



WESTMINSTER

Staff Report

TO: The Mayor and Members of the City Council

DATE: February 25, 2009

SUBJECT: Study Session Agenda for March 2, 2009

PREPARED BY: J. Brent McFall, 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

1. Municipal Court Update

6:30 P.M.

EXECUTIVE SESSION

1. Discuss South Westminster and Walnut Creek transit oriented development strategy and progress and provide direction and instructions to the City's negotiators, as allowed by WMC 1-11-3(C)(4) and (7) and CRS 24-6-402(4)(e) (*Verbal*)

INFORMATION ONLY ITEMS – Does not require action by City Council

1. Annual Volunteer Appreciation Barbecue Event

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,

J. Brent McFall
City Manager



WESTMINSTER

MUNICIPAL COURT

2008 ANNUAL REPORT



TO: Mayor and City Council

FROM: John A. Stipech, Presiding Judge
Carol J. Barnhardt, Court Administrator

DATE: March 2, 2009

SUBJECT: Municipal Court 2008 Year-End Report

INTRODUCTION

This report is a compilation of the state of the Municipal Court and activities from January 1 through December 31, 2008.

We were able to fully staff the Court in 2008. Cross training was continued that enabled the Administration to move personnel around to cover vacations, illnesses and City and outside training. Every other week we have the ability to conduct two jury trials instead of one per week as was the case previously. Juvenile probation hearings are scheduled on the second Wednesday evening each month to accommodate working parents and school schedules. Although the evening sessions impact our staff, the trade-off affords working parents the ability to attend the hearings without missing work and provides a community service that is appreciated. On "Probation Night Court" nights, a Judge, a Court Clerk, two Probation Officers, and a probation clerk are present. The Probation Officers present Review Hearings and Revocation Petitions in a very streamlined and efficient manner. Ideally, we are able to complete the evening docket in about three hours.

Although we were fully staffed for the year 2008, we are currently suffering with the loss of one of our Court and City family members. On January 2, 2009, Mary Leicester lost her courageous fight with cancer. She was an inspiration to all of us in her work ethic, strong will and determination. We will miss her.

At the end of December 2008, we experienced another Pro-Tem Judge being elevated to the Jefferson County Court bench. Tammy Greene will start her tenure in Golden in January 2009. Tammy Greene is a delightful woman and jurist and will be an asset to the Jefferson County Bench. Apparently the Westminster Court appears to be a training ground for future judge appointments. Fortunately, we have been able to secure the services of Judge Emil Rinaldi, retired County Court Judge from Adams County. He has vast experience both as a Deputy District Attorney as well as a respected jurist for the 17th Judicial District.

CASELOAD

In 2008, we experienced a decrease of 16% or 2,709 fewer case filings than in 2007 as reflected in the table and information below.

The Court asked the Police Department if they could provide information related to the reduction in summonses. Information provided by the Westminster Police Department is as follows: "The Police Department continues in its direction of implementing the Neighborhood Traffic Enforcement Model for increased neighborhood traffic safety and reduction in public complaints reference traffic issues in the neighborhoods. Specifically, this means that enforcement officers, most of which are from the traffic section, spend far more time in neighborhoods than on main arterials in the City. Traffic officers account

for almost two-thirds of the total traffic summonses written in the City. When working neighborhood enforcement, on average, an enforcement officer will write one traffic ticket an hour compared to, on average, four to six summonses an hour working a main arterial where violations are more prolific due to volume. In addition, violations are typically less severe in the neighborhoods and carry with them lower point and fine totals. The drop in numbers of tickets written in addition to having smaller fines on those that are written will account for a significant drop in fine revenue. In addition, for the first six months of 2008, the entire Police Department, including the traffic section, spent weeks away from their primary assignments in training, back-filling shifts, and deployment for the DNC (Democratic National Convention). Although this staffing, training and deployment plan does not account for the entire drop in tickets and fine revenue, our review indicates it did have an impact."

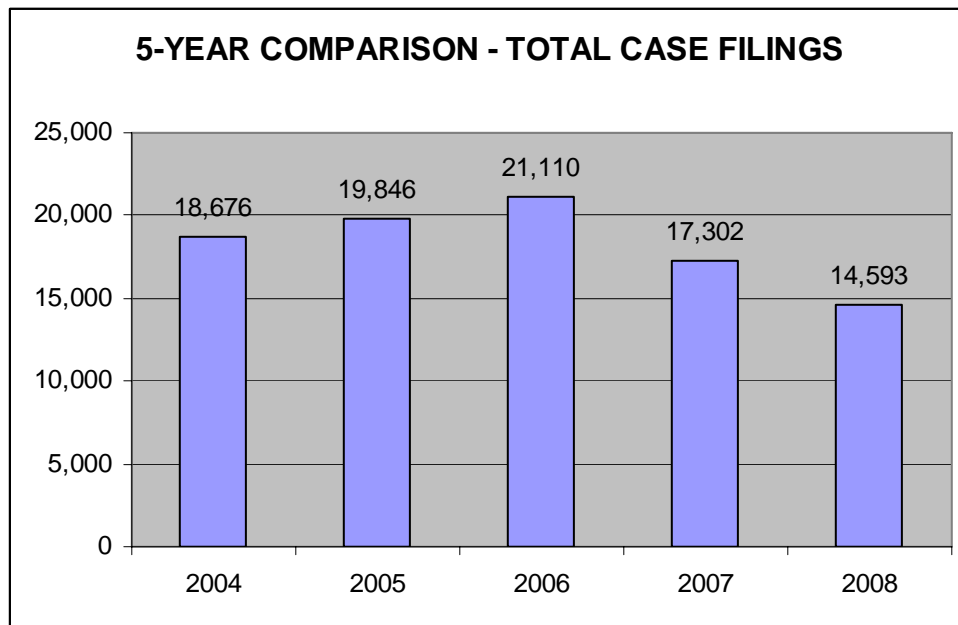
CASES FILED COURT	YTD Dec-08	YTD Dec-07	Percentage Difference	Number Difference
Municipal Ord (aka Criminal)	3,298	2,915	13%	383
Domestic Violence	314	341	-8%	-27
Total Criminal	3,612	3,256	11%	356
No Proof of Insurance	1,224	1,341	-9%	-117
Traffic Mandatory (aka Criminal)	375	430	-13%	-55
Traffic Payable (aka Infraction)	8,172	10,126	-19%	-1,954
Total Traffic without parking	9,771	11,897	-18%	-2,126
Total Criminal & Traffic w/o parking	13,383	15,153	-12%	-1,770
Parking	1,210	2,149	-44%	-939
Court Grand Total	14,593	17,302	-16%	-2,709

In the second table below, for the year 2008, the year-to-date cases disposed of (closed) indicates that we closed 14% or 3,045 fewer cases than what were closed for the same period in 2007. The cases filed measured against the cases disposed help us assess how well cases are being processed from beginning to end. This measure takes into account cases processed and closed as far back as 1998. This clearance rate measures whether we are keeping up with the incoming caseload. If cases are not disposed in a timely manner, a backlog of cases awaiting disposition increases. It is the recommendation of the National Center for State Courts that courts should aspire to clear (dispose of) at least as many cases as have been filed in a period by having a clearance rate of 100 percent or higher. The clearance percentage for the year-to-date is 123%.

CASES DISPOSED COURT	YTD Dec-08	YTD Dec-07	Percentage Difference	Number Difference
Municipal Ord (aka Criminal)	5,066	4,561	11%	505
Domestic Violence	648	632	3%	16
Total Criminal	5,714	5,193	10%	521
No Proof of Insurance	1,466	1,705	-14%	-239
Traffic Mandatory (aka Criminal)	439	533	-18%	-94
Traffic Payable (aka Infraction)	8,486	11,118	-24%	-2,632
Total Traffic without parking	10,391	13,356	-22%	-2,965
Total Criminal & Traffic w/o parking	16,105	18,549	-13%	-2,444
Parking	1,909	2,510	-24%	-601
Court Grand Total	18,014	21,059	-14%	-3,045

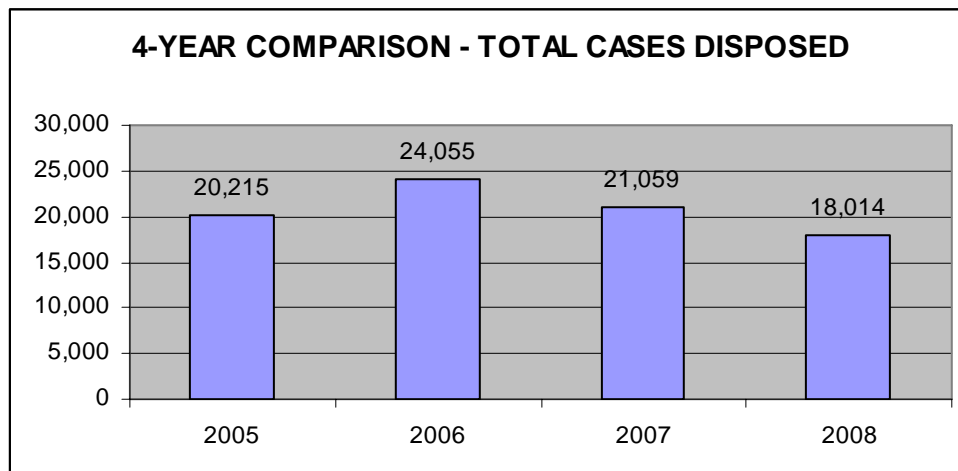
CASE COMPARISONS OF NEW FILINGS FOR LAST FIVE YEARS

The graph below indicates the number of total case filings for the last five years.



CASES DISPOSED (CLOSED OR OUTPUTS) FOR LAST FOUR YEARS

The Court has been tracking the number of cases disposed (closed or outputs) for the last four years. As the graph below indicates, for the year 2008, we disposed of, or closed, 18,014 cases. Cases are disposed (closed) by various means, such as, pleas or findings of guilty and all requirements being met to close the case, dismissals for various reasons, past retention or administrative reviews.



Collection Efforts

The collection project began in 2006 and throughout that year staff worked diligently setting up and implementing a software program with the software vendor and a private collection agency to send overdue cases to a private agency for collection. 2008 was the second full year of the implementation of the Collections module. Procedures were created, modified and monitored to process all cases in a timely and accurate manner.

Once a case is referred to the private collection agency, the defendant automatically incurs an additional 25% fee based on the amount owed. This additional fee covers the cost of collection with no expense to the City.

Implementing collection software and having the staff actively working delinquent accounts greatly enhances and improves the case flow management of the Court and holds the defendants accountable to pay the judgments imposed by the Court. Consequently, the number of outstanding cases closed is substantially increased.

Collection Summary

Parking violations were referred to the collection agency after a notice provided the defendant with additional time to pay the original fine with only a late fee assessed. During 2008, 450 new cases were referred due to non-payment.

Defaulted traffic cases were referred through a manual process by the Collections Clerk. These cases involved defendants that did not appear for Court and were found guilty by default. No warrants were issued for these cases, however, a hold was placed on the defendant's license and the full balance due was referred to the collection agency.

