



WESTMINSTER

Staff Report

TO: The Mayor and Members of the City Council

DATE: February 27, 2013

SUBJECT: Study Session Agenda for March 4, 2013

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 **5:00 P.M.**

Boards & Commission Interview – Candidate #1 5:30 P.M.

Boards & Commission Interview – Candidate #2 5:40 P.M.

CITY COUNCIL REPORTS

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

PRESENTATIONS

1. Presentation Regarding the Forward Jeffco Initiative
2. Community Recycling Project
3. Impacts of the Affordable Care Act
4. 2012 Municipal Court Annual Report

6:30 P.M.

EXECUTIVE SESSION

None at this time.

INFORMATION ONLY ITEMS

1. Status of Firefighting Simulator/Burn Building CIP
2. Irrigation of the Ranch Open Space
3. 3rd Period 2012 CIP Status Report

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

Staff Report

City Council Study Session Meeting
March 4, 2013



SUBJECT: Presentation Regarding the Forward Jeffco Initiative

PREPARED BY: Christopher A. Gray, Economic Development Officer

Summary Statement

Representatives of Jeffco EDC will brief City Council on the Forward Jeffco Initiative to build awareness of the plan, elicit feedback and to request additional monetary and non-monetary support.

Background Information

The Jefferson County Economic Development Corporation (Jeffco EDC) is a private, not-for-profit organization that promotes and facilitates job creation and capital investment in Jefferson County. It is a membership organization that is governed by a board of directors. Its investor base is comprised of local government and private sector organizations. The City of Westminster has been a participating member of the organization for since 1991.

In 2012, Jeffco EDC commissioned Angelou Economics, a national site selection and economic development consulting firm, to develop a strategic plan for the county. Angelou developed and delivered an extensive set of recommendations during the summer of 2012. The Jeffco EDC board and staff then fashioned the recommendations into a plan of action and hired National Community Development Services to vet the financial feasibility of funding the plan with stakeholders. The vetting occurred during the autumn of 2012.

Now, based on the feedback received in the autumn, Jeffco EDC is launching its Forward Jeffco Initiative to build awareness of the new strategic plan and to raise funds for its implementation. The purpose of Jeffco EDC's presentation to City Council at the March 4 Study Session is to brief the Council on elements of the plan in anticipation of Council's consideration of financial support. The City currently provides \$5,000 per year to Jeffco EDC and Adams County EDC as well as providing support to the Metro North Chamber of Commerce, the Denver Metro Chamber of Commerce and the Metro Denver EDC.

Respectfully submitted,

J. Brent McFall
City Manager



WESTMINSTER

Staff Report

City Council Study Session Meeting
March 4, 2013



SUBJECT: Community Recycling Project Update

PREPARED BY: Rachel Harlow-Schalk, Senior Projects Officer
Lisa Bressler, Chairperson, Environmental Advisory Board
Nick Pizzuti, Vice Chairperson, Environmental Advisory Board

Recommended City Council Action

Direct staff to implement the community recycling program at the former England Water Treatment Plant site.

Summary Statement

Since 2009, the Environmental Advisory Board and Green Team have worked together to improve recycling in the Westminster community. On June 4, 2012, City Council was provided recommended improvements for recycling including changes to the Solid Waste Collection section of the Municipal Code, implementation of a community education campaign, and constructing a single, staffed community recycling location with specific hours of operation.

In November of 2012, the Municipal Code changes recommended were implemented. Staff, in consultation with the Board, also prepared a robust community recycling education campaign plan to begin in 2013 (see attachment 1). The dates set forth in this education plan will be adjusted based on the final recycling center project schedule.

As part of the 2013 General Fund Operating and Capital Improvement budgets, Council approved construction funding for a single community recycling location and funds for staffing the location during operating hours. After evaluating several city owned locations for the placement of the recycling center, staff identified land available at the recently demolished England Water Treatment Plant site. The England location has the best access and provides recycling support to the area of most need of a recycling center.

Expenditure Required: \$269,400

Source of Funds: General Fund and General Capital Improvements Fund (\$244,400)
Stormwater Fund (\$25,000)

Policy Issue

Should Council continue implementation of one staffed community recycling facility and close the current four recycling drop-off locations?

Alternative

Council could decide the current four unstaffed locations are sufficient and direct staff not to implement the single recycling center. Pursuit of this alternative is not recommended. In addition to having agreed with the Environmental Advisory Board's recommendation of one location based on three years of studying recycling, the City continues to spend more funds annually to provide the locations than is budgeted. In 2012, the Building Operations and Maintenance Division covered a \$40,000 funding gap for the drop-off program by using funds meant for facilities maintenance. This is up from 2011 when the Division spent \$20,000. By running the current drop-off locations without segregation of materials, without staff on-site to ensure materials collected are clean, and spending money to dispose of trash left at all four locations, the City continues to spend ever increasing funds out of facilities maintenance without returning funds for clean segregated recycled materials.

Background Information

In 2008, City Council established in their Strategic Plan the objective of a convenient recycling program for residents and businesses with a high level of participation. In January of 2009, the Green Team presented recommendations to Council including the need to improve recycling in the community and the Green Team's desire to work in partnership with the Environmental Advisory Board (EAB) to make improvement recommendations.

Through 2010, the Green Team and the EAB conducted a thorough review of recycling and trash collection in the community and identified potential improvements. As a result of this research, a robust community education and engagement process with impacted stakeholders was implemented. After this engagement process on June 4, 2012, Council received recommendations from the Board to improve recycling in the community. The recommendations included a three prong approach: revise the Solid Waste Collection Section of the Municipal Code, conduct an on-going education campaign and construct one central recycling location, staffed, with scheduled hours of operation. Since June 2012, the Municipal Code changes recommended were completed and staff, in consultation with the EAB, has prepared robust community recycling education campaign plan (see attachment 1).

In the 2013 operating and capital improvement budgets, Council approved funding for the construction and operation of one community recycling location staffed with scheduled hours of operation. After evaluating several City owned locations for the placement of the recycling center, staff identified land available at the recently demolished England Water Treatment Plant site (see aerial photograph attachment 2). As was learned in the community recycling study, most of the community lives in homeowner association neighborhoods that may coordinate neighborhood trash and curbside recycling services. The majority of these association neighborhoods are north of 88th Avenue. The England location has the best access of all City owned properties and provides recycling support to the area of Westminster most in need of a recycling center. Staff contracted with the architecture firm, Hangar 41, who prepared the 60% concept design drawings for the site (see Phase I in attachment 3).

Over the course of the three year recycling study, it was discovered that drop-off locations are more than where residents recycle their materials; residents also use the drop-off locations as gathering places

where they meet each other, learn about recycling and learn about Westminster. As a result of this knowledge, staff requested Hangar 41 prepare design concepts to not only construct the drop-off location that had been recommended to City Council by the EAB, but also provide additional phases for a construction project that would create a multi-functional education center that would allow for these additional site uses.

Because the England location is next to Little Dry Creek Trail (just west on the Trail from the commuter rail station) and is located south of the City's community gardens and east of the City's greenhouse operations, the site creates an environmental synergy that can be capitalized on.

Also, the overarching goal of the community recycling education campaign is to encourage residents to recycle at the curb. If, in the future, residents and businesses were all recycling at their curb, the City would be able to close the recycling center and may consider maintaining the multi-functional education center.

A multi-functional education center would offer an amenity to the community not currently available and would establish a model multi-functional education center not available in the Front Range (see attachment 3, phase III). The project would provide the City with an additional gathering location where residents could:

- learn about recycling,
- learn about the City's trail system,
- learn about community gardens and gardeners,
- learn about xeriscaping,
- learn about alternative materials or recycled materials used in building materials,
- learn about alternative energy use,
- learn about local artists using recycled materials and offer another location for art viewing,
- meet local businesses and give businesses an opportunity to partner with the City, and
- learn about any number of environmental stewardship measures the City has implemented or is implementing.

The real potential exists for this education center to be a partner in the community.

If Council concurs with the plan outlined in the Staff Report, Staff will construct Phase I of the project as planned in attachment 3 in 2013. Once the recycling education campaign is implemented and the recycling site is operating, staff will evaluate the need for the multi-functional education center and funding options.

For additional consideration, Council will find in attachment 4 the projected costs associated with implementation of the recycling center and costs associated with the potential future multi-functional education center. When the Board's recommendation of one recycling center was brought to Council, Lakewood's recycling center was used as a model of how to return funds through recycling materials to cover site operations. Since the EAB's initial recommendation, Lakewood completed another year of operation. In 2012, Lakewood saw much of the cost to run the site covered by the resale of segregated recycled materials. However, a turn in commodities markets resulted in lowered funds from collection of recycled materials and contractors also increased their pricing for resources they offered to the center. As a result, Lakewood spent an additional \$47,700 to operate the one location. For comparisons sake, in 2012, Westminster's four drop-off locations spent \$57,000 over what was

budgeted for operation; and because all of the materials had to be segregated by the recycling contractor, none of the recycled materials offset site operation costs.

Continuing forward with EAB's recommendation of moving the drop-off program to one location that is staffed with hours of operation will remain an improvement over the current collection program and continue to offer the community an option to recycle if they do not at their curb. But, fluctuations in commodity markets will continue and operations at the center may not be completely covered by the resale of recycled materials. For planning purposes, it is anticipated that bridging the funding gap for the recycling center will occur through reprioritization in other City operations.

Both staff and representatives from the Environmental Advisory Board will be in attendance to provide a brief presentation and answer questions.

Continued efforts to implement the EAB's community recycling recommendations support the City's Strategic Plan goal of a Beautiful and Environmentally Sensitive City by pursuing the objective of a convenient recycling program for businesses and residents with a high level of participation.

Respectfully submitted,

J. Brent McFall
City Manager

Attachments

ATTACHMENT 1

City of Westminster

Strategic Communications Plan

Created by



December 20, 2012

Revisions by City of Westminster staff 12-24-12

Situation Analysis.

In 2008, the City Council established in their strategic plan an objective to provide a convenient recycling program for residents and businesses. The objective further outlined a need for a high level of participation from all residents and businesses in order to meet the objective.

The next year, the Green Team presented recommendations to the City Council including the need to improve recycling in the community and their desire to establish a partnership with the Environmental Advisory Board (EAB) to make the recommended improvements.

Since 2009, the EAB and the Green Team have worked together to identify options for improving recycling in Westminster. Their work has included a thorough review of the recycling and trash collection in the community, resulting in a robust public education and engagement process to identify improvements that reflect the need of the community and key stakeholders for the program to be successful.

Earlier this year, the EAB and Green Team's recommendations were submitted to the City Council for review. These included closing the four current drop-off recycling sites and opening a new, staffed facility; changing the classification of single-family Homeowners Associations (HOAs) from commercial to residential units in the city code; requiring trash collectors to offer recycling to all residential and business units; and requiring those same collectors to include additional information on recycling tonnage in their annual reports to the city. The City Council agreed with the proposed recommendations, and the changes are being implemented. A strategic communications effort is being put forth to educate residents and businesses about the changes in the city's drop-off locations and curbside recycling. The goal of the educational effort is to inform all residents of the changes in recycling and to improve curbside recycling.

Overall Strategic Direction.

With this understanding of the current situation going into 2013, the following are the overall strategies for the communications program.

Use a variety of communications vehicles to educate and engage residents with curbside recycling and to promote the program.

- As curbside recycling is not (and will not) be a service provided by the City of Westminster, city staff have no specific knowledge of which residents are recycling and which are not.
- As a result, it would be extremely challenging and expensive to limit the communications effort to those who are either currently recycling, or those who are not recycling.
- Given the changes in the city code expanding curbside recycling to all residents, there is a large proportion of the city that will be learning about curbside recycling for the first time (in fact, only 40% of residents report having curbside recycling at home, and 74% of those that do not have it are interested in it).
- While there are certain tactics and strategies that will resonate more with various segments of Westminster's population (see additional strategies below), a broad

approach to the effort – using all of the city’s proven communications vehicles – is recommended.

- Source variety and repetition is critical in communicating about such a wide scale change. A broad approach involving a variety of communications tactics will make it more likely that the news will make its way to all segments of the population.
- The 2012 Citizen Survey identified television news, the city’s website, *The Denver Post* print and/or online edition and word of mouth as the top four sources for news about the city, much more popular than other news sources offered (such as social media, *Weekly Edition*, *Westminster Window*, and others). However, it’s not realistic to only rely on these top four sources to provide the coverage and reach needed in implementing what is, in essence, a behavior change program. More tactics are needed to ensure the message is repetitive, delivered, received and understood.
- Disseminating the information as widely as possible will result in fewer residents reporting they “never heard about the program” later in the year and demonstrates city’s commitment to recycling and to increasing participation.

Include mainstream media outside the City’s borders to reach a broad range of citizens within the community.

- Based on the results of the 2012 Citizen Survey, television news is the most relied on source for news about the City. The print edition of *The Denver Post* is ranked third.
- Because of this, it is important to promote the recycling program not only through vehicles that are available within city boundaries, but also to more general media such as the local television stations, their websites, and the *Denver Post* (including online).
- Specifically, news releases should be issued to announce the curbside program; announce the changes in drop-off recycling and the new site; and any program milestones that might be reached over the course of the year.
- Reporters should also be invited to events such as the grand opening of the drop-off site.
- Any coverage that is received should be promoted through the City’s own communications vehicles (website, social media, etc.).
- Coverage in these media will also help to increase the profile of the city among your neighbors (other communities).

Include tactics that reach residents over 55 within Westminster.

- According to the city’s 2012 Citizen Survey, older residents who have lived in Westminster for many years were less interested in curbside recycling than younger residents, and those over 55 constitute less than 30% of Westminster’s population.
- However, focus group participants included 55 years and older residents as a key group needing specific information, and those over 55 reported a higher incidence of having curbside recycling service at their home currently, so this is an important group to target.
- It’s important to note that cost seems to be of higher concern to older, so when it is known that you are reaching out to this group specifically (such as at presentations), it might be helpful to address the cost issue more directly.

- Some strategies that will target this group include the utility bill mailings (as many younger residents have likely switched to e-bills or electronic delivery and payments), and posting of information to community centers and other “gathering” locations in the community.
- Based on national data, older residents are more likely to read print publications on a regular basis, so it is important to include traditional outlets such as *City Edition*, *Westminster Window*, and *The Denver Post*.

Develop and maintain a close relationship with haulers in the community to get information directly into the hands of residents at a very grassroots level.

- Haulers are a critical audience in this program – their participation and support of the program will certainly impact the level of participation of residents in the curbside program, as they are the people that have regular contact with residents at their homes.
- Curbside recycling is a revenue source for the haulers, so this should serve as motivation for them to support the city in its communications and outreach efforts (the more residents that participate, the more revenue each hauler should see as a result).
- 100% of the Community Recycling Subcommittee agreed the city should continue to educate residents on “what materials are currently recyclable” and “how to recycle.” Engaging the haulers in this education and the use of the sticky pad (explained below) is a good way to broaden the city’s approach to community recycling education.
- The city should consider inviting some hauler representatives to participate in message development (however, given the number of haulers and other stakeholders that may need to participate, it might be too cumbersome of a group if all of them do participate).
- The city should invite the haulers to a lunch or breakfast workshop that is focused on their (and their drivers’) role in the communications aspect of curbside recycling.
- Haulers should be provided the following materials at the workshop:
 - An overview of the city’s communications efforts to promote recycling
 - Pocket-sized cards that contain key messaging for them to share with all of their drivers and post in each of their recycling collection trucks
 - Pads of sticky pads containing educational information about the program, branded with the city’s logo, for drivers to leave on the trash containers of residents that are not curbside customers; and to leave on recycling containers of residents who are curbside customers.
- There might be some resistance to using the sticky pads, as it may slightly increase the amount of time that a driver spends at each household – but the time should be negligible. To help manage the time spent distributing sticky pads, it is recommended that the haulers and the City pick two months out of the year and then two weeks within those two months that the haulers will distribute the pads on a daily basis. This will equate to four weeks of the year that the sticky pads will be distributed.
- The sticky pads can serve double-duty as both 1) an educational piece about curbside recycling (accepted/non-accepted materials, who to contact with questions, etc.) as well as 2) a notice of unaccepted materials (a checkbox for drivers to check if incorrect materials are set out for recycling, and to leave along with the unaccepted materials).

- The result of this partnership will result in more accurate, consistent communications being provided to residents by the haulers. It also ensures that the people who have the most direct contact with residents – the drivers – are able to act as ambassadors in promoting the program and educating residents.

Target Homeowners Associations (HOAs) and the residents who live there.

- 100% of the Environmental Advisory Board’s Community Recycling Subcommittee agreed the city should target HOAs, and, according to research conducted by city staff, nearly 85% of the city’s residents live within an HOA—not all coordinate trash collection service within their neighborhood.
- The change in city code classifying HOAs as residential, not commercial, means the universe of potential residents who can have access to recycling has increased.
- Most HOAs currently offer recycling, with about 50% of their residents actually recycling. It will be important to help the HOAs transition these current recyclers to the new program (if, indeed, their program changes), and be sure that they receive information on accepted materials, etc.
- At the same time, half of the HOA population that’s paying for recycling isn’t recycling. The most likely explanation is that the residents are unaware they are paying for the service, don’t know how to access it or request a bin, and/or don’t know what is accepted or when to put out their bin. It’s important to also reach this group of HOA residents to give them the tools to start recycling.
- Reaching out to the HOA organizations directly and engaging them in sharing information about curbside recycling is a good way to target both participants and nonparticipants.
- Some HOAs have included recycling in the services provided to their residents through their commercial contract. It will be important to connect with these HOAs and help answer any of their questions regarding the change in commercial to residential service and make sure they have all the information they need to educate their residents about any changes that may be interested in making.
- Materials can be customized for the HOA audience. They can be posted in the HOA community centers/mailbox area, included in their newsletters, put on doors, or announced at monthly or annual meetings.
- Because of the significant percentage of residents that live within HOAs in Westminster, targeting them is a priority for the 2013 outreach.

A robust online component of the communications effort is important in order to reach 18-54 year olds, who comprise 71% of Westminster’s population. This will increase the traffic to your website and increase your social media fans and followers.

- According to the 2012 Citizen Survey, the City’s website is the second source most often relied on for news, so ensuring the site contains extensive, easy-to-use, and often-updated information about curbside recycling is critical.
- Similarly, it is important to extend curbside recycling information to other online portals the city uses, including WestyConnect (which is a “website” but was not asked about

separately in the Citizen Survey) and social media (such as Facebook, Twitter and YouTube) for a variety of reasons.

- While only 4% reported social media as a source for news, the city's involvement in these sites is relatively new (and the question has never before been asked). There is an opportunity here to grow these outlets as sources for up-to-the minute information, as well as use them to have direct engagement with residents.
- Residents who have lived in Westminster for many years were not as interested in curbside recycling than newer residents, and the newer residents were still more interested even when told their trash costs might increase with curbside recycling.
- Westminster has a young population, with 71% of citizens between 18 and 54.
- National data report that 92% of adults 18-29 and 73% of adults 30-49 use social networking sites (*Pew Internet Project, August 2012*).
- According to the Pew Internet Project, 69% of online adults use social networking sites; Westminster's most recent Citizen Survey echoes this, reporting that 66% of respondents use social networking sites at least once a month.
- Multimedia – such as videos – are an important part of successful online programs, especially with the continued use of smart phones (44% of the US internet population now owns a Smartphone, up from 31% in 2011, according to the Online Publishers Association).
 - After the weather, video is the top-accessed content (31%) by Smartphone users, followed by local news (29%).
 - Of those who watch video on their smart phones, 68% of them regularly watch short-form news and entertainment videos, including news, sports, TV shows and weather clips.
- Video and photos also provide additional options for search engine optimization and are helpful in reaching citizens who are more visual learners – those who prefer to see and hear rather than read pages of text.
- Videos also are content that is easily shared among viewers, which helps with 'word of mouth' communications (which is the fourth source most often relied on for news by Westminster residents).

Include components of successful, proven behavior change programs based on the tenets of Community Based Social Marketing (CBSM).

- CBSM is a set of proven, tested methods used to foster behavior change, including recycling.
- In CBSM, it is important to identify the specific behaviors that need to be changed. For Westminster, it is not simply to "recycle," rather, there are more specific behaviors that need to be communicated and encouraged. The City wants its residents to:
 - Reach out via email, phone, or online, for information on the program
 - Sign up for recycling services with their selected trash collector
 - Once they receive a bin, participate in recycling on a weekly basis
- Another important step is the identification of barriers and benefits to the desired behavior. In the city's case, residents' barriers to participation in recycling include cost,

convenience, access to recycling, lack of information on how to sign up, lack of information on accepted materials, and a general lack of interest in recycling.

- Messaging can help to shift perceptions about recycling, in order to help residents overcome what they perceive to be barriers.
- Strategies that should be employed to foster behavior change include:
 - Commitment or asking residents if they can be counted on to sign up for recycling and put their bins out on a regular (weekly/monthly) basis, are an important tool in behavior change programs. When someone is asked if they “can be counted on,” they often answer in the affirmative, making a commitment to the desired behavior. Most people follow through on this commitment because of self-perception: answering yes changes how a person sees themselves, and they want to see themselves as the type of person who making a difference in the community by recycling. Written commitments are often more effective than verbal commitments, as are public (as opposed to private) commitments. This can be employed through the city’s website, WestyConnect, social media – through a pledge form – as well as at public events and meetings, where residents could fill out a hard copy commitment pledge.
 - Social diffusion is simply residents promoting their participation in recycling among their social networks. It’s most likely to occur when the behavior is visible, as curbside recycling is. One option is to take photos of various neighborhoods (they don’t need to be identified) on collection day, and use them in the city’s promotion of recycling. Through online programs, as well as through distinct groups (such as HOAs), the city should look to encourage discussion on the changes in curbside recycling.
 - Messages regarding social norms, or common and accepted behaviors, will be important. Most people don’t want to stand out and be different from their community or neighborhood. Program messaging should avoid encouraging residents to be a “recycling star” or “hero” as this conveys that there are few people who are doing the desired behavior (recycling). Rather, messages should focus on conveying how many people are recycling, how much is being collected, etc., in order to set the expectation that curbside recycling is the norm in Westminster. This approach is especially effective among people who are not motivated to recycle.
 - Often, people simply forget to do something, so memory aids, or prompts, are helpful. The proposed bin sticker is a good example of a prompt that is placed in close proximity to the desired behavior. The sticker needs to be noticeable, self-explanatory, and should mostly focus on positive behaviors.
- The result of including these types of strategies in Westminster’s program is more residents participating in curbside recycling.

Use the closing of the four current drop-off recycling locations as an opportunity to promote curbside recycling.

- The 2012 Citizen Survey shows that more than half (54%) of the city’s residents rank the current drop-off centers as “very good” or “good.” This indicates there might be some pushback once the closures of those sites are announced, so the presentation of this

information, and the explanation of the reasoning behind the decision, will need to be carefully done in order to minimize citizen opposition.

- The closure of the four drop-off sites provides a good opportunity to directly engage residents in close proximity to the sites – and these people are likely users of the drop-off facilities as well.
- There are some key messages that should be used with these residents, as they have to be:
 - Notified about the closures; and
 - Informed about the new site and the differences between it and the current sites (not open 24-7, facility will be staffed, materials need to be sorted, etc.)
- There will likely be some residents who are dismayed or upset with the changes to the drop-off program, so it will be important for the city to listen and hear their concerns and questions and answer them as directly as possible
- Because this is a very targeted group, and targeted communications is called for, it is also a good opportunity to include information on curbside recycling
- Recommended approaches for engaging residents who currently use the locations include:
 - Sending direct mail notices to those within a half mile or mile radius of the site
 - Staffing or using volunteers at sites during higher volume days so there is a person on who can personally engage and talk with residents as they visit the drop-off locations, handing out information on the new drop-off location and curbside recycling, and answering their questions or concerns. Based on the feedback city staff hears during discussions at the site, changes in messaging or approaches may be necessary.
 - Inviting those within this radius to special neighborhood meetings to hear about the changes and get their questions answered
 - Inviting them to the grand opening of the new location
- Interestingly, the highest percentage of citizens ranking the quality of the service provided at the drop off locations is those with annual household incomes under \$25,000. 63% in this income category ranked the quality as “very good” or “good” compared to 52 to 53% for higher income levels. Those with lower household incomes are more likely to be renters and to possibly live in multi-family units, with cost and convenience as primary motivators for them in using the facility. If they also live close to the facility (which is an unknown), this will be important to keep in mind in communicating the facilities closures. It should be kept in mind for facility signage and for talking points by the staff that will be located on-site to personally communicate the closures.
- The neighborhood meetings can have information booths and tables, each of them staffed, addressing various components of recycling. Examples include:
 - Accepted materials at the new drop-off site
 - The location and hours of the new drop-off site
 - General information about curbside recycling
 - Information about hard-to-recycle items (large items, appliances, etc.)
 - Sign-up and curbside recycling information from specific trash collectors



- Curbside recycling information and promotion should be incorporated into the agenda for the grand opening event.
- Once the new site is open, signage and information on curbside recycling should be posted and available.

Program Goals.

1. Educate the residents of Westminster on the city's recycling program and offerings.
2. Improve curbside recycling.

Timeline.

The program has a start date of January 2013 and is a two-year program. However, the strategies and tactics outlined in this plan specifically target the first year, though they can, if needed, be extended to a full multi-year program. Given the uncertainty surrounding the completion date of the new drop-off site, it is recommended that the plan be implemented with the following considerations:

- This plan should be considered a living document and should be reviewed regularly and revised as needed.
- The objectives within this plan are intended to be realistic reflections of the attainment that can be achieved. If conditions change, then objectives should be adjusted to match the conditions so that the objectives remain realistic.
- MGA recommends a formal plan review in September in order to finalize outreach for 2014.

Message Development.

Below is MGA's suggested format for hosting a messaging session. MGA has also listed recommendations for whom to include in the messaging session.

Format

- Identify and invite attendees; message development becomes very challenging with more than six to eight participants.
- Share the preliminary messaging with attendees prior to the session.
- Compile relevant focus group and citizen survey results to assist with identifying key message topics and distribute to attendees prior to the session.
- Host a three to four hour message development session.
- During the session:
 - Review the goals of the program and its various components (drop-off site closures, new site opening, curbside recycling availability, etc.)
 - Confirm the audiences.
 - Review the potential barriers to participation, and identify messages that address those barriers (see below).
 - Identify and confirm messages for the overall program and its components, and identify if any of the supporting messages need to be modified to speak to specific audiences (such as older residents or HOA residents).
 - Develop messages that speak to the program from the audience perspective – for each message proposed, ask the question “Does this matter to me as a resident? Why do I care?”
 - Develop supporting proof points for each key message – proof points are specific examples that illustrate or support main messages.

- Develop a draft of key messages and proof points for participants to review and approve shortly after the session.

Barriers to participation should be considered when developing messaging for the program. They include:

- Cost
- Convenience
- Access
- Ignorance (not knowing there is a program available, not having information, not paying attention)
- Don't support recycling in general

Recommended Attendees

- Rachel Harlow-Schalk
- Kristi Delynko
- Two people from each the Green Team and the EAB
- Two representatives from the haulers

Preliminary Messaging.

Below is a list of messaging concepts and cautions that we heard in the first two planning sessions. They are listed in no particular order. These are preliminary, not complete, and will need additional work before being ready to be used in any outreach as a result of this program.

- The City of Westminster is restructuring its recycling operations.
- The City of Westminster is transforming its recycling program to better service its residents.
- The City of Westminster is encouraging residents to participate in recycling at your curb.
- Starting in January, all residents have access to curbside recycling through their selected trash hauler.
- The City of Westminster is partnering with all licensed trash collectors to make sure residents have access to easy, convenient curbside recycling.
- Residents wanting to sign up for curbside recycling should contact their trash hauler for information on collection days and costs.
- All residents, regardless of your trash hauler, have access to the same recycling program (same materials).
- Single-stream recycling is the standard today, which means that residents don't have to sort their recyclables.
- All haulers are required to offer recycling to residential customers and therefore are able to offer recycling.
- Explain the cost benefit of curbside recycling, as many surveyed residents were less likely to participate since this service would slightly increase their trash bill.
- The city needs to clearly define to residents how the drop-off locations operate; clarify misconceptions - they cost the city money.

- Phrases or words that should be avoided:
 - Sustainability
 - The big brother concept

Other considerations for messaging:

- According to the 2012 Citizen Survey, 88% of the city as a whole strongly or somewhat agreed that they view the city as “environmentally sensitive.” This demonstrates the potential for an inherent support for increasing access to services such as curbside recycling, if they can be positioned to align with this image.
- Program messaging should avoid encouraging residents to be a “recycling star” or “hero” as this conveys that there are few people who are doing the desired behavior (recycling). Rather, messages should focus on conveying how many people are recycling, how much is being collected, etc., in order to set the expectation that curbside recycling is the norm in Westminster.

Audiences.

Primary External Audience

The primary external audience the City of Westminster desires to reach is city residents. These residents can be split into three groups; participants, non-participants and potential participants of recycling. They will be reached through multiple communication channels that best fit them and their informational needs.

Below is a snapshot of the demographics of Westminster’s citizens (these statistics come from the 2012 Citizens Survey and the 2012 U.S. Census.)

- Middle income, 17% of the residents report a household income of \$50,000 - \$74,999 per year
- Highly educated, 31% of adults have a bachelors degree
- Young, largest percentage (29%) of residents are between 25-34 (national median age is 37.2; Colorado’s median age is 36.1)
- 51% of residents are female (national average is 50.8%)
- Mostly families with children
- 83% White, 14% Latino, 7% Asian, 2% African American, 9% Other
- 62% of residents live in a detached single family home

In general, younger, higher-educated residents who have some disposable income are more likely to be interested in issues such as recycling. Westminster’s makeup provides a good foundation for active participation in curbside recycling.

As stated earlier, residents can be segregated into three groups; participants, non-participants and potential participants of recycling. Below is more information about these groups.

Participants are residents who:

- Live close to an existing drop-off site and like the convenience and the no-cost access to recycling (cost and location/convenience is a motivator);
- Don't live close to an existing drop-off site but recycle there regularly anyway because they believe in the importance of recycling (cost is not a motivator, as they would gladly pay for curbside but until now have not had access);
- Live in an HOA that currently provides recycling and are regular recyclers at the curb;
- Live in an HOA that currently offers recycling and are regular users of the drop-off; and
- Do not live in an HOA but recycle at the curb on a regular basis.

Non-participants are residents who:

- Live in an HOA that currently provides recycling but do not recycle;
- Do not use the drop-off sites; and
- Are unwilling to pay additional fees to recycle and are not interested in recycling and will not be likely to participate in the curbside program.

Potential participants and non-participants are residents who:

- Live in an HOA that does not currently provide recycling and do not use a drop-off location; and
- Currently use the drop-off sites but are opposed to the new location and unwilling to pay for curbside.

Secondary External Audience

The secondary external audience is area businesses. This audience will become more of a focus in the second year of the program and a primary audience in years three to five.

Internal Audiences

There are also internal audiences to communicate to about the recycling program. As outlined in the plan's strategies, the internal audiences should be communicated to on a regular basis to maintain their support of the changes to the recycling program and the educational outreach. It is also critical to communicate to these groups because some of the members of these groups have been involved with the recycling efforts since the beginning. Their support is beneficial to the success of the program.

Internal audiences include:

- EAB
- Green Team
- City Council
- City Employees
- Haulers

The final internal audience listed above, which represents a partnership, is the haulers. The haulers are critical to include in the outreach and educational effort since they are one of the driving forces in the success of the recycling program. They represent daily interaction with the primary external audience.

Communications Action Plan.

