership opportunities for technology procurement and services	Choice
II	Service Business F	Disaster Recovery/Business Continuity	Choice
		1) Perform full and incremental backups of data to offsite storage	Choice
		2) Install and maintain servers, network and other technology at the City's disaster recovery hot site	Choice
		3) Develop, manage and test disaster recovery and business continuity plans for technology	Choice
II	Service Business G	Custom Software Application Services	Choice
		1) Conduct needs assessments and define business requirements with departments	Choice
		2) Assist in evaluation of canned, custom and cloud based options for meeting department application needs	Choice
		3) Design database structure and relationships	Choice
		4) Develop applications using industry best practices and City of Westminster application design standards	Choice
		5) Design and develop interfaces to share and update data contained in other applications	Choice

Information Technology

Service Business Priority		SERVICE HIERARCHY - Type
	6) Maintain and enhance applications during their lifecycle	Choice
	7) Create system design specifications and functional specifications	Choice
	8) Collaborate with user department to assist in testing	Choice
II	Service Business H	Purchased Software Application Services
	1) Coordinate troubleshooting efforts between user departments and software vendors	Choice
	2) Develop custom reports as required by user departments	Choice
	3) Learn and administer vendor provided databases	Choice
	4) Develop and/or support interfaces needed for sharing and updating data between various applications	Choice
	5) Plan for and perform minor and major software releases and updates	Choice
I	Service Business I	IT Service Center
	1) Answer phone and Intranet based calls for support	Choice
	2) Respond to Microsoft Office, Outlook, and other application questions	Choice
	3) Collect information regarding user technical issues, and assist in resolution or assignment of request	Choice
	4) Log ITSR contacts into call tracking system	Choice
	5) Assist in password resets, new user account setup, Active Directory maintenance, etc	Choice
	6) Manage IT Service Center including website, FAQ, and Alert Messages	Choice
	7) Handle print server management for all printers	Choice
	8) Order, configure, deploy and support mobile technologies	Choice
	9) Assist in facilitating communication on projects between Systems/Network/ Software Teams	Choice
	10) Administer internal and cloud based spam services to assist email users in inbox management	Choice
	11) Provide direct City Council support for City provided technology	Choice
	12) Provide resolution or assignment of emergency or criticalcalls	Choice
	13) Moderate the Information Technology online forum	Quality of Life
	14) Technical management for managed print services	Choice
III	Service Business J	Electronic Communication Services- Email and Voicemail
	1) Manage Microsoft Exchange user accounts and folders	Choice
	2) Install and manage Microsoft Exchange server for email and scheduling	Choice
	3) Install and support unified communications for integrated voice and email	Choice
	4) Administer internal and cloud based spam services to assist email users in inbox management	Choice
III	Service Business K	Internet and Intranet Applications and Services
	1) Contract with multiple Internet service providers for web connectivity	Choice
	2) Collaborate with the Public Information Office to continually enhance the City's Internet and Intranet presentation and navigation	Quality of Life
	3) Install automated systems to provide for monitoring and enforcement of appropriate use policies	Choice
	4) Monitor and expand bandwidth requirements	Choice
	5) Empower internal and external customers with the ability to access information, conduct business through interactive transactional applications, and update data 24/7	Quality of Life
	6) Provide and maintain a content management system to provide departments with a non-technical simple way to update data on the Internet	Choice
	7) Develop and support interfaces to retrieve and update information from various applications residing on other systems	Choice