All other cases were referred automatically after defendants failed to respond to a final notice and warning within the time allotted. There were 468 new cases of this type that were referred to the collection agency.

Over the course of the year 2008, over 1,800 cases were resolved after being referred to the collection agency. A portion of these cases were resolved by payment. The remaining cases were resolved by other means such as serving jail time, a judge's order to remove the case from collections, and cases closed past the Court's retention period.

Staff reported that for the year 2008, approximately 1,255 cases were exported to the collection agency. Total payments received from collection efforts was approximately \$131,229 of which approximately \$26,231 was commission paid to the collection agency, netting the Court approximately \$104,998 in payment of fines, costs, restitution and other fees.

JURY TRIALS, WITNESS AND JURY FEES

Jury Trials are scheduled on Fridays. To accommodate the increased number of requests for Jury Trials, trials are scheduled every Friday in Courtroom B and every other Friday in Courtroom A. This schedule enables the Court to dispose of at least six cases per month. With the increased number of available jury trial days, we have been able to process cases in a timely fashion and avoid dismissals as a result of speedy trial timelines.

At the conclusion of Jury Trials, jurors are provided with a Jury Exit Questionnaire asking them to voluntarily rate their jury experience in the areas listed below. Jurors may also provide comments. The questionnaires are sent to Deputy City Manager Matt Lutkus for his staff to tally the responses. On a monthly basis, the information and any comments are relayed to the Court Administrator for review and the summary is then forwarded to the Judges and Court staff for their information.

Below is a table with the cumulative ratings for 2008.

Westminster Municipal Court - Jury Service Exit Questionnaire Summary
January 1 through December 31, 2008

RATINGS ON THE FOLLOWING:	Excellent	Good	Adequate	Poor	Not Marked
Initial Notification Process	53	34	3		
Jury Information Brochure	52	33	4	1	
Orientation (video presentation)	54	32	2	1	1
Treatment by Court Personnel	82	7	1		
Overall Jury Trial Experience	52	37		1	

<i>Jury Trials Scheduled</i>	<i>2004</i>	<i>2005</i>	<i>2006</i>	<i>2007</i>	<i>2008</i>
Number of Trials scheduled with jurors appearing	26	31	45	49	45
Actual Jury Trials Conducted	17	25	37	36	32

<i>Witness Fees and Jury Trial Expenses</i>	<i>2004</i>	<i>2005</i>	<i>2006</i>	<i>2007</i>	<i>2008</i>
Projected Expenses	\$5,300	\$5,406	\$5,568	\$8,068	\$8,068
Actual Expenses	\$5,454	\$5,884	\$7,045	\$7,121	* \$6,600.

* 2008 budget totals not finalized at the time of this report.

GENEROUS JUROR INFORMATION

On July 5, 2002, the Westminster Municipal Court instituted the Generous Juror Program. This program is patterned after a Howard County, Maryland program where jurors have the opportunity to

donate their fees for jury service to a charity. The first part of each month, the Court Administrator authorizes the payment of the prior month's donations to the chosen charity.

On a yearly basis, a new organization is selected. Council is asked to recommend the yearly organization. Organizations chosen to date have been:

- Have-A-Heart Project (July 2002 to September 2003).
- The Link (October 2003 to December 2004).
- Westminster Burn Fund (January to December 2005).
- Light for Life / Yellow Ribbon Foundation (January to December 2006).
- District 50 Education Foundation (January to December 2007).
- Have-A-Heart Project (January to December 2008). Total donated contribution made to the charity for 2008 was \$2,357.
- The 2009 charity chosen by City Council is the Westminster Legacy Foundation for use as scholarship funds for Armed Services Memorial Garden bricks for veterans.

PROBATION SECTION

Westminster Municipal Court Probation Section provides a myriad of services to individuals, the Court, the City Prosecutor's Office, and defendants from pre-sentence information to supervision of probationers.

A Pre-Sentence Investigation (PSI) is ordered when a Judge requests more information about a defendant before imposing sentence. A Probation Officer interviews the participants in the incident, checks the defendant's prior criminal record and personal background, compiles the information in a report and provides a sentencing recommendation to the Judge. A Court Clerk schedules the dates the defendant is to attend the Pre-Sentence interview and the date for the sentencing. During 2008, the Probation Section completed 82 Pre-Sentence Investigations at the request of the Court, an increase of 65% from 2007.

The Judges have the option of sentencing a defendant to Supervised Probation or Unsupervised Probation. Supervised Probation is a more intensive option that requires defendants to report in person to their probation officer a minimum of one time per month for adults or every other week for juveniles. Unsupervised Probation requires defendants to attend a 45 day review and if they are in compliance, they are allowed to report via monthly reporting forms that they return to the Probation Section.

The Probation Section has a volunteer program that allows interested citizens to apply to become Volunteers In Probation (VIP) to learn to supervise cases and gain experience in the probation field while giving back to the community. Training for new Volunteers In Probation is held each spring and fall and involves 16 hours of initial training followed by monthly training and staffing.

In addition to imposing fines and costs, the Judges often mandate attendance at classes, counseling, or evaluations as a condition of probation. Probation Officers provide the probationer with referrals to appropriate agencies and monitor attendance and compliance with the terms and conditions of probation imposed by Court Order.

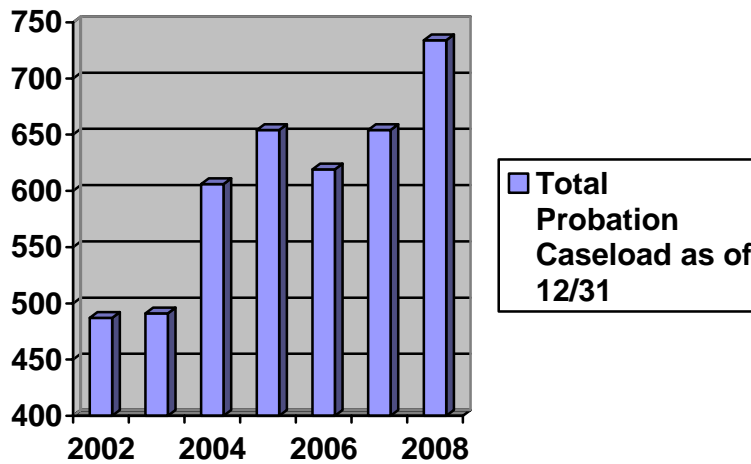
Failure to comply with probation terms and conditions may result in the revocation of probation and the imposition of sentence including the possibility of a jail sentence. Juveniles face up to ten days in detention and up to a \$1,000 fine. Adults can receive up to one year in jail and up to a \$1,000 fine. Costs are assessed in addition to fines.

Caseload statistics are tracked on a monthly basis instead of a year-to-date basis to most accurately reflect the current workload of the Probation Section by documenting the number of active probation cases at the end of each month. This number changes daily as new probationers are placed on probation while others successfully or unsuccessfully complete probation.

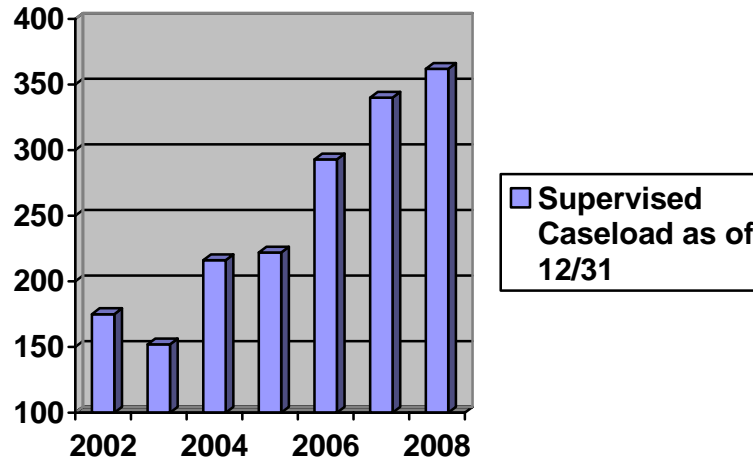
During the month of December 2008, the Probation Section responded to violations of probationers in two days or less, 98% of the time. Their year-end average was 95%, which is slightly higher than the 2007 average. In 2008, the Probation Section had a 59% successful completion rate for cases that closed. This is slightly below their target success rate of 63%.

The total Probation Caseload, consisting of both Supervised Probation and Unsupervised Probation, as of December 31, 2008, was 734. This is a 6% increase over the 2007 year, and a 51% increase since 2002. The Supervised Probation caseload has increased 6% over the past year and 107% over 2002.

Graphical and statistical information for the Probation Section follows. The first chart is a historical reflection of the total number of Supervised and Unsupervised Probation cases on probation as of December 31, 2008.



The second chart is a historical reflection of the total number cases that are on Supervised Probation as of December 31, 2008.



Month end statistical data and a comparison to 2007 for the Probation Section follow:

PROBATION	MTD Dec-08	MTD Dec-07	Difference
Total active caseload in probation	734	654	12%
Total active DV on probation	237	263	-10%
Number of active VIP	9	7	29%
Cases currently supervised by VIPs	11	14	-21%
Supervised probation caseload	351	326	8%
Unsupervised probation caseload	372	314	18%
Total adult caseload	534	509	5%
Total juvenile caseload	200	145	38%

ALTERNATIVE SENTENCING OPTIONS

The Court attempts to consider alternative sentencing options if the situation warrants a punishment lesser than incarceration. Alternative Sentencing Options utilized by the Court are:

- Fines and Costs (may be assessed and then suspended)
- Restitution
- Jail
- Jail with work release
- In-Home Detention for non-aggressive and/or first time offenders
- Probation (Supervised, Unsupervised, VIP (VIP is Volunteers in Probation where a citizen volunteer monitors the probation and works with probationer)
- Evaluations (Alcohol, Substance Abuse, Mental Health)
- Domestic Violence Counseling (mandatory on pleas and /or convictions. Domestic Violence designations require the defendants to attend a minimum 36 weeks of Domestic Violence counseling or until clinically discharged. For repeat offenders there is a minimum 48 weeks of counseling and intensive one-on-one sessions).