Below are a number of specific, measurable, realistic and time-sensitive objectives that will drive the program and lead to measureable metrics. Specific strategies (how to achieve the goals) and the tactics (the action items to execute) follow each objective.

1. Present the communications plan by mid-December to the EAB and Green Team to solicit feedback and support before finalizing the plan.
2. Present the final communications plan in early January to City Council, EAB and Green Team to confirm their roles and support of the outreach program.
 - Strategies:
 - Use the January meetings as an opportunity to present the communications plan and gather feedback
 - Use the meetings to recruit program ambassadors
 - Confirm roles and support
 - Leverage relationships with internal audiences throughout 2013 that clarify what the City of Westminster will do to help promote the recycling program and how the groups may be supportive of the program
 - Tactics:
 - Confirm and review the specific requests of each group and/or its members
 - Create a PowerPoint to highlight plan components
 - Present at the January meetings
 - Follow-up with individuals and groups
 - Provide the groups with the final strategic communications plan
 - Clarify with each group and/or its individual members their roles and responsibilities
 - Invite haulers to EAB meeting to solicit feedback on the communications plan
3. By January 15, develop clear, specific and compelling messaging to be used throughout the program.
 - Strategies:
 - Involve a small, targeted group of internal stakeholders, including the haulers
 - Leverage relationships with internal audiences throughout 2013 that clarify what the City of Westminster will/can say about the program
 - Tactics:
 - Hold a messaging session with internal stakeholders
 - Invite haulers to messaging meeting to participate in the development of key messaging for the program
 - Confirm and review the program goals in order to create clear, specific and compelling messaging
 - Get the necessary reviews and approvals from the internal groups

- Distribute the messaging to individuals and groups involved in the program outreach
 - Conduct a message training session with individuals or groups that will regularly be speaking about or executing the communication outreach for the program
4. By January 31, develop creative branding that reflects the program's messaging to be used throughout the program.
- Strategy:
- Hold a brainstorming session with a limited amount of key individuals involved in the program to determine the look and feel of the program's brand
- Tactics:
- Develop a suite of graphic designs for consideration and review
 - Finalize brand
 - Develop graphic standards for the branding elements by early-February, which should be used throughout the program and serve as a set of guidelines for individuals and groups involved in the program outreach
 - Get the necessary reviews and approvals on the branding and graphic standards
 - Distribute the branding and graphic standards to individuals and groups involved in the program outreach
5. By February 15, host a workshop for haulers to review program messaging and to confirm their participation in residential recycling education.
- Strategy:
- Host a lunch at the city hall that consists of message training and information about the city's outreach efforts, including distributing communication materials the haulers can use in their vehicles to help answer resident questions
- Tactics:
- Create and send invites to haulers
 - Order lunch
 - Compile messaging and take-away documents to be shared with the haulers
 - Facilitate the workshop
 - Distribute the communication outreach fact sheet on the city's planned outreach efforts
 - Order and provide stick-on pads for the haulers to put on residents' bins during collection
 - Print and provide a pocket Q&A that reflects the messaging about the program for haulers to distribute to their drivers

6. By March 1, identify at least four current/planned city events at which curbside recycling can be promoted.

Strategies:

- Utilize partnerships with community organizations to help communicate the recycling program and educate residents
- Be mindful of possible contradictions in terms of venue (no recycling at city parks, etc.)
- Incorporate recycling program education into already established city-sponsored events and programs, such as the 4th of July event at City Park, Westminster Faire and Movies in the Park.
- Ensure the recycling program is mentioned in the promotion of selected events

Tactics:

- Partner with community groups such as South Westminster Arts Group
- Speak to internal groups running city-sponsored events
- Identify the events
- Attend the events
- Distribute collateral materials

7. By March 1, educate previously engaged residents an informational meeting.

Strategies:

- Compile a group of already engaged residents including the EAB, the EAB's Subcommittee and the EAB's Recycling Focus Group to learn the current status of the program.
- Provide the volunteers with the program information so they can share it with their neighbors if they wish.

Tactics:

- Identify engaged residents
- Facilitate a community influencer workshop to educate them on the program, the messaging and the outreach efforts
- Distribute material about the program
- Ask these community members if they are interested in taking information to share with their family and friends

8. By March 15, create collateral materials to be used throughout the program by the city, community influencers, haulers, at city-sponsored events and at the drop-off locations.

Strategies:

- Utilize the key messaging in various collateral materials for distribution to the audience groups involved in the program's communication outreach
- Develop different collateral materials for each audience group based on how that group will need to use the piece(s)

- Include program webpage URL and recycling phone number and the city's social media sites on all collateral materials

Tactics:

- Suggested materials could include:
 - General Program Fact Sheet: for multiple audiences
 - Communication Outreach Fact Sheet: for internal audiences and haulers
 - Poster: for multiple audiences
 - Key Message card: for ambassadors, haulers and elected officials
 - Bus shelter advertisement: for multiple audiences
 - Q&A document: for multiple audiences
 - Sticky notepad: for haulers hauler/driver
 - QR code: for multiple audiences
 - Drop-off location signage: for multiple audiences
- Design stickers with the program brand and webpage URL to hand out at events
- Identify the audience(s) for the specific collateral material
- Identify the appropriate content and/or message for the audience
- Create the materials
- Get the necessary reviews and approvals
- Edit, finalize and print or order the materials
- Distribute the materials
- Gather relevant information from the haulers to include in materials

9. By March 15, announce the program to residents utilizing the key messaging.

Strategy:

- Announce the changes in recycling to the community at large
- Distribute an announcement to internal audiences, including the haulers

Tactics:

- Populate the program's webpage on the city's website
- Write and submit an article for City Edition and Weekly Edition
- Create and post the Channel 8 slides
- Post to Twitter and Facebook
- Post videos to YouTube
- Pitch the story to The Westminster Window
- Post advertisement in The Westminster Window
- Write and submit an article for Tuesday Tidbits
- Post to the employee intranet
- Write automatic message for recycling email account
- Record greeting on recycling hotline
- Hang advertisements in RTD bus stop shelters
- Post poster in city libraries

- Create utility bill insert
- Post information on WestyConnect
- Post information on Access Westminster
- Distribute information to the haulers

10. By March 15, develop an editorial calendar that outlines specific communication needs and the places to post communication during the months of March through December.

Strategies:

- Effectively communicate to all residents about the curbside recycling and drop off location changes
- Utilize communication channels that city residents are using to get their news and information
- Identify seasonal topics (such as spring cleaning, Earth Day, back to school, America Recycles Day, holiday wrapping, etc.)

Tactics:

- Write the editorial calendar
- Review and approve the editorial calendar
- Populate the program's webpage on the city's website
- Identify seasonal events
- Populate the calendar with the following:
 - Write and submit an article for City Edition and Weekly Edition
 - Create Channel 8 slides
 - Post to Twitter and Facebook
 - Post videos to YouTube
 - Pitch the story to The Westminster Window
 - Post advertisement in The Westminster Window
 - Write and submit an article for Tuesday Tidbits
 - Post to the employee intranet
 - Write automatic message for recycling email account
 - Record greeting on recycling hotline
 - Hang advertisements in RTD bus stop shelters
 - Post poster in city libraries
 - Post information on WestyConnect
 - Post information on Access Westminster
 - Pitch The Denver Post and local TV stations
 - Information dissemination to the haulers

11. By March 15, create and promote at least one video related to the new residential curbside recycling option.

Strategies:

- Use the city's handheld camera

- Partner with one or more haulers and a resident (perhaps a member of the EAB or Green Team) to help in the video (not to speak, but to be on camera during a voice-over)
- Be consistent with approved/key messaging

Tactics:

- Write a script
- Identify main messaging points, (e.g., what goes in your recycling container, why it's important to recycle, how to get more information)
- Recruit participants, including one or more haulers
- Shoot the video
- Edit and post video to the City's website, YouTube and to other City of Westminster social media sites, such as Facebook and Twitter

12. By March 15, create and launch a pledge for residents to sign as a way to help increase curbside recycling adoption.

Strategies:

- Utilize one of the City's online platforms to create a pledge form
- Encourage residents to sign the pledge form

Tactics:

- Create pledge form
- Create a pledge badge to use on social media
- Update the platform being used
- Create email thank you
- Promote pledge form on other online spaces including the City's website, Facebook and Twitter

13. Starting in April, provide quarterly, in-person updates to the City Council, EAB and Green Team on the status of the program through 2013.

Strategies:

- Use standing meetings of internal audience groups to update them on the effectiveness and success of the outreach
- Leverage content of presentations for outreach program
- Recognize ambassadors, haulers, HOAs and others for their participation

Tactics:

- Get on meeting agendas
- Create quarterly reports and presentations
- Identify participants to recognize
- Invite participants to appropriate meetings
- Invite haulers to quarterly EAB meetings to update them on the program
- Give quarterly reports
- Identify content to use in other outreach efforts

14. By April 1, include content in residential utility bills to announce the new curbside program.

Strategy:

- Identify the months to include an announcement in the residential utility bills
- Create an announcement about the new curbside program to include in the residential utility bills

Tactics:

- Reserve the desired months with the utility company
- Coordinate placement of announcement
- Write announcement
- Submit announcement

15. By April 1, establish partnerships with at least 60 of the 125 registered HOAs within the City of Westminster in which it is clear what they are willing to do to support the promotion of recycling to their residents. By June 1, make contact with all HOAs.

Strategy:

- Partner with HOAs to educate them on the program and ask for their support in educating residents about the program

Tactics:

- Identify HOAs
- Coordinate meetings or phone calls with HOA representative(s)
- Educate HOA representative(s)
- Provide materials such as:
 - General program fact sheet
 - Poster
 - Stickers

16. Starting April 1, implement the editorial calendar and begin placing content.

Strategies:

- Begin executing the communication outreach efforts outlined in the editorial calendar

Tactics:

- Write and finalize content for communication channels and outlets
- Post and distribute content

17. By April 1, at the current drop-off locations begin promoting the closures (including the closure date(s)) and the new facility opening to residents using the facilities using the messaging and branding.

Strategies:

- Educate all internal audiences about the transition plans
- Utilize signage to promote the changes
- Utilize communication channels to promote the changes

- Hold four community meetings or open houses – one for each current community recycling site neighborhood – and invite residents within a half mile radius of the drop-off site to learn about the City’s improved recycling program.

Tactics:

- Include a sign at each drop-off location
- Add this information to the program’s webpage on the city’s website
- Write and submit an article for City Edition and Weekly Edition
- Create the Channel 8 slide
- Post to Twitter and Facebook
- Post video on YouTube
- Pitch the story to The Westminster Window
- Place an advertisement in The Westminster Window
- Write and submit an article for Tuesday Tidbits
- Post to the employee intranet
- Write automatic message for recycling email account
- Record greeting on recycling hotline
- Hang advertisements in RTD bus stop shelters
- Post a poster in the city libraries
- Schedule community meetings
- Promote community meetings
- Invite haulers to community meetings
- Identify content and format for community meetings
- Host community meetings

18. By May 1, speak with four area service clubs to educate them on the curbside recycling and the changes to the drop-off locations.

Strategy:

- Establish speaking opportunities to promote the program and educate members of four area service clubs

Tactics:

- Identify service clubs
- Coordinate with service clubs
- Confirm presentation dates
- Create presentation(s)
- Make presentations
- Clubs to speak to, could include:
 - The Rotary Club of Westminster
 - The Broomfield Tri-County Lions Club

19. In May, include content in residential utility bills to announce the new drop-off program/location.

Strategy:

- Create an announcement about the new drop-off location to include in the residential utility bills

Tactics:

- Coordinate placement of announcement
- Write and submit announcement

20. By July 1, contact the already engaged residents to evaluate the effectiveness of the education.

Strategy:

- Get updates and feedback on how the program is effective and if residents feel more informed
- Decide whether changes in outreach need to be made

Tactics:

- Call and invite them to a meeting
- Host meeting at City Hall
- Invite key internal audiences to listen in like the Green Team
- Share feedback with key internal audiences
- Review program after the meeting

21. By the opening of the new drop-off location, ensure adequate signage is in place at the new location.

Strategy:

- Determine all signage that is needed
- Utilize the signage to serve as an educational component
- Place signage at the new drop-off location

Tactics:

- Identify locations in and around the building where signage is needed
- Write signage copy
- Create signage
- Hang signage
- Develop and include QR code depicted to the city's website/recycling program webpage
- Include the program's webpage URL
- Include Facebook and Twitter links

22. By May 1, host a grand opening event for the new drop-off location that attracts a minimum of 30 residents.

Strategies:

- Utilize a recycling/earth friendly celebration, such as Earth Day to open the new drop-off location
- Promote the new drop-off location to residents
- Leverage the new drop-off location to further educate residents on the curbside recycling and the closure of the other drop off locations

Tactics:

- Post information about the grand opening on the program's webpage on the city's website
- Include information about the opening in City Edition and Weekly Edition
- Post information the employee intranet and in Tuesday Tidbits
- Post information to Facebook and Twitter
- Invite local media to attend the event
- Invite engaged community recycling program residents, citywide volunteers, HOA representatives, community partners, and service clubs to the grand opening
- Invite internal audiences to the grand opening
- Invite haulers to attend
- Send direct mail invitation to all residents within one mile of the new facility
- Send direct mail invitation to all residents within one mile of the closed locations
- Ask the mayor to speak
- Ribbon cutting
- Invite the Metro North Chamber
- Plant a tree on the grounds of the new drop-off location during the event and offer free trees to event attendees
- Offer site tours of the new drop-off location during the event
- Distribute an email to residents who have inquired about the city's recycling program before the day of the event to announce the opening of the new drop-off location

23. By May 15, create and promote at least one video related to the new drop-off location.

Strategies:

- Partner with the city's contracted recycling hauler (for the drop-off materials)
- Emphasize key messaging
- Emphasize the benefits of the one drop-off location and communicate the changes

Tactics:

- Write a script, including main messaging points (location, hours, staffed facility, revenue generation for the city, in light of new curbside option available to all residents and businesses, City of Westminster consolidated to one location)
- Ask the hauler to participate
- Pick a date to shoot the video once the site is open

- Shoot the video
- Edit and post to City's website, YouTube and to other City of Westminster social media sites, such as Facebook and Twitter.

24. By June 1, have at least 200 monthly unique visitors to the new recycling program page on the city's website.

Strategies:

- Create a trackable webpage URL specific to the branding
- Include the webpage URL on all collateral materials
- Drive traffic to the webpage through all other communication channels
- Utilize the webpage as the main source of information for the program

Tactics:

- Identify the URL
- Create the webpage
- Add the URL to all collateral materials
- Use the URL in all written content
- Track the webpage analytics

25. Beginning January 1, increase the current number of followers and fans on the city's Facebook and Twitter pages by 15% by December 2013.

Strategies:

- Promote the Facebook and Twitter accounts in all outreach efforts
- Create engagement opportunities for fans and followers to participate in

Tactics:

- Create editorial plan for the year
- Include links on all collateral materials
- Invite fans and followers to ask questions about the program
- Post photos and videos
- Post program-specific content that is educational
- Host a contest or quiz
- Close the Green Team Facebook page by January 15 and promote city's Facebook page

26. By July 1, effectively use the city's social media tools to educate fans/followers about the program by increasing engagement and obtaining at least one like, retweet, comment or reply from each post.

Strategies:

- Utilize the Facebook and Twitter links on all collateral materials
- Create engagement opportunities for fans and followers to participate in

Tactics:

- Include links on all collateral materials
- Invite fans and followers to ask questions about the program

- Post photos and videos
- Post program-specific content that is educational
- Host a contest or quiz
- Post updates on the program
- Post insights into the recycling process from the drop off location operations or from haulers

27. Keep haulers regularly informed of the city's outreach efforts throughout the duration of the project.

Strategy:

- Communicate with haulers about the program outreach and goals and any changes that have been made since their training and education meeting

Tactic:

- Call each hauler at least once a month to check on their supplies of materials, questions they are getting from residents, etc.
- Provide information to new haulers as they are licensed
- Offer second message training session in September and to discuss outreach for 2014

28. Aggregate relevant data from the hauler reports for use in outreach efforts (e.g. increases or decreases in participation, commonly asked questions, etc.)

Strategies:

- Review hauler reports as they are received
- Incorporate information in residential outreach
- Share information with internal audiences

Tactics:

- Gather hauler reports
- Identify relevant content, aggregate and incorporate into ongoing outreach

29. On August 30, launch a recycled art contest to promote the program and house the winning piece at the new drop-off location, with the winner being announced on November 15 (America Recycles Day).

Strategies:

- Partner with a local organization to help create and execute the art contest
- Utilize America Recycles Day to unveil the winning art piece
- Place the winning art piece at the new drop off location

Tactics:

- Identify the organization
- Create the contest requirements
- Promote the contest through the partner's website and newsletter
- Add this information to the program's webpage on the city's website
- Write an article for City Edition and Weekly Edition

- Create the Channel 8 slide
- Post to Twitter and Facebook
- Pitch the story to The Westminster Window
- Place an advertisement in The Westminster Window
- Write an article for Tuesday Tidbits
- Post to the employee intranet
- Write automatic message for recycling email account
- Record greeting on recycling hotline
- Hang advertisements in RTD bus stop shelters
- Post a flier in the city libraries
- Put the art piece on the grounds of the new drop-off location

30. By December, leverage the city’s relationship with the chamber to distribute information.

Strategy:

- Ask the Metro North Chamber to distribute information about the program to business owners

Tactics:

- Contact the chamber
- Write messaging for business owners
- Create a communication piece for the chamber to distribute
- Distribute communication piece to chamber for distribution

Timeline and Evaluation

Listed below are the program objectives, with the timeline component separated for easy tracking. A status column is also listed for each item to track ongoing comments and progress toward completion.

| Objective | Timeline | Status/Comments |
|--|-------------|-----------------|
| Present plan to Environmental Advisory Board | 12/13/12 | |
| Finalize strategic communications plan | 12/21/12 | |
| Increase the current number of followers and fans on the city’s Facebook and Twitter pages by 15% by December 2013 | Jan. – Dec. | |
| Keep haulers regularly informed of the city’s outreach efforts throughout the duration of the project | Jan. – Dec. | |

City of Westminster Strategic Communications Plan
 Recycling Program



| | | |
|--|--------------|--|
| Aggregate relevant data from the hauler reports for use in outreach efforts | Jan. – April | |
| Present the final plan to City Council, EAB and the Green Team to confirm roles and support | 1/2/13 | |
| Develop clear, specific and compelling messaging | 1/15/13 | |
| Develop creative branding that reflects the program’s messaging | 1/31/13 | |
| Host a workshop for haulers to review program messaging and to confirm their participation in residential recycling education and outreach | 2/15/13 | |
| Identify at least four current/planned city events at which curbside recycling can be promoted | 3/1/13 | |
| Invite previously engaged residents to a meeting to inform them of current plans for the program and gain input | 3/1/13 | |
| Create collateral materials to be used throughout the program by the city, community influencers, haulers, at events and at drop-off locations | 3/1/13 | |
| Announce the recycling education program to residents utilizing the key messaging | 3/15/13 | |
| Develop an editorial calendar that outlines specific communication needs and the places to post communication during the month of March through December | 3/15/13 | |
| Create and promote at least one video related to the new residential curbside recycling option | 3/15/13 | |
| Create and launch a pledge for residents to sign as a way to help increase curbside recycling adoption | 3/15/13 | |
| Start quarterly, in-person updates to the City Council, EAB and the Green Team on the status of the program | 4/1/13 | |
| Include content in residential utility bills to announce the new curbside program | 4/1/13 | |
| Establish partnerships with registered HOAs within the city in which it is clear what they are willing to do to support the promotion of recycling to their residents. By June 1, make contact with all HOAs | 4/1/13 | |
| Implement the editorial calendar and begin | 4/1/13 | |

| | | |
|---|---------|--|
| placing content | | |
| At the current drop-off locations begin promoting the closures and the new facility opening to residents using the facilities | 4/1/13 | |
| Speak with four area service clubs to educate them on the curbside recycling and changes to the drop-off locations | 5/1/13 | |
| Include content in residential utility bills to announce the new drop-off program/location | 5/1/13 | |
| By the opening of the new drop-off location, ensure adequate signage is in place at the new location | 5/1/13 | |
| Host a grand opening event for the new drop-off location that attracts a minimum of 30 residents | 5/1/13 | |
| Create and promote at least one video related to the new drop-off location | 5/15/13 | |
| Have at least 200 monthly unique visitors to the new recycling program page on the city's website | 6/1/13 | |
| Evaluate the effectiveness of the education program and ask engaged residents their feedback | 7/1/13 | |
| Launch a recycled art contest to promote the program and house the winning piece at the new drop-off location, with the winner being announced on November 15 | 8/30/13 | |
| Leverage the city's relationship with the Metro North Chamber to distribute information to businesses | 12/1/13 | |



Potential Recycling Location Old England Water Treatment Facility





"According to the statistical survey completed for this project, 61% of the survey respondents report that they use the drop-offs. Over two-fifths (43%) of the respondents reported that they visit the drop-offs once a month or more..."

Overall, the drop-off program is a cost-effective program that is responsible for about 40% of the diversion in the residential sector. The drop-offs divert about 4% of the residential waste stream. Without the drop-off program the overall residential diversion rate would be only around 7% (the curbside diversion rate). The average cost per ton is around \$12.50, making the recycling drop-off a very cost-effective program...

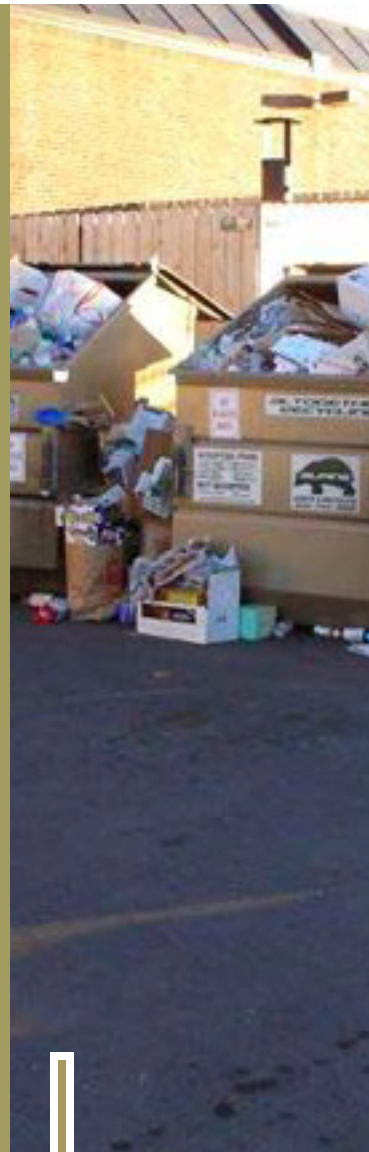
This is not to say that Westminster's drop-off program is generating revenue or is free, it is a cost to the City and a drain on both budgets and staff time. However, if the city is striving to reach certain environmental and recycling goals, the recycling drop-offs are an important mechanism to reach those goals."

- "Westminster Trash and Recycling Report" Section 11. Pg. 86-87





West View Recreation Center



recycling overflow



proposed site

After conducting an analysis of the existing drop-off recycling stations, the City of Westminster has proposed closing the current stations and opening one central station similar to neighboring communities.

"A fourth option for the city, is the development of one central drop-off site similar to the drop-site programs in Longmont, Loveland, Fort Collins, Greeley, Windsor, Boulder and other cities in the area. Under this option, the city closes all of the sites accepts for one, and focuses all of its efforts in developing and maintaining the one site. The central site would require a number of large scale improvements that would come at a significant cost. The site would require around 75x75yds of space to accommodate several 20-30 cubic yard containers for recyclables, enough room for a truck to easily collect the containers, an OCC compactor, fencing, electricity, stairs for access to the drop-offs, and new signage. Based on interviews with other communities, the site does not need to be staffed full time. Staff would be needed to check the sites in the morning and the evening for basic maintenance and to lock and unlock the access gate."

- "Westminster Trash and Recycling Report", Section 11. Pg 90

A site south of adjacent England Park, located at Raleigh Street and Elk Drive has been selected for the proposed recycling and education center.



community
involvement



recycling fairy



community building

A central recycling drop off station enables the city and community a place to host gatherings to promote recycling. It can serve as another civic space. Events can range from recycling education geared towards children or adults, communal gatherings such as markets, or new sustainable product presentations.



for life



sculpted

xeros - greek for "dry"

Xeriscaping refers to landscaping and gardening in ways that reduce or eliminate the need for supplemental water from irrigation. Plants whose natural requirements are appropriate to the local climate are emphasized, and care is taken to avoid losing water to evaporation and run-off.

Xeriscaping is not the same as "zero-scaping" in which the designed landscape consists mostly of hard surfaces, with a few plants as accent features.



lush



climate specific plantings



natural



recycling at the building scale



green building



strength

There are countless numbers of empty, unused shipping containers around the world just sitting on shipping docks taking up space. The reason for this is that it's too expensive for a country to ship empty containers back to their origin. In most cases, it's just cheaper to buy new containers from Asia. The result is an extremely high surplus of empty shipping containers located here in the US that are just waiting to become a home, office, apartment, school, dorm, studio, emergency shelter, and everything else.

Benefits of shipping container construction include strength, durability, availability, cost and the ability for a building to speak literally of active recycling.



focal point

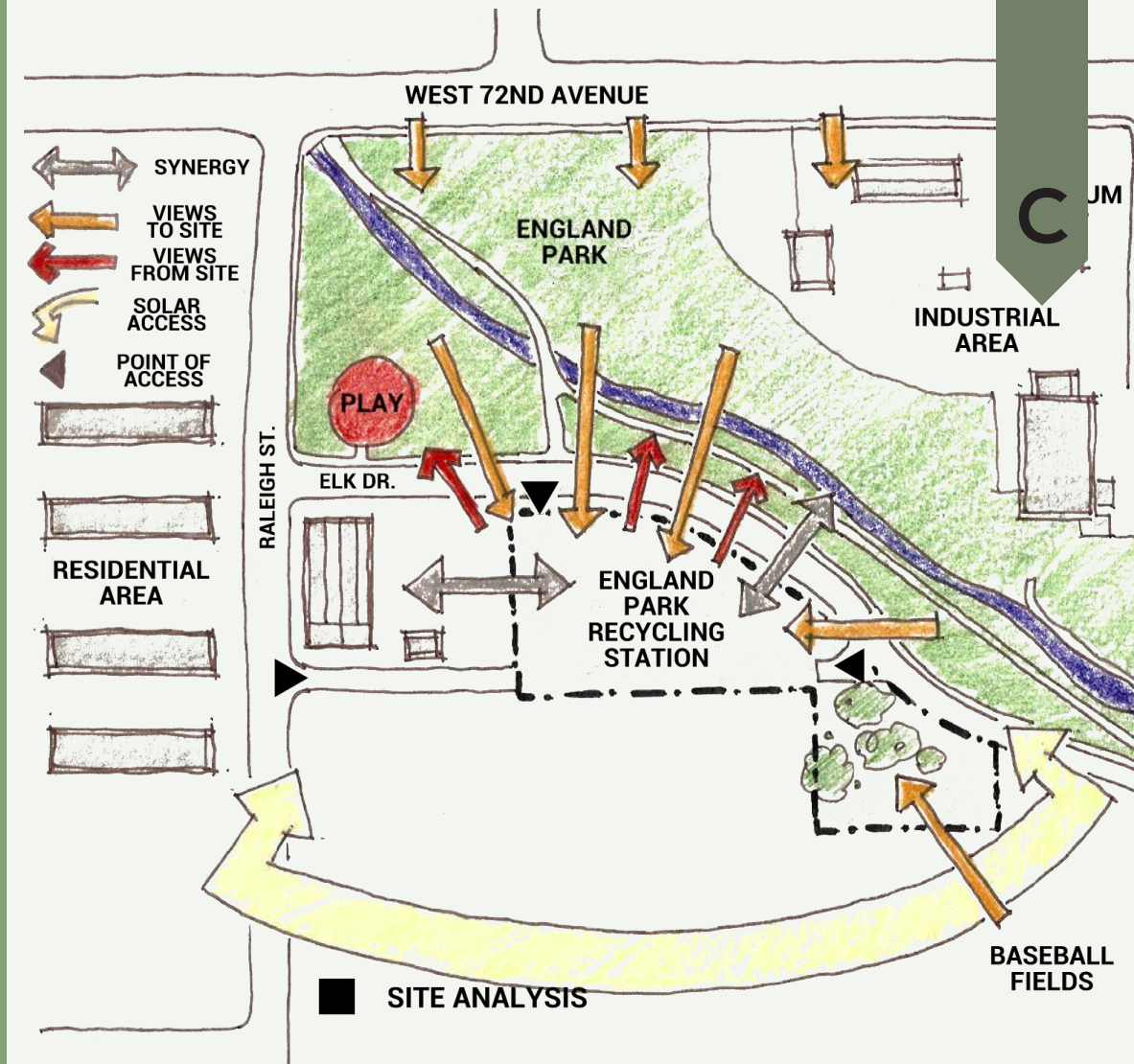


existing site

The England Park Recycling Station should represent the City of Westminster's commitment to the environment. It should address the fears of the neighborhood by providing an amenity to the community and not a dumping site that could become an eye sore and a burden. As such, the facility should become a backdrop to the adjacent park. This is an opportunity for the City to produce a forward thinking and functional facility that would be a very marketable feature within the community if programmed properly to engage the community as a whole.

Education should be a monumental part of this site with programs to not only enlighten the community toward the importance of recycling, but also on-site power generation, xeriscaping and low water gardening, sustainable design, global warming, etc.

By providing a more fulfilling experience, more people will be encouraged to visit the facility. This could be done through education and through design, by providing amenities such as toilets, vending machines, public art made from recycled materials, a place to rest in the shade after unloading, and pleasant environments / landscapes. Leading to a higher number of visits per person and an increased percentage of materials recycled.