Recreation Wellness/Leisure Services

SERVICE BUSINESS PRIORITY			SERVICE HIERARCHY
I	Service Business A	Indoor Recreation Facilities - Leisure/Wellness Amenities & Programming Space - Daily Operations at Facilities- Drop in use at centers (includes City Park Recreation Center, City Park Fitness Center, Swim and Fitness Center, West View Center, the MAC, and the Sports Center)	Quality of Life
		1) Multi-use Recreation Centers (4 facilities)	Quality of Life
		2) Adult Recreation Center - The MAC (1 facility)	Quality of Life
		3) Indoor Soccer Facility (1 facility)	Quality of Life
		4) Outdoor Seasonal Pool (1 facility)	Quality of Life
		5) Library Services - MAC loaner library and West View terminals	Quality of Life
I	Service Business B	Outdoor Facilities	Quality of Life
		1) Standley Lake (3,500 acres)	Quality of Life
		2) Trails (82 miles)	Quality of Life
		3) Open Space (3,000 acres)	Quality of Life
		4) Parks (54 Parks)	Quality of Life
		5) Golf Courses (2)	Quality of Life
		6) Athletic Fields (Multi-use turf fields, bocci, basketball baseball/softball)	Quality of Life
II	Service Business C	Recreation Services - Marketing - For all programs, events and facilities	Quality of Life
		1) Website-updates	Quality of Life
		2) Activity guide	Quality of Life
		3) Articles for publications - newspapers, community bulletins, etc.	Quality of Life
		4) Special promotions - coupons, paid advertising	Quality of Life
		5) Facebook	Quality of Life
		6) Flyers, pamphlets, etc.	Quality of Life
		7) Displays (e.g., television screen at CPRC, display cases at the facilities, etc.)	Quality of Life
		8) Targeted in-person marketing through attendance at community and business events	Quality of Life
		9) Channel 8	Quality of Life
II	Service Business D	General Recreation Programs	Quality of Life
		1) Tot/Pre-School (ages 0-6; e.g. learn to swim, sports, dance, enrichment, fitness, etc.)	Quality of Life
		2) Youth Programs (ages 7-18; e.g. sports, aquatics, camps, enrichment, afterschool programs, etc.)	Quality of Life
		3) Adults (ages 18+; e.g. fitness, sports, enrichment, aquatics, etc.)	Quality of Life
		4) Older Adults (ages 50+; e.g. SilverSneakers, enrichment, fitness, aquatics, etc.)	Quality of Life
III	Service Business E	Rental Programs	Add On
		1) External rentals (exclusive or partial exclusive use of facilities)	Add On
		2) Internal rentals (city use of facilities for city business)	Add On
		3) Lease agreements (exclusive use of designated space to service specific needs of community and generate revenue; e.g. cell tower, FIT Physical Therapy; Kids Nite Out)	Add On
III	Service Business F	Recreation Facilities - Leased for exclusive use of designated space within facilities, services needs of community and generates revenue	Add On
		1) Cell tower leases - Kings Mill, City Park and Countryside	Add On
		2) FIT Physical Therapy - CPFC	Add On
		3) Kids Nite Out - CPRC	Add On
		4) Westminster Association Football Club (WAFC) - Sports Center	Add On
III	Service Business G	Recreation Facilities and Programs - Accessibility	Add On
		1) Youth Scholarship program	Add On
		2) Reduced rate passes - based on financial needs	Add On
		3) Servicing the special needs community	Add On
		4) Buddy Program	Add On
III	Service Business H	Recreation Services - Contracts/Agreements	Quality of Life
		1) Hyland Hills - MAC management and co-owner of Carroll Butts, parks, etc.	Quality of Life
		2) West View Recreation Center business agreements (Technology Park and Ball Corporation)	Quality of Life
		3) School District agreements - Jefferson County, Adams 50 and Adams 12	Quality of Life
		4) Hotel Passes - agreement with the Westin and City Park	Add On
		5) Adams County School District 50 Pool Use - SFC	Quality of Life

Parks and Open Space

SERVICE BUSINESS PRIORITY		SERVICE HIERARCHY
I	Service Business A	Park Services - Maintenance of Parks and Public Facilities - Daily, weekly and monthly tasks performed on a seasonal and year around basis for 54 improved park sites totaling 658 acres; and 22 public facilities totaling 50 acres
	1) Landscape maintenance	Quality of Life
	2) Maintenance and repair of equipment	Quality of Life
	3) Hazardous waste management	No Choice
	4) Mosquito/West Nile control	Add On
	5) Snow operations	Choice
	6) Dam inspections/pond maintenance	No Choice
	7) Promenade maintenance	Add On
	8) Contract maintenance	Quality of Life
I	Service Business B	Design Development - Construction and Infrastructure Maintenance Crew - Responsible for the ongoing maintenance and improvement of existing park facilities
	Park upkeep (including new construction, playground or amenity installs, repairs, safety audits & documented hazard inspections, graffiti & vandalism mitigation, irrigation systems, site furnishings for parks and park amenities including restrooms, shelters, etc)	Quality of Life
	2) Trail Construction	Quality of Life
	3) Construction and infrastructure maintenance	Quality of Life
	4) Signage (fabrication coordination, installation, repairs)	Add On
I	Service Business C	Standley Lake Services - Water Supply
	1) Patrol and security	No Choice
	2) Aquatic Nuisance Species Program	Choice
	3) Intergovernmental Agreement administration	No Choice
II	Service Business D	Park Services - Open Space Maintenance - On-going maintenance of City-wide open space properties and infrastructure
	1) Volunteer coordination/habitat improvement	Add On
	2) Drainage way improvements and monitoring of wetland and environmental permit	No Choice
	3) Dog park maintenance, repairs and service (animal waste program)	Add On
	4) Storm water management	No Choice
	5) Urban forestry operations	Quality of Life
	6) Wildlife management	Add On
II	Service Business E	Design Development - Master Planning & Design: Including planning or design for new parks, park renovations, special use park properties, or open space properties, and all associated amenities for these properties.
	1) Playground design and installation	Add On
	2) Community Enhancement Program	Add On
II	Service Business F	Golf Course - Maintenance
	1) Turf maintenance	Quality of Life
	2) Irrigation maintenance and management	Quality of Life
	3) General course/facility operations	Quality of Life
	4) Golf course equipment maintenance	Quality of Life
	5) Native area and other (out of bounds) maintenance	Quality of Life
	6) Snow operations	Quality of Life
	7) Audubon certification (The Heritage Golf Course)	Quality of Life
	8) West View Recreation Center landscaping and snow removal maintenance	Quality of Life
II	Service Business G	Standley Lake Regional Park
	1) Park maintenance	Quality of Life
	2) Equipment maintenance	Quality of Life
	3) Wildlife management	Quality of Life
	4) Lake water amenities maintenance	Quality of Life
	5) Standley Lake Regional Park maintenance and management	Quality of Life
	6) Snow operations	Quality of Life
	7) Off-season storage rentals	Quality of Life