- Substance Abuse Counseling
- Anger Management Counseling
- Mental Health Counseling
- Monitored Sobriety such as: SCRAM, which is a 24 hours transdermal alcohol monitoring system, Antabuse (medication to help control alcohol use), BAs (Breathalyzer that tests blood alcohol), UAs (Urinalysis)
- Alive at 25
- Online Traffic School
- ISAE or NCTI 1-day Educational Classes (Theft, Conflict Management, Traffic, Animal Management)
- ISAE or NCTI 2-day Education Classes for Theft and Conflict Management
- (ISAE, NCTI, C.E.T.P, North Metro Diversion Program are agencies who provide court ordered educational classes)
- Diversion Programs for defendants under 21 charged with drug and/or alcohol violations – North Metro Diversion Program for Adams County and C.E.T.P for Jefferson County
 - ISAE is the Institute for Substance Abuse Education at <http://www.isaeonline.com/>
 - NCTI is the National Correctional Training Institute at <http://www.offenderclasses.com/>
 - C.E.T.P is Counseling, Evaluation and Treatment Program
- Essays about the class or the crime
- Apology letters
- Community Service (with the City or a Non-Profit agency)
- School or GED requirements
- Job search / employment requirement
- Specific research papers
- Order to Comply (such as with another Probation, possess no graffiti paraphernalia, maintain a specific grade average at school, obey the rules at home, etc.)
- Protection Orders (Domestic Violence and non-Domestic Violence cases)
- Trespass Orders (usually for a retail establishment)
- Participation in GRASP (GRASP is the Gang Rescue And Support Project)

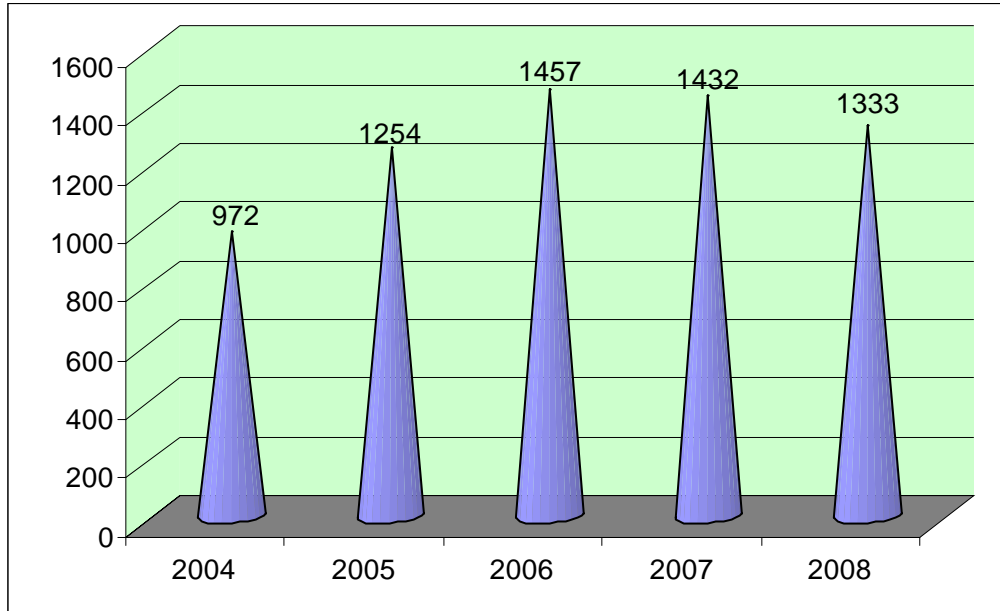
JAIL TRANSPORTS

Every business day the Court Marshals (Westminster Police Officers assigned to Court) transport prisoners arrested on original warrants, bench warrants, or that are in-custody from other jurisdictions that have to appear at our Court. For most of the year 2008 there were three officers assigned to the Court. During non-transport periods, the Marshals work the outstanding warrants, serve subpoenas and assist the Court in various safety and security functions such as arresting defendants that appear at the Court and providing additional security that are invaluable services to the Court and the City.

The number of transports has increased substantially since 2003 and tapered off since the peak year of 2006. The total transports for 2008 were 1,333. This statistical information was provided by the Court Marshals.

The number of transports relates to our caseload, the trials, and arrests for bench warrants and arrest warrants. The caseload and necessity to transport the prisoners impacts every aspect of the Court operations and the staff assigned to the Court. It also directly impacts the City Prosecutor's Office, the Victim Advocate, the Court Marshals, and the Court docket, including Interpreter Hearings and Public Defender cases.

JAIL TRANSPORTS - 5 YEAR COMPARISON



PUBLIC DEFENDER REPRESENTATION

Public Defender services are provided to indigent defendants in Municipal Court in cases where jail time may be imposed if the defendant is convicted. The Judge can appoint a Public Defender when justified by the defendant's lack of financial resources, lack of education or mental disabilities. By law, a Public Defender must be appointed to those individuals meeting poverty guidelines that are set by the Chief Judge of the Colorado Supreme Court.

To provide the Public Defender to the truly indigent, in 2005 the Court began setting requests for Public Defender for "Public Defender Eligibility Hearings." These hearings are scheduled every Monday. The Collection Supervisor first meets with the defendants and reviews financial and other information to determine the defendant's financial status. At the conclusion of this preliminary meeting, the defendant is then sent into the Courtroom to meet with the Judge for final determination.

The statistical information below was provided to the Court by the Public Defender.

Public Defender Total Cases	2004	2005	2006	2007	2008
	538	511	612	581	496

SECURITY

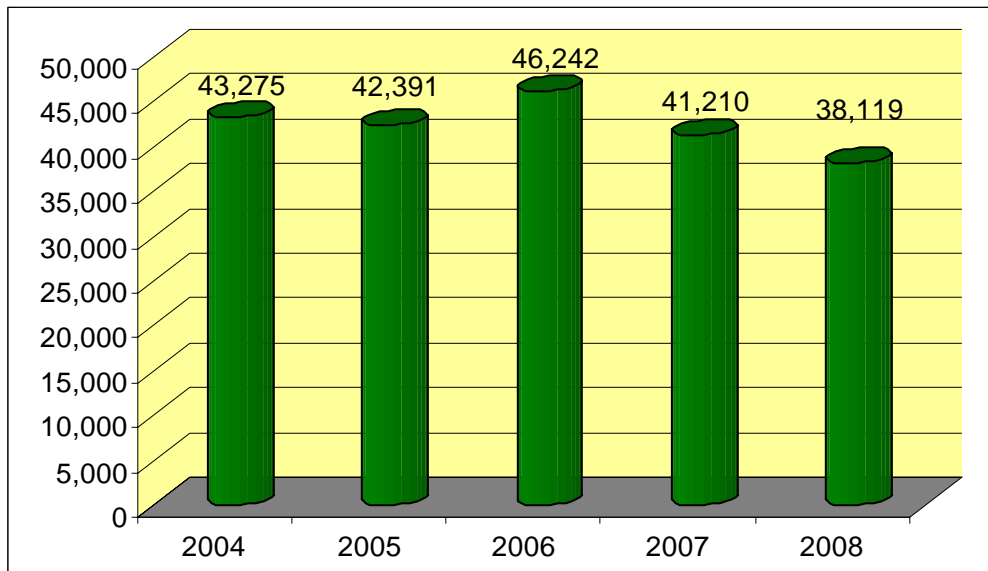
Our customer service includes a security screening process conducted by Wackenhut Security Officers. All individuals seeking entry into the Court building must pass through a metal detector, have all bags and coats checked, and perhaps a hand scan if warranted. The security guards also check for contraband, weapons and other paraphernalia as part of their screenings. The tracking of customers,

number of hand scans, and the number of confiscated/returned items began in late June 2002. The security officers track the number of visitors coming into the Court facility through the front check point as well as the items they are attempting to bring into the Court facility.

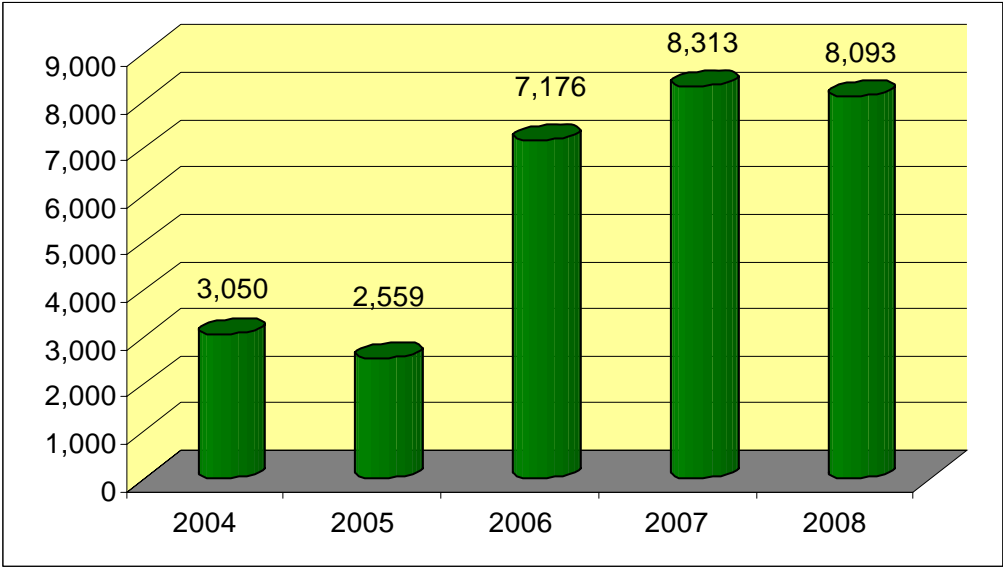
Year end statistics indicate a decrease of 8% or 3,091 fewer customers than for the year 2007. This decrease can be attributed to the decrease in case filings. Hand scans and confiscated items also decreased and can be attributed to the decrease in the number of customers.

The three charts below give a snapshot of the last five years comparing customers, hand scans and confiscated items.

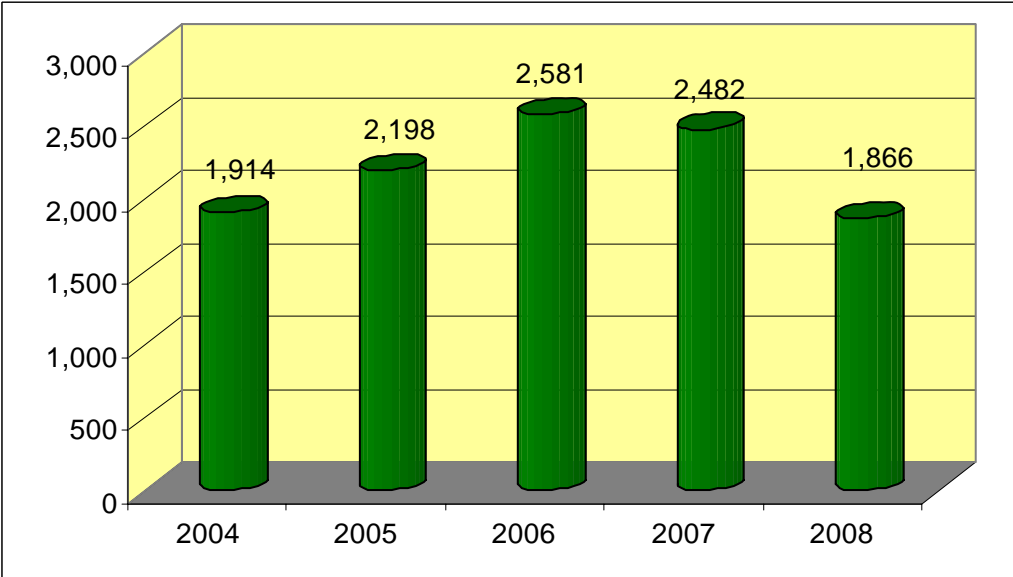
CUSTOMERS – 5 YEAR COMPARISON



HAND SCANS – 5 YEAR COMPARISON



CONFISCATED ITEMS – 5 YEAR COMPARISON



The following information is a breakdown by category of the different types of items that were confiscated or ordered returned to the customer's vehicle. The chart above reflects the total number of confiscated items.