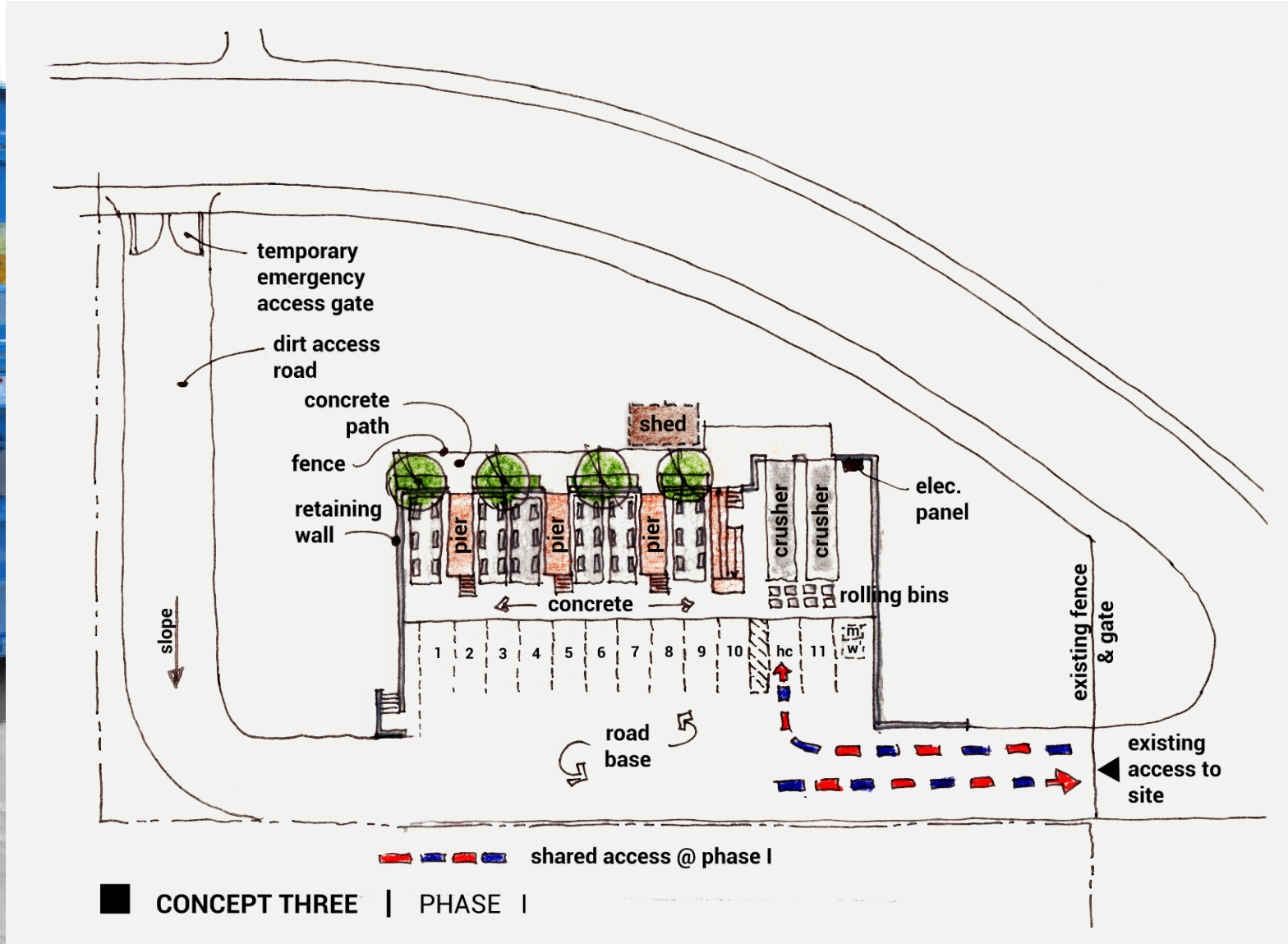
Phase I includes all of the amenities of a basic recycling center.

All public and service access to the site would be from the existing access road, emergency access would be from Elk Drive via a locked gate and temporary road providing a straight run access and egress for fire department response vehicles.

As part of Phase I the access piers would be constructed but would support removable stairs for direct access from the parking area. At the expense of one bailer or bin, a ramp and stair unit would be provided for access to the upper level in a similar fashion as most sites do with a raised platform.

60% conceptual estimated cost:

\$220,063



RECYCLING STATION

60% DESIGN CONCEPT



HANGAR

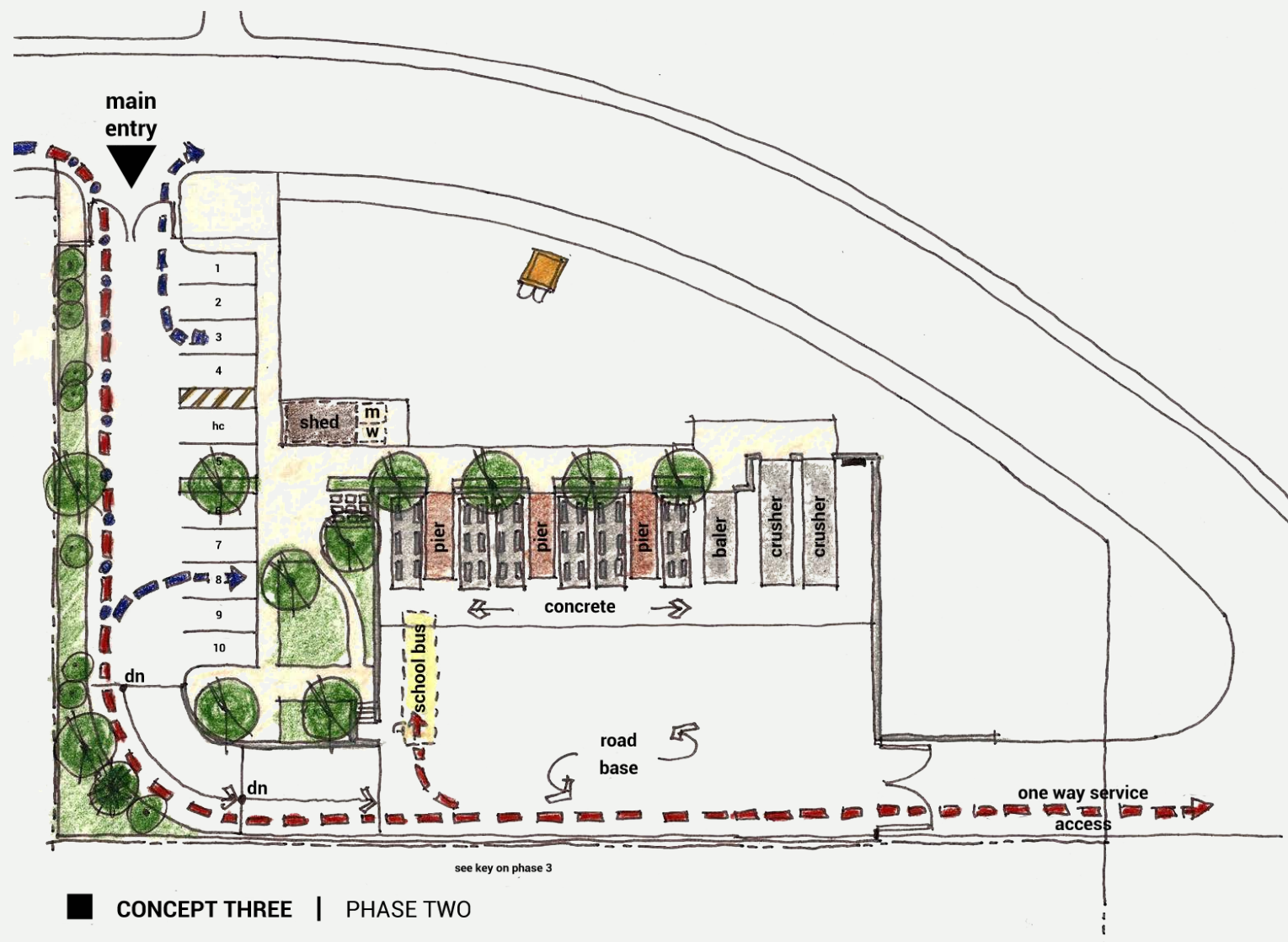
Phase II creates the separation of the public areas from the service spaces. The graded lot created in Phase I would be used exclusively by service vehicles and school bus loading while a new public parking lot is then provided with all public and emergency vehicle access to the site now from Elk Drive.

The newly created public realm is 3 feet above the service area enabling on-grade universal access to the recycling dumpsters creating complete separation between public and service functions. During this phase the previous stair access to the pedestrian piers would be replaced with railings and signage, and the ramp unit would be replaced with a baler bringing the facility up to the expected capacity.

Preliminary partial landscaping is provided in Phase II and the introduction of a shipping container oriented vertically serves as a marker / signage and storage shed.

60% conceptual estimated cost:

\$133,606



RECYCLING STATION

60% DESIGN CONCEPT

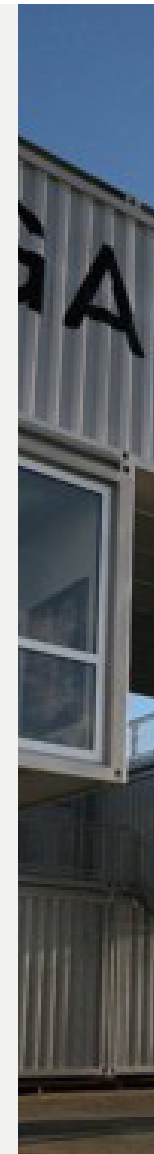
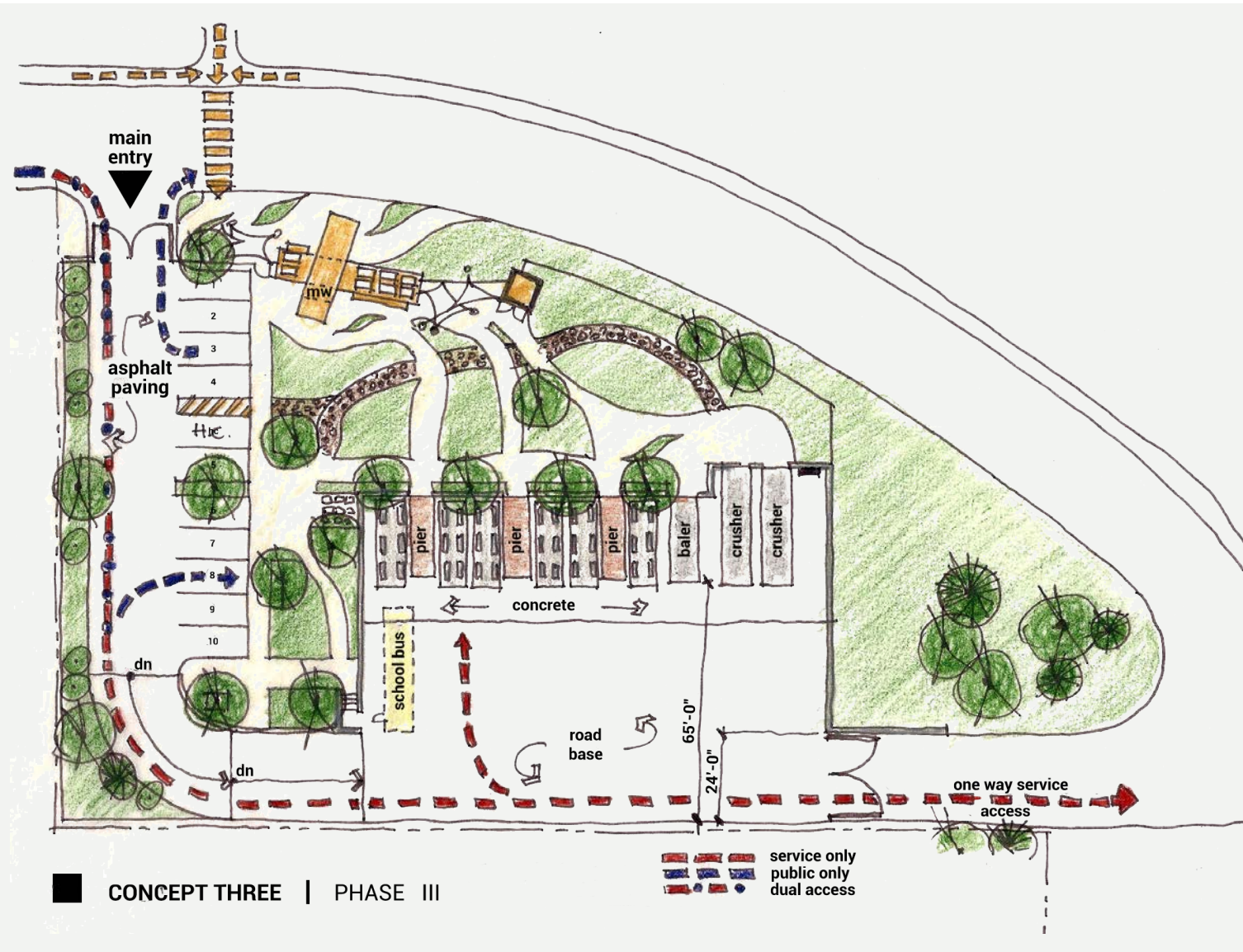


HANGAR

Phase III brings the full scope of additional amenities to the site including the visitors education center, coffee shop (maybe), natural low water use gardens, on site power generation and other elements to help support the teaching of sustainable living concepts.

The seeded natural grass and wildflower areas and xeriscape landscape gardens become more refined and begin to mature and a pedestrian connection is made across Elk Drive to England Park promoting public interaction for curious passersby and easy access for families visiting the park.

60% conceptual estimated cost:
\$135,255

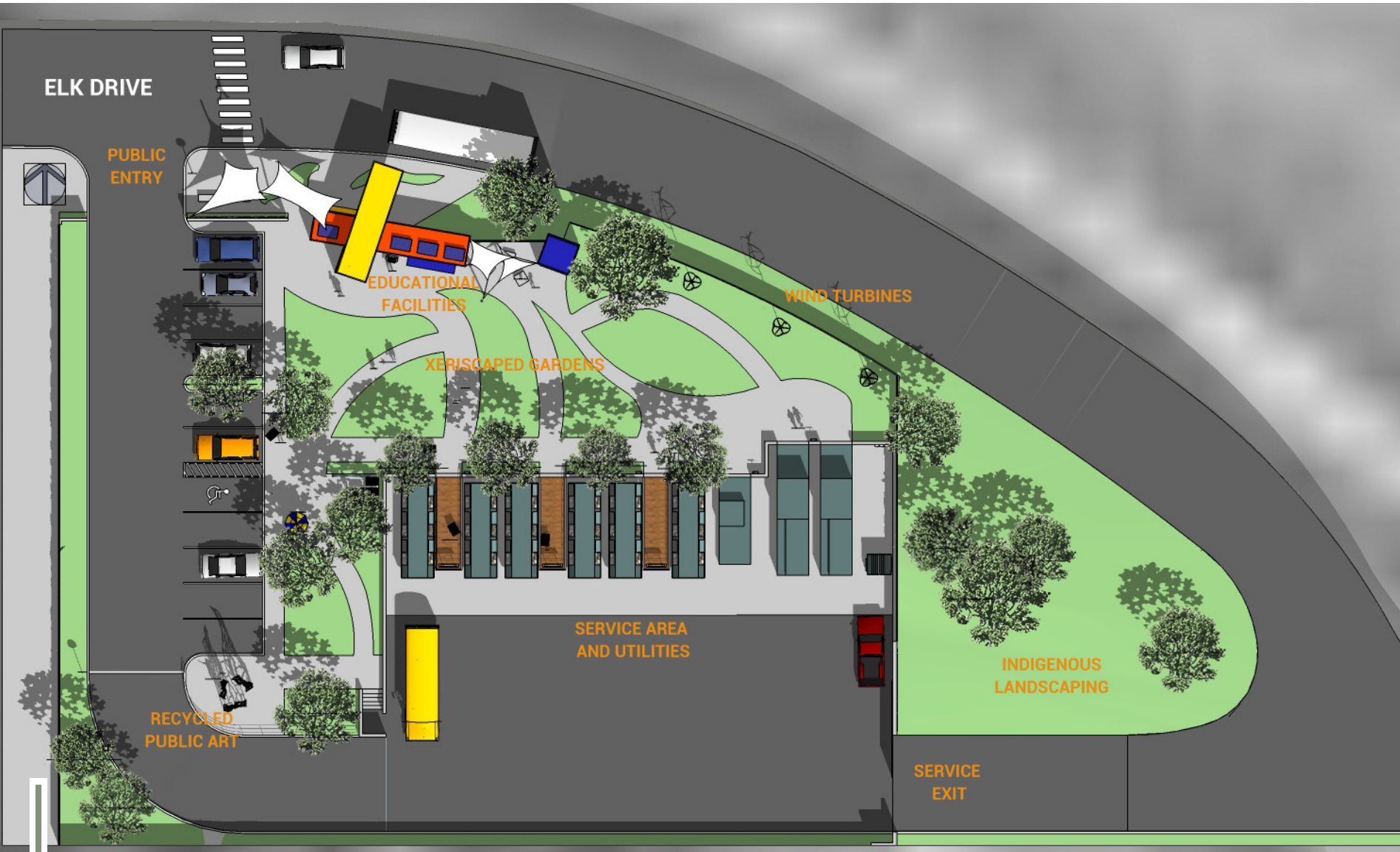


RECYCLING STATION

60% DESIGN CONCEPT



HANGAR



site plan



entry sequence

RECYCLING STATION

60% DESIGN CONCEPT



recycling bins and piers



xeriscape landscape design

RECYCLING STATION

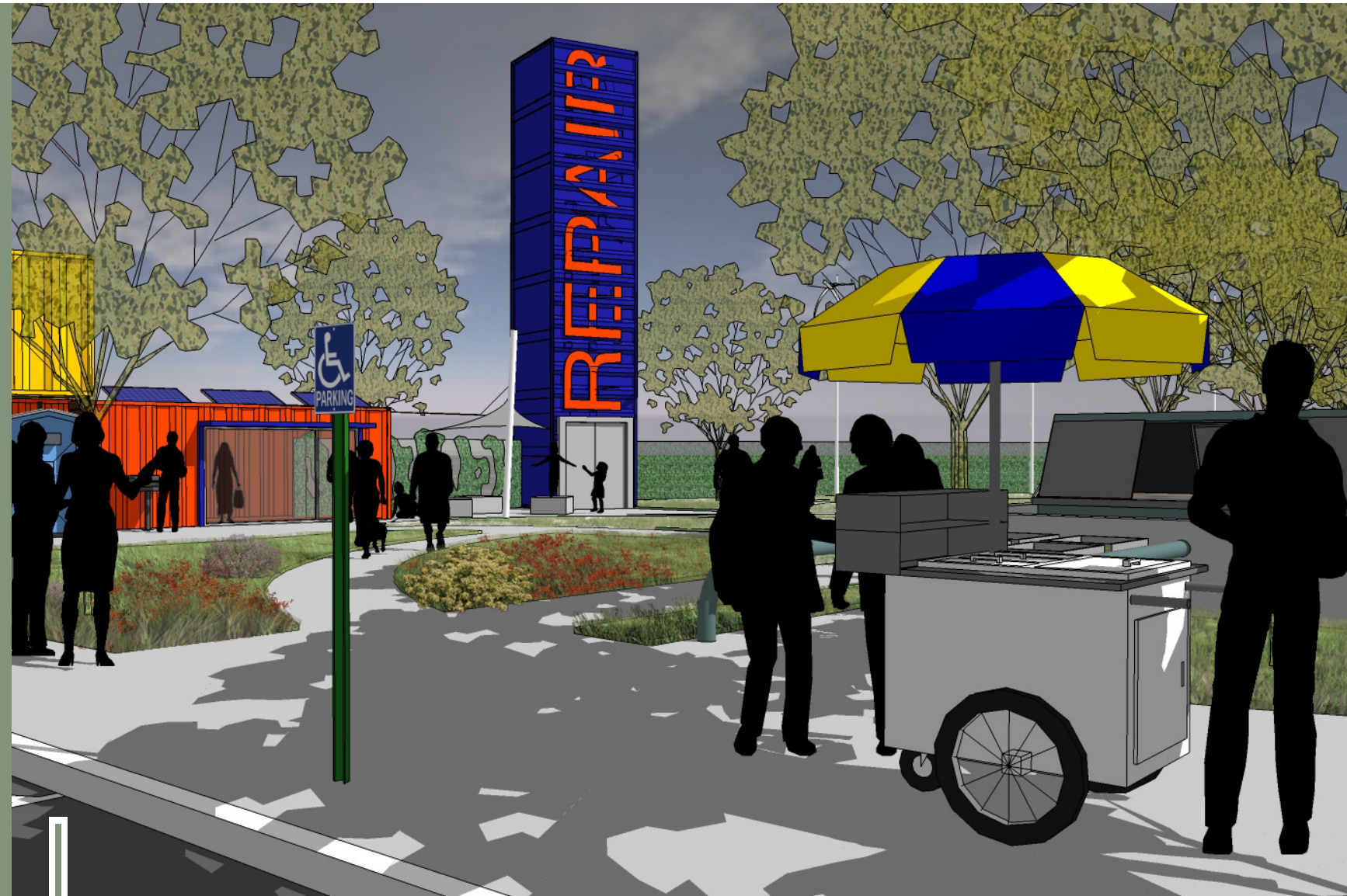
60% DESIGN CONCEPT



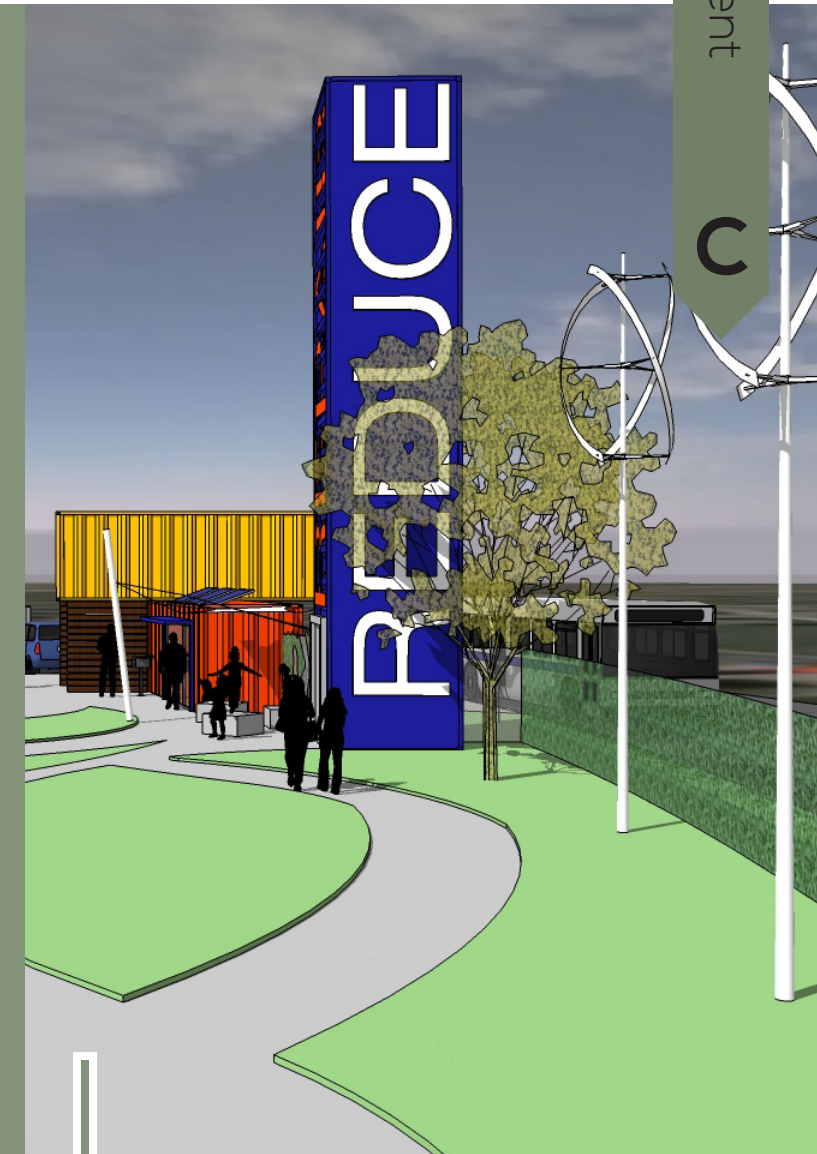
HANGAR



landscaped garden



social hub



net zero energy use



bird's eye view



bins and access piers

RECYCLING STATION

60% DESIGN CONCEPT



HANGAR



RECYCLING STATION

60% DESIGN CONCEPT



HANGAR

Attachment 4

| Community Recycling Location Only | | |
|--|------------------|------------------|
| Phase I Construction and First Year Operation | Budgeted | Spending |
| Temporary Staffing | \$35,000 | \$35,000 |
| Cell phone | | \$1,200 |
| Recycling Collection and Site Operation (recycling and trash) | \$29,400 | \$29,400 |
| Security - DVD, networking and two cameras | | \$8,000 |
| Site Construction | \$180,000 | \$180,000 |
| Rolling Carts | | \$5,000 |
| Misc. Site Equipment (e.g. brooms, emergency kits) | | \$3,000 |
| Utilities Annually | | \$12,000 |
| Site Maintenance (snow, grounds) | | \$10,000 |
| One Port-o-let | | \$12,000 |
| Rental of crusher and two bailers – only staff operates | | \$10,000 |
| Total | \$244,400 | \$305,600 |

Funds Over Budget -\$61,200

Potential Recycled Materials Annual Revenue (per Lakewood) \$35,000

Budget Gap -\$26,200

| Phase I Annual Operation | Budgeted | Spending |
|--|-----------------|------------------|
| Temporary Staffing | \$35,000 | \$35,000 |
| Cell phone | | \$1,200 |
| Recycling Collection and Site Operation (recycling and trash) | \$29,400 | \$29,400 |
| Security - two more cameras plus current | | \$8,000 |
| Misc. Site Equipment | | \$3,000 |
| Utilities Annually | | \$12,000 |
| Site Maintenance (snow, grounds) | | \$10,000 |
| One Port-o-let | | \$12,000 |
| Rental of crusher and two bailers – only staff operates | | \$10,000 |
| Total | \$64,400 | \$120,600 |

Funds Over Budget -\$56,200

Potential Recycled Materials Annual Revenue (per Lakewood) \$35,000

Budget Gap -\$21,200

Community Recycling and Multi-functional Education Center

| Phase II and III Construction and First Year Operation | Budgeted | Spending |
|--|-----------------|------------------|
| Temporary Staffing | \$35,000 | \$35,000 |
| Cell phone | | \$1,200 |
| Recycling Collection and Site Operation (recycling and trash) | \$29,400 | \$29,400 |
| Rolling Carts | | \$5,000 |
| Misc. Site Equipment (e.g. brooms, emergency kits) | | \$3,000 |
| Site Construction - does not include Phase I cost of \$180,000 | | \$268,861 |
| Volunteer Supervision | | \$5,000 |
| Utilities Annually | | \$20,000 |
| Site Maintenance | | \$20,000 |
| Rental of crusher and two bailers – only staff operates | | \$10,000 |
| Total | \$64,400 | \$397,461 |

Funds Over Budget -\$333,061

Potential Recycled Materials Annual Revenue (per Lakewood) \$35,000

Public Private Partnership Potentials/Naming Rights \$298,061

Potential Profit \$0

| All Phases Fully Implemented Annual Operations | Budgeted | Spending |
|--|-----------------|------------------|
| Temporary Staffing | \$35,000 | \$35,000 |
| Cell phone | | \$1,200 |
| Recycling Collection and Site Operation (recycling and trash) | \$29,400 | \$29,400 |
| Volunteer Supervision | | \$5,000 |
| Utilities Annually | | \$20,000 |
| Site Maintenance | | \$20,000 |
| Rental of crusher and two bailers – only staff operates | | \$10,000 |
| Total | \$64,400 | \$120,600 |

Funds Over Budget -\$56,200

Potential Recycled Materials Annual Revenue (per Lakewood) \$35,000

Public Private Partnership Potentials/Naming Rights \$22,000

Potential Profit \$800

Multi-functional Education Center Only

| Phase III Annual Operations (10 yr vision) | Budgeted | Spending |
|--|-----------------|-----------------|
| Volunteer Supervision | \$5,000 | \$5,000 |
| Recycling Collection and Site Operation (recycling and trash) | \$29,400 | \$29,400 |
| Utilities Annually | \$20,000 | \$20,000 |
| Site Maintenance | \$10,000 | \$10,000 |
| Total | \$64,400 | \$64,400 |

Funds Over Budget \$0

Public Private Partnership Potentials/Naming Rights \$22,000

Potential Profit \$22,000



WESTMINSTER

Staff Report

City Council Study Session Meeting
March 4, 2013



SUBJECT: Impacts of the Affordable Care Act

PREPARED BY: Debbie Mitchell, General Services Director
Lisa Chrisman, Employee Development and Benefits Manager

Recommended City Council Action

Concur with Staff recommendation to maintain the current health insurance plan structure and package in order to continue to provide a comprehensive and exceptional benefits package to employees.

Summary Statement

The Patient Protection and Affordable Care Act (PPACA), also known as the Affordable Care Act (ACA) was signed into law on March 23, 2010. The Act has impacts and opportunities for employers to make choices about how or if they provide healthcare. Certain minimum requirements and penalties are established for employers and individuals alike.

This report will give an overview of the Act as well as the potential financial and administrative impact to the City of Westminster. Overall, the City will be positioned to handle the changes of the PPACA.

Expenditure Required: \$2,100

Source of Funds: Medical / Dental Fund

Policy Issue

Should the City continue the current health insurance plan's general design offered to employees with potential slight modifications, in order to meet the requirement of the PPACA?

Alternatives

The impact of PPACA to the City includes costs associated with the medical plan, tax implications, penalties and federal subsidies. Other factors, such as the ability to recruit and retain employees, the ability to continue with succession management efforts, and the ability to maintain a value driven organization through talent acquisition, development and management, and maintain/enhance employee morale should be considered when evaluating the impact of Health Care Reform. Three alternatives to the current structure of the health and dental package include:

1. Maintain the current health and dental plan structure and determine the best course of action to address potential areas of vulnerability in future years, making adjustments as needed to maintain a viable, legal plan.
2. Terminate the plan, allowing employees to access health care through the state and/or federally run exchanges. Employees would select one of three plans that are being proposed in the exchange. No medical/dental benefits would be provided by the City. The City would pay a fee for each employee eligible for benefits.
3. Change the plan designs to a less rich plan with a 60% actuarial value. This plan would meet the minimum value requirement required by PPACA.

Alternatives two and three are not recommended over the first option. The City is well positioned to handle the changes of the PPACA, as the current health and dental insurance package is offered to benefit eligible part-time staff who work 20 or more hours per week, and the insurance meets the 60% minimal value requirement - the weighted average of the current actuarial values is 91%. Additional PPACA driven costs cannot be avoided by dropping the plan. Loss of competitiveness in the employment market is a substantial risk if the City makes significant reductions or elimination of the healthcare benefit package.

Background Information

Summary

The Patient Protection and Affordable Care Act (PPACA), also known as the Affordable Care Act (ACA) is aimed primarily at decreasing the number of uninsured and reducing the overall costs of health care. It provides a number of mechanisms—including mandates, subsidies, and tax credits – to employers and individuals in order to increase the coverage rate. Additional reforms are aimed at improving healthcare outcomes and streamlining the delivery of health care. This comprehensive reform attempts to make insurance more affordable, higher in quality and more accessible for people. It also expands Medicaid, imposes new responsibilities on individuals to purchase insurance and provides new incentives for employers to provide insurance for their employees. PPACA includes numerous provisions that began in 2010 and will take effect over several years.

Health care exchanges are a vehicle that will be utilized to ensure greater, more affordable access to healthcare. Seeding the cost of the exchanges will be the responsibility of employers through a reinsurance tax. Penalties to those who fail to opt into some form of insurance as well as to employers who do not meet coverage requirements will also be penalized and will provide additional funding for the program.

General Impact to City

Regulations to the act continue to be developed by the Department of Health and Human Services. Staff will continue to develop plans to comply with the regulations and laws as these requirements are revealed. The PPACA requirements for administration is detailed and complex. Staff has worked with the City benefits consultant, Hays Companies, to develop estimates of financial and administrative impacts. The chart below outlines the estimated financial impact over the next six years:

Summary of the Financial Impact to the City of Westminster 2013 – 2018

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
|---|---------|---------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|
| Comparative Effective Research Fee | \$2,100 | \$4,200 | \$4,200 + inflationary index | \$4,200 + inflationary index | \$4,200 + inflationary index | \$4,200 + inflationary index |
| Transitional Reinsurance Fee | ----- | ----- | \$135,000 | ~ \$90,000 | ~ \$55,700 | ----- |
| Potential Cost of Penalties | ----- | 0* | 0* | 0* | 0* | 0* |
| Cadillac Tax | ----- | ----- | ----- | ----- | ----- | \$167,166 |

*As long as staffing levels are controlled

Detailed Analysis of Act and City Impact

City of Westminster benefits staff, along with representatives from the City’s benefits broker, Hays Companies, has been closely monitoring and implementing the provisions of the PPACA since its inception. All of the requirements up to this point in time have been met. Efforts are now focused on the provisions that are required for implementation in 2013 and beyond. These implications, along with brief explanations of terms and penalties, are as follows:

2013 Implications

Several provisions must be met in 2013 and have financial and operational impact at the City. These requirements include:

- Comparative Effective Research Fee which will be required for the 2012 – 2018 calendar year plans:
 - A fee of \$1.00 per average covered member will be assessed for 2012, \$2.00 per average covered member for 2013, and for subsequent years, the fee will increase according to an inflationary index. For 2012, the estimated cost for the City is \$2,100. Fees will be due every July 31 for the previous year.
- W-2 Reporting of the cost of the Health Plan
 - This has been reported on the 2012 W2’s for all employees.
- HIPAA Certification
 - This certification is due by 12/31/13. The Department Health and Human Services (HHS) will be issuing more guidance on the requirement. Health plans will be required to file a statement with HHS certifying their compliance with HIPAA’s electronic transaction standards and operating rules.