Parks and Open Space

SERVICE BUSINESS PRIORITY			SERVICE HIERARCHY
III	Service Business H	Park Services - Greenhouse Operations - City-wide plant production, installation and maintenance	Add On
		1) Indoor plant maintenance (public buildings)	Add On
		2) Annual crop production/planting/maintenance/greenhouse upkeep	Add On
		3) Landscape maintenance, lighting, and repairs for the entrance monuments designating City of Westminster boundaries	Quality of Life
III	Service Business I	Park Services - Holiday Decorations - Christmas decorations (various locations)	Add On
		1) Decoration construction, maintenance and repairs/installation/removal	Add On
		2) Landscape tree lighting City Hall	Add On

Library Services

SERVICE BUSINESS PRIORITY		SERVICE HIERARCHY
I	Service Business A	Provide library materials for learning, research, enrichment and entertainment: Involves every step of selecting a title for purchase to getting it to a patron's hands and back again
	1) Circulate materials (check in/out/shelve/holds/courier)	Quality of Life
	2) Acquire material (plan, select, order, receive, and pay)	Quality of Life
	3) Process and catalog materials	Quality of Life
	4) Maintain materials (weed, repair, reorder, security, review/challenge)	Quality of Life
	5) Maintain patron accounts (issue cards, update, ensure privacy)	No Choice
	6) Interlibrary loan	Quality of Life
	7) Self-service education/training/support	Quality of Life
	8) Money handling (fines and collection agency interaction)	Choice
I	Service Business B	Reference/Reader's Advisory: Through the use of librarians and pathfinders, help patrons locate useful resources and conduct research
	1) Interview patrons to determine needs and follow-up	Quality of Life
	2) Instruct on the use of databases and resources	Quality of Life
	3) Fulfill patron requests	Quality of Life
	4) Connect to other resources/materials	Quality of Life
	5) Interlibrary loan and material orders	Quality of Life
	6) Pathfinders and booklist creation and maintenance	Quality of Life
	7) Information education	Quality of Life
	8) Resource sharing	Quality of Life
I	Service Business C	On-line Services for learning, research, enrichment and entertainment
	1) Catalog	Quality of Life
	2) Webpage design and support	Quality of Life
	3) Database negotiation, installation and management	Quality of Life
	4) Providing electronic resources (downloadable, e-books, databases)	Quality of Life
	5) Wireless	Quality of Life
	6) Respond to patron questions (e-mail, virtual reference, via phone)	Quality of Life
	7) Support education	Quality of Life
	8) Access to resources	Quality of Life
	9) Purchase and maintain computer, network equipment and software	Quality of Life
I	Service Business D	Library Facilities: Ongoing maintenance for two libraries with more than 400,000 visitors annually
	1) On-going upkeep of 76,000 square foot College Hill and 15,000 square foot Irving Street Library	Quality of Life
	2) Repair and replacement of furnishings and electronic equipment	Quality of Life
	3) Occasional shut downs for larger projects - renovations and remodeling	Quality of Life
II	Service Business E	Educational and Cultural Support: Programs and services to support schools and cultural institutions for each stage of life
	1) Story times	Quality of Life
	2) Summer Reading Program	Quality of Life
	3) Speak English conversational groups	Quality of Life
	4) Citizenship Classes	Quality of Life
	5) Homework Help	Quality of Life
	6) Programs	Quality of Life
	7) Daycares	Quality of Life
	8) Homeschooling families	Quality of Life
	9) Schools	Quality of Life
II	Service Business F	Marketing of Programs that promote available library resources
	1) Summer Reading Program	Quality of Life
	2) Website - updates	Quality of Life
	3) Educational tours	Quality of Life
	4) Computer classes	Quality of Life
	5) Educational programs for children, teens, adults and seniors	Quality of Life
	6) Participate in community and business events	Quality of Life
	7) Author talks	Quality of Life
	8) Articles for publications - newspapers, community bulletins, Activity Guide	Quality of Life
	9) Branding	Add On
	10) Flyers, pamphlets	Add On
	11) Channel 8	Add On