Knives	447	Handcuffs	14
Scissors	40	Handcuff keys	14
Screwdrivers	29	Firearms	2
Razors	126	Ammunition	26
Mace	53	Cameras	222
Tools or clubs	135	Audio / Video Recorders	19
Chains	100	Other prohibited items (nail files, combs, hair picks, etc)	639

CUSTOMER SERVICE

Our top priority is to service the public in the most professional, efficient and effective manner possible. The Court is different than any other City agency. Usually, individuals appear at City facilities because they want something or are seeking information. We realize that no one wants to go to Court and if we can make the experience tolerable, if not enjoyable, we have reached one of our goals.

Our primary concern is to make sure that everyone has a fair trial, from the prosecution to the defendants, and all the parties in between; for example, the witnesses, victims, advocates, and the Police Officers. We do not strive to have everyone agree with our decision, but we do strive to have everyone feel they were treated with respect and dignity. Staff does an outstanding job in processing our caseload in an expeditious, courteous and efficient manner.

In an attempt to be customer friendly, we have staggered arraignments on traffic days. By dividing the alphabet into four quadrants and scheduling arraignments at 8:30 a.m., 9:30 a.m., 1:30 p.m., and 2:30 p.m., we have alleviated some of the waiting time for our customers.

In order to facilitate the large number of Spanish speaking individuals we have secured the services of two or more interpreters who are available during the arraignments, pre-trial conferences, dispositions and trials to interpret for defendants and witnesses during trials. Interpreters are available for our Russian, Chinese, Bulgarian, Hmong, Vietnamese and Laotian defendants and witnesses. The Court has contracted with a telephonic interpreter company that can supply interpreters for 165 additional languages.

As the City continues to grow, so do the cases and requests for hearings, trials, etc. The requests for trials to the court, jury trials, hearings and case filings impact all aspects and operations of the Court. We are conducting nine full court day sessions per week and one three to four hour session once a month in the evening to accommodate working parents or guardians.

JUDICIARY, ADMINISTRATIVE AND SUPERVISORY STAFF, COURT STAFF, PROBATION SECTION, AND VOLUNTEERS

All of the Court Administrative, supervisory, support staff and volunteers are outstanding individuals and continue to go way above their assigned duties to promote customer service and exemplify SPIRIT.

Judiciary

The Court is currently operating with one full time Judge, one .8 FTE Judge and three Pro-Tem Judges. We are fortunate to have Pro-Tem Judges who can fill in as needed. Judge Jeff Cahn, one of our former prosecutors and current Boulder Municipal Judge, heads up our list of Pro-Tem Judges. Tammy Greene, and Randal Davis (former County Judge for Broomfield) make up the other Pro-Tem Judges. Beth Faragher (former Public Defender for the Court) resigned in February 2008 when she was appointed a Denver County Magistrate. The Pro-Tem Judges are available for conflict cases, vacations, and other situations that necessitate a Pro-Tem Judge.



Left to Right – Associate Judge Paul Basso, Presiding Judge John Stipech, Pro-Tem Judge Jeff Cahn. Not pictured – Pro-Tem Judges Randal Davis and Tammy Greene.

Administrative and Supervisory Staff

The Court is operating very effectively. The administration of the Court is led by our Court Administrator Carol Barnhardt. Her supervisory staff includes Deputy Court Administrator Nevada Torres, Probation Services Coordinator Brian Poggenklass, and Collection Supervisor Susan Wooster. These individuals have done an admirable job in keeping the Court operations running smoothly and efficiently even under trying and difficult times.

Court Administrator Carol Barnhardt, Deputy Court Administrator Nevada Torres, along with Probation Services Coordinator Brian Poggenklass and Collection Supervisor Susan Wooster, have developed new and innovative procedures that have and will continue to make the Court more effective and responsive to the needs of the City. The implementation of an employee job enhancement cross-training schedule has enhanced our capability to function effectively because of attrition, illness, or vacations. Each staff member remains in a position for a designated period of time and then is cross-trained in a new position. The system increases the proficiency of staff and gives each staff member a variegated work experience.

The Court Administrator and staff have a good working relationship with the IT staff, BO&M staff, Victim Advocate's Office, the Police Department, Prosecuting Attorneys, Finance staff and other City Divisions and Departments. They have an excellent relationship with the Judges and have been invaluable to the Judges in conducting the day-to-day Court proceedings and formulating and implementing new procedures and methods to more effectively meet the challenges the Court system presents.



Left to Right – Probation Services Coordinator Brian Poggenklass, Deputy Court Administrator Nevada Torres, Collection Supervisor Susan Wooster, Court Administrator Carol Barnhardt

Deputy Court Clerk Staff

The Court is staffed with well trained and skilled employees who work diligently to process the caseload. In addition to the Administrative staff listed above, our staff consists of 13.8 Deputy Court Clerks. The Deputy Court Clerks are divided into the following positions: Probation Clerk, Cashiers, Data Entry Clerks, Collections Clerk, Motions Clerk, Phone and Jury Clerk, CBI (Colorado Bureau of Investigations) Clerk, Criminal Clerk, and Courtroom Clerks. The general staff are the individuals that make our Court run efficiently and effectively.



Left to Right – front – Michelle Ramos, Bernadette Tedesco, Gail Reynolds, Vanessa Hamilton, Judy Smith, Loretta Martinez, Chuck DiGiacomo, Glenda Thompson.

Left to Right – back – Deb Clayton, Regina Stephenson, Mary Schaefer, Art Gomez, Mary Leicester, Valerie Medina.

Probation Staff

The Probation Section is fully staffed and operating efficiently under the direction of the Probation Services Coordinator Brian Poggenklass. Tracy Cutshaw and Kimberly Lif are full time Probation Officers and Bernadette Tedesco is assigned as Probation Clerk.



Left to Right – Probation Officer Kimberly Lif, Probation Clerk Bernadette Tedesco, Probation Services Coordinator Brian Poggenklass, Probation Officer Tracy Cutshaw.

Court Volunteers

The Court and staff are very appreciative of all of the volunteers and the hours they donate.

The Court has two volunteers who do separate tasks. One volunteer has been with the Court since 1992 and comes in once a week to help pull dockets. The other volunteer helps with scanning of closed files. For 2008, the two Court volunteers donated 366.53 hours.

Volunteers In Probation (VIP)

For 2008, the Probation Section had 10 Volunteers in Probation who donated a total of 427 hours. These volunteers help enforce Court Orders and provide limited mentoring to probationers. They monitor compliance with the terms and conditions of probation by meeting with probationers twice per month at the Court. The volunteers also write brief reports, and attend monthly hearings and trainings. We again are very appreciative of the time, effort and energy expended by these individuals.

REVENUES AND OPERATING EXPENSES

The revenues and operating expenses for 2003 through 2007 are listed below.

Revenues	2004	2005	2006	2007	2008
Projected Revenue	\$1,750,000	\$1,800,000	\$1,900,000	\$2,101,250	\$2,143,275
Actual Revenue	\$1,798,706	\$2,009,116	\$2,297,940	\$1,947,776	\$1,784,340
Operating Expenses	2004	2005	2006	2007	2008
Projected Expenses	\$1,189,673	\$1,267,848	\$1,305,107	\$1,346,686	\$1,434,346
Actual Expenses	\$1,103,527	\$1,148,691	\$1,252,610	\$1,333,999	* \$1,416,652

* 2008 budget totals not finalized at the time of this report.

2009 OUTLOOK FOR THE FUTURE

A project undertaken this year by the Court Administrator, Supervisors and staff, was to develop a Strategic and Vision Plan for the years 2009-2013 for the Court. The purpose of establishing a Strategic and Vision Plan for the Municipal Court is to provide a comprehensive and clear document to effectively communicate the Court’s priorities, strategies, directions and plans. The outline is intended to guide the Court through the planning and implementation process throughout this timeframe. A copy of the Strategic Plan is attached for City Council’s review.

A LOOK AT THE PAST

Time seems to slip by so quickly and as we move on through the years, we often forget about what we’ve done in the past and the progress and improvements we’ve made. Below is an historic list of accomplishments and achievements for the Court from 2002 through 2008.

2002 ADMINISTRATIVE PROJECTS AND ACCOMPLISHMENTS

- The Court Administrator and staff spent the majority of the year **reorganizing the operational procedures within the office**. Changes included color coding court files for particular cases, using year band labels on case files, relocated and reorganized closed files, and reviewed and revised court processing procedures.
- **Implemented the Generous Juror Program**. This program is patterned after a Howard County Maryland program where jurors have the opportunity to donate their jury service fees to a chosen charity. The charity chosen by Council was the Have-A-Heart Project.
- Finalized and released an **RFP for a new Records Management System**.
- Implemented new procedures for **In-Home Detention**.
- **Computerized forms**, labels, etc. to eliminate the use of typewriters.
- Organized and monitored the **cleaning and removal of debris** in the basement areas.
- Met with WPD personnel to review **changes to the parking tickets**.
- **Implemented procedures related to court issued checks**.
- **Implemented several accounting and balancing changes**.
- Court staff and IT staff participated in **interviews and demonstration of 3 vendors regarding a new Court Records Management System**.
- **Discontinued video arraignments** with Adams County.

2003 ADMINISTRATIVE PROJECTS AND ACCOMPLISHMENTS

- **The Court Administrator and staff spent the majority of the year implementing and monitoring the new Record Management System.** The Administrator and supervisors worked 1,115 hours outside the normal work schedule to implement and supervise the staff who worked 1,610 overtime hours in the initial implementation of the new records management system.
- The Court began **processing cases in the Courtrooms** in March, thereby reducing waiting time for Defendants. When the Defendants leave the Courtroom, they are able to go directly to the cashier to make payments.
- **Implemented collection of outstanding parking fines** and contracted with a collection agency to facilitate collections of delinquent or non-paying accounts.
- **Enhanced Court security** by installing security cameras throughout the building.
- Court Administrator negotiated a **renewal contract for security services with Wackenhut** for three years.
- Court Administrator, City Attorney's Office and the Victim Advocate's Office revised and implemented forms and procedures to facilitate **Protection Orders** (formerly Restraining Orders) to be compatible and in compliance with the State Statute.
- Implemented new Court forms and procedures for issuance of **Protection Orders**.
- **Revision of Court fees:** Administrative fee of \$15 effective June 1, 2003 - collected \$76,551 through December 31, 2003; Public Defender fee of \$25 effective July 1, 2003 - collected \$825 through December 31, 2003.
- **CIRSA Inspection** was successful. Inspectors request three minor issues which were resolved immediately and one major project which was the installation of a protective glass between the cashiers and the public. The protective glass was installed the end of December 2003.
- Volunteer coordinator worked with the Court Administrator in securing the assistance of two very capable **volunteers**.
- **Pro-tem Judges appointed** and sworn in. Jeff Cahn sworn in on April 13, 2003; Tammy Greene sworn in on August 13, 2003.