- Employee Notice of Exchange
 - Employers must provide all new hires and current employees a written notice about the Health Insurance Exchanges that will become available in 2014. The effective date of notification has been moved back from 3/1/13 to June/July of 2013. More information will be forthcoming from the HHS.
- Medicare Tax Increases
 - This provision will be effective when filing 2013 taxes and will reflect a .9% increase from 1.45% to 2.35% on wages over \$200,000 for an individual taxpayer and \$250,000 for married couples filing jointly. City benefits staff will be providing information to all employees as total household income is unknown and no employee reaches this individual level of income.
- Other Requirements for 2013
 - Summary of Benefits and Coverage (SBC)
 - This four page uniform document provides information on each health plan offered and was implemented in 2012.
 - Healthcare Spending Account cap of \$2,500
 - This took effect in 2013 and was communicated to employees in 2012.
 - Additional Women’s Preventive Care 100% Coverage
 - This is required for non-grandfathered plans – we are a grandfathered plan.
 - 60-day notice of off-renewal medical plan changes
 - If making a mid-year change, we must provide a 60 day notice to employees.

2014 Implications

Additional provisions must be met in 2014. They include:

- Transitional Reinsurance Fee for the calendar years of 2014 – 2016
 - Insurers and Plan Administrators are liable for a reinsurance fee starting in 2014 through 2016 to help finance required reinsurance for Health Care Exchange programs. The estimated cost is \$63 per member for 2014, which equates to approximately \$135,000 for the City. These fees are estimated to reduce to \$42 in 2015 and \$26 in 2016. These fees will help fund the exchanges and will more than likely need to be built into the City’s renewal costs. The fee for 2014 will likely be due in early January 2015.
- Pay or Play Mandate
 - Beginning in 2014, the PPACA imposes “pay or play” requirements on large employers. Under these “pay or play” requirements, large employers that do not offer health coverage to their full-time employees, or that offer coverage that is either unaffordable or does not provide minimum value, may be subject to a penalty. This penalty is also referred to as a “shared responsibility payment.” Employers must offer a medical plan to all full-time employees, defined by Health Care Reform as one who works on average 30 hours or more per week. The medical plan must satisfy a minimum value requirement and be affordable or the employer will face penalties.

- The \$2,000 Penalty
 - If the City does not offer minimum essential medical coverage to all FTE's *and* one FTE buys insurance through the Exchange *and* receives a Federal Subsidy, then the City must pay a \$2,000 penalty on *all* FTE's (less the first 30). This penalty for the City would amount to approximately \$1,632,000 (not tax deductible).
- The \$3,000 Penalty
 - If the City offers minimum essential medical coverage to all FTE's *and* an FTE goes to the Health Care Exchange to get coverage *and* that employee qualifies for a Federal Subsidy, then the City will have to pay a \$3,000 penalty *only on that employee*. If this penalty adds up to more than the \$2,000 penalty of \$1,632,000, then the City would pay the lesser of the two.
- Employer Safe Harbor for the \$3,000 penalty
 - If the City offers medical coverage that satisfies the minimum value requirement and that is affordable, then the \$3,000 penalty will not apply. Minimum Value is defined as a plan that has a minimum actuarial value of 60% (plan covers 60% of benefit expenses incurred). An affordable plan is one in which the employee contribution for individual coverage is not more than 9.5% of the employee's annual salary.
- Health Plan Reporting
 - Health plans must provide an annual statement reflecting the months during the calendar year for which the individual had qualifying coverage. Employers must also report to the IRS and the covered member the details of coverage, eligibility, premium requirements, employer contributions, and health plan enrollees. More guidance on this reporting requirement will be forthcoming.
- Individual Mandate/Tax
 - This will be a penalty that is assessed for going uninsured. Individuals must obtain coverage or will be assessed a tax penalty. Health Care Exchanges will be operational for individuals and small employers who employ less than 100 employees.

The City's medical plan cost impact of HealthCare Reform in 2014 is illustrated in the chart below. Costs include medical plan costs, tax implications, penalties and federal subsidies. The possible scenarios include:

1. The cost after HCR to maintain the City's current plan.
2. The cost after HCR if the City were to terminate the plan, which would allow employees to access health care through the exchange.
3. The cost after HCR if the City were to reduce the plan to one that meets the minimum requirements of a 60% actuarial value.

| | 2013 Current Plan | 2014 Before Impact of HCR | 2014 After HCR Maintain Plan | 2014 After HCR Terminate Plan | 2014 After HCR Reduce Plan to 60% Actuarial Value |
|--|-------------------|---------------------------|------------------------------|-------------------------------|---|
| Enrollment (FTE's) | 856 | 856 | 889 | 0 | 889 |
| Employer Cost | \$9,077,937 | \$9,531,834 | \$9,911,300 | \$1,632,0000 | \$6,078,887 |
| Employee Cost | \$1,418,366 | \$1,489,285 | \$1,588,342 | \$7,090,110 | \$1,588,342 |
| Total Cost | \$10,496,304 | \$11,021,119 | \$11,499,641 | \$8,722,110 | \$7,667,229 |
| Cost Difference to the City from 2013 | ----- | \$453,897 | \$833,363 | (\$7,445,937) | (\$2,999,050) |

2017 and 2018 Implications

Additional provisions for 2017 and 2018 include:

- In 2017, Health Care Exchanges will allow employers with more than 100 employees to participate.
- In 2018, a 40% non-deductible excise tax referred to as a “Cadillac Tax” will be implemented. This tax will be assessed on Health Plans with annual coverage valued over \$10,200 for an individual and \$27,500 for a family. Based on the current City’s funding rates, after health cost adjustments indexed each year with inflation, in 2018, the City plans are projected to be valued at the following with an excise tax due by the City of \$167,166.

| Plan and Coverage Tier (Combined Plans) | Projected 2018 Plan Value | Excise Tax Threshold | Estimated Excise Tax |
|---|---------------------------|----------------------|----------------------|
| Single | \$9,305 | \$10,200 | \$0 |
| Employee + Spouse | \$20,191 | \$27,500 | \$0 |
| Employee + Child(ren) | \$19,656 | \$27,500 | \$0 |
| Family | \$29,132 | \$27,500 | \$167,166 |

Determining an FTE; The Measurement, Administrative and Stability Periods

Health Care Reform defines an FTE as one who works on average 30 hours or more per week. An important piece of HCR is determining those employees who meet the 30 hours per week threshold. Since the City offers health insurance coverage to all benefited employees who work 20 hours per week or more, only the non-benefited, variable hour and seasonal employees will need to be measured. Benefited employees who “opt out” of medical coverage are required to show proof of insurance, however, non-benefited employees are not required to show proof of insurance. All employees working on average over 30 hours per week must be offered minimum essential medical coverage. The 30 hour per week determination is either given or it is measured.

If an existing variable hour or seasonal employee is regularly scheduled to work more than 30 hours per week, then the determination is a given. These employees will have to be offered minimum essential medical coverage effective January 1, 2014.

If the City cannot reasonably determine if an existing variable hour or seasonal employee will work on average more than 30 hours per week, then the City will need to determine a measurement period

prior to January 1, 2014. If during that measurement period, the employee worked on average 30 hours per week or more, coverage will need to be offered to that employee on January 1, 2014.

New hires who have not completed an ongoing measurement period will be looked at over an initial measurement period unique to them until they get on the standard measurement cycle with the existing employees. The new hire will need to be offered coverage at the end of his initial measurement period if it is determined that they have worked on average 30 hours per week or more.

The City will need to determine the best measurement, administrative and stability period to use for both new hires and for existing employees, as well as put the systems in place to track measurement, administrative and stability periods. Another option is to determine which, if any, positions will be managed to below 30 hours per week on average.

Financial Impact to the City of Westminster

Hays Companies completed a study of the financial impact of the (PPACA) on the City's health and welfare plan. The purpose of the report was to provide the City with estimates of the financial impact PPACA will have on our plan costs in 2014 and 2018 under a variety of scenarios. It is important to note that this analysis represents a "snapshot in time," and many assumptions are involved in estimating the financial impact of the PPACA. The estimated costs are highly sensitive to population migration in and out of the benefit plan. Employee and dependent migration is dependent on a variety of unknown factors, including household income, the cost of plans offered by the state exchanges, and the availability of coverage through a spouse.

The PPACA does not penalize employers who do not offer coverage to employees working less than 30 hours. The City currently offers coverage to benefit eligible employees who may work less than 30 hours per week, and we have assumed that we will continue to do so. Five hundred and twenty nine (529) employees were removed from the analysis who were non-benefited during 2012 as they worked less than 30 hours per week and will continue to work as non benefitted employees working less than 30 hours per week. According to the census data, 17 employees who are currently non-benefited are working over 30 hours per week and are included in this analysis. The determination of who is working under 30 hours per week is based on the 2012 YTD hours provided in the census file rather than the measurement period rules required under PPACA. These 17 employees worked in multiple positions or capacities in the City. Tracking employees average work week over a 12-month period is challenging when they are working in various jobs throughout the organization.

For purposes of comparison, three scenarios are illustrated and are as follows:

1. Maintain the current plans - If no changes are made to the current benefit designs and eligibility, it is estimated that HCR will not add significantly to the 2014 costs.
2. Terminate the plan - If the plan was terminated in 2014, employer costs would be approximately \$1.6 million, and employee costs would increase to approximately \$7.1 million. Three plans are being proposed in the exchange, and we are assuming all employees would move to the middle, Silver Plan in the exchanges and receive no medical benefits from the City.
3. Change the plan designs to a less rich plan with a 60% actuarial value - This plan design is one that achieves an actuarial value of 60%. The weighted average of the current actuarial values is 91%. If the actuarial values of both plans are reduced to 60%, employer costs are projected to be \$3.7 million lower in 2014 than they would be if the current plan designs are maintained.

Federal Poverty Level and 2014 Exchange Subsidies

Beginning in 2014, households earning below 400% of the Federal Poverty Level (FPL) may be eligible for Medicaid or federal subsidies to use at the exchange. Employees with household income below 138% may be eligible for Medicaid. Employees with household income between 138% and 400% may be eligible for federal subsidies in the form of tax credits that can be used toward premiums associated with exchange coverage. The 2014 City of Westminster employee estimated household income is shown below in Table 1. This table includes all employees who are included in the analysis, not only those working 30+ hours per week. The only employees excluded are those who are currently non-eligible and work less than 30 hours per week.

Table 1: 2014 Estimated Employees by Federal Poverty Level

| | Employees Currently Enrolled | Employees Currently Waiving or Not Eligible | Total Employees |
|-----------------------------------|-------------------------------------|--|------------------------|
| HH Income <138% FPL | 11 | 16 | 27 |
| HH Income between 138% - 400% FPL | 240 | 56 | 296 |
| HH Income >400% FPL | 605 | 37 | 642 |
| TOTAL | 856 | 109 | 965 |

Employees may be eligible for federal subsidies only if they are not offered Affordable Coverage through their employer. Coverage is considered affordable if the employee contribution of the employer-sponsored plan is less than 9.5% of household income. To test affordability for purposes of determining who is eligible for subsidies in the exchanges, the applicable single-only tier was used (before the wellness discount) and household income was estimated. It is estimated that 29 employees are expected to pay over 9.5% of their household income for single-only coverage in the plan and have household income between 138% and 400% of the FPL. These 29 employees are expected to be eligible for subsidies in the exchanges and may trigger Affordable Plan Penalties if they work 30+ hours per week, which 4 of them do.

As demonstrated in Table 2, 27 employees have projected household income below 138% of the FPL. These 27 employees are expected to be eligible for Medicaid if it is expanded in this state.

Table 2: Estimated Employees Eligible for Medicaid or Subsidies – Based on Household Income

| | Employees Currently Enrolled | Employees Currently Waiving or Not Eligible | Total Employees |
|-----------------------------|-------------------------------------|--|------------------------|
| Medicaid | 11 | 16 | 27 |
| Subsidies | 16 | 13 | 29 |
| Not Eligible for Incentives | 829 | 80 | 909 |
| TOTAL | 856 | 109 | 965 |

Plan Migration

The projected financial impact of HCR is highly sensitive to employee and dependent migration in and out of the plan. Eleven percent (11%) of eligible employees or those employees working 30+ hours per week are currently waiving coverage or not currently eligible for benefit. These 109 employees could join the plan by 2014 for the following reason:

- Not currently covered by a spouse or parent and individual mandate requires coverage
- A spouses employer drops coverage

- For employees under age 26 currently covered by a parent and the parent’s employer drops coverage
- Spouse’s or parent’s coverage is reduced in response to HCR

Table 3 demonstrates the estimated migration in and out of the City’s plan by 2014. It was assumed that 67% of those without coverage today who are not eligible for subsidies or Medicaid will be on a spouse’s plan in 2014, which is estimated at 54 employees. Due to the individual mandate, it is also assumed that all other employees will either join the City’s plan, or the exchanges or Medicaid, if eligible, in 2014. If an employee is eligible for the exchanges, the assumption is that they will make the optimal decision between the City’s plan and the exchange based on each plan’s cost to the employee. Twenty seven (27) employees are expected to be eligible for Medicaid, and 11 are currently enrolled in the City’s plan. Twenty nine (29) employees are expected to go to the exchanges with subsidies, and 16 are currently enrolled in the employer-sponsored plan. There are 80 employees who are currently without coverage who are also not eligible for Medicaid or subsidies in 2014. Twenty six (26) of these 80 employees are expected to join the City’s plan, and the remaining employees are expected to be on a spouses plan. The expected migration is shown in Table 3.

Table 3:

Migrating out of City’s Medical Plan

| Migrating to: | Employees Currently Enrolled |
|----------------------|-------------------------------------|
| Medicaid | 11 |
| Subsidies | 16 |
| Total | 27 |

Migrating into City’s Medical Plan

| Migrating from: | Employees Currently Waiving or Not Eligible |
|------------------------|--|
| Currently Not Covered | 26 |

Net Migration

| | Additional Employees |
|---------------|-----------------------------|
| Net Migration | -1 |

2014 Employer Penalties

While the ACA does not explicitly mandate employers to offer acceptable health coverage, certain employers will face penalties beginning in 2014 if one or more employees obtain a premium subsidy towards coverage in an exchange.

Plan Sponsorship Penalty

If the City decides to terminate the plan in 2014, a Plan Sponsorship Penalty will be assessed. Under current law, the penalty is \$2,000 per full-time employee (30+ hours per week), less the first 30 full-time employees. Based on 846 full-time employees included in the analysis (the remaining 119 work less than 30 hours per week and do not count in this penalty), the 2014 Plan Sponsorship Penalty would be \$1.6 million if the plan is terminated.

Affordable Plan Penalty

If one or more full-time employees obtain coverage outside the employer-sponsored plan with a subsidy through the exchange because the plan is not “affordable” (employee contribution is greater than 9.5% of household income), and if the employer does not pass the Safe Harbor Rule for those

employees, an Affordable Plan Penalty will be assessed. Under current law, the penalty is \$3,000 for every full-time employee joining the exchanges with a subsidy, not to exceed \$2,000 per all full-time employees (less the first 30 full-time employees). Four full-time employees are expected to be eligible for subsidies in the exchanges, therefore Affordable Plan Penalties in 2014 are expected to be \$12,000. This is providing the City would do nothing to address those four employees who fall into this category.

Qualified Plan Penalty

If the plan has an actuarial value below 60% or certain minimum benefit standards are not met in 2014, then the plan does not provide “minimum value,” and a Qualified Plan Penalty will be assessed. The City’s plan’s have actuarial values above 60%. No Qualified Plan Penalty will be due.

2014 Plan Design Options

The resulting 2014 estimated plan costs, tax deductions and penalties under the different scenarios are shown in Table 4.

Table 4:
2014 Estimated HCR Impact

| | 2013 | 2014 Before Impact of HCR | 2014 After HCR – Maintain Plan | 2014 Terminate Plan | 2014 60% Actuarial Value |
|--------------------------------------|---------------------|---------------------------|--------------------------------|---------------------|--------------------------|
| Enrollment Projections | | | | | |
| Employer Medical (>=30 hours) | 788 | 788 | 794 | 0 | 794 |
| Employer Medical (<30 hours) | 68 | 68 | 61 | 0 | 61 |
| Medicaid | 0 | 0 | 27 | 27 | 27 |
| Exchanges | 0 | 0 | 29 | 938 | 29 |
| Full Time Waiving ER Plan | 109 | 109 | 54 | 0 | 54 |
| Total Employees | 965 | 965 | 965 | 965 | 965 |
| Employer Cost: | | | | | |
| Premium | \$9,243,974 | \$9,706,173 | \$9,694,834 | - | \$6,008,993 |
| Tax Implication | - | - | - | - | - |
| FICA | (\$31,471) | (\$33,045) | (\$33,006) | - | (\$33,006) |
| Plan Sponsorship Penalty | - | - | - | \$1,632,000 | - |
| Affordable Plan Penalty | - | - | \$12,000 | - | \$12,000 |
| Qualified Plan Penalty | - | - | - | - | - |
| Employer Total | \$9,212,503 | \$9,673,128 | \$9,673,828 | \$1,632,000 | \$5,987,987 |
| Employee Cost: | | | | | |
| EE Contributions to ER Plan | \$2,170,415 | \$2,278,936 | \$2,276,273 | - | \$2,276,273 |
| Tax Implication | (\$586,012) | (\$615,313) | (\$614,594) | - | (\$614,594) |
| FICA | (\$31,471) | (\$33,045) | (\$33,006) | - | (\$33,006) |
| EE Cost of Exchange Before Subsidies | - | - | \$130,500 | \$8,424,790 | \$130,500 |
| Value of Federal Subsidies | - | - | (\$88,857) | (\$1,334,680) | (\$88,857) |
| Employee Total | \$1,552,932 | \$1,630,579 | \$1,670,317 | \$7,090,110 | \$1,670,317 |
| Employer and Employee Total | \$10,765,435 | \$11,303,707 | \$11,344,145 | \$8,722,110 | \$7,658,304 |

Maintain Plan

If the current plan designs and eligibility rules are maintained and employee contributions are increased 10% annually, enrollment in the City’s plan could decrease by 1 employee based on our assumptions, as 27 employees are expected to be eligible for Medicaid, 29 employees are expected to be eligible for subsidies in the exchanges, and 54 are expected to be on a spouse’s plan.

Employer costs for the 855 enrolled employees are comprised of the employer portion of the plan premium, offset by the FICA savings. Affordable Plan Penalties are estimated to be \$12,000 for the 4 employees receiving subsidies in the exchanges who work 30+ hours per week. There are no Qualified Plan Penalties because plan designs are over 60% in actuarial value and meet the minimum requirements.

Employee costs for the 855 enrolled employees include their portion of the premium, offset by the impact of taxes to get to an after-tax amount. Estimated costs and subsidies for the 29 employees in the exchanges with subsidies are shown.

Terminate Plan

In this scenario, all employees would move to the Exchanges or Medicaid. If the City were to terminate the plan in 2014, the Plan Sponsorship Penalty of \$1.6 million total would be assessed on all employees working 30+ hours per week.

In calculating employee costs, we have assumed all 965 employees move to the exchanges or Medicaid. Before subsidies, the Silver Plan in the exchanges is expected to cost the 965 employees a total of \$8.4 million. Employees are estimated to receive a total of \$1.3 million in subsidies. Subsidies are based on a sliding scale with employees who are eligible for subsidies paying between 2% and 9.5% of their household income for coverage. Only those employees with household income below 400% of the FPL will receive subsidies in the exchanges even if the employer-sponsored plan is terminated.

Plan Design Changes to Achieve 60% Actuarial Value

In order to reduce costs while avoiding the Qualified Plan Penalty, one option the City may consider is combining the plans into one plan with a minimum actuarial value of 60%. Under this scenario, the City costs (after the impact of taxes) are projected to be \$6.0 million in 2014. Employer costs are projected to be significantly lower than they would be in 2014 without the impact of Health Care Reform.

Cadillac Tax

In 2018, the “Cadillac Tax” on high-value plans goes into effect. The 40% non-deductible excise tax is assessed on plans with coverage valued over \$10,200 for an individual and \$27,500 for a family, after health cost adjustments, indexed each year with inflation. Assuming 4% trend in 2012, 5% in 2013, and 8% trend in 2014 through 2018 on the City’s current funding rates and no changes in plan design, the projected 2018 Cadillac Tax for each plan and tier is shown in Table 5. The assumption is that this tax will only be due on employees working 30+ hours per week.

Table 5:

2018 Cadillac Plan Tax – Maintain Current Plans

| | Coverage | 2012 Monthly Funding Rate | Projected average 2018 Plan Cost | Excise Tax Threshold | Estimated 2018 Enrollment | Estimated Excise Tax |
|----------------------|-------------|------------------------------------|---|-------------------------|---------------------------------|-------------------------|
| Blended Rates | | | | | | |
| | Single | \$521.94 | \$9,305 | \$10,200 | 279 | - |
| | EE + Spouse | \$1,132.58 | \$20,191 | \$27,500 | 126 | - |
| | EE + Child | \$1,102.52 | \$19,656 | \$27,500 | 133 | - |
| | Family | \$1,634.10 | \$29,132 | \$27,500 | 256 | \$167,166 |
| Total | | | | | 794 | \$167,166 |

The projected Cadillac Tax is \$0 if the plans' actuarial values are reduced to 60%, as shown in Table 6.

Table 6:

2018 Cadillac Plan Tax – 60% Actuarial Value Plan

| | Coverage | 2012 Monthly Funding Rate | Projected average 2018 Plan Cost | Excise Tax Threshold | Estimated 2018 Enrollment | Estimated Excise Tax |
|--------------------|-------------|------------------------------------|---|-------------------------|---------------------------------|-------------------------|
| 60% AV Plan | | | | | | |
| | Single | \$361.24 | \$6,440 | \$10,200 | 279 | - |
| | EE + Spouse | \$783.86 | \$13,975 | \$27,500 | 126 | - |
| | EE + Child | \$763.06 | \$13,604 | \$27,500 | 133 | - |
| | Family | \$1,130.97 | \$20,163 | \$27,500 | 256 | - |
| Total | | | | | 794 | - |

There is an assumption that enrollment under each scenario in 2018 is the same as it was under the corresponding 2014 scenario. Premiums have increased at 4% in 2012, 5% in 2013, and 8% in 2014 – 2018 annually and tax rates are assumed to remain the same. Employer penalties have grown with 3% inflation.

City staff will need to determine the best plan of action to address the financial impact of the PPACA. Although the estimated impact is relatively small, it will be necessary to determine if these penalties, either by providing insurance to those working over 30 hours per week, requiring supervisor to manage employee hours to below 30 hours per week, or continue to work the employees above 30 hours per week and pay the penalties if they were to go to an exchange.

Other Financial Considerations that have not been reflected in the analysis for the City:

- Transitional Reinsurance Program is to establish reinsurance programs under which insurers and third-party administrators are to make payments on behalf of group health plans. The money is to partially reimburse certain insurers covering high-cost individuals. Current guidance indicates that the 2014 amount is expected to be \$63 per covered individual per year.

- Administrative Costs under the PPACA are internal costs associated with administering the plans. If the City were to terminate the benefit plan, the internal administrative burden and cost would be avoided as well as any increase in costs associated with the new administrative requirements of PPACA.
- Comparative Effective Research Fee is an annual fee of \$1 per covered person in the first year and \$2 per covered person in subsequent years through 2018.

While these estimates represent the financial impact of the law and any changes made as a result, it is also important to consider the non-financial impact of any plan design changes, such as the impact on employee recruitment, retention and morale and succession planning efforts. If the City were to terminate and/or reduce the current health insurance package, it would have a significant impact on recruitment and retention efforts, as well as employee morale. Due to how an FTE is measured and determined under the PPACA, City staff will need to evaluate and modify succession planning efforts in order to comply with the law and avoid potential penalties. The benefits package we provide to employees directly impacts our ability to meet our Strategic Goal of being a financially sustainable City government providing exceptional services by maintaining and enhancing employee morale and productivity. We have an opportunity to continue to meet this goal by protecting a valuable component of the City's comprehensive compensation package in a fiscally responsible manner. It positions the City as an employer of choice for current and future employees.

Respectfully submitted,

J. Brent McFall
City Manager



W E S T M I N S T E R

2012 ANNUAL REPORT

MUNICIPAL COURT

3030 Turnpike Drive
Westminster, CO 80030



MUNICIPAL COURT MISSION STATEMENT

Our mission is to administer equitable, fair, and impartial justice in a timely and courteous manner; protect fundamental rights; promote public safety; and facilitate community reparation through *SPIRIT*.

Revised April 2009

TO: Mayor and City Council

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

DATE: March 4, 2013

SUBJECT: 2012 Municipal Court Annual Report

A MESSAGE FROM PRESIDING JUDGE JOHN STIPECH

This report is a compilation of the activities of the Municipal Court from January 1 through December 31, 2012.

We faced many challenges and accomplished many goals during 2012. Some of the challenges included, but are not limited to, the on-going Adams County Jail issues, implementation of the 2010 Model Traffic Code, implementation of an upgrade to the records management system, hiring of four (4) FTE Deputy Court Clerks, and the retirement of our veteran Deputy Court Administrator Nevada Torres.

Throughout the year, cross-training continued and enabled the administration to move personnel around to cover the staffing changes, vacations, illnesses, and training. There is a detailed summary of all accomplishments and achievements towards the end of this report.

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.

The Court is appreciative of the support we received throughout the year from City Council, the City Manager's Office, and all of the City departments especially the Police and Fire Departments, Building Operations, Information Technology, Finance and the City Attorney's Office.

Our goal continues to be to provide justice for all citizens we come in contact with. We will have challenges with the Adams County jail situation, and we are preparing to find alternative sentencing options on incarceration sites, if necessary.

In any event, we welcome the new year and the opportunities it may bring, and will continue to strive for the continued implementation of SPIRIT.

CASELOAD



SAFE AND SECURE COMMUNITY

City Council Objectives:

§ Citizens are safe anywhere in the City

Performance Measurement Goal: *Process cases in a timely and efficient manner. Effective case flow management helps ensure that every litigant receives procedural due process and equal protection and is safe within our City.*

Effective case flow management makes justice possible not only in individual cases but across judicial systems and courts. Effective case flow helps ensure that every litigant receives procedural due process and equal protection.

Case flow management is the process by which courts move cases from filing to closure. This includes all pre-trial phases, trials, and events that follow disposition to ensure the integrity of court orders and timely completion of post-disposition case activity. Once cases are filed, the clerks and judges monitor the case progress from the time of filing to disposition and from event to event. Summonses are issued by the Westminster police officers, and the Court does not have any control over the number of summonses issued. As the City continues to grow, it is anticipated that the caseload will also continue to increase.

In summary, we were able to maintain a steady case flow, and we are processing cases in a timely manner. We closed more than the recommended National Center for State Court's clearance rate, and we do not have a backlog at this time.

CASES FILED

| | YTD | YTD | Percent | Number |
|---|---------------|---------------|-------------|---------------|
| | Dec-12 | Dec-11 | Diff | Diff |
| Municipal Ord (aka Criminal) | 2,465 | 2,614 | -6% | (149) |
| Domestic Violence | 272 | 300 | -9% | (28) |
| Total Criminal | 2,737 | 2,914 | -6% | (177) |
| No Proof of Insurance | 1,530 | 1815 | -16% | (285) |
| Traffic Mandatory (aka Criminal) | 1,413 | 296 | 377% | 1117 * |
| Traffic Payable (aka Infraction) | 6,247 | 9417 | -34% | (3170) |
| Total Traffic without parking | 9,190 | 11,528 | -20% | (2338) |
| Total Criminal & Traffic w/o parking | 11,927 | 14,442 | -17% | (2515) |
| Parking | 742 | 1,009 | -26% | (267) |
| Court Grand Total | 12,669 | 15,451 | -18% | (2782) |

*Increase in TM is because City Prosecuting Attorney made all accident mandatory so proof of insurance can be verified. Change took place in Feb, 2012

STATISTICAL NOTES:

- Beginning August 2011, all Adams County ordinance violations filed in Adams County Courts (due to bed space issues in the Adams County Jail).
- Beginning November 2012, all Adams County ordinance violations filed back in Municipal Court (Adams County Jail bed space issue).
- October-November stats declines due to the hours dedicated to the Jessica Ridgeway murder investigation.

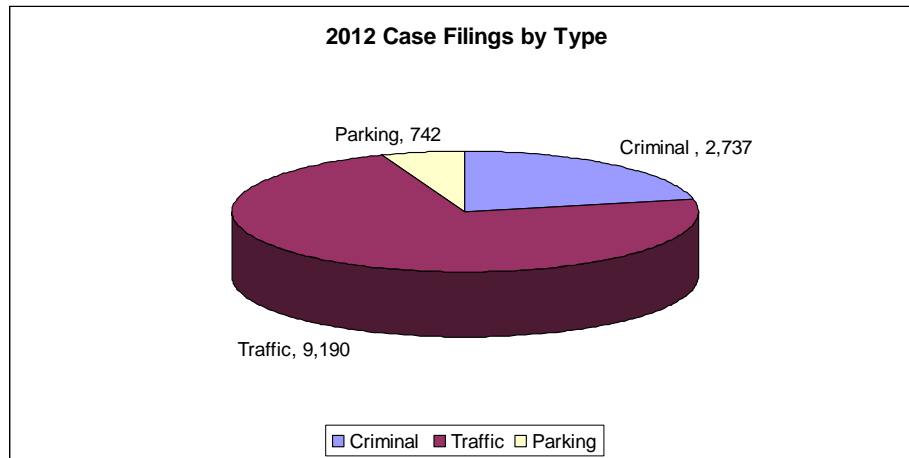
In 2012, we experienced an 18% decrease or 2,782 fewer case filings than in 2011. However, we did experience increased filings in traffic mandatory cases. This increase was due to a change the City Prosecutor's Office instituted in February 2012. At this time, officers were instructed to cite all accident cases as mandatory appearances into Municipal Court. This change has increased the number of citizens appearing at the Court and the mandatory appearance dockets.

Contributing to the decrease, in part, was that in August 2011, the Westminster police officers were directed to file all Adams County municipal ordinance violations in Adams County Court (Adams County Jail issue). In November 2012, the Westminster police officers began filing Adams County municipal ordinance violations back in the Municipal Court. We anticipate increased filings this year; however, at the time of this report, those numbers are not yet reflected.

The months of October and November were low on filings in part due to the extensive time the WPD and the community were involved in the Jessica Ridgeway case.