Library Services

SERVICE BUSINESS PRIORITY			SERVICE HIERARCHY
II	Service Business G	Information Center: Distribute information to the community	Quality of Life
		1) Internet, and connect community to outside organizations	Quality of Life
		2) Tax forms	Quality of Life
		3) Governmental resources/support	Quality of Life
		4) Catalog official materials, including City documents for public access	No Choice
II	Service Business H	Technology Center: Printing, productivity software, and access to technology	Quality of Life
		1) Provide access to technology and software	Quality of Life
		2) Printing	Quality of Life
		3) Educate patrons on how to search	Quality of Life
		4) Train and educate patrons on how to use technology	Quality of Life
III	Service Business JI	Community Center: Support local organizations, educational and cultural institutions, businesses and individuals by providing a safe place to mee	Add On
		1) Provide technology support on a separate network for outside organizations and patron	Quality of Life
		2) Library displays and exhibits	Quality of Life
		3) Study rooms for free (15) and meeting rooms for rental (6)	Quality of Life
		4) Community and gathering space	Add On
		5) Art shows and displays	Add On
		6) On-going users - church groups, governments, schools, homeschooling parents, scouts, and mor	Add On
III	Service Business IJ	IGA Administration and Board Liaison: Everything involving the administration of various Intergovernmental Agreements and Board liaison role:	Quality of Life
		1) FRCC for the College Hill Library	Quality of Life
		2) Friends of the Westminster Public Library	Quality of Life
		3) PR&L Advisory Board	Quality of Life
III	Service Business IK	Fund Development and Grants	Quality of Life
		1) Application for and administration of grants	Quality of Life
		2) Friends of the Westminster Public Library book sales and used book event	Add On
		3) Donor development	Quality of Life

Police

Service Business Priority			SERVICE HIERARCHY-Type
I	Service Business A	Patrol Services	Choice
		1) Respond to calls for service	No Choice
		2) Enforce laws (State and Local)	No Choice
		3) Arrest of offenders	No Choice
		4) Investigation of offenses	No Choice
		5) Visibility and deterrence	No Choice
		6) SWAT (Special Weapons Attack Team)	Choice
		7) Police K-9 Services	Choice
		8) SET (Special Enforcement Team)	Choice
		9) School Resource Officer (SRO) Program	Quality of Life
		10) Parks, Recreation and Libraries Officers	Add On
		11) Northeast Police Storefront	Add On
		12) Crime Analysis and Problem Solving	Choice
I	Service Business B	Emergency/Non-Emergency Communications	Choice
		1) Respond to Emergency Calls for Service	No Choice
		2) Respond to Non-Emergency Calls for Service	Choice
I	Service Business C	Investigation Services	Choice
		1) Investigates and files criminal cases	No Choice
		2) Crime scene investigation and analysis	No Choice
		3) Preservation, processing and disposition of evidence	No Choice
		4) Internet crimes against children	Choice
		5) Victim advocate services, support and resource referral	Choice
		6) Storage, safekeeping and return of found property	No Choice
		7) Intelligence Analysis	Add On
		8) Court Marshal services	Add On
		9) Liquor compliance services	Add On
		10) Sex Offender Monitoring	No Choice
II	Service Business D	Traffic Services	Choice
		1) Enforcement	Choice
		2) Accident investigation	Choice
		3) Enhanced DUI Enforcement	Add On
		4) Motorcycle Program	Add On
II	Service Business E	Police Records Management	Choice
		1) Retention, archival, release of records and reports	No Choice
		2) Compliance with State and Federal Records and public access laws	No Choice
		3) Data collection and reporting	Choice
		4) Local, State and National data reporting	No Choice
II	Service Business F	Administration/Management	Choice
		1) Operational Oversight	Choice
		2) Policy and Development	Choice
		3) Officer Training	Choice
		4) Recruitment and Hiring	Choice
		5) City Council Liaison	Choice
		6) Internal Affairs/Professional Standards	Choice
		7) Response to Citizen Concerns	Choice
		8) Grant Administration	No Choice
		9) Legislative Participation and Regulatory Advocacy	Choice
		10) Resiliency Program for Detectives/Criminalist	Add On
		11) Performance Measure Management	Add On
II	Service Business G	Neighborhood Services - Property Protection	Choice
		1) Code Enforcement	Choice
		2) Graffiti Program	Choice
III	Service Business H	Interagency Partnership	Choice
		1) North Metro Task Force	Choice
		2) LINK/Juvenile Assessment Center (JAC)	Choice
		3) Arapahoe/Washington House	Choice
		4) Foothills Animal Shelter	Choice
		5) Metropolitan Auto Theft Task Force (MATT)	Choice

Police

Service Business Priority			SERVICE HIERARCHY-Type
III	Service Business I	Animal Management	Quality of Life
III	Service Business J	Community and Public Services	Choice
		1) Media liaison/public information	Choice
		2) Crime prevention efforts	Choice
		3) Community relations efforts (i.e. Police Citizens Academy, HOA meetings, Neighborhood Night Out)	Quality of Life
		4) Retail Theft Prevention	Add On
		5) Volunteer relations efforts (i.e. Police Citizen Academy Alumni Group, Westminster Public Safety Recognition Foundation)	Add On
		6) Senior Services	Add On
		7) "Drive Wise" Program	Quality of Life
		8) Traffic Safety Education	Quality of Life

Public Works and Utilities Administration

Service Business Priority			SERVICE HIERARCHY - Type
I	Service Business A	Management and Financial Administration	Choice
		1) CIP Master planning, development, tracking and implementation	Choice
		2) Financial modeling (utility fund) and revenue forecasting	Choice
		3) Tap Fees and Rates - Review/Recommendations	Choice
		4) Legislative and standards monitoring	Choice
III	Service Business B	Maintenance Management	Choice
		1) Customer Service Requests	Choice
		2) Work orders	Choice
		3) Maintenance planning	Choice
		4) Performance Measurement	Add On
		5) GPS Data Collection/GIS Program	Choice
		6) Document Management/Content Management	Choice