2004 ADMINISTRATIVE PROJECTS AND ACCOMPLISHMENTS

- The Court Administrator and staff worked with the Risk Manager and Fire Department Personnel to develop an **Emergency Procedures Guide**. The template developed will be used by all City Departments to develop their Emergency Procedural Guide.
- Interviewed and retained the services of **Linda Lauchli as Public Defender** after the resignation of Beth Ann Faragher.
- **Pro-Tem Judge appointment** - Beth Faragher was appointed as Pro-Tem Judge on September 23, 2004.
- Court staff continued to monitor and **audit case filings** and performed various file audits to assure accurate records and information.
- Several **grounds keeping improvements** were made.
- The Court Administrator and Building Operations Manager gathered information regarding a **Court Building Feasibility Study**.

2005 ADMINISTRATIVE PROJECTS AND ACCOMPLISHMENTS

- **Building Structural Study** –The Court Administrator and the Facilities Manager worked with Borne Engineering on this project. Borne Engineering visited the Court premises on December 15, 2005 to begin the mechanical and structural aspects of the evaluation.
- **Card Key Project** – Throughout this year, the Court Administrator and Probation Services Coordinator worked with various City staff on this project. As of December 7, 2005, the Court

building was changed from a physical key system to a card key access system. This is the same system used by City Hall.

- **Colorado Bureau of Investigation (CBI) Coordinator** – In July, the Collection Supervisor / Court CBI Coordinator left Court employment. In August, the Court Administrator worked with the Police Records Supervisor who volunteered to be the Coordinator for the Court.
- **Court Computer Server** – In July, the Court Administrator met with various IT staff regarding moving the Court server to a different location within the Court Building for security reasons. Ultimately, the server was taken to City Hall and put in the controlled environment of the IT department.
- **Court Procedures Manuals** – In July, Court staff began working on developing procedure manuals for the desks they are assigned to. The manuals will contain explicit instructions on how to perform the various tasks and duties assigned to the desks. This will be an on-going project.
- **Emergency Procedures** – This project started in May 2003 when the Court's safety representative asked that the existing Evacuation plan be reviewed since it was outdated. Meetings began in June 2003 with Court Administrator Carol Barnhardt, Deputy Court Clerk Colleen Evans, Risk Manager Martee Erichson, Emergency Manager Mike Reddy, Deputy Fire Marshall Doug Hall and Fire Captain Derik Minard. Meetings continued through 2005. A template was developed and became the model to be used by all City Departments and Divisions. The Court project was completed in October 2005.
- **FACTS on the Web** – The Court Administrator worked with Internet Software Engineer Dannie Moore on the conversion of the Court's old FACTS Records Management System information to be converted into a web based format. This project started in February 2005 and was implemented and restricted access only to Court staff was implemented in September 2005.
- **Imaging** – The Court Administrator is working with Senior Management Analyst Michele Kelley and IT staff on implementing the LaserFische imaging system in the Court.
- **Jury Trial Time Limit Changes** – Legislation regarding the time to request a Jury Trial was amended and took affect August 1, 2005. The Court Administrator worked with the City Attorney's staff regarding the changes to the City's Ordinance.
- **Office Redesigns** – Based on an ergonomic study completed by Risk Manager Martee Erichson and Wellness Coordinator Nicki Leo in 2004, the Court Administrator, Deputy Court Administrator and Collection Supervisor offices all needed updated desks, chairs and furnishings. Carryover funds were requested and approved. The project was completed in October 2005.
- **Open File Audit** – Court staff volunteered to complete a review of all the Court's open files and compare them to information in the Record Management System.
- **Performance Measures** – The Court Administrator, the Probation Supervisor Coordinator and Environmental and the Administrative Services Officer met in July to discuss revision of the Court's Performance Measures.
- **Rights Advisal Video** – With the changes in the time limits to demand a Jury Trial, Judge John Stipech and the Probation Services Coordinator made a new Rights Advisal Video that is played daily to the defendants.
- **Warrant Audits** – In July, it came to the attention of the Court Administrator and the Police Records Supervisor that there were possibly old open warrants that had not been cancelled in the Colorado Crime Information Center (CCIC) system. Through a coordinated effort of both divisions and within 60 days, Police Staff Vinchenza Burney and Sharon Day and Deputy Court Clerks Tara Plamowski and Vanessa Hamilton completed an audit of approximately 2,500 open warrants. The audit reduced the likelihood that defendants would be taken into custody on outdated warrants thereby saving inconvenience to citizens and potential liability to the City.

2006 ADMINISTRATIVE PROJECTS AND ACCOMPLISHMENTS

- **Additional Judicial Time and Revised Court Calendar** – throughout the majority of the year, the Court Administrator worked with the Assistant City Manager, City Attorney, Lead Prosecuting Attorney and other City staff to increase Judicial and City Prosecutor time. The Court calendar was reviewed and revised to accommodate the increased caseload, transports, trials and case processing. The new schedule took effect January 1, 2007. The major changes included increasing the Associate Judge from a .5 FTE to a .8 FTE, increasing the Public Defender time from four hours per week to six hours per week, increasing the number of Court Officers by a .5 FTE for transports, increasing the number of City Prosecuting Attorneys and adding a legal assistant to that office.
- **Building Structural Study** – The Court Administrator and the Facilities Manager worked together with Bornengineering regarding improvements to the Court facility. The study was presented to Council August 21, 2006. Several improvements were completed in 2006 and several more were completed in 2007.
- **Budget 2007-08** – The Court Administrator worked with City staff to prepare the Court budget for the two year cycle.
- **CIP Projects:** The Court Administrator and the Probation Services Coordinator completed three major safety and security projects in 2006: Alarm System Upgrade Project – a new, upgraded alarm system was installed in the building in February 2006. This alarm system is the same system utilized at City Hall. Camera Upgrade Project – Security cameras were upgraded and more cameras added to monitor the interior and exterior of the building. Cameras were added in the jail cells for security and monitoring. This project was completed in August 2006. Metal Detector Upgrade Project– a new metal detector was purchased for the front entrance in June 2006 to replace the old, malfunctioning system.
- **Collections** – Phase 1 of the Court collection program was put into place in 2006. In November 2006, the Collection Supervisor and Court staff sent out 1,578 last warning notices on parking violations ranging from 2003 thru 2006. The warning letter was the defendants' last notice to pay before the matter would be turned over to a collection agency. For November and December, through these last warning letters, the Court collected \$8,415 and was able to close 113 cases.
- **Courtroom A bailiff station** – In December 2006, the Courtroom Bailiff station was rearranged and replaced with a new station for better traffic flow. The change was necessary to accommodate the increase use of the Courtroom and the increase in judicial and court time.
- **Curfew Violations** – The Court Administrator and City Staff from Parks and Rec, the Police Department and City Prosecutor's Office worked together to review and revise curfew violations.
- **Disaster Recovery Drill** – The Court Administrator, Deputy Court Administrator, Probation Services Coordinator and IT staff conducted two IT Disaster Recover Drills in 2006. The first drill was in February 2006 but the drill was postponed until December due to technical difficulties. The drill in December was a success.
- **East Wing Improvements** – The east wing houses the City Prosecutor's staff and the Victim Advocate. For safety and security reasons, changes were made to move a doorway and to enclose the open stairwell to the old jail area. This was completed in December 2006. A library was made into another office for the new City Prosecutor who is anticipated to start in February 2007 and a conference room will be used by the new legal assistant who is anticipated to start in April 2007. A wellness room was converted into a new conference room.
- **Hiring** – a full time probation officer was hired in January 2006 to replace an individual who left in 2005. A .5 FTE clerk was hired in April 2006 under the Public Safety Tax plan.
- **Jail Cell Benches** – Three additional jail cell benches were added to the jail cells in January 2006. The additional benches were necessary due to the increased transports.

- **JSI Training (Justice Systems Incorporated) Full Court** –Deputy Court Administrator Nevada Torres and Collection Supervisor Susan Wooster attended a week of intensive training in New Mexico with the Court’s Records Management System vendor.
- **Jury Module Update** – The Deputy Court Administrator was the lead project manager of upgrading the Court’s jury module and uploading new names to the database. This project was completed in October 2006.
- **Laserfiche**– In October 2006, Court staff began to Laserfiche 2006 closed files.
- **Open File Audit** – In January 2006, 12 Court staff volunteered to complete a review of all the Court’s open files and compare them to information in the Record Management System. The project was completed in 30 days with staff reviewing 6,891 open files for accuracy.
- **Open Protection Order Audit** – In July 2006, the CBI (Colorado Bureau of Investigation) Clerk completed an open protection order audit verifying open protection orders in the Record Management System against those in CBI.
- **Open Warrant Audit** – In late August thru mid-October 2006, the CBI Clerk and a Westminster Police Records Clerk conducted an open warrant audit of 2,236 open warrants. This audit helps ensure that warrants entered in CBI match those authorized in the Court’s Record Management System.
- **Painting** – The inside and outside of the Court building was painted at various intervals during 2006.
- **Pro-Tem Judge Appointment** – Randal Davis was appointed as a Pro-Tem Judge on December 20, 2006.
- **Sound Masking** – “White noise” or sound masking was installed throughout the Court facility to help improve and ensure security within the departments and offices. This was completed in November 2006.
- **Vicious Animal Ordinance** – The Court Administrator and several Police Department Staff and City Attorney staff worked diligently to revise the animal codes that were presented and approved by Council June 1, 2006.
- **Window Replacements** – In August 2006, all of the oblong windows were replaced in the building. This has helped conserve energy and has improved the appearance of the Court Building.
- **Window Covering Replacements** – In November 2006, all of the old metal blind window coverings were replaced with double web window blinds. These new window coverings have helped to improve the heating and cooling in the building, provide better security, and improve the appearance of the Court Building.

2007 ADMINISTRATIVE PROJECTS AND ACCOMPLISHMENTS

- **Carpet Replacements Project** - East Wing and Probation Section. The Court Administrator worked with the Facilities Manager and the two areas were re-carpeted. This project began in February 2007 and was completed in June 2007.
- **Carryover Fund Purchases** – Carryover funds were requested and approved to purchase new filing cabinets for the Probation Section and new chairs for Courtroom B.
- **Code Enforcement Administrative Citations Ordinance Changes** – The Court Administrator, WPD Code Enforcement staff, the Lead City Prosecutor, the City Attorney staff, and other City Staff worked together regarding several changes and amendments to various ordinances. This project began in December of 2005 and was completed in March 2007.
- **Collections** – Phase 1 included all outstanding parking violations and began in November 2006. Phase 2 include all of the defaulted traffic matters and was implemented in February 2007. Phase 3 that included all cases on probation and any other cases not previously sent to collections was implemented in May 2007.