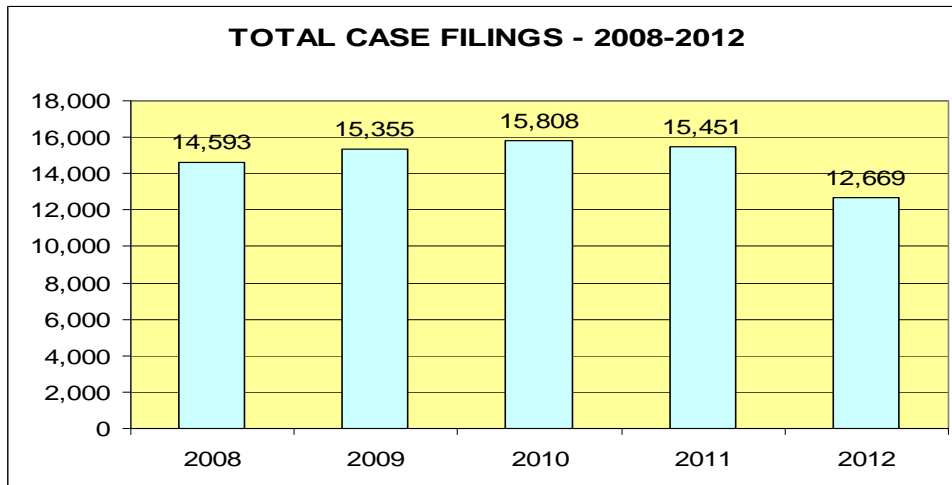
The number of Domestic Violence case filings also decreased. In 2011, there were 300 new case filings. In 2012 there were 272 new case filings. This is a 9% decrease or 28 fewer cases. Information regarding the possibilities for the domestic violence filing decrease in numbers was obtained from Westminster Police Victim Services Coordinator. The coordinator said it is difficult to pinpoint why the decrease; however, some reasons that may influence the decline are that more egregious violations are being filed as felony cases in the county courts, and officers have been trained (and social services has requested) to include filing child abuse charges when an incident happens in front of children, and those cases are also being charged into the county courts. Perhaps, the decline in filings can, in part, be attributed to the fast track program and the deterring affect it has on perpetrators.

The chart below represents the total case filings by type. Criminal cases include all Municipal Ordinance and Domestic Violence filings. Traffic cases include Traffic Mandatory (criminal traffic cases such as speed contest, speeding greater than 24 miles per hour, reckless driving, careless driving, compulsory insurance, eluding a police officer, and school bus violations); and all traffic payable cases (all other violations not listed in the traffic mandatory category); and all parking violations.



CASE COMPARISONS OF NEW FILINGS FOR LAST FIVE YEARS

The chart below represents a comparison of total case filings including criminal, traffic and parking cases over the last 5 years.

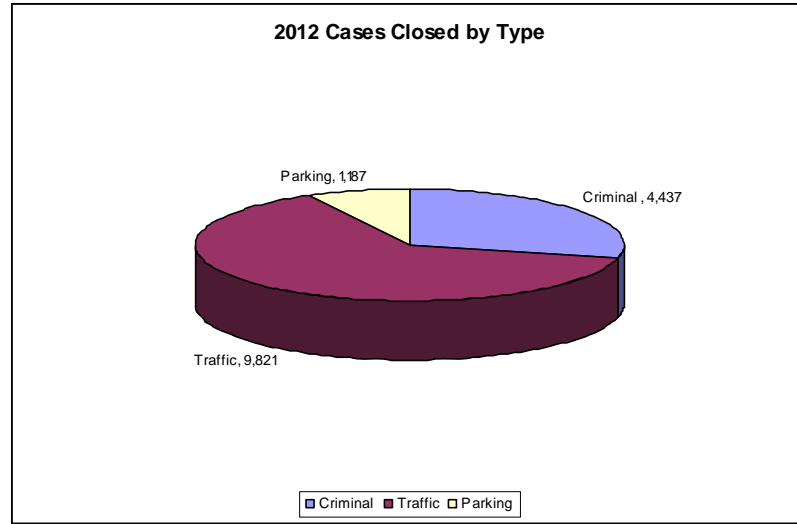


CASES CLOSED

| | YTD | YTD | Percent | Number |
|---|---------------|---------------|-------------|---------------|
| | Dec-12 | Dec-11 | Diff | Diff |
| Municipal Ord (aka Criminal) | 3,977 | 4,340 | -8% | (363) |
| Domestic Violence | 460 | 524 | -12% | (64) |
| Total Criminal | 4,437 | 4,864 | -9% | (427) |
| No Proof of Insurance | 1,781 | 2,102 | -15% | (321) |
| Traffic Mandatory (aka Criminal) | 1,364 | 365 | 274% | 999 |
| Traffic Payable (aka Infraction) | 6,676 | 10,155 | -34% | (3479) |
| Total Traffic without parking | 9,821 | 12,622 | -22% | (2801) |
| Total Criminal & Traffic w/o parking | 14,258 | 17,486 | -18% | (3228) |
| Parking | 1,187 | 1,664 | -29% | (477) |
| Court Grand Total | 15,445 | 19,150 | -19% | (3705) |

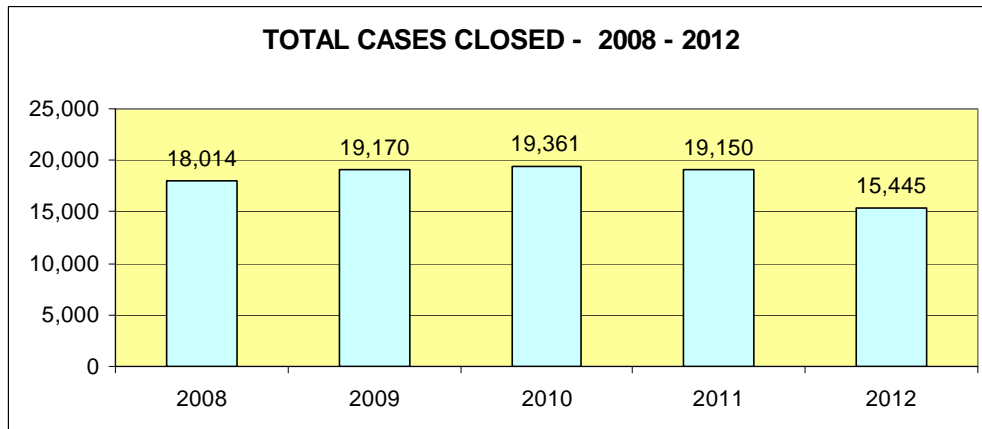
In the table above, for the year 2012, the year-to-date information indicates that -19% or 3,705 fewer cases were closed than for the same period in 2011. In 2012, we closed 2,776 more cases than we received in filings. This is in part due to our on-going audits of cases and administrative reviews. The decrease in cases closed correlates, in part, to the decrease in filings. The cases filed measured against the cases closed helps us assess how well cases are being processed from filing to closure. This measure takes into account cases closed from 2004 through 2012. If cases are not closed in a timely manner, a backlog of cases increases.

The chart below represents the total cases closed by type. Criminal cases include all Municipal Ordinance and Domestic Violence filings.



CASE COMPARISON OF CASES CLOSED FOR LAST FIVE YEARS

The chart below represents a comparison of total cases closed including criminal, traffic and parking cases over the last 5 years.



COLLECTION EFFORTS



The Court's reputation, integrity and public trust depend in part on how well Court Orders are observed and enforced in cases of non-compliance. In particular, restitution for crime victims and accountability for enforcement of monetary penalties imposed by the Judges are issues of concern. The Court enforces its orders and requires that payment in full is due at the time of sentence. If defendants are indigent or financially unable, the Court imposes alternative sentences including work release, home detention and/or community service. The financial obligations of defendants are monitored closely by staff through the records management system.

When defendants do not pay as required, the case is referred to the private collection agency, and the defendants automatically incur an additional 25% fee based on the amount owed. This additional fee covers the cost of collection with no expense to the City. Monitoring delinquent accounts greatly enhances and improves the case flow management. Additionally, monitoring supports the integrity of court orders 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

Staff reported that for the year 2012, a total of 971 cases were electronically exported to the collection agency. Total payments received from collection efforts were \$112,323. Of that, \$22,465 was the fee paid to the collection agency. The Court collected \$89,859 in payment of fines, costs, restitution and other fees.

Collection History

| YEAR | COLLECTED THRU EFFORTS | NUMBER OF CASES RESOLVED THRU COLLECTION EFFORTS |
|------|------------------------|--|
| 2009 | \$ 108,377 | 1,475 |
| 2010 | \$ 103,443 | 1,700 |
| 2011 | \$103,637 | 1,553 |
| 2012 | \$ 89,859 | 1,106 |

JURY TRIALS, WITNESS AND JURY FEES



Jury trials are scheduled every Thursday in Courtroom B and every other Thursday in Courtroom A. This schedule enables the Court to dispose of up to six cases per month. With the increased number of available jury trial days, we have been able to process cases timely and avoid dismissals as a result of speedy trial timelines.

At the conclusion of jury trials, the selected 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. On a monthly basis, the information is forwarded to the Court Administrator and General Services Director for review and the summary is then forwarded to the judges and staff for their information.

Westminster Municipal Court - Jury Service Exit Questionnaire Summary

January 1 through December 31, 2012

| RATINGS ON THE FOLLOWING: | Excellent | Good | Adequate | Poor |
|----------------------------------|-----------|------|----------|------|
| Initial Notification Process | 54 | 27 | 3 | 1 |
| Orientation (video presentation) | 49 | 31 | 4 | 0 |
| Treatment by Court Personnel | 78 | 7 | 0 | 0 |
| Overall Jury Trial Experience | 54 | 29 | 2 | 0 |

JURY STATUS CONFERENCES AND JURY TRIALS

Every Wednesday, jury status conferences are held for all cases scheduled for jury trial that week. At this scheduled hearing, the defendant and/or his/her attorney are required to attend. Witnesses do not appear at this hearing. The purpose of this hearing is to rule on pending motions, to accept a plea or amended plea, or to continue a case, if necessary. The jury status conference reduces calling in jury panels unnecessarily, and resolves preliminary matters before the jury trial date. The total number of potential jurors appearing during the 2012 year for jury services was 1,003.

GENERAL INFORMATION ABOUT JURY TRIALS

| YEAR | NUMBER OF JURY TRIALS SCHEDULED WITH JURORS APPEARING | ACTUAL NUMBER OF JURY TRIALS HELD |
|-------------|--|--|
| 2008 | 45 | 32 |
| 2009 | 48 | 42 |
| 2010 | 59 | 45 |
| 2011 | 61 | 49 |
| 2012 | 51 | 38 |

WITNESS FEES AND JUROR EXPENSES

| YEAR | BUDGETED EXPENSES | ACTUAL EXPENSES |
|---------------|--------------------------|------------------------|
| 2008 | \$8,068 | \$6,600 |
| 2009 | \$8,068 | \$8,261 |
| 2010 | \$7,568 | \$7,785 |
| 2011 | \$7,568 | \$7,193 |
| * 2012 | \$7,568 | * \$6,253 |

* 2012 budget totals not finalized at the time of this report.

GENEROUS JUROR INFORMATION

The Generous Juror Program began in 2002 offering jurors the opportunity to donate their jury service fees to a City selected charity. Annually, a new charity is selected by City Council. Organizations chosen include:

- Have-A-Heart Project (July 2002 to September 2003)
- The Link (October 2003 to December 2004)
- Westminster Burn Fund (2005)
- Light for Life / Yellow Ribbon Foundation (2006)
- District 50 Education Foundation (2007)
- Have-A-Heart Project (2008)
- Westminster Legacy Foundation for use as scholarship funds for Armed Services Memorial Garden bricks for veterans (2009)
- Have-A-Heart Project (2010)
- Westminster Legacy Foundation (2011)
- The charity selected by City Council for 2012 was Growing Home. The total donated was \$2,922.
- The charity selected for 2013 is Have-A-Heart Project.

APPEALED CASES

An appeal is a request usually filed by a defendant and filed in the Adams County 17th Judicial District Court requesting the appellate court to review the ruling of a Westminster Municipal Court judge. The review is based solely on the record of the hearing or trial held in the Westminster Municipal Court and is not a new trial.

Appeals must follow State Statutes and Colorado Rules of Criminal Procedures Rule 37, and Colorado Municipal Court Rules, and Procedures Rule 237.

During 2012, there were 10 cases in appeal status. One (1) case was remanded for re-trial, two (2) are pending, four (4) appeals were dismissed, and three (3) decisions were affirmed.

PROBATION SECTION



SAFE AND SECURE COMMUNITY

City Council Objectives:

§ Citizens are safe anywhere in the City

Performance Measurement Goal: To effectively supervise criminal offenders by reducing recidivism and increasing successful completion of probation.

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. 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.

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. The probation clerk schedules the date the defendant is to attend the pre-sentence interview and the date for the sentencing. During 2012, the Probation Section completed 57 Pre-Sentence Investigations at the request of the judges.

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, as needed, and involves 16 hours of initial training followed by monthly training and staffing.

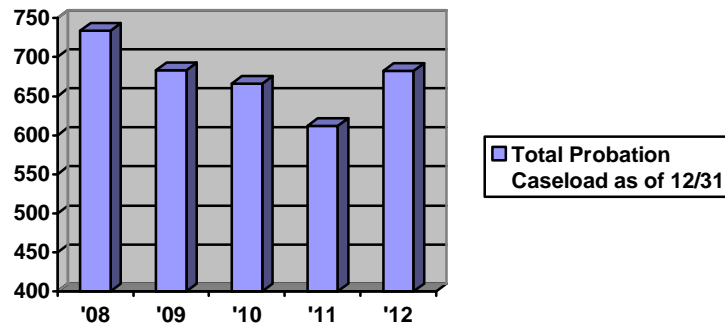
Caseload statistics are tracked on a monthly basis instead of a year-to-date basis to most accurately reflect the current workload of the Probation Section by documenting the number of active probation cases at the end of each month. This number changes daily as new probationers are placed on probation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

During 2012, the Probation Section responded to violations of probationers in two days or less, 92% of the time, which is below their target of 95%. An increase in supervised caseloads and considerable unexpected staff absences contributed to the drop in response time during 2012. In 2012, the Probation Section had a 62% successful completion rate for cases that closed. This is above their target success rate of 60%.

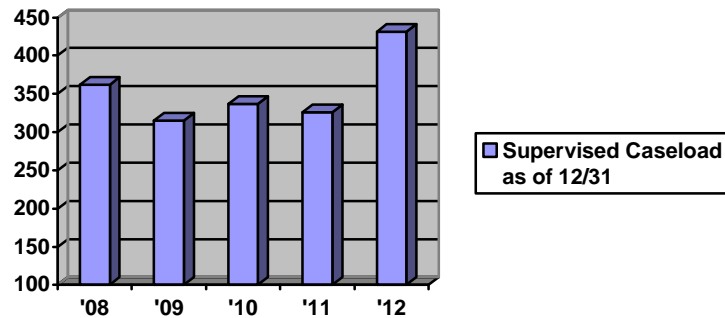
The total probation caseload, consisting of both supervised probation and unsupervised probation, as of December 31, 2012, was 682 which was just above the five year average of 675. The supervised

probation caseload is currently at its highest level in the past five years at 431 cases, 22% above the average of 354 cases over that time period.

Graphical and statistical information for the Probation Section follows. The first chart is a historical reflection of the total number of both supervised and unsupervised probation cases.



The second chart is a historical reflection of the total number cases that are on Supervised Probation.



The month-end statistical data and a comparison to 2011 for the Probation Section follows.

| PROBATION | MTD Dec-12 | MTD Dec-11 | Difference |
|---|-----------------------|-----------------------|-------------------|
| Total active caseload in probation | 682 | 612 | 11% |
| Total active Domestic Violence on probation | 198 | 197 | 1% |
| Number of active Volunteers in Probation | 8 | 8 | 0% |
| Cases currently supervised by Volunteers in Probation | 5 | 7 | -29% |
| Supervised probation caseload | 431 | 326 | 32% |
| Unsupervised probation caseload | 246 | 279 | -12% |
| Total adult caseload | 477 | 448 | 6% |
| Total juvenile caseload | 205 | 164 | 25% |

JAIL TRANSPORTS

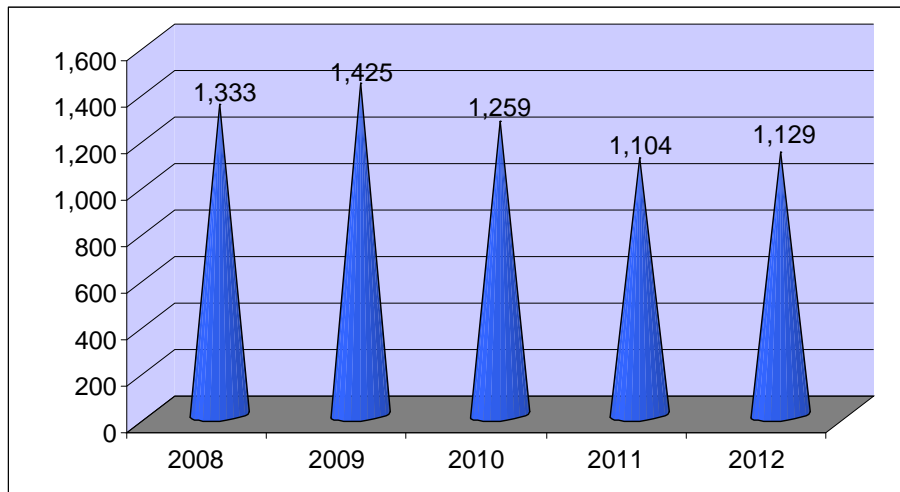


Every business day, the three court marshals (Westminster police officers assigned to Court) transport prisoners arrested on original warrants, bench warrants, or are in-custody from other jurisdictions that have to appear at our Court. The court marshals are highly trained and experienced officers that substantially contribute to the smooth functioning of the judicial system.

The caseload and necessity to transport numerous prisoners impacts every aspect of the Court operation. It also directly impacts the City Prosecutor's Office, the victim advocate, the court marshals, and the Court's dockets including interpreter hearings and public defender cases.

The total transports for 2012 were 1,129. This statistical information was provided by the court marshals.

JAIL TRANSPORTS - FIVE YEAR COMPARISON



SECURITY



SAFE AND SECURE COMMUNITY

City Council Objectives:

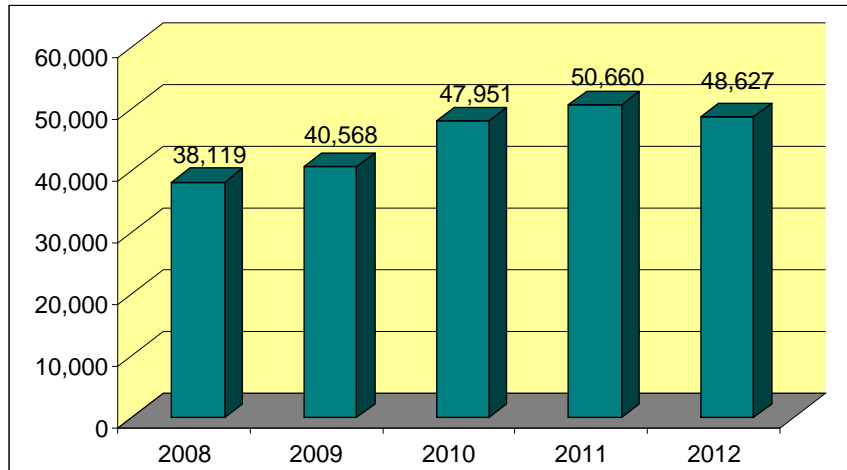
§ Citizens are safe anywhere in the City

Performance Measurement Goal: Staff, citizens and customers are safe and secure when at the Court building.

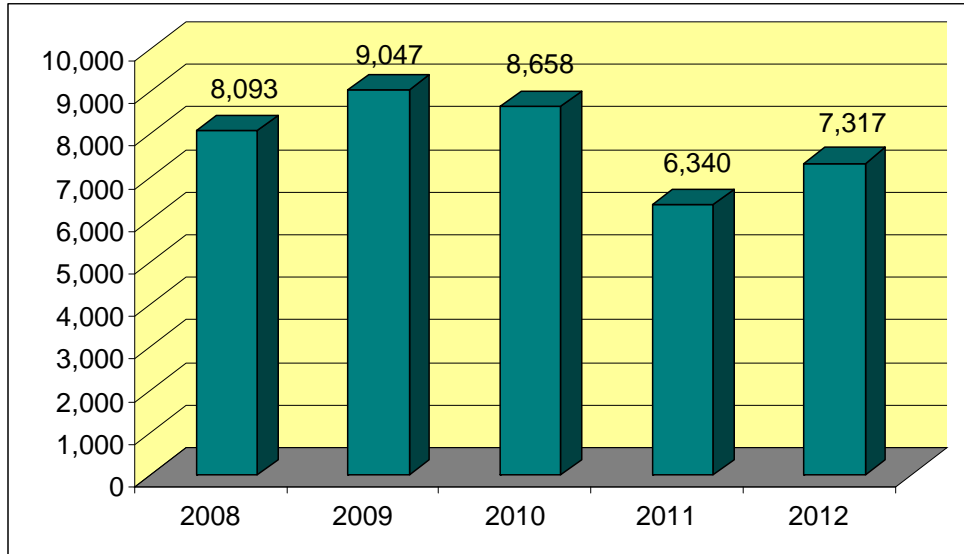
Our customer service includes a security screening process conducted by a private security company. All individuals entering the Court facility must pass through a metal detector, must have all bags and coats checked, and are hand scanned, if necessary. The security guards also check for contraband, weapons and other prohibited items or paraphernalia as part of their screenings. This process is similar to airport security and most other court facilities.

The three charts below give a historical comparison for the past five years.

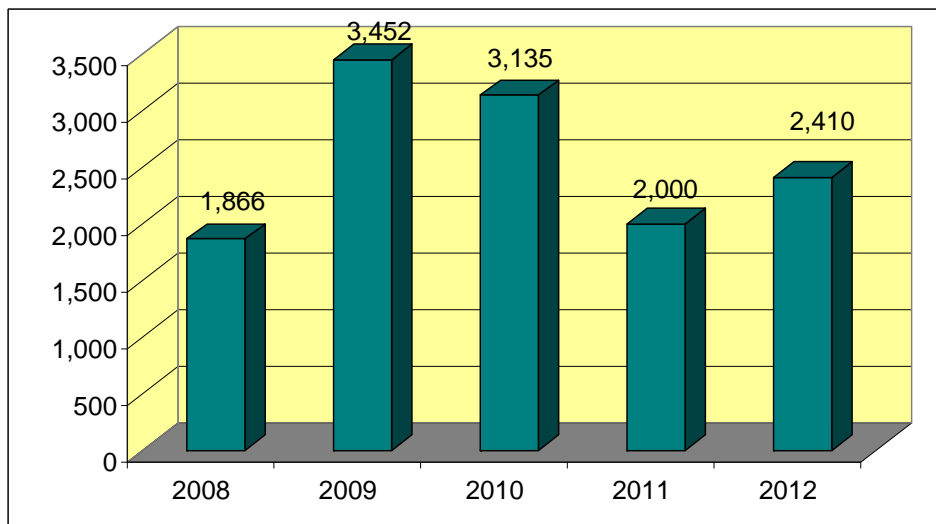
CUSTOMERS – FIVE YEAR COMPARISON



HAND SCANS – FIVE YEAR COMPARISON



CONFISCATED ITEMS – FIVE YEAR COMPARISON



CONFISCATED ITEMS BY CATEGORIES

The following information is a breakdown, by category, of the different types of items that were confiscated or returned to the customer's vehicle.

| | | | |
|----------------|-----|--|-------|
| Knives | 329 | Handcuffs | 9 |
| Scissors | 43 | Handcuff keys | 37 |
| Screwdrivers | 30 | Firearms | 6 |
| Razors | 30 | Ammunition | 147 |
| Mace Canisters | 57 | Cameras | 182 |
| Tools or clubs | 154 | Audio / Video Recorders | 13 |
| Chains | 138 | Other prohibited items (nail files, combs, hair picks, sharpies, alcohol, glass, knitting needles, etc.) | 1,235 |

CUSTOMER SERVICE

Our top priority is to service the public in the most professional, efficient, and effective manner possible. The Court is different from other City departments or divisions. Usually, individuals appear at City facilities because they are seeking information or a service. Those appearing at Court have either been issued a summons or a subpoena to appear. We realize that few individuals want to appear at Court, and if we can make the experience as pleasant as possible, if not enjoyable, we have reached one of our goals.

Our primary concern is to assure that customers have a fair Court experience. Our customers include the judges and staff, City staff and divisions, defendants, witnesses, victims, jurors, victim advocates, police officers, attorneys, parents, children, various service vendors, volunteers, consulting agencies, and citizens. We strive to have everyone feel they were treated with respect and dignity. Staff does an outstanding job in processing the caseload in an expeditious, courteous and efficient manner.

In order to facilitate the large number of Spanish speaking individuals, we utilize the services of two or more interpreters who are available during the arraignments, pre-trial conferences, probation conferences, dispositions, and trials. Interpreters are available for Russian, Chinese, Bulgarian, Hmong, Vietnamese, Laotian and various other languages. The Court also utilizes the services of a telephonic interpreter company that can provide interpreters for approximately 165 languages.

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, Volunteers in Probation where a citizen volunteer supervise some cases)
- Evaluations (Alcohol, Substance Abuse, Mental Health)
- Domestic Violence Counseling (mandatory on pleas and /or convictions). Effective September 1, 2010, all defendants sentenced to Domestic Violence Counseling are required to complete an evaluation with a certified domestic violence counselor to determine the level of treatment. From this assessment they will be placed in varying groups based on their individual needs. The minimum length of treatment is four months as long as all competencies have been met.
- Substance Abuse Counseling
- Anger Management Counseling
- Mental Health Counseling
- Monitored Sobriety such as: SCRAM (Secure Continuous Remote Alcohol Monitor), 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 (Institute for Substance Abuse Education) or NCTI (National Correctional Training Institute) offer 1 day (Theft, Conflict Management, Decision Making, Traffic, Animal Management) or 2 day (Theft and Conflict Management) educational classes

- Diversion Programs for defendants under 21 charged with drug and/or alcohol violations – North Metro Youth Diversion Program for Adams County and YAIP (Youth Alcohol Intervention Program) for Jefferson County
- Essays about the class or the crime
- Apology letters
- Community Service, may be in lieu of fines and/or costs, either with the City or a non-profit agency
- School or GED requirements
- Job search or employment requirement
- Specific research papers
- Order to Comply (such as with another probation order, 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)

MAJOR PROJECTS, ACCOMPLISHMENTS AND PARTNERSHIPS

RECORDS MANAGEMENT SYSTEM UPGRADE – PARTNERSHIP

On February 13, 2012, the Court went “live” with the upgrade to FullCourt Enterprise (FCE) records management system. This was, and continues to be, a very labor intensive project. The court administrator and supervisors worked over 700 hours on pre-installation matters. Since going live, the supervisors continue to spend numerous hours training staff, becoming proficient in the software, maintaining regular contact with the vendor, and trying to resolve issues with the new program.

This program is an “upgrade” to the system the Court was previously using since 2003. The vendor (Justice Systems, Inc.) remains the same. The product moved from a server based system to a web based system.

Enhancements and improvements with the new system include, but are not limited to:

- FullCourt Enterprise is a powerful browser-based user interface with a comprehensive collection of modular tools and applications such as collections, probation reporting, and scheduling. The browser based user interface brings all of the features of the system together into a comprehensive environment that simplifies and automates many tasks and functions.
- The new system has a flexible, customizable table-based architecture that stores our information and allows us to process cases, charges and other interactions without re-entering personal or other repetitive information and enhances our existing processes and procedures.
- The table system allows us to easily and quickly make changes and modifications in batch or group format versus individual entries saving time and risk of human error.
- The scheduling system manages scheduling of courtrooms in a more simplified manner.
- The collection system makes it easy to assign, manage and collect fines, fees and other costs in a more simplified and efficient manner. One feature of the new system is that a defendant’s next extension date is automatically updated once a partial payment is received. This reduces the human error factor and prevents cases from appearing eligible for warrants.
- The probation system simplifies scheduling by displaying only available appointment times for probation officers versus the other system that showed booked appointments which required the probation officers to spend more time in scheduling. The new system also has a significantly expanded database allowing more comprehensive information on notes regarding probation defendants.

We are still learning all of the functionality, and finding new ways to improve our customer service and the efficiency of our operation. Since implementation in February, we have had new revisions and have upgraded from Version 3.5 to 4.2, and with each new version or upgrade, there are new and improved components with additional "whistles and bells" that we continue to learn and implement.

TEAMS IN ACTION NOMINATION:

The following nomination was submitted by Deputy Court Clerk Vanessa Hamilton regarding the Court's Records Management System upgrade in 2012. The group was recognized at the November 2012, Teams In Action luncheon.

"I would like to nominate the Court Management Team, IT staff, and the software vendor Justice Systems, Inc. (JSI) for their work in transitioning and upgrading the court's records management system from FullCourt, a server based system, to Full Court Enterprise, a web-based system. This project has been in the works for over a year with the final implementation and conversion happening on February 9, 2012 and with the entire court "going-live" on February 13, 2012. All of our court documents, tables, and information unique to our court had to be reviewed and added into Full Court Enterprise before the final implementation could be completed. The Court, IT, and JSI teams worked countless hours to make this transition as seamless as possible. The Court Management Team logged in well over 700 hours during this project.

Customer service is very important in our court and the staff was anxious over the possibility of relearning all of our processes; but the supervisors walked us through the process with a mountain of patience and pride. The IT team was available during the final implementation making any necessary changes on the spot. Dollie (Williams), from JSI, was here at the court during the week of February 13th to handle all of our JSI questions and to assist with any problems and/or issues that arose.

This upgrade was a monumental task taken on by all parties with determination and pride exemplifying SPIRIT through and through. This is a very proud COW moment. Thanks to all!"

EMPLOYEE RECOGNITIONS

TEAMS IN ACTION



Left to right front – Ed West (IT), Larry Garlick (IT), Carol Barnhardt (Court), Nevada Torres (Court –retired)
Left to right back – Scott Rope (IT), Donald Shih (IT), Brian Poggenklass (Court), Dollie Williams (vendor rep), Susan Wooster (Court). Missing David Puntenny, IT Director, Jose Gallegos (IT)

20 Year Volunteer Recognition



On September 12, 2012, volunteer Doree McCall was recognized and honored with a commemorative plaque and a pot luck luncheon for her 20 years of dedication and service to the Court. Doree comes in on Wednesdays and pulls the next week's court dockets, saving the court staff preparation time.

RETIREMENT



On October 3, 2012, Deputy Court Administrator Nevada Torres retired after seven years of service to the Court and City. An open house was held on October 3 and was attended by several City employees. Nevada looks forward to spending time with her family and friends as well as going fishing. Her warm and caring personality made her a wonderful supervisor, co-worker, and employee for the Court and the City.

JUDICIARY

The Court has one (1) full-time judge, one (1) .8 FTE judge, and four (4) pro-tem judges. The pro-tem judges are available to cover for vacations, illnesses, conferences, meetings, and other situations as needed.

- The Honorable **John A. Stipech** has served as Presiding Judge since 1996.
- The Honorable **Paul Basso** has served as Associate Judge since February 2003.

PRO TEM JUDGES

- The Honorable **Jeffrey Cahn** (current Boulder Municipal Judge) has served as Pro-Tem Judge since April 2003.
- The Honorable **Randall Davis** (former Broomfield County Judge) has served as Pro-Tem Judge since December 2006. Judge Davis was honored this year by the Colorado Municipal Judges' Association (CMJA) for attending 50 consecutive CMJA conferences.
- The Honorable **Emil Rinaldi** (former Adams County Judge) has served as Pro-Tem Judge since January 2009.
- The Honorable **Dennis Wanebo** has served as Pro-Tem Judge since January 2011.

COURT ADMINISTRATOR AND SUPERVISORS

The court administrator, supervisors, support staff and volunteers are outstanding individuals who continue to go above their assigned duties to promote customer service and exemplify SPIRIT.