Street Maintenance

Service Business Priority		SERVICE HIERARCHY - Type
I	Service Business A	Pavement Restoration/Repair
	1) Pothole Patching	No Choice
	2) Pavement Failure Patching	Choice
	3) Water Break Patchback	No Choice
	4) Joint Repair	Quality of life
	5) Grinding/Leveling/Trip Hazard Elimination (sidewalks)	Quality of life
	6) Skin Patching (addition of a thin layer of asphalt placed over an existing surface to correct minor settlement, often recommended before an overlay or seal coat to improve rideability)	Quality of life
	7) Blading (Shoulders/Alleys/Gravel Roads)	Quality of life
I	Service Business B	Pavement Preservation/Rehabilitation/Replacement
	1) Crackseal	Choice
	2) Chipseal	Choice
	3) Slurry Seal	Choice
	4) Resurfacing	Choice
	5) Reconstruction	Choice
	6) Pavement Striping	Choice
	7) Railroad Crossing Surface Replacement	Choice
	8) Concrete Replacement: Curb and Gutters, Sidewalks	Quality of Life
I	Service Business C	Snow and Ice Control
	1) Plowing and Deicing	No Choice
	2) Plow/Spreader Maintenance and Calibration	Choice
	3) Post Storm Sweeping/PM10 Air Quality Regulations	No Choice
	4) Automatic Vehicle Locating/GPS Monitoring	Add On
I	Service Business D	Traffic Control
	1) Pavement Marking Installation/Maintenance	No Choice
	2) New Surface Striping	No Choice
	3) Guardrail Installation/Repair	Choice
	4) Sign Fabrication	Choice
	5) Sign Installation/Maintenance/Inventory/Inspections	Choice
II	Service Business E	Bridge Maintenance
	1) Inspections (aesthetics and road surface)	Choice
	2) Concrete Caulking and Sealing	Choice
	3) Grinding/Resurfacing	Choice
	4) Concrete Replacement	Choice
	5) Railing Re-Painting	Quality of Life
	6) Lighting Maintenance	Quality of Life
II	Service Business F	Pavement Management
	1) Inventory/Inspections/Data Entry	Quality of Life
	2) Software Maintenance and Support	Quality of Life
	3) Engineering/Design	Quality of Life
	4) Annual Street Improvements Identification	Quality of Life
	5) 5 Year Master Plan Development	Quality of Life
II	Service Business G	Storm Water Maintenance
	1) Flood/Emergency Response	No Choice
	2) Inspections	No Choice
	3) Annual catch basin and open drainage channel maintenance	No Choice
	4) Replacement/Repairs	No Choice
	5) Pollution Prevention/Best Management Practices (BMP's)	No Choice
	6) National Pollution Discharge Elimination System (NPDES) Permit/Reports	No Choice
II	Service Business H	Street Cleaning (non-storm related)
	1) Emergency response	Choice
	2) Sweeping	Choice
	3) Inspections	Choice
	4) Adopt-a-Street Program	Add On

Street Maintenance

Service Business Priority	Service Business I	Service Business J	SERVICE HIERARCHY - Type
III	Street Lighting		Quality of Life
		1) Outage reporting and annual quality service program inspections	Quality of Life
		2) Payment	Quality of Life
		3) Maintenance of city-owned street lighting infrastructure	Quality of Life
III	Public Facilities Parking Lot Management		Quality of Life
		1) Inventory/Inspections/Data Entry	Quality of Life
		2) Engineering/Design	Quality of Life
		3) Annual Pavement Improvements/Concrete Repairs	Choice
		4) 5 Year Master Plan Development	Quality of Life