- **Disaster Recovery Drill** – The Deputy Court Administrator, Probation Services Coordinator and IT staff performed an IT and Records Management Disaster Recover Drills in December 2007. These drills are conducted on a yearly basis and began in 2005. The drill in December was a success.
- **Dog License Ordinance Changes** – The Court Administrator, City Attorney staff, the Lead City Prosecutor, and several WPD staff worked together to draft a proposed Ordinance that was presented to Council. This project began in March 2007 and was completed in June 2007.
- **FTR Gold Court Recording System** – In April 2007, the Court Administrator worked with a vendor and IT staff to upgrade the outdated FTR Gold Court Recording software to the latest version available. All Court proceedings are required to be recorded and a verbatim record must be made.
- **Hiring** – A .5 FTE Deputy Court Clerk increased her time to a 1.0 FTE in April 2007 when a long time employee (Alice Bosser) retired after 28 years of dedicated service to the City and the Court.
- **Laserfische Project** – The Deputy Court Administrator continued to supervise the imaging project and assure all court documents are scanned and quality control procedures are in place. Over 24,000 files were scanned in 2007, completing the scanning of all 2006 closed files and the first eight months of 2007.
- **Jury Brochures, Questionnaires and Summonses** – The Court Administrator and Deputy Court Administrator reviewed various forms and information that was provided to jurors and made several revisions. This project began in July 2007 and was completed in October 2007.
- **Jury Orientation Video** – In February 2007, the Court received a new Jury Orientation Video from the State.
- **Open File Audit** – In December 2007, eight Court staff volunteered to complete a review of all the Court's open files and compare them to information in the Record Management System. The project was completed within eight weeks with staff reviewing 7,271 open files for accuracy.
- **Open Protection Order Audit** – In May 2007, the CBI (Colorado Bureau of Investigation) Clerk completed an open protection order audit verifying open protection orders in the Record Management System against those listed in CBI. The project was completed within 30 days with a review of 306 open protection orders.
- **Open Warrant Audit** – In July 2007, the CBI Clerk and a Westminster Police Records Clerk conducted an open warrant audit of 1,910 open warrants. This audit helps ensure that warrants entered in CBI match those authorized in the Court's Record Management System. This project was completed in 30 days.
- **Records Management System Upgrade** – In October 2007, the Court upgraded the current version of Full Court to V5. This is the latest version provided by the vendor.
- **Remodel Project** – The Court Administrator and Facilities Manager worked together with a vendor to remodel the Court break room and private restrooms in the west wing. Initial discussions began in July 2006. The actual remodel began in April 2007 and was completed in May 2007. Staff enjoy the newly remodeled accommodations. The Court Administrator and Judge Stipech presented a short PowerPoint presentation of the before and after progress to Council in August 2007.
- **Security Improvements (CIP Projects)** - The Court Administrator and the Probation Services Coordinator completed three major safety and security projects in 2007. Front entrance security changes – New furnishings were installed to protect security cameras and a new entry way was designed for safety purposes. Jail Cells in West Wing – improvements in that are were made and include replaced cell doors, installation of card key access to cells, intercoms and panic alarms. Security Window in Hall Door – this project involved placing a window in the entry door from the cells to the judicial hallway to provide security and protection of staff and jurors while prisoners are transported within the judicial hallway.

- **Storage Shelving East Wing** – Shelving was put in the old jail area in the east wing to accommodate the retention of closed court files, financial records and information, and imaged documents.
- **Theft and Criminal Mischief Ordinance Review** – The Court Administrator, City Manager’s Office staff, Police Department staff and City Attorney staff worked together to gather information and review the current ordinances and review if changes were to be made. This project began in June 2007 and was completed in August 2007.
- **Training** – The Court Administrator, Deputy Court Administrator and Collection Supervisor did in-house training for Court staff regarding processing of cases and cashiering training. Court staff attended several City and outside training sessions throughout the year.
- **Wackenhut Security Services Post Orders** – The Court Administrator and Wackenhut personnel worked together to revise and update Post Orders that detail the duties and responsibilities of the Security Guards.

2008 ADMINISTRATIVE PROJECTS AND ACCOMPLISHMENTS

- **Budget 2009-10** – The two year budget was completed and approved by council.
- **Carpet Replacements Project** – West wing lobby, courtrooms and Clerk’s Office area were re-carpeted. The Court Administrator worked with the Facilities Manager to schedule and orchestrate the re-carpet project.
- **Carryover Fund Purchases** – Carryover funds were requested and approved to purchase new cubicles for the Clerk area.
- **Court Marshal Opening** – June through August 2008, the Court Administrator, Probation Services Coordinator, Lead City Prosecutor and Police Department staff worked together conducting interviews for the new replacement Court Marshall. One of the Marshals was reassigned to the School Resource Officer position in August, 2008. The new Marshal is expected to begin work in approximately November, 2008.
- **Desk / Work Areas** – New cubicles and carpet replacement project for the Clerk area was completed the first part of June 2008. Staff enjoy their new, clean work spaces.
- **Disaster Recovery Drill** – The Deputy Court Administrator, Probation Services Coordinator and IT staff performed an IT and Records Management Disaster Recover Drills in December 2008. These drills are conducted on a yearly basis since 2005. The drill in December was a success.
- **Democratic National Convention and Westminster Police Department Training and Coverage** – The Court worked with the WPD staff to enable the officers to attend trainings in April and to assist with police DNC coverage in August.
- **Fines Schedule** – A revised Fines Schedule took effect May 1, 2008.
- **FTE Employees** – Deputy Clerks Geri Nichols and Tara Plamowski resigned and accepted positions with the Westminster Police Department. Bernadette Tedesco joined us in May and Michelle Ramos joined us in June.
- **Graffiti Ordinance** – The Court Administrator, several Police Department staff, and City Attorney’s Office staff worked together for over two years to develop and present to City Council a new Graffiti Ordinance. This project was completed in May with the passage of the new ordinances.
- **Laserfische Project** – The Deputy Court Administrator continued to supervise the imaging project and assure all court documents are scanned and quality control procedures are in place. Over 20,000 files were scanned in 2008, completing the scanning of all 2007 closed files and the first eight months of 2008. Since inception of the project in 2006, a total of 83,350 documents have been scanned that contain 669, 367 pages.
- **Open File Audit** – Nine Court staff volunteered to complete a review of all the Court’s open files and compare them to information in the Record Management System. The project was completed within eight weeks with staff reviewing 7,078 open files for accuracy.

- **Open Protection Order Audit** – In May 2008, the CBI (Colorado Bureau of Investigation) Clerk completed an open protection order audit verifying open protection orders in the Record Management System against those listed in CBI. The project was completed within 30 days with a review of 289 open protection orders.
- **Open Warrant Audit** – In August 2008, the CBI Clerk and a Westminster Police Records Clerk conducted an open warrant audit of 1,753 open warrants. This audit helps ensure that warrants entered in CBI match those authorized in the Court’s Record Management System. This project was completed in 30 days.
- **Pro Tem Judges** – Beth Faragher resigned as Pro Tem Judge on February 16, 2008. She was appointed as a full time Magistrate for Denver. In late December 2008, Tammy Greene informed us that she received the appointment to the Jefferson County Court Bench.
- **Security Improvements (CIP Projects)** - The Court Administrator and the Probation Services Coordinator completed the following safety and security projects in 2008. Replacement of 10 2-way radios – this project was a coordinated effort with the Police Department. Enhanced security camera monitoring, installed card readers, intercoms and panic alarms in jail cells, installed delayed egress on door at top of stairway and entry to jail area, installed steel doors with pass-thru in jail area, installed card reader at Prosecutor entrance, installed key pads for panic alarms, installed lock boxes. These improvements complete the Security Improvement CIP Project.
- **Strategic and Vision Plan** – The Court Administrator and Supervisors developed a 5-year Strategic and Vision Plan for the Westminster Municipal Court.
- **Taste of Westminster Fund Raiser for Mary Leicester** – seven Court staff, four Police Department staff, and one General Services staff person coordinated and orchestrated this fundraiser for their co-worker suffering with cancer. Through their selfless actions, over \$18,000 was raised to enable their co-worker to continue therapy treatments and relieve her and her family of some of the financial burdens related to her medical needs.
- **Training** – The Court Administrator, Deputy Court Administrator and Collection Supervisor provided in-house training for Court staff regarding processing of cases and cashiering training. Court staff attended several City and outside training sessions throughout the year.

SUMMARY

The Court is appreciative of the support we receive throughout the year from City Council, Deputy City Manager Matt Lutkus, the staff of the General Services Department, Building Operations, City Manager’s Office, City Attorney’s Office, the Departments of Police and Fire, Information Technology, Finance, and other City Departments and Divisions. The Court is ready to meet the challenges the New Year may bring. We are confident that we will have continued success in administering justice for all.

The Municipal Court is prepared to provide continued services to our citizens in a fair and impartial manner. It is the Court’s intent to provide a fair venue and experience to all litigants, witnesses, and attorneys, and arrive at decisions based only upon the law and the evidence presented at trial.

We have a highly trained and motivated staff that works well together, with the public, and with other City departments and employees. The Court and staff remain sensitive to the concerns of City Council and the City Manager’s Office and welcomes any inquiries or suggestions that either may have.



W E S T M I N S T E R

WESTMINSTER MUNICIPAL COURT

STRATEGIC AND VISION PLAN

FOR THE YEARS 2009 - 2013

Developed and Prepared October 2008 by:
Carol J. Barnhardt, Court Administrator
Nevada L. Torres, Deputy Court Administrator
Brian Poggenklass, Probation Services Coordinator
Susan Wooster, Collection Supervisor

Introduction, Plan Purpose, and Background

The purpose of establishing a Strategic and Vision Plan for the City of Westminster Municipal Court is to provide a comprehensive and clear document to effectively communicate the Court's priorities, strategies, directions and plans.

This Strategic and Vision Plan is to serve as an outline of activities that the Westminster Municipal Court anticipates from 2009-2013. The outline is intended to guide the Court through the planning and implementation process throughout this timeframe.

Effective Court leadership involves visioning the future and how and what may impact the bottom line. Strategic and vision planning helps Courts and Court Managers avoid isolation, create and maintain momentum for change, and improve the day-to-day management and operations. Strategic and vision planning also help the Court Administrator and the Presiding Judge focus themselves and staff on the Court's primary purpose, or mission, as well as establish both long and short term improvement priorities.

Strategic planning, which usually includes a visioning component, is an on-going, systematic process used to critically and creatively assess where the Court is now, define where it wants to be in the future, and develop comprehensive strategies to move the Westminster Municipal Court in the direction that supports the citywide Strategic Plan.

While complementary, strategic planning and visioning differ. Visioning is a creative, collaborative process that asks court leaders and their justice partners to articulate a preferred future. Strategic planning includes other vital elements such as; defining or redefining the Court's mission statement; environmental scanning or trend analysis; a SWOT (i.e., Strengths, Weaknesses, Opportunities, Threats) analysis; identifying performance areas goals; developing goals and objectives; and prioritizing projects.

Implementation that is consistent to or with the strategic plan, monitoring, evaluating the progress and analyzing the outcomes round out the elements of the strategic plan. All of these steps together help ensure the desired outcomes.

STRATEGIC PLANNING

The purpose of the Strategic Plan is to help examine the issues facing the Westminster Municipal Court and formulate strategies to address those issues. The key elements listed below should be reviewed annually or each time a new strategic plan is developed to determine if changes are needed.

The drawbacks of this are:

- Additional work each year for management and supervisors,
- Changing the perspective to planning based on need, not budget constraints.