The administration of the Court is led by Court Administrator **Carol Barnhardt** within the General Services Department, reporting to Debbie Mitchell, General Services Director. Her supervisory team includes Deputy Court Administrator **Nevada Torres (retired October 3, 2012)**, Probation Supervisor **Brian Poggenklass**, and Collections Supervisor **Susan Wooster**. This team does an admirable job in keeping the Court operations running smoothly and efficiently.

On October 3, 2012, Deputy Court Administrator Nevada Torres retired after seven (7) years of dedication and service to the Court and the City.

The court administrator and her supervisory team continue to develop new and innovative procedures that have and will continue to make the Court more effective and responsive to the needs of the Court and the City.

The court works in partnership with all City departments. They have an excellent working relationship with the judges and have been invaluable in conducting the day-to-day proceedings and operations. They continue to formulate and implement new procedures and methods to more effectively support the Court system.

DEPUTY COURT CLERKS

The Court is staffed with well trained and skilled employees who work diligently to process the caseload. The deputy court clerks are assigned and cross-trained on 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 deputy court clerks are:

- *Stevee Casey*
- *Debbie Clayton*
- *Amber Creasey*
- *Michelle Garcia*
- *Art Gomez*
- *Vanessa Hamilton*
- *Lucienne Lyons*
- *Jennifer Ragan*
- *Gail Reynolds*
- *Grace Salinas*
- *Judy Smith* (current probation clerk)
- *Regina Stephenson*
- *Bernadette Tedesco*

- *Carol Jones* is a temporary Deputy Court Clerk as of April 24, 2012. Mrs. Jones covers the front cashier counter and answers phones for approximately 2 hours per month for our month staff meetings.

COURT VOLUNTEERS

We are very appreciative of all of our volunteers and the hours they donate. All of the volunteers are very dedicated to their tasks. For 2012, these Court volunteers donated **453.25 hours of service**.

- *Doree McCall* continues to assist with docket pulling and various other duties. Doree has been a volunteer since September 1992.
- *Melissa Irwin* scans closed cases. Melissa has been a volunteer since November 7, 2011. During this year, Melissa was able to finish the quality control of the 2009 closed cases. Upon completion of her QC audit, we were able to dispose of 37 boxes of 2009 hard copy files.
- *Penny Bernstein* volunteered to scan closed cases from March 23, 2011 through February 2012.
- *Denise Pachello* volunteered to scan closed cases from September 20, 2011 through May 2012.

PROBATION SECTION

- *Brian Poggenklass* , Probation Supervisor (adult cases)
- *Tracy Cutshaw* , Probation Officer (domestic violence cases)
- *Kimberly Lif*, Probation Officer (juvenile cases)
- Probation Clerk is a rotating Deputy Court Clerk position

VOLUNTEERS IN PROBATION (VIP)

For 2012, the Probation Section had 13 Volunteers in Probation who donated a total of **281.5 hours of service**. These volunteers help enforce Court orders and provide limited mentoring to probationers and 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.

The volunteers are listed in alphabetical order below:

- | | |
|--|---|
| <ul style="list-style-type: none"> ● <i>Tammie Badjar</i> ● <i>Vikki Ehrhart</i> ● <i>Peggie Elizondo</i> ● <i>Shana Hall</i> ● <i>Hannah Hauso</i> ● <i>Jennifer Heinrick</i> ● <i>Mindy Heu</i> | <ul style="list-style-type: none"> ● <i>Amanda King</i> ● <i>Janis Landers</i> ● <i>Amy Muehlemeyer</i> ● <i>DeChanta Robinson</i> ● <i>Carole Schultz</i> ● <i>Dawn Velasquez de Perez</i> |
|--|---|

REVENUES AND OPERATING EXPENSES

The revenues and operating expenses for 2008 through 2012 are listed below.

REVENUES

| | 2008 | 2009 | 2010 | 2011 | 2012 |
|-------------------|-------------|-------------|-------------|-------------|-------------|
| Projected Revenue | \$2,143,275 | \$2,000,000 | \$2,050,000 | \$2,120,000 | \$1,950,000 |
| Actual Revenue | \$1,784,340 | \$1,855,673 | \$1,875,617 | \$2,087,893 | \$1,861,668 |

OPERATING EXPENSES

| | 2008 | 2009 | 2010 | 2011 | 2012 |
|--------------------|-------------|-------------|-------------|-------------|-------------|
| Projected Expenses | \$1,434,346 | \$1,517,098 | \$1,503,280 | \$1,480,381 | \$1,508,373 |
| Actual Expenses | \$1,416,652 | \$1,445,968 | \$1,445,023 | \$1,409,499 | \$1,424,189 |

2012 PROJECTS, CHALLENGES AND ACCOMPLISHMENTS

- Adams County Jail Issues – The presiding judge and court administrator, along with other City officials, participated in numerous meetings and discussions regarding the Adams County Municipal prisoner/inmate issues. This has been a time consuming and laborious issue, and the outcome is crucial to our Court and City operations. In August 2011, the Westminster Police Department (WPD) was directed to cite all Adams County municipal ordinance violations into County court. In November 2012, the WPD were directed to cite the Adams County municipal ordinance violations back into the Municipal Court.
- Annual Report for 2011 was prepared and presented to City Council on March 19, 2012.

- Audits – The Court Management Team and staff completed audits on open files, collections cases, open protection orders, open warrants and probation cases. The results of some of the audits required minor changes in our processes and procedures.
- Adoption of revisions to W.M.C 1-22-10 (jury trial time limits changed from 20 to 21 days). In April 2012, the court administrator and City Attorney’s Office staff met and discussed the necessity to update and change the time limits in this ordinance due to legislative changes that would be effective July 1, 2012. The ordinance was adopted and changes were effective July 1. The changes in this ordinance necessitated the change and modification of several forms, court orders and changes in the RMS (Records Management System).
- BO&M projects –The court administrator partnered with BO&M this past year and implemented numerous projects including the updating of the main entry way by refinishing the walls and painting; updating the lobby area by refinishing the walls, painting and replacing ceiling tiles; refurbishing the front plaza area; installing windows in the public entry doors to both courtroom for safety purposes; installing a window air conditioner in the court marshal area; and installing additional lighting at the top of the jail cell stairwell.
- Budget – With the assistance of GS Senior Projects Manger, input and reviewed funding for the 2013/14 budget.
- Finance – Change in bank vendor. In addition to “going live” with the upgraded records management system at the beginning of the year, Finance was also in the process of changing bank vendors. The timing of both of these major projects created several issues and concerns for us. The majority of the hurdles were overcome in a timely manner. The court administrator and collection supervisor worked diligently with Finance staff to reconcile all revenue accounts and changes in JDE.
- FullCourt Enterprise – the Court went “live” on February 13, 2012 with the upgrade to FullCourt Enterprise records management system. This has been, and continues to be, a very labor intensive project. Another major update to version 5 is anticipated in the first quarter of 2013.
- Laserfiche project – This year we had one volunteer that comes in for 2-3 hours per week and assists with laserfiching closed cases and checks quality control on cases. Staff assists with this project and when fully staffed, it is part of their daily duties to laserfiche and quality control. In September, quality control of the closed 2009 laserfiched cases was completed and the hard copy files were destroyed.
- Staff Retreat – Our Performance Enhanced Partnerships (PEP) goal is to build and maintain a highly functional team environment. During this year, the court administrator, court supervisors, and HR representatives partnered and solicited information from staff regarding teamwork. On April 20, the Court staff participated in a 4-hour training presented by Mountain States regarding Building a Collaborative Team Environment. Several positive comments were received from the staff. Our intent is to continue to build a strong team; however, due to a staffing turnover and the implementation of the RMS, we have temporarily postponed moving forward. Our plan is to get back on course as soon as possible in 2013 to keep us moving in a positive direction.
- Staffing – During this year, we hired several new employees. Amber Creasey, Jennifer Ragan and Yolanda Michelle Garcia started in June. These 3 new employees replaced Michelle Ramos who resigned in March to become the new court administrator in Brighton, Amanda Seamons who resigned in March and Shannon Psenicka who resigned in May. Valerie White was promoted to a position in the City Manager’s Office in August. Grace Salinas was hired in October to replace Valerie White. Mary Schaefer resigned in October after almost 14 years and Stevee Casey was hired to replace her. Deputy Court Administrator Nevada Torres retired in October after almost 7 years of service and Debbie Caldwell was hired in January 2013 as the new Deputy Court Administrator.

- WPD chief and commander meetings, and court marshal interviews – The judges, WPD chief and commanders, and the court administrator met several times during this past year. The court administrator participated on the oral board interviews for the court marshal positions.

2013 OUTLOOK

We will approach and proceed into 2013 with a positive and proactive attitude. We will utilize our Strategic and Vision Plan, implemented in 2009, as our guide, and we will accept and face the unforeseen challenges that lie ahead of us.

The Court team welcomed Debra Caldwell as the new Deputy Court Administrator on January 14, 2013. Mrs. Caldwell was the Municipal Court Supervisor with the City and County of Broomfield from July 2003 thru December 2012. Prior to that she was a Deputy Court Clerk with the City and County of Broomfield from January 2000 thru June 2003. She comes to us with more than 17 years of governmental experience. We are pleased and excited to welcome Debra to our team.

The *major projects and goals* we will be working on in 2013 are:

- Train the new deputy court administrator
- Continue to train and cross-train staff
- Re-establish and move forward with Building a Collaborative Team Environment
- MBTI (Myers-Briggs Type Indicator) assessment and training for new employees. Tool will be used to help in our Building a Collaborative Team Environment trainings
- Continue to monitor, train and test the FullCourt Enterprise records management system
- Research and implement another part of the CPCP (Court Partnership Calling Project) where the adult defendants will receive a reminder call about upcoming court dates
- Conduct and complete numerous audits to verify accuracy and completeness of court records
- Review and update all desk manuals and procedures
- Laserfiche and quality control closed files – catch up and remain current
- Past Retention – test and purge closed cases past 7 year retention period (2005 and prior)
- Customer Service Survey
- Develop 5 year Strategic Plan for 2014-2019

Two of our *major challenges* and/or obstacles for 2013 are:

1. JAILS AND BED SPACE CHALLENGES: Adequate Jail space to effectively protect our community and adequately punish deserving defendants. (City Strategic Goal and Objective – Safe and Secure Community).

This is an on-going issue with Adams County since August 2011. The Sheriff's views of access to beds differs from that of the various municipalities, and this issue is an on-going disagreement between the Sheriff and the Adams County Board of Commissioners.

Jail bed space may become an issue with Jefferson County this year because of budget cuts within that county; however, at the time of this report, we are not aware of any bed space issues with Jefferson County.

The City may need to consider entering into an Intergovernmental Agreement (IGA) with other municipalities to house prisoners, if necessary.

The court administrator continues to monitor our jail beds every day, including weekends and holidays. This continues to be a labor intensive task, and the court administrator is in frequent contact with the jail staff.

2. COMPRESSED COURT SCHEDULES – TRAININGS and MEETINGS (City Strategic Goal and Objective – Financially Sustainable City Government Providing Exceptional Service – Invest in tools, training and technology to increase organization productivity and efficiency).

Creating time in our compressed, packed court dockets for our monthly 1.5 hour staff meetings is a challenge. Staff meetings are currently scheduled every fourth Thursday from 4:30 p.m. to 6:00 p.m. The actual start time of the meetings is dependant on when the court docket for the day is completed.

The main project for this year is to create time to allow our staff to move forward with training to build our collaborative team environment. This project is a joint effort between Human Resources staff, the judges, court administrator, court supervisors, and all of the court staff. This project began in 2012 as outlined above under Staff Retreat.

With the approval of the Deputy City Manager and General Services Director, four afternoons have been scheduled in 2013 for court staff training:

- April 15 from 2 p.m. to 5 p.m. (HR staff person to facilitate training and review what was established in 2012)
- June 10 from 2 p.m. to 5 p.m. (HR staff person to facilitate training based on April meeting)
- August 5 from 12:30 p.m. to 6 p.m. – Community Service Project – to be determined
- October 14 from 2 p.m. to 5 p.m. (HR staff person to facilitate training, review our accomplishments, wrap up, evaluations, and plans for next year)

The Court facility will remain open to the public during three of these dates, there will be no afternoon court dockets scheduled, and our temporary deputy court clerk (Carol Jones) will be at the Court to assist citizens at the window and answer phones. On August 5, a community service afternoon is planned, and the details are still pending at the time of this report.

SUMMARY

The Court is appreciative of the support we receive throughout the year from City Council, City Manager's Office, General Services Director Debbie Mitchell, all of the divisions and staff of the General Services Department, City Attorney's Office, the Departments of Police and Fire, Information Technology, and other City departments and divisions.

The Municipal Court is prepared to provide continued services to our citizens in a fair and impartial manner, and to provide a fair venue and experience to all parties and participants, and will arrive at decisions based only upon the law and evidence presented at trial.

We look forward to 2013 and will continue partnering with various departments, agencies and entities.



WESTMINSTER

Staff Report

Information Only Staff Report
March 4, 2013



SUBJECT: Status of Firefighting Simulator/Burn Building CIP

PREPARED BY: Bill Work, Deputy Fire Chief

Summary Statement

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

On January 28, 2013, City Council approved the reallocation of \$400,000 out of the Firefighting Simulator/Burn Building Capital Improvement Project (CIP) to the Citywide Radio Replacement project. At that time, Council was advised that an update would be given as to the intended use of the remaining balance of the Firefighting Simulator/Burn Building CIP.

- The Firefighting Simulator/Burn Building CIP has been renamed: “Fire – IT & Radio Upgrades” CIP.
- The balance in this CIP account, after the \$400,000 reallocation, is \$122,000.
- Two current IT upgrades are necessary to improve unreliable and slow network connection issues at Fire Station 1 and Fire Station 5. Contracts are pending to conduct the following work:
 - Fire Station 1 – Installation of Fiber Optic Connection: >\$47,000
 - Fire Station 5 – Wireless Radio Network Connection replacement: \$33,896
- The remaining balance of \$41,278 will remain in this renamed CIP account to address future pending issues involving additional “connection” issues to the Citywide Network for fire apparatus and for possible further assistance in completing the Citywide Radio Replacement project.

This CIP helps to meet a goal of the City’s Strategic Plan. Safe and Secure Community is fostered by helping to create a better equipped Fire Department with reliable data and phone connections creating better efficiency and data reporting and a more reliable radio system.

Background Information

The Firefighting Simulator/Burn Building project was a CIP request that began funding in 2007. The original intent was to place a modular steel “burn” building at the site of the Fire Department Training Tower in South Westminster. This Burn Building would have provided an ability to train firefighters in a “live” fire burn scenario using common combustibles. A number of issues soon complicated this plan due to flood plain issues, concerns for compatibility with future redevelopment concepts, and infrastructure needs. Over the last several years, alternative sites have been explored, but no suitable/affordable alternative has been able to be identified. In 2012, the Fire Department made the decision to forego further pursuit of this project. The Fire Department will continue to use/rent other fire jurisdictions burn simulators. The balance in this CIP at the beginning of 2013 was \$522,000.

In January 2013, the City made the decision to move \$400,000 from this CIP to help fund the Citywide Radio Replacement Project. The Fire Department and Information Technology have identified some immediate and critical other needs to reallocate the remaining balance in this CIP to.

Currently, most City buildings and four of the Fire Stations (2, 3, 4, and 6) have a direct connection to City IT resources via City owned fiber optic lines. Currently these facilities enjoy a full gigabit per second connection speed and work seamlessly with application at the main data center. Over the last year, Information Technology and the Fire Department have been working to try and solve on-going issues with the way data resources are provided to Fire Stations 1 and 5. These data resources include network connections, internet, intranet and phone services.

Currently, Fire Station 1 is connected to City Hall through a two part solution. This station utilizes a dedicated T-1 circuit, as well as a tunneled VPN connection through the public internet via a Comcast connection. These two technologies work in tandem and provide approximately 10 megabits per second connection speed at any given time, about 1/100th the speed of fiber optics.

Fire Station 1 is the busiest fire station in the City and handles over 28% of all the calls for service, yet has the slowest connection speed to the needed data resources. A Fire Department study found that the lost productivity due to the time to deal with slow connections speeds while doing fire and EMS reporting, business inspections, staffing, appraisals, and daily business does cost the Department almost 1,000 lost staff hours a year at an estimated value of around \$36,000 a year. The current aforementioned two-part solution has a recurring monthly hard cost of \$412 a month, or almost \$5,000 annually.

IT has identified a City owned fiber solution that would connect Fire Station 1 to the fiber optic system. Staff is reviewing several quotes for fiber to Fire Station 1 and will be selecting a vendor for that project with a cost not to exceed \$47,000. The hard and soft dollar costs created by the current connection justifies moving forward with the City owned fiber solution. There is no monthly cost once the fiber connection is made. This solution will see a 100% return on investment in just over a year when considering both soft and hard dollar costs.

Currently, Fire Station 5 connects via a “point-to-point” wireless radio solution with an average speed to City Hall averaging 50 megabits per second, 1/20th of the speed of fiber optic connections. Fiber optic connection for this station is not feasible at this time due to the cost to get the closest fiber to that station. The current wireless radio connection has become very unreliable due to “interference” and other issues. IT used a consultant that has designed a solution using a licensed microwave radio signal that will vastly improve the strength and reliability of that signal, as well as improve the speed up to 250 megabits per second. IT is contracting with KNS Communications Consultants to provide a new wireless radio link for Fire Station 5 for the amount of approximately \$34,000.

The Fire Department has requested that the remaining balance of just over \$41,000 be left in this renamed CIP to address some IT related issues as well as a source of funds to possibly address other radio replacement equipment needs that have yet to be fully identified/funded.

Respectfully submitted,

J. Brent McFall
City Manager



WESTMINSTER

Staff Report

Information Only Staff Report
March 4, 2013



SUBJECT: Irrigation of the Ranch Open Space
PREPARED BY: Richard Dahl, Park Services Manager
Mike Happe, Utilities Planning and Engineering Manager

Summary Statement

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

Councillor Briggs asked that we consider irrigating the Ranch Open Space. Staff from the Department of Parks, Recreation and Libraries and the Department of Public Works and Utilities have investigated the costs associated with the installation and operation of an irrigation system for the Ranch Open Space, which is located at the southwest corner of 120th Avenue and Pecos Street. Staff has evaluated several options and finds that the costs are quite substantial, at a total cost estimated to be \$837,560, with yearly water costs of approximately \$44,000 in an average weather year. Irrigation of this open space is not included in the Comprehensive Water Supply Plan (CWSP). Irrigation with either potable or reclaimed water would be a new, unplanned use that would require the purchase of 30 acre feet of additional water resources, valued at \$900,000. Staff does not believe this project is warranted because of the cost involved and the fact that it would be a significant departure from Open Space policies that treat Open Space parcels in their natural unirrigated condition.

Background Information

The Ranch Open Space is an approximately 18-acre open space located along 120th Avenue, a main entry point into the City. Acquired in 1989, this open space includes a barn and is leased out for horse grazing, continuing its historical use, which has been very popular with the public. This site is not irrigated, and during dry years the pasture turns brown and the grasses experience seasonal die back. The leasee typically supplements grazing with hay as necessary.

The following chart shows the range of options evaluated, including tap fees and annual water costs based on water use and type for 18 acres.

| Type of Watering | Gallons per square foot | Service Commitment Equivalent | Potable Tap | Reclaimed Tap | Yearly Potable Water Costs | Yearly Reclaimed Water Costs |
|-------------------------------------|-------------------------|-------------------------------|-------------|---------------|----------------------------|------------------------------|
| Bluegrass - max 3 times per week | 18 | 100.81 | \$1,263,000 | \$1,010,300 | \$84,506 | \$67,604 |
| Medium water max 2 times per week | 12 | 67.21 | \$753,000 | \$602,560 | \$55,359 | \$44,287 |
| Medium water max 1.5 times per week | 10 | 56.01 | \$628,000 | \$502,200 | \$45,684 | \$36,547 |

Parks, Recreation and Libraries Staff, working with Public Works and Utilities Staff, have determined that the most suitable option for irrigation would be a permanently-installed system with an estimated cost of \$150,000. A reclaimed water main runs adjacent to the property, in Pecos Street, and the estimated connection and vault costs are \$85,000. Should this project move forward, Staff believes the medium watering option, watering a maximum of two times per week, is the most appropriate. The reclaimed water tap can be made to the adjacent reclaimed water line in Pecos Street. Based on this, estimated tap fees, vault, connection and underground irrigation system costs would be \$837,560, with yearly water costs of approximately \$44,000 in an average weather year. The equivalent service commitments for this use would be just over 67, meaning this tap would equate to the water needs of 67 homes.

Council was previously presented with the Comprehensive Water Supply Plan (CWSP), which projects City water uses and supply for buildout. It is important to note that irrigation of this open space is not included in the CWSP and that implementing irrigation with either potable or reclaimed water would be a new, unplanned use. Based on the recommended “medium” watering option, about 30 acre feet of additional water resources, valued at \$900,000 would need to be purchased to meet the requirements of this project.

Respectfully submitted,

J. Brent McFall
City Manager



WESTMINSTER

Staff Report

Information Only Staff Report
February 18, 2013



SUBJECT: Capital Improvement Program (CIP) Project
Status Report – 2012 Third Period

PREPARED BY: Aric Otzelberger, Assistant to the City Manager

Summary Statement

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

Attached is the third period status report for 2012 on Capital Improvement Program (CIP) projects. The project name, a brief description and status update is provided for each project. If City Council has questions about any of the projects included in this report, Staff will follow up with additional information.

Background Information

Staff has compiled the attached status report on Capital Improvement Program (CIP) projects for activities through the third reporting period of 2012, ending December 31.

The “Updated” column on the far left side of the attached report will have a mark (▶) in it denoting that the project information (such as the description, status, budget, projected completion date or percent complete) has been updated, or it will have “NEW” typed in to identify any new projects added to the CIP Status Report since last period, or it will have “TO BE CLOSED” typed in to identify projects that have either been closed in the financial management system or will be closed this year. If a project does not have a mark designating that an update has been provided, it does not necessarily mean that no work has been conducted on the project during the most recent period; it simply means that nothing substantial enough to report to City Council has occurred that warrants providing an update.

The definition for each of the columns included in the report is noted on the attached document (“Attachment A: Definitions – Capital Improvement Program (CIP) Project Status Report”). The definitions are utilized internally to ensure that staff is reporting information as consistently as possible.

The project name, a brief description of the project, project status, project budget, project expenditures as of December 31, 2012, the project manager(s), engineering firms/contractors, start date, projected completion date and percent complete is provided for each project on the “Capital Improvement Program – Major Projects” pages (Attachment B) and “Capital Improvement Program – Ongoing Projects” pages (Attachment C).

The projects are sorted based on whether they are ongoing in nature or have a definitive beginning and completion date. Some projects may include funding from both the General and Utility Funds but are listed only once, reflecting the consolidated total in this report. Those projects on the Ongoing Projects pages do not include a start date, projected completion date or a percent complete due to the nature of these projects (i.e., they are continuing projects from year to year).

Major Projects are expensed each year rather than waiting until each project is substantially complete per generally accepted accounting procedures. As such, for continuity in this report, Staff is reporting the revised budgets for each project, excluding any expensing required by the auditors, so that City Council and the public may see the full cost of the project rather than an annually modified amount that does not accurately reflect the full cost and scope of the project. On the Ongoing Projects pages, the capitalized/expensed amounts will continue to be shown so that City Council and the public may see what funds are actually available for these projects that are continuous in nature.

In 2012, Staff started reporting on construction change orders where formal Council action is not required. If applicable to a project, this information will be reflected in the “Project Status” section of the report. Reporting this information in the CIP Status Reports will present this information in a streamlined fashion and will address a requirement in the Westminster Municipal Code.

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

Respectfully submitted,

J. Brent McFall
City Manager
Attachments

– DEFINITIONS –

Capital Improvement Program (CIP) Project Status Report

Updated – The Updated column is intended to simplify the review of the report by drawing attention to those projects with new updates since the last report. The column will have a ► mark in it denoting that the project information has been updated, or will include “NEW” to identify any new projects that may have been added since the last report via supplemental appropriations (such as from carryover, the receipt of a grant or the subdividing of a larger project into smaller components), or will include “TO BE CLOSED” if the project will be closed before the next report. If a project does not have a mark designating that an update has been provided, it does not necessarily mean that no work has been conducted on the project since the previous report; it simply means that nothing substantial enough to report to City Council has occurred that warrants providing an update.

Project Title/Description – The Project Title is common name utilized by Staff in identifying the project. The Project Description is a brief description of the project, specifically focusing on the scope of the project for which funds are budgeted (i.e., are the funds appropriated for the full project, from design to construction, or simply the design/engineering component of the project).

Project Status – A brief update as to the progress made on this project, providing information such as how much work has been completed, if the project is on schedule, ahead or behind, if any challenges have developed as a result of contractors or the weather, etc.

Budget – For Major Projects, this is the total amount City Council has appropriated via the current and/or prior years’ budgets. Some projects have funding from multiple sources, i.e., the General and Utility Funds; in these cases, the combined total for the project is shown in this report.

For Ongoing Projects, this is the amount that has been entered into the financial management system that City Council has appropriated via the current or prior years’ budgets. This amount may be different from the total amount that has been appropriated over the years, since many projects that are ongoing have received funding for many years, in some cases over ten years. Showing the cumulative budget since project inception is not only difficult to gather given the financial management system conversion in 2000, but is not representative of the funds actually available to spend on these ongoing projects. Some projects may include open contracts from which some expenditures have been made but the “Spent” column reflects only those actual expenditures, and therefore the associated encumbrances (i.e., financial obligations) are not reflected in these figures.

Spent – Actual expenditures made to date, *excluding* encumbrances.

Project Manager(s) – The City staff member(s) overseeing the completion of the project. Regardless of having an external project manager, a City staff member will always oversee City projects.

External Project Manager Utilized – This column identifies if the primary project lead is a City staff member or an outside contractor. On complex construction projects of approximately \$3-5 million or more, the City is likely to hire a professional project manager on a contracted basis (in addition to an independent project construction inspector) to provide overall project management under the direction of City staff. If an external project manager is utilized, the name of the contractor is listed in this column.

Engineering Firms Or Contractors – Lists all outside firms the City has hired to work on this project, excluding the external project manager if applicable.

Start Date – Identifies the month and/or year in which the project was initiated (noted on the Major Projects’ pages only).

Projected Completion Date – The projected/targeted date for which the project is anticipated/scheduled to be complete (noted on the Major Projects' pages only).

Percent Complete – Identifies the amount of the overall project, as funded via City Council appropriations and defined in the Project Title/Description that is complete. It is based solely on what has been funded to date and may not include actual completion/construction of the project. There will not necessarily be a one-for-one correlation between the percent complete and the amount expended. (For example, City Council may have funded the design only of a project and based on this funding level, the project may be 75% complete, which would be reflected in the Percent Complete column. However, when looking at the overall project, which might be for the construction of a new bridge, the design component is only 5% of the overall project; however, City Council has not appropriated the construction funds as of yet and therefore this percent complete would remain at 75% until the total project funds are appropriated. Once the entire project budget is appropriated, the percentage complete column would be adjusted to 5%, reflecting the percentage of the total project that the design work represents. Some projects may be 100% complete but may reflect some funds remaining in the project and the project remains on this report due to warranty work that is yet to be completed; once warranties expire, the project will be closed.)