Water

Service Business Priority		SERVICE HIERARCHY - Type
I	Service Business A	Water Supply Operations
	1) Administer water resources' agreements and decrees	No Choice
	2) Operation and management of infrastructure and ditches to Standley Lake	Choice
	3) Coordinate operations with State water administrator	No Choice
	4) Water accounting, data entry, accounting reports and water system data clearinghouse	No Choice
	5) Operation and management of water exchange infrastructure and facilities	Choice
	6) Protect water system infrastructure and facilities from potential impacts (crossings, development, etc.)	Choice
	7) Track and react to water supply conditions	Choice
I	Service Business B	Potable Water Treatment and Distribution
	1) Meet Federal and State Regulations	No Choice
	2) Transport raw water from Standley Lake to Northwest and/or Semper Water Treatment Facility	No Choice
	3) Operation and Maintenance of potable water treatment plants (Semper and Northwest Water Treatment Facilities)	No Choice
	4) Operation and Maintenance of potable water distribution system	No Choice
	5) Water quality assurance and regulation compliance	No Choice
	6) Water meter reading and maintenance	Choice
	7) Back Flow and Cross Connection Testing and Certification	No Choice
I	Service Business C	Emergency Response - Service Disruption
	1) Waterline Breaks	No Choice
	2) Pump Station Operations	No Choice
	3) Water contamination emergency	No Choice
	4) Low Water Pressures	No Choice
II	Service Business D	Water Planning
	1) Monitor, review and police other water users' water rights, water accounting and water operation	Choice
	2) Strategic Planning of water supply	Choice
	3) Water rights purchases	Choice
	4) System optimization	Choice
	5) Wattenberg Gravel Lake water storage	Choice
	6) Water conservation and demand management	Choice
	7) South Westminster non-potable water supply	Choice
	8) Review and development of tap fees	Choice
	9) Water supply modeling: system yield, reliability and alternatives analyse:	Choice
	10) Comprehensive water system GIS mapping	Quality of Life
	11) Organize, digitize and preserve institutional knowledge and key documentation	Quality of Life
II	Service Business E	Watershed Management for Water Quality
	1) Standley Lake monitoring to detect trends or changes in raw water.	Choice
	2) Watershed monitoring and modeling to detect water quality impact	Choice
	3) Intergovernmental collaboration/agreements with watershed entitie	Choice
	4) Conduct monitoring for presence of aquatic invasive species	Choice
	5) Manage Eurasian Watermilfoil management plan	Choice
	6) Management of Woman Creek Reservoir and monitoring DOE water quality reports from Rocky Flat	Choice
III	Service Business F	Lease and Contract Management
	1) Denver Water - Moffat Tunnel	No Choice
	2) Treated and Consumable Water Supply Agreement with the City of Brighton (perpetual sublease of Thornton Treated Water)	No Choice
	3) Consumable water contracts / effluent leases / other agreement	Choice
	4) Temporary water leases to irrigator	Choice
III	Service Business G	Advocacy and Representation
	1) Standley Lake Operating Committee (SLOC) and Standley Lake management	No Choice
	2) Woman Creek Reservoir Authority board of director	No Choice
	3) Sub-SLOC and accounting procedures	No Choice
	4) Water Quality Cost-sharing IGA	Choice
	5) Representation on State standards development workgroup	Choice
	6) Upper Clear Creek Water Association participation	Choice

Water

Service Business Priority		SERVICE HIERARCHY - Type
	7) Colorado Water Congress and forums focused on legislative and regulatory issue	Choice
	8) Meetings with other entities	Choice
	9) Regional water conservation organization:	Choice
III	Service Business H Reclaimed Water Treatment	Choice
	1) Meet State regulations	No Choice
	2) Treatment Plant Operation and Maintenance	No Choice
	3) Pumping Operation and Maintenance	Choice
	4) Facility Maintenance	Choice
	5) Program Administration	Choice
	6) New customer development	Choice
	7) Distribution System Operation and Maintenance	No Choice

Wastewater

Service Business Priority	Service Business	Description	SERVICE HIERARCHY - Type
I	Service Business A	Wastewater Treatment Operations	Choice
		1) Meet Federal and State Regulations	No Choice
		2) Operation and maintenance of Big Dry Creek Wastewater Treatment Facility	No Choice
		3) Operation of wastewater collection system	No Choice
		4) Metro Wastewater Reclamation District contract administration (treatment services)	Choice
		5) RV Dump Station program administration	Add On
I	Service Business B	Wastewater Collection System	No Choice
		1) Collection System Operation and Maintenance	No Choice
		2) Emergency response - sewer backups	No Choice
		3) Regulatory Compliance	No Choice
I	Service Business C	Wastewater Effluent Quality Assurance and Regulatory Compliance	No Choice
		1) Sampling and analysis of wastewater influent and effluent to meet State and Federal regulations	No Choice
		2) Prepare and deliver all required monitoring reports to the State and EPA	No Choice
		3) Manage and implement Industrial Pretreatment program	No Choice
		4) Prepare water quality reports for wastewater treatment operations	No Choice
		5) Meet all Quality Assurance/Quality Control requirements	No Choice
		6) Maintain and calibrate all field and laboratory equipment	No Choice
		7) Sampling and analysis of Big Dry Creek in support of State stream classifications	No Choice
		8) Maintain proper documentation of all monitoring programs	No Choice
		9) Comply with laboratory safety program	Choice
II	Service Business D	Biosolids Program	No Choice
		1) Meet Federal, State, and County permit monitoring and reporting requirements	No Choice
		2) Sludge Processing	No Choice
		3) Sludge Hauling	Choice
		4) Sample, analyze, and report biosolids and soil data	No Choice
		5) Biosolids Application - Farms	Choice
		6) Strasburg Natural Resources Farm management	Choice

COMMUNITY EVENT PRIORITY CRITERIA

Purposes of Community Events:

1. Build a sense of community – opportunity to know and experience the community and neighbors
2. Provide an opportunity for residents to interact with City employees and to understand City services
3. Provide affordable, “inexpensive” family entertainment
4. Celebrate major holidays with neighbors and the community
5. Promote health and wellness of residents
6. Bring neighborhoods together: neighbors coming together, learning and taking responsibility
7. Recognize and reward volunteers
8. Provide an opportunity for the Mayor and City Council to interact with the community and individual residents
9. Assist the City in providing services to the community
10. Support for charity events