KEY ELEMENTS FOR STRATEGIC PLAN

Mission Statement

The Mission Statement of the Westminster Municipal Court is:

- To assist and direct the business of the Court to provide fair, prompt, and understandable resolutions to legal problems, resulting in participants satisfied they were afforded adequate access to justice and were treated professionally, fairly, and with respect.

Vision Statement

The Westminster Municipal Court will be a leader in providing:

- Partnerships with internal and external customers when possible;
- Professional, fair, impartial, timely, and respectful justice to all;
- Commitment to efficient and innovative approaches to case management;
- A positive and respectful environment.

Guiding Principles

The guiding principles of the Court are:

- Commitment to simplicity in procedure;
- Fairness in administration;
- Elimination of unjustifiable expense and delay.

The Mission Statement, Vision Statement, and Goals and Objectives can be used as guidance in the prioritization of the guiding principles.

This does not necessarily mean that all planning strategies will follow this strategy *exactly*, but by establishing a broader strategy during strategic planning it will serve as a roadmap when determining the strategy for specific programs during vision planning.

Goals

The Court will establish goals it would like to accomplish in the period for which this Strategic Plan is written.

Objectives

Objectives for the period of the Strategic Plan will be defined.

SWOT (Strengths, Weaknesses, Opportunities, Threats)

The Court will identify its SWOT in its plan. SWOT will help provide a map of what the Court should work towards during the next five years.

Fiscally Constrained Action - Vision Plans

With the information gathered from the above steps, the Court will need to create plans for funding in each of the following categories:

Fiscally Constrained

No additional funding and having to complete existing and additional services and programs with the current funding levels.

Action

If additional funding is provided, to which items would it be given?

Vision

If we had funding for everything we wanted/needed, how would we use it to be the most effective and efficient in our services and programs?

VISION PLANNING

The following steps reference the detailed steps the Westminster Municipal Court will use as guidance for completing the steps in the outline below. The Vision Plan will use the Strategic Plan to prepare the Court and staff to refine, review, analyze and develop plans for the next five years.

KEY STEPS FOR VISION PLANNING

1. Clarify mission

Review City of Westminster Municipal Court mission statement and parallel the City's mission statement.

2. SWOT ANALYSIS (Strengths, Weaknesses, Opportunities, Threats)

The SWOT analysis should be done each year as a part of vision planning. This becomes an effective tool for identifying where the focus and priority needs to be on programs and services.

3. Create allocation priorities based on guiding principles

Review guiding principles and allocation priorities for the services and programs that fall within these guiding principles for the coming years.

4. Categorize (designate) service levels

Each service or program will be assessed as to whether it exceeds, meets, or does not meet minimum acceptable service standards.

5. Realign funding and assess opportunities

Examine existing services and programs according to their prioritization and service level, along with the established allocation priorities, to evaluate effective spending and identify opportunities for reallocation/adjustments of existing resources.

6. Apply strategic funding screen

Review Vision Plan based on annual budget funding and make changes accordingly.

SWOT ANALYSIS

SWOT (Strengths, Weaknesses, Opportunities, Threats) forms the basis of strategic thinking about where the Westminster Municipal Court is currently as a Division, where we want to be, and the considerations necessary to make the transition between the two.

STRENGTHS

- Experienced and cross-trained staff who bring different perspectives
- Institutional memory (staff longevity)
- Diverse staff with strong analytical and problem-solving skills, knowledge, and experience
- Bi-lingual staff
- Teamwork
- Stable workforce
- Current records management system is comprehensive and well-functioning
- Building partnerships with internal and external customers when possible
- Strong customer service skills
- Staff uphold the legal boundaries (not giving legal advice)

WEAKNESSES

- Funding problems, budgets are not frozen, budget constraints
- Some staff not receptive to change
- Staffing requirements limit access to training and development opportunities
- Public perceptions
- Work space
- Lack of growth opportunities for building
- Location isolated from main City operations

OPPORTUNITIES

- Utilize new technology when possible
- Promote additional cross-training
- Work smarter not harder - efficiency
- Ability to enhance customer service and technical skills through City and outside training programs
- Gather and share information efficiently

THREATS

- Lack adequate space for growth
- Old facility
- Depressed economy
- Hostile customers
- Staff turnover
- Lack of funding
- Workload increase
- Lawsuits and liability issues (i.e., false arrests)

CITY OF WESTMINSTER STRATEGIC PLAN and MISSION STATEMENT

The Westminster Municipal Court has a clear understanding of City Council's Strategic Plan and Mission Statement.

Strategic Plan 2008-2013 Goals and Objectives

SAFE AND SECURE COMMUNITY

- Citizens are safe anywhere in the city
- Public Safety Departments: well equipped and fully staffed with quality personnel
- Timely response to emergency calls
- Citizens taking responsibility for their own and community safety and well-being
- Manage disaster mitigation, preparedness, response and recovery



FINANCIALLY SUSTAINABLE CITY GOVERNMENT PROVIDING EXCEPTIONAL SERVICES

- Revenues to support defined city services and service levels as a mature city
- Well-maintained city infrastructure and facilities
- Effective cost containment/control measures for living within revenues and budget
- Maintain sufficient reserves: general fund and utilities funds
- Balance between core services and quality of life services
- Provide efficient, cost-effective internal and external services
- Secure and develop long-term water supply



VIBRANT NEIGHBORHOODS AND COMMERCIAL AREAS

- Develop TOD around commuter rail stations
- Maintain and improve neighborhood infrastructure and housing
- Preserve and restore historic assets
- Revitalize Westminster Mall and area
- Rehabilitate deteriorating commercial areas
- Develop Westminster as a cultural art community



STRONG, BALANCED LOCAL ECONOMY

- Healthy retail base, increasing sales tax receipts
- Attract new targeted businesses, focusing on primary employers and higher paying jobs
- Business-oriented mixed use development along I-25 corridor and US 36 corridor
- Retain and expand current businesses
- Multi-modal transportation system that provides access to shopping, to employment centers
- Be a great place for small and/or local businesses



BEAUTIFUL AND ENVIRONMENTALLY SENSITIVE CITY

- Increase green space (parks, open space, etc.)
- Well-designed and maintained private developments and buildings
- Develop and maintain attractive streetscapes and landscaped medians
- Have energy efficient, environmentally sensitive city operations
- Increase public and cultural arts



Mission statement: We deliver exceptional value and quality of life through SPIRIT.

WHO ARE OUR CUSTOMERS?

“A customer is anyone who is affected by your work output.” Karl Elbrecht

The Westminster Municipal Court’s external and internal customers include, but are not limited to:

EXTERNAL

- General Public
- Jurors
- Attorneys
- Police
- Victims
- Defendants
- Parents
- Children
- Various Service Providers
- Other governmental agencies (i.e., other municipal courts, state courts, probation departments, police departments)
- Contracted vendors (i.e., collection agency, security vendor, records management vendor)

INTERNAL

- Judges
- Court Administrator
- Supervisors
- Deputy Clerk staff
- Probation Officers
- Security Officers
- Court Marshals
- Victim Advocates
- City Prosecutors
- Various City Departments and Divisions

IMPARTIAL TREATMENT AND GUIDELINES

By law, Court staff *cannot* give legal advice. Staff must maintain a neutral and fair attitude whenever dealing with customers, both internal and external.

Everyone deserves impartial treatment and staff behaviors should be free from bias.

The Westminster Municipal Court follows the guidelines established by the Colorado Judicial Branch regarding information staff can and cannot provide. The guidelines are listed below.

COLORADO JUDICIAL BRANCH GUIDELINES

We will help you if we can, and we will treat everyone equally. However, we are allowed by law to help you only in certain ways.

We CAN answer general questions about how the court works.

We CANNOT explain judicial decisions or let you speak to the judge outside of the courtroom.

We CAN provide you with contact information for legal service programs.

We CANNOT refer you to specific lawyers, contact programs or lawyers for you, or give answers that involve legal advice.

We CAN give you general information about court rules, terminology, procedures, and practices.

We CANNOT advise you as to how the court rules and procedures will be applied to your case.

We CAN provide court schedules and information on how to get a case scheduled.

We CANNOT advise you whether you should bring your case to court or give you an opinion about what will happen if you bring your case to court.

We CAN provide you with certain information from your case file.

We CANNOT provide you with information that has been restricted by court order or law.

We CAN provide to you or refer you to court forms and instructions.

We CANNOT tell you how you should complete the forms or complete the forms for you.

We CAN review your forms by checking for signatures, notarizations, correct county name, and case number.

We CANNOT correct forms for you or tell you what corrections should be made.

We CAN answer general questions about court deadlines.

We CANNOT tell you what to say in court.

We CAN tell you whether or not an order has been issued and what the order is.

We CANNOT talk to the judge for you or change an order from a judge.

We want to respond with current and accurate information, but not all court staff will know the answer to all questions about court rules, terminology, procedures, and practices. When not certain of the answer, court staff have been instructed to suggest that you contact an attorney or you may check the Colorado Judicial Branch's Self-Help Center at www.courts.state.co.us

GOALS, OBJECTIVES, AND OUTCOMES

The following goals, objectives and outcomes are, in part, related to the direction provided by City Council's Strategic Plan.

Goal #1 – Create procedures that are efficient and effective for Court operations and the public to insure accountability of public resources and access to justice.

Objective #1 – Monitor and update the Court's web site to be informative and user friendly.

Objective #2 – Develop a questionnaire for an ongoing survey of court users to ascertain whether the Court meets customer expectations.

Objective #3 – Promote volunteerism to assist the Court and staff in case processing.

Objective #4 – Be prepared to implement new technologies as they are approved, (i.e. upgraded Records Management System).

Outcomes

- Increased access to justice
- Improved customer satisfaction
- Increased accountability and public awareness

Goal #2 – Provide a courteous and impartial atmosphere for all participants and spectators to promote public trust and confidence in the judiciary and promote employee excellence.

Objective #1 – Send Court personnel to at least one professional education and skill development program every year and make training time available to all Court staff to meet the City's educational training expectations.

Objective #2 – Cross-train all employees within their classification.

Objective #3 – Survey jurors to determine juror needs and best practices.

Outcomes

- Motivated, knowledgeable and skilled staff
- Supportive community
- Knowledgeable citizenry
- Enhanced public participation in government
- Improved jury management

Goal #3 – Build a safer community by helping to reduce crime by holding offenders accountable for their behavior.

Objective #1 – Judges impose sanctions and consequences for violations of law in a timely manner.

Objective #2 – Court staff monitor, process, and report overdue fines and fees to a private collection agency; monitor and process fail to appear and fail to pay cases.

Objective #3 – Probation Section prepare, review and analyze thorough, timely, accurate reports regarding offender relapse and recidivism.

Objective #4 – Probation Section schedule intake appointments within one month of the offender being placed on active probation supervision or released from custody.

Outcomes

- Timely consequences for non law-abiding behavior
- A safer community

Goal #4 – Participate in City, County, State and National organizations and/or committees.

Objective #1 – Actively participate in organizations and/or committees to promote Court excellence.

Objective #2 – Promote Municipal Court issues.

Outcomes

- Municipal Court will be respected statewide

Goal #5 – Continue the Laserfiche Project by scanning closed files.