CAPITAL IMPROVEMENT PROGRAM - MAJOR PROJECTS

| UPDATED | PROJECT TITLE | PROJECT STATUS (as of 12/31/12) | BUDGET | SPENT (12/31/12) | PROJECT MANAGER (DEPARTMENT) | EXTERNAL PROJECT MANAGER UTILIZED? | ENGINEERING FIRMS OR CONTRACTORS | START DATE | PROJECTED COMPLETION DATE | % COMPLETE |
|------------|---|---|-------------|------------------|------------------------------|---------------------------------------|--|------------|-------------------------------------|----------------------------|
| | GENERAL CAPITAL IMPROVEMENT FUND | | | | | | | | | |
| ▶ | 72nd Avenue/Little Dry Creek Bridge Replacement (formerly Bradburn Boulevard Re-Alignment) - A determination was made that CDBG funds could not be used for the more narrowly-focused bridge replacement project. This leaves federal bridge replacement funding of \$1.8 million and local funding to support the project. The approach will be to design and construct the structure and raise the pedestrian trail through it (reducing the frequency of trail inundation by creek flows) such that the realignment of Bradburn Boulevard can happen at some future date. | A contract for final design engineering was signed in 2Q 2012. The funding agreement with the Colorado Department of Transportation (CDOT) will be considered by City Council in 1Q 2013. Staff is drafting the funding agreement for the federal portion of the project budget. Appraisal of proposed rights-of-way and technical design activities are underway with an objective to start utility relocations during the first half of 2013. | \$2,490,018 | \$90,707 | Steve Baumann (CD) | City Employee | Jacobs Engineering Group | 8/2010 | 4/2013 (design); TBD (construction) | 5% design; 0% construction |
| ▶ | 92nd Avenue/Federal Boulevard Intersection Improvements - This project will provide additional lanes at the intersection to improve traffic flow and existing overhead utilities will be placed underground. The City of Federal Heights was awarded DRCOG Transportation Improvement Program (TIP) funding in early 2012 that included matches from CDOT and Westminster for this intersection improvement. The total project cost is \$5.67 million and the City's share is \$600,500. This project is being managed by Federal Heights with oversight by CDOT. Westminster Staff will be involved in all funding and design decisions. | \$181,000 was appropriated through 2011 carryover and covers the amount needed in 2012 to commence final engineering design. An additional \$419,500 was appropriated by City Council in 2013/2014, bringing the total City contribution for this project to \$600,500. An IGA with Federal Heights was executed in 4Q 2012. Design will begin in 1Q 2013 with construction scheduled to begin 1Q 2015 and completion before the end of 2015. | \$181,000 | \$0 | Dave Loseman (CD) | Federal Heights | Muller Engineering | 8/2012 | 10/2015 | 0% |
| ▶ | 120th Avenue and Federal Boulevard Intersection Improvement Project - This project includes the installation of additional lanes at this intersection and an overall configuration improvement. Improvements will include additional turn lanes and widening 120th Avenue to six through lanes and Federal to four through lanes north of 120th Avenue. This is a Colorado Department of Transportation project that was also awarded Transportation Improvement Program (TIP) funds from the Denver Regional Council of Governments. This budgeted amount represents the City's local match contribution. The City will also fund the construction of a pedestrian underpass under 120th Avenue, approximately 300 feet east of Federal Boulevard. This component of the project will be funded by the City's Stormwater Drainage Fund. | CDOT is anticipating that design will be completed during 4Q 2013 and construction will commence in 1Q 2015. In addition to the \$580,000 that is currently budgeted for this project, the City will need to contribute an additional \$463,000 in the future. These additional funds will not be needed until 2015. City Staff will present a budget proposal for these funds at the appropriate time in the future. | \$580,000 | \$0 | Dave Loseman (CD) | Colorado Department of Transportation | TBD | 8/2012 | 12/2015 | 5% |
| ▶ | 124th and Huron Street Intersection Improvements - This project is jointly funded by the City and the Adams 12 Five Star School District to improve roadway turning movements, add lanes and to add the west bound leg to the existing traffic signals. This City is responsible for project management including design, construction management and contracting. | Construction is complete. The project account can be closed when the cost participation provisions of the IGA with Adams District 12 are reconciled between the two parties in 2013. | \$625,145 | \$585,144 | Steve Baumann (CD) | City Employee | Stolfus & Associates, Inc. / Goodland Construction | 11/2007 | 12/2008 | 100% |
| ▶ | 128th Avenue and Huron Street Landscaping - The City's Intergovernmental Agreement with School District 12 (SD 12) regarding Mountain Range High School obligates the City to build landscaping along 128th Avenue and Huron Street, abutting the high school site. This project will utilize \$93,708 in existing SD 12 school land dedication funds to construct the improvements. | This project is complete. Replacement of landscape material that perished during last winter was completed in May 2012. The project warranty will now continue into the spring of 2013 since adequate growth of the landscape material is not yet attained. | \$93,708 | \$68,795 | Dave Loseman (CD) | City Employee | City Staff / CoCal Landscaping | 8/2010 | 8/2011 | 100% |
| NEW | 136th Avenue/144th Avenue Bridge Railing Painting and Repairs - This project will fund bridge railing painting and repairs at 144th Avenue and 136th Avenue over I-25. Westminster will cover 50% and Thornton will cover 50% of the project cost. | Staff is currently awaiting architectural fencing and coating repair design and construction administration plans from Wiss, Janney, Elstner Associates, Inc. Recoating and repairs to the 144th Avenue pedestrian bridge railing is scheduled for 2013. The actual plans and costs will determine scheduling for work on the 136th Avenue bridge. | \$289,911 | \$0 | Rob Dinnel (PW&U) | City Employee | Wiss, Janney, Elstner Associates, Inc. (WJE) | 12/2012 | TBD | 0% |
| ▶ | City Park Recreation Center Aquatic Enhancement - Funded in part by the 2007 POST bond issue, this project is for the renovation of the City Park Recreation Center aquatics area and locker rooms, to include additional amenities into the pool area to increase the play-ability of the pool area, including a lazy river feature, a new waterslide and an outdoor splash pad. Locker room renovation will include the addition of family changing rooms. | This project remains under warranty and Staff continues to work with both the contractor and architect to resolve issues with the pool's filtration and ozone systems. The project warranty was extended through 1Q 2013 and Staff is working on an additional warranty extension through 1Q 2014 to allow more experience during the busy summer months to assure that systems are functioning correctly. | \$6,793,881 | \$6,749,842 | Becky Eades (PR&L) | City Employee | Sink Combs Dethliefs / Adolphson Peterson | 11/2007 | 5/2010 | 100% |

CAPITAL IMPROVEMENT PROGRAM - MAJOR PROJECTS

| UPDATED | PROJECT TITLE | PROJECT STATUS (as of 12/31/12) | BUDGET | SPENT (12/31/12) | PROJECT MANAGER (DEPARTMENT) | EXTERNAL PROJECT MANAGER UTILIZED? | ENGINEERING FIRMS OR CONTRACTORS | START DATE | PROJECTED COMPLETION DATE | % COMPLETE |
|---------|--|---|-------------|------------------|---|------------------------------------|----------------------------------|------------|---------------------------|------------|
| ▶ | Citywide Radio System Replacement - This project would replace the City's existing radio system with a P-25 digital interoperable simulcast radio system. The City's current radio system is 19 years old and its technology has reached end-of-life status. This project will start setting funds aside for the eventual replacement of this system. The P-25 radio system would provide improved coverage, direct interoperability with surrounding agencies and increased choices in radios themselves, as the P-25 system is non-proprietary. This project would include replacement of the major radio system components, dispatch equipment and radios. Total project cost is estimated at \$3,380,175. Staff is pursuing grants and alternative funding options to help supplement capital project funding for this major project. | Staff will be requesting City Council direction on this item and will be presenting a proposal in 1Q 2013. After reviewing and studying an RFI to five prospective vendors, Staff has determined that for technology, economic, and business model reasons, as well as an extended limited time special pricing offer, Cassidian Communications is the vendor of choice. The City of Arvada has notified Staff that they no longer wish to maintain a joint radio system with the City of Westminster and are pursuing different approaches. Staff has also applied for a 2012 Assistance to Firefighters Grant (AFG) in the amount of \$144,604 to purchase portable and mobile radios for Fire Department personnel. If awarded, this grant would require a 20% match of \$36,150. Staff has also been waiting to receive official documentation on the 2012 Department of Homeland Security Regional Grant award for \$276,500, which requires a 21% match of \$73,500. This grant is for the purchase of portable radios for Police Department personnel. | \$643,423 | \$0 | Russ Bowers (PD)/ Nelson Martinez (PD) | City Employee | TBD | TBD | TBD | 5% |
| ▶ | Community Development Building Division Operating Computer System Software - This project is for the replacement of antiquated software currently being used to manage building permits, inspection information and rental property maintenance records. | Field devices (iPads) have been selected and have been deployed into the field with inspection Staff. Upgrades to the Accela servers have been recently completed to better support the additional programs (Accela Inspectors App and Accela Citizen Access). The configuration related to the implementation of Accela V360 and Accela Citizens Access is continuing and should be completed by the end of 1Q 2013. | \$110,734 | \$26,491 | Dave Horras (CD) | City Employee | Accela, Inc. | 1/2007 | 3/2013 | 95% |
| ▶ | Energy Efficiency and Conservation Block Grant (EECBG) Projects - These projects are funded by the federal 2009 ARRA stimulus package to improve energy efficiency and conservation efforts at the local level. Projects include an energy performance contract, residential and commercial rebates administered by the Governor's Energy Office (GEO), a bicycle master plan, an update to the City's Energy Code, support of the U.S. 36 Commuter CASH program, the hiring of a new Energy and Facilities Project Coordinator, LED parking lot lighting and education outreach efforts in the community. All funds must be expended by 9/29/12 per federal requirements. | All projects are complete. The final payments to vendors occurred in the beginning of the 4Q 2012, so reporting will continue in January 2013. All other activities are complete and the grant will be closed during 1Q 2013. The projects will remain open until the grant is closed to allow for auditing activities, etc. | \$935,321 | \$935,321 | Tom Ochtera (GS) / Barbara Opie (CMO) | City Employee | Various | 9/2009 | 12/2012 | 100% |
| | Energy Performance Contract (Phase II) - This project will modify or upgrade multiple energy and water consuming systems or facilities in the City. Specific systems/facilities will be selected based on a high rate of return in potential savings and/or greatest need based on age and stability of existing equipment. Individual projects include the installation of central controls, lighting, electrical upgrades, HVAC upgrades and irrigation improvements. The City will pay for the project up front through financing and will pay back that financing with the money from annual energy and water cost savings through a lease arrangement. | All major project activities are complete. The measurement and verification phase (M&V) has begun and will continue for three years (until November 2014). Warranty work is on-going. | \$3,368,750 | \$3,333,631 | Tom Ochtera (GS) | City Employee | Siemens | 6/2010 | 6/2011 | 100% |
| ▶ | FasTracks Local Match - This project is to fund the City's anticipated FasTracks local match associated with RTD's commuter rail line through Westminster. While the total cost to local jurisdictions remains unknown at this time, it is anticipated that the City of Westminster's share will be significant. | With the RTD Board's decision to not pursue an additional sales and use tax at this time to complete the FasTracks program in a more timely manner, Staff is working with RTD and corridor stakeholders on how to proceed with plans for the Northwest Rail corridor during a study to be conducted during 2013/early 2014. RTD is funding the study and no City contribution is required. | \$250,000 | \$0 | Aric Otzelberger (CMO) | City Employee | N/A | N/A | TBD | 0% |
| ▶ | Federal Boulevard Trail - This project will fund the installation of an eight-foot sidewalk along the west side of Federal Boulevard between 92nd Avenue and the south boundary of the Northpark Subdivision, a "missing link" section of sidewalk on the east side of Federal Boulevard, approximately 650 feet south of 119th Avenue and the extension of the trail on the west side of Federal for a distance of 1,000' from the north boundary of the Stratford Lakes community. | The City recently received an \$87,500 Open Space Grant from Adams County for this project. Construction of this project will be fully completed in 1Q 2013. | \$288,350 | \$252,218 | Dave Loseman (CD) | City Employee | J.F. Sato and Associates | 10/2010 | 3/2013 | 85% |
| ▶ | Fire EMS Field Reporting (Hardware) - This project is to purchase and install field reporting tablets (laptops) and software, which will be integral components to the Fire Department's records management system. Field tablets will permit personnel to complete all required EMS, fire and inspection reports in the field, thereby reducing the need to paper reports and improving the efficiency of operations. | Fire reporting (NFIRS), EMS reporting (NEMSIS) and training modules have all been deployed. Narcotics auditing, digital billing data transfer and tracking of public education have also been implemented. Mobile EMS hardware and software is awaiting field testing as wireless connectivity challenges are being addressed. External antennas and mobile Wi-Fi will be tested in 1Q 2013 to address the problem. Fire inspection and fire preplan modules are in final development stages. | \$350,000 | \$93,141 | Alan Kassen (FD) Rich Welz (FD) Rick Spahn (FD) | City Employee | Alpine Software | 3/2008 | 3/2013 | 75% |

CAPITAL IMPROVEMENT PROGRAM - MAJOR PROJECTS

| UPDATED | PROJECT TITLE | PROJECT STATUS (as of 12/31/12) | BUDGET | SPENT (12/31/12) | PROJECT MANAGER (DEPARTMENT) | EXTERNAL PROJECT MANAGER UTILIZED? | ENGINEERING FIRMS OR CONTRACTORS | START DATE | PROJECTED COMPLETION DATE | % COMPLETE |
|---------|--|---|--------------|------------------|--------------------------------------|------------------------------------|---|------------|---------------------------|------------|
| ▶ | Firefighting Simulator/Burn Building - This project is for the design and construction of a firefighting simulator/burn building. Plans for a new simulator include two burn rooms, roof chop outs, a forcible entry simulator, a smoke distribution system and moveable maze partition panels. | Based on a prioritization of needs and other considerations, Staff is exploring the possibility of not pursuing this project and moving these funds to higher-priority public safety-related capital projects, such as the Citywide Radio Replacement project. Staff will communicate with City Council as a recommendation is finalized. Funds will also be requested to pay for fiber optic installation for Station 1. | \$522,000 | \$0 | Bill Work (FD) Dennis Bishop (FD) | City Employee | TBD | 6/2007 | TBD | 0% |
| ▶ | Golf Course Fund Transfer - This transfer from the General Capital Improvement Fund (GCIF) to the Golf Course Fund is necessary in order to attain a balanced budget for the Golf Course Fund. Due to continuing debt obligations at The Heritage and challenges facing the golf industry as a whole, revenues from Golf operations alone are not projected to cover the total expenditures proposed for Golf operations in 2012. | This represents the budgeted transfer from GCIF to the Golf Course Fund for 2012. This transfer payment is occurring in monthly installments of approximately \$42,333. | \$508,000 | \$508,000 | Barbara Opie (CMO) | City Employee | N/A | 1/2011 | 12/2012 | 100% |
| ▶ | Heritage Golf Course Back Nine Acquisition - These funds will be utilized towards purchasing the land associated with the back nine holes owned by and leased from the Rocky Mountain Metropolitan Airport. This lease has an escalator built into it that continues to strain the finances of the golf course operations. | Staff is working with Jefferson County and the Rocky Mountain Metropolitan Airport on finalizing this land acquisition. Airport officials have completed an appraisal and are sending information to the FAA. | \$1,945,477 | \$0 | Peggy Boccard (PR&L) | City Employee | N/A | 8/2011 | 3/2013 | 0% |
| ▶ | Historical Marker Program - This project is for the design and installation of markers throughout the City to record historical events, people and places from Westminster's history. | A plaque was installed in 2012 for the Church's Crossing Stage Stop at 103rd Avenue and Wadsworth Boulevard. | \$30,000 | \$25,581 | John Carpenter (CD) | City Employee | Quinby Clune Designs / Arapahoe Sign Arts | 11/2000 | TBD | 85% |
| ▶ | Holly Park - This will provide funds to clear the existing deteriorating buildings and other costs for redevelopment on the Holly Park site. | Staff has received limited interest from developers regarding purchase of the property. The City has been maintaining the property, but ceased to do so in the developed property areas at the end of 2012. The property was listed with a new agent, Cassidy/ Turley in 4Q 2012 in hopes of generating more interest in the property. | \$1,125,000 | \$1,104,369 | Dave Loseman (CD) | City Employee | N/A | 7/2005 | TBD | 60% |
| ▶ | Huron Street from 129th Avenue to 140th Avenue (Phase I) and Huron Street from 140th to 150th Avenue (Phase II) - The project is for the design and construction of a total of nearly two and a half miles of Huron Street. | Major street improvements in the Huron Street corridor are complete. Landscape improvements along the Casa Estates mobile home park frontage and the Big Dry Creek Wastewater Treatment facility are now out of warranty. The project to make sidewalk modifications at Huron Street and 148th Avenue should get underway in 1Q 2013. | \$18,371,126 | \$18,273,515 | Steve Baumann (CD) | City Employee | Felsburg, Holt & Ullevig | 6/1998 | 6/2013 | 95% |
| ▶ | Hyland Village Public/Private Improvements - The City received a settlement payment for performance bonds associated with the original McStain project located at 98th Avenue and Sheridan Boulevard. These funds will be utilized to install improvements that were the original obligations of the developer. | The funds from the settlement with the bonding company were appropriated in August 2012. Staff is working with a firm to design a bid package for the construction of 98th Avenue, which will be bid in the spring of 2013. Miscellaneous concrete repairs in the interior of the site were performed during the 4Q 2012. | \$1,957,000 | \$7,451 | Dave Downing (CD) | City Employee | NV5, Inc. (design) | 8/2012 | 12/2013 | 5% |
| ▶ | Kings Mill Park Renovation - This project includes the demolition of the building and the swimming pool on the site. The park expansion will include climbing boulders, a skate spot, a picnic shelter and free standing play elements such as swings and spinners. | The skatespot is complete, but has yet to open to the public as there are some construction workmanship issues that the City is working out with the contractor, including some extensive testing being done by the contractor. Construction of the second phase of improvements including the shelter, swing and climbing boulders is expected to be completed in early 2013. Staff is working to repave the existing parking lot. Overall, a total of 3 construction change orders have been processed for this project; the total amount of all construction change orders is \$3,405 to date. All of these change orders are within the scope of the project, do not require Council action for approval pursuant to WMC and were only necessary due to unforeseen conditions associated with existing conditions on site, related to the existing playground being incorporated into the park expansion. | \$250,000 | \$203,130 | Becky Eades (PR&L) | City Employee | California Skateparks and Goodland Construction | 2/2010 | 3/2013 | 90% |

CAPITAL IMPROVEMENT PROGRAM - MAJOR PROJECTS

| UPDATED | PROJECT TITLE | PROJECT STATUS (as of 12/31/12) | BUDGET | SPENT (12/31/12) | PROJECT MANAGER (DEPARTMENT) | EXTERNAL PROJECT MANAGER UTILIZED? | ENGINEERING FIRMS OR CONTRACTORS | START DATE | PROJECTED COMPLETION DATE | % COMPLETE |
|---------|--|--|-------------|------------------|--|------------------------------------|--|------------|---|---------------------------------|
| NEW | Lowell Boulevard Redevelopment (HUD Section 108) - This project represents funds awarded by the U.S. Department of Housing and Urban Development (HUD) through the HUD Section 108 Loan Fund program. These funds will be utilized for land acquisition and site preparation relative to redevelopment of a portion of the 7200 block of Lowell Boulevard. | The properties on the 7200 block of Lowell Boulevard have been acquired. Relocation assessments are currently in process. | \$1,400,000 | \$789,921 | Tony Chacon (CD) | City Employee | TBD | 10/2012 | 12/2013 | 50% |
| | McKay Lake Outfall Drainage - This is a joint project between the cities of Thornton and Westminster. It includes the planning, cost apportionment, design and construction of improvements to reduce the significant floodplain between Huron Street and Washington Street, north of 136th Avenue. | Construction of the portion of this project from I-25 east to Big Dry Creek in Thornton (Phase 3) was completed in July 2010. Subsequent phases are dependent on cost participation and developer plans for the area upstream of I-25. A portion of that funding was received in 2011 and has been appropriated to the project account. | \$9,589,386 | \$4,093,775 | Steve Baumann (CD) | City Employee | WHPacific / American West Construction, Inc. | 1/1999 | TBD (Future Phases) | TBD (Future Phases) |
| ▶ | Metzger Farm Improvements - This is a joint project with the City and County of Broomfield through the Broomfield-Westminster Open Space Foundation. These funds are for the first phase implementation of the Master Plan for the site. It is anticipated that improvements will include trails and structural enhancements to the buildings on site. | A grand opening was held in November 2012. Improvements include an overlook, dock, shelter, parking and trail system. The trail system includes a bridge connection to the Big Dry Creek trail. The project account will remain open during a one year warranty period. Overall, one construction change order has been processed for this project; the total amount of all construction change orders is \$25,343.61 to date. This change order is within the scope of the project, does not require Council action for approval pursuant to WMC and was only necessary due to unforeseen conditions related to the overlook design and floating dock; and variations in project quantities related to the floating dock and soft trails. The next phase of work includes basic stabilization of the existing buildings. Broomfield will be managing this work. | \$691,800 | \$629,580 | Heather Cronenberg (CD) / Becky Eades (PR&L) | City Employee | Wenk Associates (design): AJI (construction) | 1/2008 | 12/2012 | 100% |
| ▶ | Orchard Parkway - 136th Avenue to 144th Avenue - This project will construct Orchard Parkway between 136th Avenue and 144th Avenue. This will be a four lane roadway between 142nd Avenue and 144th Avenue and a two lane roadway between 136th Avenue and 142nd Avenue. Features of the project include a 4 foot on-street bike lane, 8 foot detached walks, street lights and a raised landscape median. | Design of this project commenced in 4Q 2012 in anticipation of advertising for construction in 2Q 2013. | \$6,660,700 | \$43,573 | Dave Loseman (CD) | City Employee | Blue Sky Engineering | 9/2012 | 12/2013 | 50% (design); 0% (construction) |
| | Photovoltaic Solar Panel System - The City entered into a power purchase agreement with Main Street Power for the installation of photovoltaic solar panels on four facilities. Pursuant to this agreement, the City needs to set aside the first six years of energy purchase funds as a guarantee to Main Street Power and their financiers that they will be receiving the income stream from the City's energy payments. At the conclusion of the six-year period, should the City decide to exercise the option to purchase the system, these funds could be utilized towards that purchase. | As of December 30, 2009, all solar energy systems were installed and producing energy at City Park Recreation Center, Westview Recreation Center, the Public Safety Center and the Municipal Service Center. No expenditures have been made to date, as these funds serve as an energy payment "guarantee" as discussed in the project description. | \$110,000 | \$0 | Jerry Cinkosky (GS) | City Employee | Main Street Power / Simple Solar | 7/2009 | 12/2009 (funding will stay in place until 2015) | 100% |
| ▶ | Railroad Crossing Surface Replacement Program - This program will replace railroad crossing surfaces at several crossing locations throughout the City with concrete crossing pad materials. These crossings are rated poor to very poor. The program is proposed to be funded over several years. | Staff contacted BNSF in February 2012 regarding crossing replacement at Bradburn Boulevard, which is the next candidate for replacement. Staff was informed that BNSF's 2012 installation schedule is full. A request has been made for consideration of 50/50 cost sharing with BNSF as has occurred with crossing replacements in the past. Replacement of the crossing and generation of a cost estimate has been added to BNSF's 2013 schedule. Staff received a message in October 2012 from BNSF Public projects manager that BNSF was still "working on an estimate". As of the date of this report, no estimate has been received. Staff will continue to pursue replacement of the Bradburn Boulevard crossing in 2013 and will continue to encourage BNSF to commence work on this crossing. | \$177,507 | \$119,411 | Dave Cantu (PW&U) | City Employee | BNSF Railroad | 1/2011 | 12/2013 | 65% |
| ▶ | Railroad Quiet Zone Study - This project will provide funds to conduct a quiet zone study associated with the FasTracks commuter rail project. | The Regional Transportation District will not commence the preparation of a quiet zone study until a vote to increase the current sales tax is passed to fund the future extension of the Northwest Rail Line. The U.S. 36 Mayors and Commissioners Coalition is exploring legislative and potential funding strategies to realize quiet zones in advance of the Northwest Commuter Rail Line. | \$100,000 | \$0 | Dave Downing (CD) / Aric Otzelberger (CMO) | City Employee | n/a | 1/2008 | 1/2015 | 0% |

CAPITAL IMPROVEMENT PROGRAM - MAJOR PROJECTS

| UPDATED | PROJECT TITLE | PROJECT STATUS (as of 12/31/12) | BUDGET | SPENT (12/31/12) | PROJECT MANAGER (DEPARTMENT) | EXTERNAL PROJECT MANAGER UTILIZED? | ENGINEERING FIRMS OR CONTRACTORS | START DATE | PROJECTED COMPLETION DATE | % COMPLETE |
|---------|--|---|-------------|------------------|---|------------------------------------|--|------------|---------------------------|---|
| | Revegetation of Sisters of the New Covenant Open Space Property - This project account is to help fund the revegetation and restoration of the recently-acquired 25.49-acre Sisters of the New Covenant open space property located at 100th Avenue and Alkire Street. | Staff is still working with the State of Colorado regarding the reimbursement towards the acquisition of this property. Once these funds are received, Staff will bid out the revegetation work. The work should take approximately two growing seasons to complete. | \$88,000 | \$0 | Heather Cronenberg (CD) | City Employee | n/a | 1/2013 | 1/2015 | 0% |
| ▶ | Savory Farms Open Space Rehabilitation - This project will fund the engineering, design and construction of improvements at the 8.1-acre Savory Farm Open Space. Improvements include extensive earthwork to redistribute the existing soil stockpile on-site, a 22-vehicle asphalt parking lot, 1 mile of concrete trails, wood open space fencing and re-vegetation. | Construction for the project is complete. Ongoing maintenance of the temporary irrigation system and weed management for the 8 acres of native seed is ongoing through early September. Overall, a total of five construction change orders have been processed for this project; the total amount of all construction change orders is \$27,299 to date. All of these change orders are within the scope of the project, do not require Council action for approval pursuant to WMC and were only necessary due to unforeseen conditions or variations in project quantities from that shown in the design documents. This project is partially funded with a \$232,000 Adams County Open Space Grant. | \$355,632 | \$348,402 | Sarah Washburn (PR&L) | City Employee | ECI Site Construction Management, Inc. | 7/2011 | 10/2012 | 100% |
| ▶ | Shoenberg Farm Restoration - This project will help facilitate the acquisition of historic properties located at the former Shoenberg Farm site by commercial and non-profit users. The project will also help fund and facilitate rehabilitation of the concrete silo. | The concrete silo restoration project is complete. City received a \$169,000 grant from State Historical Fund for structural and exterior rehabilitation on the milk house. The project will proceed in early 2013. | \$1,367,336 | \$1,228,309 | Tony Chacon (CD) | City Employee | TBD | 3/2012 | 12/2013 | 75% |
| | South Westminster Transit-Oriented Development - This design project will assist with the redevelopment projects and land acquisitions necessary to assist the forward movement of the FasTracks efforts for the RTD commuter rail station near 71st Avenue and Irving Street, along with the development of the surrounding area. | A draft circulation/improvement plan has been completed. A TOD land use plan revision is underway. The final draft of design guidelines is being completed. Staff is continuing to work on a land assemblage strategy. In July 2010, the City acquired the 6.87 acre Icon property at 70th Avenue and Hooker Street. Staff is also working with RTD and preparing for necessary capital improvements related to station infrastructure, including the station platform and parking structure. Work related to the Little Dry Creek storm drainage and detention project is highlighted under that project listing below. | \$6,896,815 | \$3,758,857 | Mac Cummins (CD) / Steve Baumann (CD) | City Employee | IBI Group / Van Meter, Williams, Pollack | 12/2008 | TBD | 75% (design and land purchase); 0% construction |
| ▶ | South Westminster Transit-Oriented Development Roadway Improvements - This project will assist with the roadway improvements needed around the forthcoming FasTracks station and City-proposed parking structure near 71st Avenue and Irving Street. The project funding is from the City's share of Adams County road tax revenues. | Obligations called for in the IGA with RTD for Westminster Station were the focus in the 4Q 2012 and included appraisal and initial property acquisition activities that are necessary for the City's or Denver Transit Partners' purposes. Final design of 69th Avenue will be started in early 2013. | \$553,839 | \$245,281 | Steve Baumann (CD) | City Employee | Martin/Martin | 8/2010 | 12/2016 | 75% (Phase 1 design); 0% (construction) |
| ▶ | Street Lights Standards Study - This project will fund a study to develop street lighting spacing standards for the City. Additionally, if funding permits, an initial street lighting technology review would be included in this study (the possibility of placing solar on each street light to take them off of the electrical grid). | A field inspection/feedback event occurred in late 2012, along with other study efforts. The study is 90% complete and should be completed no later than April 20, 2013. | \$60,000 | \$38,681 | Mike Normandin (CD) / Ben Goldstein (CMO) | City Employee | Clanton and Associates, Inc. | 8/2011 | 4/2013 | 90% |
| ▶ | Swim and Fitness Center Renovation - Funded in part by the 2007 POST bond issue, this project is for the renovation of the Swim and Fitness Center to include enhancements to the locker room and aquatics area, as well as the installation of an outside play area. | Many of the first year warranty items were taken care of during the annual facility maintenance shut-down event. The splash pad has been taken down and sent to the supplier to fix several leaks within the fiberglass. It will be reinstalled by the end of March 2013. Renovations of the facility are still under warranty until March 2014. | \$2,041,533 | \$1,977,734 | Kathy Piper (PR&L) / Peggy Bocard (PR&L) | City Employee | Sink Combs Dethlefs / Dohn Construction | 2/2009 | 5/2012 | 100% |
| ▶ | Teleworks Upgrade - This project is funded by both the General and Utility Funds. The City uses Teleworks to give citizens and businesses access to account information and to make payments in real-time. This upgrade will keep the current system under maintenance and receiving enhancements. This upgrade will also give the City the ability to interface with the Building Permit System and with the Court's Jury Plus System, allowing citizens and businesses to access their information and make payments through the phone. | The Teleworks Upgrade, which includes AlertWorks, UtilityWorks and BuildingWorks, has been installed on a new server. AlertWorks is currently in production and is used by Municipal Court to remind jurors of their jury duty that week. Utility Works is currently in production. Staff is currently working with Teleworks and Accela on Building Works. Due to delays in working with Accela, this project will extend into 2013 as Staff completes work on Building Works. | \$166,000 | \$127,775 | Art Rea (IT) | City Employee | Teleworks | 2/2011 | 11/2013 | 90% |

CAPITAL IMPROVEMENT PROGRAM - MAJOR PROJECTS

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|---------|---|--|-------------|------------------|--|------------------------------------|---|------------|---------------------------|------------|
| ▶ | U.S. 36 Bus Kiosks Local Match - This project represents the City's share of the corridor-wide FASTER grant award through CDOT for U.S. 36 Bus Kiosks. Per the grant proposal, 14 kiosks will be installed along the U.S. 36 corridor, totaling \$781,000. Two kiosks will be installed at each park n ride along the corridor. These kiosks will allow more convenient payment for commuters and will help decrease travel time along the corridor, as the kiosks will eliminate some cash transactions between the driver and commuters. | The installation of the bus kiosks is not yet programmed by the contractor, but it is anticipated that these will be installed in 2014 in coordination with activities on the U.S. 36 Managed Lanes project. | \$44,630 | \$0 | Dave Loseman (CD) | City Employee | Ames/Granite | 4/2012 | 4/2014 | 0% |
| ▶ | U.S. 36 Pedestrian Box Widening - Shops at Walnut Creek - This project is related to the U.S. 36 Managed Lanes project. Per a previous intergovernmental agreement (IGA) with CDOT, the City is obligated to lengthen the existing underpass that connects the Westminster Promenade to The Shops at Walnut Creek. The IGA was signed when the bridge was originally constructed. Per negotiations with CDOT, the City's total cost of this project is \$855,373. An additional \$467,000 will be needed in future years. The City will pay project costs to CDOT in three installments spread out over three years. | The widening of this bridge has begun as part of the U.S. 36 Managed Lanes Project being administered by CDOT and constructed by Ames/Granite Construction. Construction completion for this structure is anticipated in 3Q 2013. The City has entered into an IGA with CDOT, which identifies a payment schedule in 2013, 2014 and 2015 for the total City obligation of \$855,373. | \$389,000 | \$0 | Dave Loseman (CD) | City Employee | Ames/Granite | 1/2013 | TBD | 0% |
| ▶ | Wellness Clinic - This project will retrofit space in City Park Fitness Center for the new employee Wellness Clinic opening January 2013. Funds from the City's Medical/Dental Fund will pay for moving existing tenants out (IT with the disaster recovery room and PR&L programming that includes two massage rooms and one office with storage space), retrofitting the new space, and tenant improvements for the Wellness Clinic. Costs include fixtures, furniture and equipment for new clinic. | The IT Disaster Recovery site relocation has been completed. Remodeling work at City Park Fitness Center was completed in mid-December. Relocation of the Recreation Program storage building has been pushed back to Spring 2013 due to colder weather. | \$300,000 | \$192,111 | Jerry Cinkosky (GS) / Brian Grucelski (GS) | City Employee | Sand Construction | 8/2012 | 4/2012 | 90% |
| | Westminster Public Safety Recognition Foundation Short Term Art Note - City Council is providing a short term loan (note repayable within 12 months) to the Westminster Public Safety Recognition Foundation (WPSRF) for the installation of the public art piece in front of the Public Safety Center. This account is from where the funds will be deposited/paid out. | WPSRF unveiled the "Teamwork" sculpture on August 6. The City has provided note proceeds to the WPSRF. WPSRF will be responsible for repaying the note within one year. The project will remain open until that occurs. | \$35,000 | \$35,000 | Barbara Opie (CMO) | City Employee | Hanlon Sculpture Studio / Goodland Construction | 6/2012 | 8/2012 | 100% |
| | Westminster Urban Reinvestment Project (WURP) - Capital Reserve Account - This funding is set aside as a contingency measure should the City need to complete payment on the Sears note due in December 2013. While the plan remains to have a developer on board assuming the note for the WURP site by that time, it is prudent to develop a contingency plan should unforeseen delays be experienced. | City Council appropriated funds into this account as part of the 2011 carryover process. Staff continues negotiations with a developer related to the WURP project. | \$1,768,000 | \$0 | Steve Smithers (CMO) | City Employee | N/A | 8/2012 | 2/2014 | 0% |

| UTILITY FUND CAPITAL IMPROVEMENTS (WATER, WASTEWATER AND STORMWATER) | | | | | | | | | | |
|---|---|---|-----------|-----------|------------------|---------------|---|--------|---------|------|
| ▶ | 78th Avenue and Stuart Place Sewer Line Replacement - This project includes the replacement of approximately 2,400 linear feet of sanitary sewer pipe that is either undersized or contains sags or other serious defects that affect the operations and/or maintenance of the pipeline, along with the replacement of several manholes. This work will be done in conjunction with the waterline replacement and street repaving. | Staff coordinated this project with the 78th Avenue and Stuart Place water main replacement. Substantial construction was completed in November 2012 and the project is now in the one year warranty phase. Reseeding of the staging area will be completed in spring 2013. | \$650,000 | \$601,558 | Mike Wong (PW&U) | City Employee | J&T Consulting, Inc. Brannan Construction | 3/2012 | 11/2012 | 100% |
| ▶ | 78th Avenue and Stuart Place Water Line Replacement - This project included the replacement of approximately 2,700 feet of waterline due to pipe size, pipe age and significant break history to improve service, pressure and/or fire flow capacity. This work will be done in conjunction with the sewer line replacement and street repaving. | Staff coordinated this project with the 78th Avenue and Stuart Place sewer line replacement. Substantial construction was completed in November 2012 and the project is now in the one year warranty phase. Reseeding of the staging area will be completed in spring 2013. | \$600,000 | \$535,297 | Mike Wong (PW&U) | City Employee | J&T Consulting, Inc. Brannan Construction | 3/2012 | 11/2012 | 100% |