Criteria for Community Events:

1. Number of participants
2. Staff driven event
3. City cost per event per hour per participant
4. Residents versus non-residents
5. The One opportunity (for resident(s)) to become engaged in the community
6. Cost recovery/revenue generation
7. Return to the City
8. City Council opportunity to interact with the community
9. If the event was stopped, would anyone really care or notice
10. Support for City goal and sustainability

– City Council approved April 19, 2010; reaffirmed June 27, 2011

Special Events

Service Business Priority			SERVICE HIERARCHY - Type
III	Service Business A	Community Events - City-sponsored celebrations/gatherings to promote sense of community and typically more social in nature	Quality of Life
		1) July 4th at City Park (PR&L, FD, PD, PW&U)	Quality of Life
		2) Annual Volunteer BBQ (GS)	Quality of Life
		3) City Hall Holiday Tree Lighting Ceremony (PR&L)	Quality of Life
		4) National Night Out (PD/FD)	Quality of Life
		5) Armed Forces Tribute Day (PR&L)	Quality of Life
		6) Summer Concert Series (PR&L)	Quality of Life
		7) Westminster Faire (PR&L, FD, PD, CMO, PW&U)	Quality of Life
		8) Summer Solstice Celebration & Bike Ride - part of Concert Series but with expanded activities (PR&L with involvement from FD & CMO)	Quality of Life
		9) Movies in the Park (PR&L)	Quality of Life
		10) Water Festival (PW&U)	Quality of Life
		11) Holy COW Trail Stampede (PR&L)	Quality of Life
		12) Fire Station Open Houses (FD)	Quality of Life
		13) Park Dedications (PR&L)	Quality of Life
		14) Santa Fire Truck Program (FD)	Add On
		15) Holiday Craft Bazaar (PR&L)	Add On
		16) Santa Cops (PD)	Add On
		17) Santa Shop (PR&L)	Add On
		18) Halloween Carnival (PR&L, FD, PD)	Add On
		19) Fishing Derby (FD)	Add On
		20) MAC holiday lunch/entertainment events (PR&L)	Add On
		21) Father-Daughter Ball (PR&L)	Add On
		22) Arbor/Earth Day (GS/PR&L)	Add On
		23) Various facility anniversary celebrations - often for 5, 10, 25, etc. (PR&L)	Add On
		24) Doggie Dive In (PR&L)	Add On
		25) Uncle Sam Splash Bash - Countryside Pool (PR&L)	Add On
		26) St. Baldrick's Day (CMO)	Add On
		27) Christmas Eve Santa to St. Anthony's Hospital (FD)	Add On

Special Events

Service Business Priority	Service Business B	Non-City Events – Events that are sponsored by another organization but in which City Staff participates (e.g., staffing a table, contributing financially, staff on boards/helps plan, etc)	SERVICE HIERARCHY - Type
III			Add On
		1) Participation in prospect trips/conferences/trade shows with regional and state partners	Add On
		2) Westminster Public Safety Recognition Foundation Annual Banquet (CMO/PD/FD)	Add On
		3) Westminster Legacy Foundation Annual Golf Tournament - Pro Am (PR&L)	Add On
		4) Metro North Chamber of Commerce - Annual Meeting, Golf Tournaments, etc	Add On
		5) Westminster Public Safety Recognition Foundation "Blazing Bullets Trail Run" (PD/FD)	Add On
		6) Westminster Legacy Foundation Wines Around the World (annual fundraiser) (PR&L)	Add On
		7) Fire Chief Ale Tapping (FD)	Add On
		8) Chili Cook-offs (Red and Green Chili) (FD)	Add On
		9) WaterFest - Annual education event for local elementary school kids pertaining to water quality and conservation (PW&U/CD)	Add On
		10) Home Town Christmas Tree Lighting Ceremony/Fire Station #1 Historic Society (FD)	Add On
		11) Firefighter Memorial events (Lakewood & Colorado Springs) (FD)	Add On
		12) Fourth of July parades (FD)	Add On
		13) Orchard Festival (South Westminster Arts Group) (CD)	Add On
		14) Wal-Mart Safety Event (FD/PD)	Add On
		15) Target on Blue Safety Event	Add On
		16) Historical Society Vintage Baseball & Ice Cream Social (FD)	Add On
		17) Home Depot Safety Event (FD/PD)	Add On
		18) Lowe's Safety Event (FD/PD)	Add On
		19) Cares Enough to Wear Pink (FD)	Add On
		20) Job Fairs (PD/GS)	Add On
		21) Career Fairs: High Schools, area Colleges (FD)	Add On
		22) Panerathon (FD)	Add On
		23) Movember (FD)	Add On
		24) MDA Drive (FD)	Add On
		25) Relay for Life (FD)	Add On
		26) Hot Times Kool Cars (FD)	Add On
		27) Westminster Elementary Back to School Night (FD)	Add On
		28) KYGO Christmas Crusade for Children (PD)	Add On
		29) Torch Run - Special Olympics (PD)	Add On
		30) Drug Enforcement Administration (DEA) Prescription Drug Take Back Event (PD)	Add On