Objective #1 – Laserfiche all closed files and continually monitor for accuracy.

Outcomes

- Closed files will be easily obtainable when needed
- Storage will be reduced

Goal #6 – Comply with State Archives Records Retention Schedule.

Objective #1 – Destroy all files and records pertaining to the administration and operation of the Court and closed cases, both paper copy and electronic data, at appropriate retention times.

Outcomes

- Storage will be reduced
- State Archive Guidelines will be met

Goal #7 – Continue to perform audits to ensure accuracy.

Objective #1 - Open File Audit – review of all the Court’s open files and compare them to information in the Records Management System.

Objective #2 - Open Protection Order Audit – verify Open Protection Orders in the Records Management System and in Colorado Bureau of Investigations (CBI).

Objective #3 - Open Warrant Audit – ensure that warrants entered in CBI match those authorized in the Court’s Record Management System.

Objective #4 – Other audits as needed – to be developed and monitored by the supervisors.

Outcomes

- Prevent unnecessary false arrests and liabilities against the Court and/or the City
- Ensure accuracy between physical files and Records Management System

5-YEAR STRATEGIC PLAN

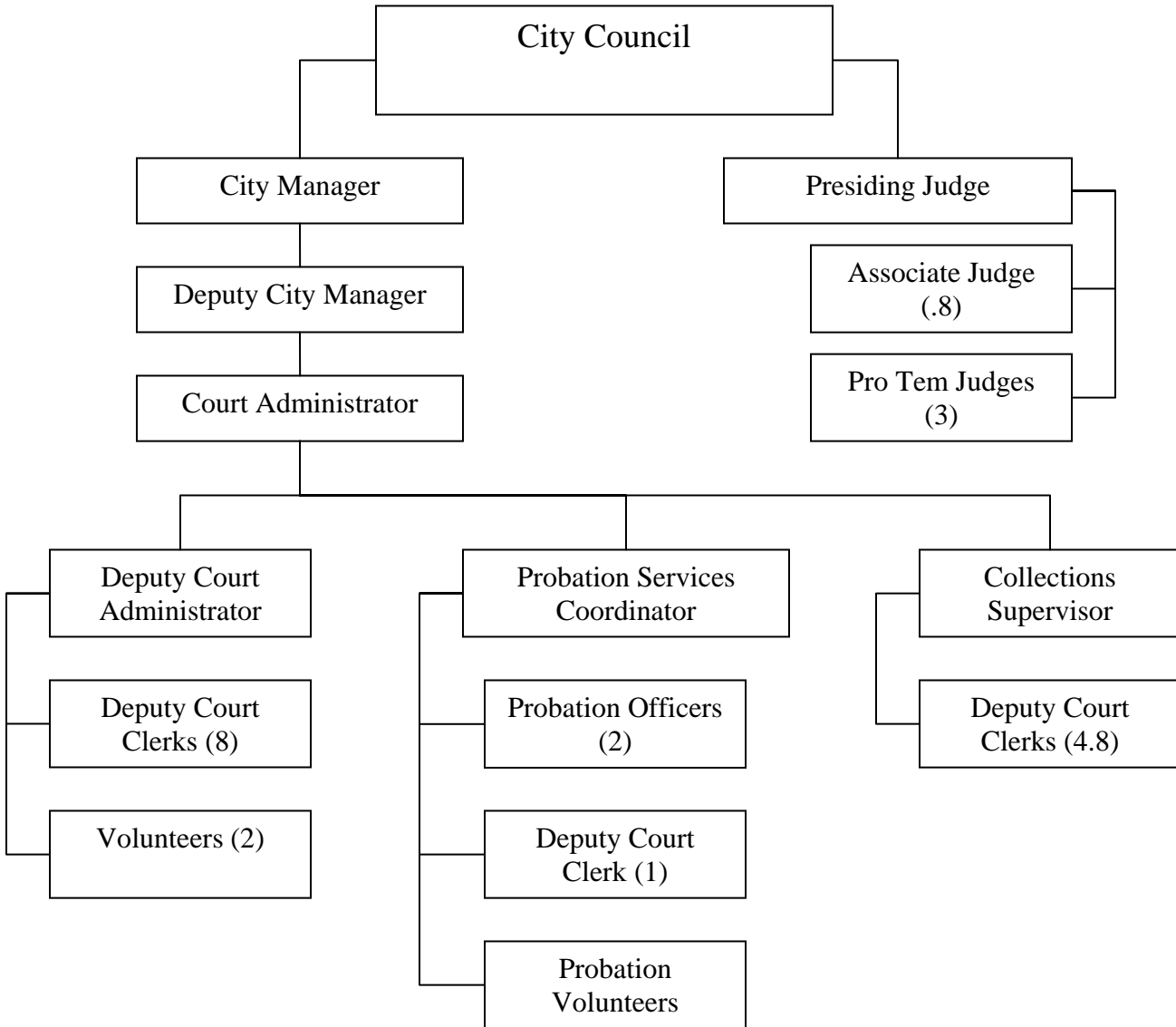
YEAR	PROJECT	PROPOSED PARTNERS
2009	Review possibility of increased parking fees and possible revision of parking summonses	Judges, Court Administrator, WPD
2009	Review current Mission Statement	Judges, Court Administrator, supervisors, staff
2009	Research possibility of making reminder calls to defendants	Supervisors, staff, volunteers
2009	Research placement of an ATM in Court Building	Court Administrator, Collection Supervisor, FIN, vendor
2009-10	Review possible summons revisions	Court Administrator, WPD, CPA
2009-10	Research implementing E-payment via the internet	Court Administrator, Purchasing Agent, FIN, IT, vendor
2009-11	Research electronic summons entry	Court Administrator, supervisors, WPD, IT, vendor
2009-13	Maintain staffing and continue cross-training and rotation	Court Administrator, supervisors, staff
2009-13	Continue with yearly Disaster Recovery Drills in conjunction with the IT Department	Court Administrator, supervisors, IT
2009-13	Review possible ordinance revisions for Municipal Court 1-22-1 et al	Court Administrator, CAO, CMO, CC, WPD
2009-13	Continue the Laserfiche Project scanning and auditing records	Court Administrator, supervisors, staff, IT
2009-13	Process Court record destruction in compliance with State Record Retention Schedules	Court Administrator, supervisors, staff, IT, vendor
2009-13	Continue to conduct on-going audits of cases to ensure accuracy and accountability	Court Administrator, supervisors, staff, WPD
2009-13	Participate in “going green” by eliminating Styrofoam cups and plastic water bottles, possible reduction in mailings, printing duplex, electronic probation forms, etc.	Judges, Court Administrator, supervisors, staff
2009-13	Research and implement CourTools surveys/audits	Court Administrator, supervisors, Records Management System vendor
2009-13	Discuss judicial succession planning	Judges, Court Administrator, DH
2009-13	Develop a management and training plan	Court Administrator, supervisors, HR, vendor
2009-13	Research and possibly develop an annual staff retreat or team building exercises, schedule	Court Administrator, supervisors, staff, vendor for

	field trips to observe other courts, schedule brown bag lunch trainings ex: Generations in the Workplace	venue, DH, HR
2009-13	Research and develop a technology master plan	Court Administrator, supervisors, IT, vendor
2009-13	Develop workforce planning, increased opportunities and challenges for high potential, most talented staff	Court Administrator, supervisors
2010	Review Court Administrator and Supervisors benchmark titles and positions	Court Administrator, supervisors, DH, HR
2010	Review and possibly prepare RFP for security contract	Court Administrator, DH, CAO, FIN, vendors
2010	Research and possible implementation of Probation monitoring and set-up of In-Home Detention	Judges, Court Administrator, Probation, CAO, vendors
2010-13	Research possibility of changing work hours and/or work days, review flexible schedule, research compressed work weeks, balance against core values and services	Court Administrator, Judges, supervisors, staff, DH, security vendor
2010-13	Review and analyze need for increased staffing and judges for future years	Court Administrator, supervisors, staff, DH, HR, CMO
2010-13	Research additional volunteer opportunities	Supervisors, Volunteer Coordinator, citizens
2010-13	Develop and monitor customer service surveys or feedback forms	Court Administrator, supervisors, staff, customers
2010-13	Research and possibly develop in-house education or therapeutic groups for juveniles	Judges, Court Administrator, Probation Section, vendor
2010-13	Pursue the dream for a new courthouse or full remodel of existing building with an expansion This project is not budgeted	Judges, Court Administrator, CC, CMO, DH, BO&M, FIN, vendors, community
2011	Research electronic warrant upload to CBI / CCIC	Court Administrator, supervisors, IT, State
2011	Implement Records Management System upgrade	Court Administrator, supervisors, staff, vendor, IT, CAO, Purchasing
2011-13	Research possibility of public access to public case info on internet	Court Administrator, supervisors, IT, CAO, vendor
2012-13	Research possibility of Parental Responsibility Act	Judges, Probation Section, CAO, CMO, CC, CPA
2013	Research possible use of Video Arraignments with Adams and Jefferson Counties	Judges, Court Administrator, WPD, jails, CAO, FIN, CPA, vendors

ABBREVIATIONS KEYS

BO&M	Building Operations and Maintenance
CC	City Council
CAO	City Attorney Office
CMO	City Manager's Office
CPA	City Prosecutor's Office
DH	Department Head
FIN	Finance Department
HR	Human Resources
IT	Information Technology
WPD	Westminster Police Department

2009 Organization Chart





WESTMINSTER

Staff Report

Information Only Staff Report
March 2, 2009



SUBJECT: Annual Volunteer Appreciation Barbecue Event

PREPARED BY: Pamela Mayhew, Volunteer Coordinator

Summary Statement

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

The annual volunteer appreciation barbecue will be held Thursday July 16, 2009 from 5:30 p.m. to 8 p.m. on the plaza in front of City Hall. In the event of inclement weather, attendees will be moved inside. Food will be catered in the traditional barbecue style and two local non-profits will be invited to showcase their volunteer programs. Music will be provided by a local disc jockey and this year volunteers will be given a travel blanket as a thank you gift for their support of the City.

Background Information

Since 1992, the Volunteer Program has held an annual volunteer appreciation barbecue to thank members of the community who dedicate their time to support City services. Invitations to this year's event will be sent to all volunteers and their families, volunteer supervisors, City Council, and all boards and commissions members.

This barbecue supports the City's goal of a financially sustainable city government that provides exceptional services and specifically the objective to provide efficient, cost-effective internal and external services. The City's Volunteer Program engages citizens to become actively involved with their government and community. The impact of volunteers on services provided through City services is considerable and many services provided by the City would not be offered without the support of volunteers. In 2008, the value of the amount of time dedicated by volunteers was estimated at \$1 million — a significant impact to City operations.

In the last five years, attendance at the annual barbecue has doubled and yet staff has been able to maintain the event within the same annual budget. In 2001, 370 attended while in 2008, 675 attended. It is anticipated that over 600 of the 1100 citizens invited will attend. City Hall is the only location within the City that can accommodate this size of crowd and yet provide shelter during inclement weather. In the last five years, the event was moved inside three times due to poor weather conditions.

Respectfully submitted,

J. Brent McFall
City Manager