CAPITAL IMPROVEMENT PROGRAM - MAJOR PROJECTS

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| ▶ | 87th and Wadsworth Lift Station Replacement - The existing lift station was built in 1992. This project will construct a larger wet well, install parallel force mains, improve mechanical and electrical equipment and stand-by power. These improvements will improve functionality and help mitigate the risk of sewage overflows. | The new lift station design is 95% complete. The preferred site for the new lift station, selected through an alternatives study, is located west of Wadsworth Parkway at approximately 87th Avenue, directly across Wadsworth from the existing site. Western States Land Services, Inc. is under contract to assist the City with easement acquisitions. The land acquisition was approved by City Council in July 2012. Offers were sent to the land owners in 3Q 2012 and negotiations are ongoing. Design is expected to be completed in January 2013 with construction commencing once possession of the land is obtained. | \$3,200,000 | \$247,223 | Dan Strietelmeier (PW&U) | City Employee | Carollo Engineers, Inc. Western States Land Services, Inc. Clayton and Company, Inc. | 3/2011 | 2/2013 (design); TBD (construction) | 95% (design) |
| ▶ | Big Dry Creek Waste Water Treatment Facility Capacity Analysis - This project will fund an evaluation of the treatment capacity of the Big Dry Creek Waste Water Treatment Facility. The influent waste water strength (also known as organic loading) has recently exceeded 80% of the State permitted capacity of the plant. Organic loadings at this level are a key regulatory trigger point that requires planning for re-rating the capacity of the plant and/or possible expansion of specific facility processes. | The study has been completed and the final report has been issued. The existing facilities have additional treatment capacity with minor operational modifications. Staff met with the Colorado Department of Public Health and Environment (CDPHE) to review the results of the study and plan future project needs. Staff is moving forward with the formal facility re-rating portion of the project. The report and application were submitted to the State in July 2012 and are currently under final review by CDPHE. | \$192,335 | \$161,574 | Kent Brugler (PW&U) | City Employee | Black and Veatch | 6/2011 | 7/2012 | 100% |
| ▶ | Big Dry Creek Waste Water Treatment Facility Improvements - This project will implement redundant electrical power to the UV process and the influent pump station. Funds will also be used to install a vehicle wash station, which will be used primarily by biosolids applicator vehicles. | Formal project scoping for the development of the engineering Request for Proposals (RFP) has begun. The RFP is scheduled to be issued in February 2013. Construction of all improvements is anticipated to be completed by the end of 2014. | \$230,000 | \$0 | Kent Brugler (PW&U) | City Employee | TBD | 10/2012 | 12/2014 | 0% |
| ▶ | Big Dry Creek Waste Water Treatment Facility: Solids Processing and Handling Improvements - Due to new plant operations and an unforeseeable increase in the viscosity of solids flow streams, current conditions at the plant have led to bottlenecks and plugging in the facility piping. This project will systematically evaluate current conditions and design appropriate system modifications to provide safe, stable and sustainable long-term treatment operations. | Improvements have been installed and are complete. Overall, one change order was processed for this project in the amount of \$2,460. This change order was within the scope of the project, did not require Council action for approval pursuant to WMC and was only necessary due to unforeseen conditions encountered during the completion of the project. The project is currently in the warranty phase. | \$993,487 | \$824,772 | Kent Brugler (PW&U) | City Employee | Black and Veatch (engineering); Velocity Constructors, Inc. (Contractor) | 6/2010 | 8/2012 | 100% |
| | Brighton Ditch Enlargement - This project is part of the City's Comprehensive Water Supply Plan (CWSP) - Wattenberg Gravel Lakes project, which will be a series of lined reservoirs adjacent to the South Platte River in southern Weld County. This specific project will provide for study, design and construction of an enlargement of the Brighton Ditch, which diverts water from the South Platte River. This added capacity will be used to divert Westminster's water from the South Platte into storage at Wattenberg Gravel Lakes. This project will also fund any necessary permitting. | Staff has conducted a needs assessment and is continuing to evaluate the options to best address the City's long term water storage needs. This project will be considered in the upcoming Raw Water Master Plan to ensure that the options considered provide sufficient flexibility and storage to meet build out needs. | \$900,000 | \$0 | Josh Nims (PW&U) | City Employee | Slattery & Hendrix Engineering, LLC. | 4/2011 | 6/2014 | 100% (Needs Assessment Study); 0% (design and construction) |
| ▶ | Brookhill/Vance Street Water Main Replacement - This project will replace old water lines near the apartment complex located just off Vance Street, south of 92nd Avenue and north of 90th Avenue. In addition, this project will replace old water lines within the Brookhill Shopping Center. Both of these areas have a significant pipe break history. | Engineering design commenced in April 2012. The new waterline will be located almost entirely within the paved parking lots of an apartment complex. As the site owners are in the process of trying to sell the property, Staff agreed to delay the construction start date until spring 2013. Project savings from the RWTF Expansion project (bond-funded) were transferred into this account and the existing cash funding was transferred to the Capital Project Reserve in 2012. This will ensure timely expenditure of remaining bond funds from the 2010 issue. | \$1,107,510 | \$61,271 | Stephanie Bleiker (PW&U) | City Employee | Jacobs Engineering Group, Inc. | 12/2011 | 6/2013 | 85% (design); 0% construction |
| ▶ | City Hall Cashier System Replacement - This project is to install a new cashier system at City Hall. The existing system will no longer be supported after 12/31/10 and this replacement will ensure reliability of the system. | IT completed testing on bill feeders and one unit was completed in December 2012. The other unit should be completed in the next several weeks. Also, a conversion upgrade has been completed. | \$150,000 | \$120,365 | Robert Byerhof (FIN) | City Employee | Active Network | 12/2008 | 3/2013 | 95% |
| ▶ | Comprehensive Water Supply Plan (CWSP) - Raw Water Improvement Studies - This project will fund studies and assessments of the City's raw water supply system in order to develop additional water supply, promote system efficiencies and maximize resources. | Staff has kicked-off the scoping process for a raw water study, which is intended to address the components of the raw water system that are the City's responsibility. Staff anticipates completion of the study in 3Q 2013. | \$75,000 | \$0 | Josh Nims (PW&U) | City Employee | TBD | 3/2009 | 9/2013 | 5% |

CAPITAL IMPROVEMENT PROGRAM - MAJOR PROJECTS

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|---------|---|---|--------------|------------------|--|------------------------------------|--|------------|---|-----------------------------------|
| ▶ | Comprehensive Water Supply Plan (CWSP) - South Westminster Non-Potable System - This project consists of pursuing the development of non-potable water sources for irrigation purposes in the southern area of the City, which includes planning, design and construction of the system in conjunction with south Westminster development and redevelopment. The system would use sources of water that the City has rights to but cannot incorporate into the potable water system. The system would be separate and distinct from the City's Reclaimed Water System. | Staff is continuing to develop and scope a follow-up study to the URS feasibility report, which identified potential system demands, developed conceptual system infrastructure and provided "study-level" pre-design costs. The follow-up study will incorporate a broader master plan approach and assess potential water sources. It will also seek to enhance system design, develop better cost information and estimate the project schedule. This project will move forward in conjunction with other utility work in the South Westminster TOD area. | \$375,000 | \$40,034 | Josh Nims (PW&U) | City Employee | URS | 5/2008 | TBD | 25% (study) 0% (design) |
| ▶ | Comprehensive Water Supply Plan (CWSP) - Standley Lake Bypass - This study will evaluate various alternatives for reducing vulnerability of the City's water supply system under certain emergency scenarios including drought, infrastructure failure, or water quality upsets. Final design and construction of the preferred alternative will commence following the study phase. Funding in future budget years will be needed to complete the project. | The final report for the Study phase is completed and City Council has provided direction on this project. Engineering design is approximately 20% complete. Pipeline construction is budgeted to commence in 2014. | \$1,100,000 | \$270,565 | Stephanie Bleiker (PW&U) | City Employee | Hatch Mott MacDonald | 3/2009 | 12/2013 (design); TBD (construction) | 20% (design) 0% (construction) |
| ▶ | Comprehensive Water Supply Plan (CWSP) - Water Supply Development - The purpose of this project is to replace the annual volume of water supply lost due to the elimination of the treated water contract with Thornton and to develop water supply to meet future water demand of the City at build-out. This includes purchasing additional water rights, expanding the reclaimed system, developing a non-potable water system for the southern portion of Westminster, optimizing the raw water system and increasing water conservation efforts. | The Residential Water Demand Study (previously known as the Water Conservation Verification Study) is finalized and a Draft Water Conservation Plan has been completed and was presented to City Council in December 2012. The public comment process for the Draft Plan has been initiated. Following the public comment process, the Draft Plan will be finalized and submitted to the State for approval. In April 2012, the City purchased 18 Manhart Ditch shares that enhance the City's Jim Baker Reservoir water supply and will provide additional water for water rights exchanges to Standley Lake and supply for the City's planned South Westminster non-potable water system. Staff is coordinating with Community Development on the update of the CLUP to ensure that water availability continues to be integrated with land use planning. | \$20,147,503 | \$19,781,361 | Mike Happe (PW&U) / Josh Nims (PW&U) / Chris Gray (PW&U) | City Employee | Aquacraft, Inc. | 1/2004 | 12/2013 | 85% |
| | Comprehensive Water Supply Plan (CWSP) - Wattenberg Gravel Lakes Storage - In order to meet the City's build-out water demand, the City is pursuing construction of reservoirs from reclaimed gravel mines along the South Platte River near Wattenberg in Weld County. This project involves the mining company, Aggregate Industries, constructing water storage for Westminster as part of their mining reclamation plan. Westminster is responsible for constructing inlet and outlet facilities. The project is anticipated to take 17 years to complete. | Due to permitting issues and a drastically slowed construction environment, Staff negotiated new agreements with Aggregate Industries (AI) in 2008 with updated timelines and delivery dates for each component's completion. Staff also negotiated lease agreements with AI. | \$2,610,846 | \$2,218,123 | Josh Nims (PW&U) | City Employee | Aggregate Industries | 1/2000 | 12/2017 | 15% |
| ▶ | England WTF Decommissioning - This project consists of demolishing and disposing of the former England Water Treatment Facility (WTF) buildings and structures in anticipation of development to the south Westminster corridor. Also, this project is related to the development of a south Westminster non-potable water system that may use this site. | The abatement process and demolition work is complete. Site vegetation will be restored when weather conditions are more suitable in the spring of 2013. | \$498,065 | \$233,970 | Stephanie Bleiker (PW&U) | City Employee | Farnsworth Group, Inc. / American Demolition | 6/2011 | 5/2013 | 95% |
| ▶ | Lift Station Improvements (wastewater lifts) - This project consists of wet well lining, impeller replacements, spare pump purchases, access hatch replacements, emergency force main connections and preliminary investigation of emergency overflow connections to adjoining agencies' collection systems. | Stantec Consulting completed the study to evaluate all lift stations owned and operated by the City for potential elimination or system upgrades (if elimination is not feasible). A final study report was submitted to Staff in March 2012. Site application for the Sunset Ridge East Lift Station was approved by Colorado Department of Health and Environment. Project design for the <u>87th Avenue and Wadsworth Lift Station Replacement</u> is underway (see separate project description above). The purchase of a new submersible pump for the 87th Avenue and Wadsworth Parkway lift station was completed. The new pump was necessary to keep the lift station in working condition until the new lift station is constructed. Debris damaged the existing pump. | \$425,000 | \$354,503 | Bob Booze (PW&U) | City Employee | Stantec, Carollo Staff | 4/2008 | 12/2013 | 75% |

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|---------|---|--|-------------|------------------|---|------------------------------------|---|------------|---------------------------|--|
| ▶ | Little Dry Creek Regional Detention - This project is located between Federal and Lowell on the south side of the Burlington Northern Santa Fe (BNSF) railroad. This project will create a regional detention area to help facilitate the redevelopment of the TOD area north of the BNSF railroad between Federal and Lowell, south of 72nd Avenue. The project will also create an open space amenity for the neighborhood and the train station and surrounding area. The current estimated total project cost is \$9.1 million and is anticipated to be funded over several years. | Preliminary design is complete. The design team is in constant coordination with RTD/Denver Transit Partners, PW&U Staff for sewer relocation, Adams County, Urban Drainage and Flood Control District and the north plaza design team. The first construction will begin in the spring of 2013 with three bores through the Federal Boulevard embankment for the sanitary sewers and the storm sewer. | \$4,946,008 | \$1,415,785 | John Burke (CD) | City Employee | Muller Engineering | 9/2009 | 12/2014 | 100% (preliminary design); 0% (final design) |
| | Lowell Boulevard Water Line - This project will replace approximately 1,750 feet of water main in Lowell Boulevard extended from 84th Avenue to Chestnut Lane. This segment of water line has experienced multiple waterline breaks in the past five years. | This project is complete and currently in a warranty period. | \$802,850 | \$496,269 | Mike Wong (PW&U) | City Employee | Burns & McDonnell | 4/2011 | 6/2012 | 100% |
| ▶ | Ongoing Water System Modeling/Master Planning: Project Development/Prioritization - This project is part of overall modeling and master planning efforts. This project will select certain proposed projects from this modeling to receive a pre-design level of detail, including appropriate timing and implementation scheduling for these projects. | This project is scheduled to commence in 1Q 2013. | \$250,000 | \$0 | Chris Gray (PWU) | City Employee | TBD | 1/2013 | TBD | 0% |
| ▶ | Ongoing Water System Modeling/Master Planning: Transmission Mains and Pressure Zones - This project is part of overall modeling and master planning efforts. Computer modeling will be performed to provide a variety of design scenarios related to planned improvements throughout the City. Pressure zones throughout the City will also be examined and modeled. | This project is scheduled to commence in May 2013 and will be used for modeling associated with development, redevelopment and the review of growth in the City. | \$250,000 | \$0 | Andy Walsh (PW&U) | City Employee | TBD | 5/2013 | TBD | 0% |
| ▶ | Pressure Relief Valve (PRV) Rehabilitation - PRVs are intended to control water system pressures and maintain safe pressures (less than 80 PSI) in the distribution system. This project is intended to return several PRV vaults to good working order and replace obsolete equipment with current, maintainable hardware. | The Home Farm PRV project is complete and in the warranty period. The project will remain open until the conclusion of this warranty period, but major work is complete. | \$275,000 | \$179,375 | Dan Strietelmeier (PW&U) | City Employee | J&T Consulting, Inc., Ricor, Inc. | 1/2010 | 1/2012 | 100% |
| ▶ | Pressure Zone 12 Improvements - This project includes installation of pressure-reducing valves (PRVs) in the Arrowhead Subdivision. Correcting the high pressure currently experienced in the neighborhood will reduce pipe break frequency and help prolong the life of the existing pipeline. | The design phase is now 90% complete with final design expected in January 2013. Construction will commence in early 2013 with completion expected in the summer of 2013. | \$900,000 | \$65,581 | Dan Strietelmeier (PW&U) | City Employee | Burns and McDonnell | 12/2011 | 6/2013 | 90% (design); 0% (construction) |
| | Quail Creek Channel Improvements - This project will rehabilitate the existing Quail Creek channel upstream of Huron Street to improve flow. The low slope of the existing channel has caused a standing water problem. | Project construction was completed during 3Q 2009. Some corrections and warranty work was necessary in 2010. Wetlands mitigation monitoring requirements for this project will extend into 2014 and the project will remain open to cover these expenses. | \$1,800,000 | \$1,283,150 | Steve Baumann (CD) | City Employee | Urban Drainage and Flood Control District / ICON Engineering / SaBell's Landscaping | 10/2004 | 3/2010 | 100% |
| ▶ | Raw Water System Infrastructure Master Plan - This project will inventory and provide assessments of structures, facilities, and other components of the raw water delivery and storage system while identifying vulnerabilities in the existing system. The master plan will also recommend improvements to the system. Some of the items to be included in the assessment are stream bypass structures, sampling stations, SCADA software systems and hardware. | Hatch Mott & MacDonald was selected through a competitive process to assist the City with this project. A contract will be presented to City Council in mid-2013. | \$250,000 | \$0 | Stephanie Bleiker, Dan Strietelmeier (PW&U) | City Employee | Hatch Mott MacDonald | 10/2012 | TBD | 10% (study-scoping); 0% (design) |

CAPITAL IMPROVEMENT PROGRAM - MAJOR PROJECTS

| UPDATED | PROJECT TITLE | PROJECT STATUS (as of 12/31/12) | BUDGET | SPENT (12/31/12) | PROJECT MANAGER (DEPARTMENT) | EXTERNAL PROJECT MANAGER UTILIZED? | ENGINEERING FIRMS OR CONTRACTORS | START DATE | PROJECTED COMPLETION DATE | % COMPLETE |
|---------|--|---|--------------|------------------|------------------------------|------------------------------------|--|------------|----------------------------------|--|
| | <p>► Reclaimed Water Salinity Projects - This project will provide funds to implement a management plan to assist reclaimed water customers and City Staff is dealing with issues related to salinity in landscaping at reclaimed water customer sites. The project will also fund the implementation of efforts to prevent or mitigate the impacts of salinity in reclaimed water.</p> | <p>The City Hall irrigation improvement project has been completed and has corrected reclaimed water pressure issues. Many landscape issues that were originally thought to be due to salinity in the reclaimed water have been determined to have a variety of other causes. Staff is currently identifying and implementing improvements to help reclaimed water customers maintain successful landscapes. The Reclaimed Water Master Plan will be initiated in 2013 in conjunction with filling the Reclaimed Water System Coordinator position. The Master Plan will identify system improvements and develop best management practices that will assist customers in implementing and sustaining successful landscapes.</p> | \$300,000 | \$0 | Bret Eastberg (PWU) | City Employee | TBD | 4/2011 | 12/2013 | 100% (irrigation pressure at City Hall); 30% (salinity improvements) |
| | <p>► Reclaimed Water Treatment Facility Expansion - This project is to both expand the Reclaimed Water Treatment Facility and to build new influent storage and pumping for the facility. The facility needs to be expanded in order to meet customer demands currently being added to the system. Covered storage will replace existing uncovered ponds and a new pump station will deliver the stored water to the treatment facility. The project is partially bond-funded (issued in 2010).</p> | <p>All phases of this project are now completed. The project is now in the warranty phase. Phase 1 included the installation of a 2.2 million gallon influent storage tank and a new pump station at the Reclaimed Water Treatment Facility (RWTF). Phase 2 included expansion of the filtration and pumping capacities of the RWTF. Overall, a total of ten change orders were processed for this project; the total amount of all construction change orders was \$236,025. All of these change orders were within the scope of the project, did not require Council action for approval pursuant to WMC and addressed unforeseen field conditions that differed from the design documents. Project savings (bond-funds) were used to fund the Brookhill/Vance Waterline and Wandering View Tank projects. The cash funding for those two projects were subsequently transferred to the Capital Project Reserve for future use. This will ensure timely expenditure of remaining 2010 bond funds.</p> | \$13,757,603 | \$13,726,211 | Kent Brugler (PW&U) | City Employee | Black and Veatch / Overland Contracting, Inc. / Moltz Construction | 1/2009 | 8/2012 | 100% |
| | <p>► Reclaimed Water Treatment Facility (RWTF) - Sodium Hypochlorite Tank - This project involves the replacement of the liners of two existing steel sodium hypochlorite storage tanks in the facility, which are experiencing significant interior corrosion.</p> | <p>The design and bidding phases of this project have been completed and a construction contract was awarded to Glacier Construction Company, Inc. Construction work began November 2012 with completion anticipated by spring of 2013. Funding for this project has been identified from project savings in the Reclaimed Facility Expansion account and has been transferred.</p> | \$213,637 | \$0 | Kent Brugler (PW&U) | City Employee | Black & Veatch/ Glacier Construction Company, Inc. | 8/2012 | 4/2013 | 100% (design); 10% (construction) |
| | <p>► Rocky Flats Wildlife Refuge - This project represents funds received from Kaiser Hill in 2006 as payment to the City for the Rocky Flats closure. These funds will be utilized for water quality monitoring purposes within and around Rocky Flats Wildlife Refuge.</p> | <p>A review of appropriate monitoring systems is in process by Standley Lake cities. No use of City funds has been necessary at this time.</p> | \$100,000 | \$0 | Mike Happe (PW&U) | City Employee | TBD | 6/2007 | TBD | 5% |
| | <p>► SCADA Enhancements - This project is to replace the existing Supervisory Control and Data Acquisitions (SCADA) system with a new system that is consistent with present-day technology. Other improvements include providing enhanced communications and additional alarms for detecting water on the floor, door entry, building temperature, smoke detection, flood warning and vibration monitoring. Phase 2 of this project is the replacement of the aging access control and video monitoring systems at the two water treatment facilities.</p> | <p>The SCADA replacement project is complete and in service. Replacement of the access control and video systems has been initiated and installation is being completed in-house. A software package to centralize the door control systems and integrate the video links to the SCADA system was purchased. Door access hardware components were competitively bid and purchased. Gate access has been converted to card-reading systems. Updated video equipment and other items are currently being bid.</p> | \$1,571,500 | \$1,372,973 | Tom Settle (PW&U) | City Employee | TBD | 7/2008 | 12/2013 (Phase 2 Access Control) | 20% (Phase 2 Access Control) |
| | <p>► Silo Pump Station Header Replacement - This project involves the replacement of the suction and discharge headers in the Silo Booster Pump Station. The major objectives of the project involve maintaining booster pump station services while the original suction and discharge headers are removed and replaced with new headers.</p> | <p>Council approved a design-build contract with Aslan Construction in September 2012. They have completed design and are currently in the process of ordering materials. Construction is anticipated to be completed in 1Q 2013.</p> | \$276,935 | \$41,868 | Stephanie Bleiker (PW&U) | City Employee | Aslan Construction, Inc. | 8/2012 | 3/2013 | 100% (design); 15% (construction) |
| | <p>► Small Stormwater Drainage Improvement Projects - This project will alleviate localized flooding in select areas following significant 2011 rain events. Locations to be improved include 98th Place/99th Place and Lowell Boulevard/94th Avenue. This project was funded by re-allocating funds from the Stormwater Capital Reserve Project account, which is designed to fund high-need projects such as these.</p> | <p>Most major work is complete on this project. Remaining asphalt work will occur in spring when warmer temperatures return.</p> | \$317,475 | \$249,250 | Andrew Hawthorn (CD) | City Employee | Diamond Contracting | 12/2011 | 4/2013 | 95% |

CAPITAL IMPROVEMENT PROGRAM - MAJOR PROJECTS

| UPDATED | PROJECT TITLE | PROJECT STATUS (as of 12/31/12) | BUDGET | SPENT (12/31/12) | PROJECT MANAGER (DEPARTMENT) | EXTERNAL PROJECT MANAGER UTILIZED? | ENGINEERING FIRMS OR CONTRACTORS | START DATE | PROJECTED COMPLETION DATE | % COMPLETE |
|---------|---|--|-------------|------------------|------------------------------|------------------------------------|----------------------------------|------------|---------------------------|-----------------------------------|
| ▶ | South Westminster TOD Sewer Utilities - The primary project is the design and construction of the Little Dry Creek interceptor sewer relocation between Lowell Boulevard and Federal Boulevard and was initiated due to the RTD FasTracks project and the Little Dry Creek Park project. As a separate project, RTD is coordinating with the City to relocate roughly 2,000 ft. of the interceptor sewer east of Federal Boulevard and the City will pay for betterments associated with this relocation. RTD and the City are jointly working on acquiring easements in the TOD area for the relocation of sewers around the Westminster Station. | Final design for the Little Dry Creek interceptor sewer relocation and bidding for this project will be completed in 1Q 2013. Construction is anticipated to begin in April 2013 with completion by year-end 2013. | \$3,850,000 | \$260,725 | Andy Walsh (PW&U) | Construction Manager TBD | URS | 11/2010 | 12/2013 | 100% design; 0% construction |
| ▶ | Strasburg Natural Resources Farm Projects - This project will fund the evaluation and refurbishment/replacement of three wells and pump systems that provide water to two pivot irrigation systems at the Farm. | Preliminary work indicates that well replacement is the preferred solution over well refurbishment. Proposals for this project will be solicited in 1Q 2013. | \$50,000 | \$0 | Mike Wong (PW&U) | City Employee | Hemenway Groundwater Engineering | 8/2012 | 9/2013 | 20% |
| ▶ | Sunset Ridge Lift Station Improvement - This project will provide traffic protection to the Sunset Ridge Lift Station along Federal Boulevard. There is currently a high risk of damage to the lift station from motor vehicles. This project would help to mitigate this risk. | Installation of a protective device for the lift station needs to be approved by CDOT. Staff will select a design engineer for a preliminary design and route to CDOT for their approval review in 2013. | \$50,000 | \$0 | Mike Wong (PW&U) | City Employee | TBD | 5/2012 | 12/2013 | 5% |
| | SWTF Administrative Building Roof Replacement - This project will fund the replacement of the roof at the Administrative Building at the Semper Water Treatment Facility. Due to age and condition, the roof is due for replacement. | A construction contract was awarded to Colorado Moisture Control in July 2012. Final completion is targeted for early 2013. One change order of \$14,100 has been processed to date. The change order was within the scope of the project, did not require Council action for approval pursuant to WMC and addressed necessary improvements to the roof structure. | \$472,817 | \$359,866 | Mike Wong (PW&U) | City Employee | Garland Co. | 7/2012 | 2/2013 | 100% (design); 90% (construction) |
| | SWTF Electrical System Improvements - This project will improve the existing treatment processes at the Semper Water Treatment Facility (SWTF) by modifying or replacing the existing, outdated electrical controls. This project will update the system to current electrical code standards. | Sub-projects being funded by this account and moving forward include the upgrade of control system components, the addition of operator access points and the consolidation of three emergency generators to one. Control system components have been installed. The generator consolidation has been completed. Disconnection of two old generators and transfer to new applications at field stations remains and will be completed this winter. | \$150,000 | \$141,558 | Tom Settle (PW&U) | City Employee | City Staff (in-house) | 4/2008 | 12/2012 | 95% |
| ▶ | SWTF Filter Valve Replacement - This project is for major work at the Semper Water Treatment Facility (SWTF) that is integral to water treatment processes. This project will replace aging filter valves at the facility. | Valves have been delivered and await installation, which is scheduled to occur during the upcoming fall/winter season. The balance of bolt and gasket materials has been purchased. Physical installations will be completed during 1Q 2013. All purchase orders have been issued and the project can be closed out at the end of 1Q 2013. | \$457,000 | \$457,000 | Tom Settle (PW&U) | City Employee | Internal | 1/2011 | 3/2013 | 75% |
| ▶ | SWTF Lagoon Valve/Raw Water Pipe Abandonment - This project is for major work at the Semper Water Treatment Facility (SWTF) that is integral to water treatment processes. This project will fund the replacement of four existing telescoping valves associated with solids handling lagoons and repair work to areas of the concrete lagoon. This project will also fund the elimination and abandonment of the old raw water line on the SWTF site that used to connect to the abandoned England Water Treatment Facility. | This project has been initiated and a Request for Proposals (RFP) for engineering design services is anticipated to be issued in January 2013. Construction is scheduled to be completed by the end of 2014. | \$250,000 | \$0 | Kent Brugler (PW&U) | City Employee | TBD | 6/2012 | 12/2014 | 0% |
| ▶ | SWTF Process Improvements - This project is to implement an additional process in the water treatment process at the Semper Water Treatment Facility (SWTF) to improve the sedimentation and filtration processes. The project will also fund a variety of chemical addition process improvements to replace aging piping and pump systems. | The settling basin diffusers have been delivered. In-house Staff completed installation during 1Q 2012. Replacement chemical feed equipment was purchased during early 2Q 2012. Replacement filter anthracite and caustic feed piping components were purchased in 4Q 2012. Installation of this equipment will occur in-house in 2013. | \$300,000 | \$96,337 | Tom Settle (PW&U) | City Employee | AECOM / MRI/Internal | 6/2010 | 12/2013 | 80% |

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|---------|--|--|-------------|------------------|------------------------------|------------------------------------|---|------------|---------------------------|--|
| ▶ | SWTF Pumps: Variable Frequency Drives Addition - This project is for major work at the Semper Water Treatment Facility (SWTF) that is integral to water treatment processes. This project will install variable frequency drives to two existing pumps to add flexibility and increase efficiency of the station. | All physical work is completed and the new drive systems are functioning. Xcel Energy rebated \$39,896. Staff is obtaining bids to provide additional ventilation for the electrical room to mitigate the heat build-up seen this summer from the drive systems. This work will be completed by 2Q 2013. | \$239,896 | \$192,703 | Tom Settle (PW&U) | City Employee | Eaton Corporation | 2/2011 | 5/2013 | 95% |
| ▶ | Turnpike Water Main Replacement - The Turnpike Drive Waterline project includes replacement of old waterlines in Turnpike Drive from U.S. 36 to 80th Avenue, and in 80th Avenue to Tennyson Street. The new waterline replacement total project length is approximately 2,200 feet. The old waterline has a history of water breaks and the Turnpike Drive portion of the project is scheduled to be completed in advance of planned street improvements. | Construction is complete and currently in the warranty period. Change orders included: one for \$5,393 (1%) to increase a water service line size and a second for -\$4,316 (deduct) for final quantities balancing. | \$1,052,454 | \$949,958 | Dan Strietelmeier (PW&U) | City Employee | J&T Consulting, Inc., Brannan Construction Company | 10/2011 | 7/2012 | 100% |
| ▶ | Wandering View Water Tank Repair/Replacement - This project is intended to rehabilitate the Wandering View Water Tanks that require significant roof repairs to keep these storage tanks operational and within Colorado Department of Health and Environment (CDPHE) compliance. | The construction contractor, Riley Industrial Services, Inc. began construction in April 2012 and is now approximately 30% complete, with project completion anticipated for 2Q 2013. A change order was approved by City Council to add 30 days to the contract time to cover time needed to replace additional roof rafters in the north tank. Project savings from the RWTF Expansion project (bond-funded) were transferred into this account, and the existing cash funding was transferred to the Capital Project Reserve in 2012. This will allow for timely expenditure of remaining bond funds from the 2010 issue. | \$4,787,782 | \$2,700,573 | Dan Strietelmeier (PW&U) | City Employee | Carollo Engineers, Inc., Riley Industrial Services, Inc. | 9/2011 | 5/2013 | 100% (design); 30% (construction) |
| ▶ | Zone 4 System Improvements - This project consists of the design and construction of pipeline improvements to provide a redundant source of supply to the current Silo pump station located at approximately 90th Avenue and Wadsworth Boulevard and internal zone pipe improvements. The piping improvements will increase redundancy in this pressure zone as well as better regulate water system pressures to an acceptable standard. | Staff conducted a feasibility review and preliminary design report for alternatives to a new pump station. Results showed that a new pipeline from the Countryside neighborhood to the neighborhood adjacent to the southeast corner of Standley Lake was the most cost effective option. HDR Engineering, Inc. was awarded the design contract on August 13, 2012. Phase 1 of the final design, including confirmation of the scope, material and sizes of the new pipe, has been completed. The design phase is scheduled to be completed by April 2013, with construction completion anticipated by the end of 2014. | \$5,987,000 | \$101,513 | Kent Brugler (PW&U) | City Employee | IDModeling, Inc. (Pre-Design) HDR Engineering, Inc. (Final Design) | 9/2008 | 12/2014 | 100% (pre-design); 20% (final design); 0% (construction) |