Community Outreach

Service Business Priority		SERVICE HIERARCHY - Type
I	Service Business A	Outreach/Community Meetings - Meetings hosted by the City to engage the community and provide opportunities for feedback and interaction
	1) City Council Meetings/Public Hearings	No Choice
	2) Boards & Commissions	No Choice
	3) Mayor & Council Breakfasts/Desserts (CMO)	Quality of Life
	4) Telephone Town Hall (CMO)	Quality of Life
	5) We're All Ears events (CMO)	Quality of Life
	6) Commercial Development Neighborhood meetings (CD)	Choice
	7) Community Facility Design meetings (PR&L/FD)	Add On
	8) Community Park Design meetings (PR&L)	Add On
	9) HOA meetings (CMO)	Add On
	10) Library outreach to schools and daycares (PR&L)	Add On
	11) Tech Connect (CMO)	Quality of Life
III	Service Business B	Public Safety Outreach - Outreach facilitated by the Fire and Police Departments to educate and engage the community on issues specific to public safety (these are separate from Special Events that are more social/community building in nature)
	1) Topic Specific Community Meetings/Events (PD)	Quality of Life
	2) Emergency Preparedness Training (FD)	Quality of Life
	3) CPR, AED & First Aid training (FD)	Quality of Life
	4) Other Public Education - Juvenile Fire Setter, fire drills, station tours, etc. (FD)	Quality of Life
	5) Retail Crime Meetings (PD)	Quality of Life
	6) Neighborhood Watch (PD)	Quality of Life
	7) Fire Prevention Month - visit all elementary schools, 3rd grade coloring contest (FD)	Quality of Life
	8) Car Seat inspections (FD)	Add On
	9) Home Safety for Older Adults program (FD/PD)	Add On
	10) Paramedic Field Internships (FD)	Add On
	11) Ride-a-long Program (FD/PD)	Add On
	12) Citizens' Police Academy (PD)	Add On
	13) Citizens' Fire Academy (FD)	Add On
	14) Citizens' Academy Alumni Associations (PD/FD)	Add On
	15) Fire Extinguisher training (FD)	Add On
	16) Home Inspection Program (FD)	Add On
	17) Citizens' Academy Alumni Association Ongoing Education (PD)	Add On
	18) Elder Care Facility Classes & Outreach (Elder Abuse & Long Term Care; Care Facility Education) (PD)	Add On
	19) Senior Crime/Safety Classes & Outreach (PD)	Add On
	20) Business/Security Surveys (PD)	Add On
	21) Public Safety Center Building Tours (PD)	Add On
	22) Shred-A-Thon (Crimestoppers) (PD)	Add On
	23) Community Education & Prevention Through Environmental Design (PD)	Add On
	24) Mobile Vaccination/License Clinics for Dogs and Cats (PD)	Add On
	25) Mobile Spay/Neuter Program for Dogs and Cats (PD)	Add On

Community Outreach

Service Business Priority			SERVICE HIERARCHY - Type
III	Service Business C	Volunteer Opportunities - Ongoing opportunities for community members to be engaged and participate in community service-related activities (ongoing donation of time and talents)	Quality of Life
		1) Volunteer Opportunities and Internships throughout organization (GS)	Quality of Life
		2) Open Space Volunteer Program (PR&L)	Quality of Life
		3) Victim Advocate Program (PD)	Quality of Life
		4) Friends of the Westminster Public Library (PR&L)	Quality of Life
		5) Summer Reading Program (PR&L) [more than 70 teenagers volunteer each summer]	Quality of Life
		6) Citizenship Classes taught by volunteers at the library (PR&L)	Quality of Life
		7) Speak English coordinators (PR&L)	Quality of Life
		8) Homework Help at the Irving Street Library (PR&L)	Quality of Life
		9) Adopt a Street (PW&U)	Quality of Life
		10) Adopt a Park (PR&L)	Quality of Life
		11) Youth Soccer Coaches (PR&L)	Add On
		12) Snow Busters (GS)	Add On
		13) COPS Program (PD)	Add On
		14) Public Education Training (FD)	Add On
		15) Golf: Player Assistants and Starters (PR&L)	Add On
		16) A Lift Driver (GS)	Add On
		17) Book Zappers (PR&L)	Add On
		18) Library Circulation (PR&L)	Add On
		19) Library Special Class Offerings (Instructors for online job search, resume writing and basic computer skills) (PR&L)	Add On
		20) Chaplain Program (FD, PD)	Add On
III	Service Business D	Community Service Projects - One-time and/or annual opportunities for community members to be engaged and participate in community service-related activities (donation of time and talents on a short term/task oriented basis; typically focused on a specific project and/or day)	Add On
		1) Westminster Community Pride Day (PR&L)	Quality of Life
		2) Annual Christmas Charity Drive (FD)	Quality of Life
		3) City Council Community Service Project (CMO)	Add On
		4) Foster Home Remodel (FD)	Add On
		5) Campus Clean Up (PR&L)	Add On