



# WESTMINSTER

## Staff Report

TO: The Mayor and Members of the City Council

DATE: September 12, 2012

SUBJECT: Study Session Agenda for September 17, 2012

PREPARED BY: J. Brent McFall, City Manager

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

Looking ahead to next Monday night's Study Session, the following schedule has been prepared:

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

### CITY COUNCIL REPORTS

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

### PRESENTATIONS

6:30 P.M.

1. City Council 2013/2014 Budget Retreat Agenda Including Updated Citizen Requests Concerning the Proposed Budget

### INFORMATION ONLY ITEMS

1. Conversion of the Greater Metropolitan Telecommunication Consortium to a non-profit entity
2. Fire Department Strategic Plan 2012 – 2017
3. Planning Division Activity for the First Half of 2012
4. Update on Sale of Westminster Commons

### EXECUTIVE SESSION

None at this time.

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  
September 17, 2012



**SUBJECT:** City Council 2013/2014 Budget Retreat Agenda

**PREPARED BY:** Barbara Opie, Assistant City Manager

### **Recommended City Council Action:**

Review the Proposed 2013/2014 Budget document and provide Staff with feedback on any modifications desired.

### **Summary Statement**

The City Council 2013/2014 Budget Retreat will be held at the regularly scheduled Study Session on Monday, September 17. The items to cover at the budget retreat are outlined in the Background section.

The Proposed 2013/2014 Budget documents were distributed to City Council and made available to the public on August 30, 2012.

**Expenditure Required:** \$171,258,944 proposed in 2013;  
\$175,458,143 proposed in 2014

**Source of Funds:** General; Utility; Utility Capital Projects Reserve; Golf Course; Fleet Maintenance; General Capital Outlay Replacement; Sales and Use Tax; Parks, Open Space and Trails Sales and Use Tax; Conservation Trust, General Capital Improvement; and Debt Service Funds

### **Policy Issue**

Does City Council wish to conduct the Budget Retreat at the regularly scheduled Study Session on September 17?

### **Alternative**

City Council could choose to reschedule the retreat to another night or weekend or not conduct a retreat at all. This is not recommended as City Council has to adopt the budget by the fourth Monday in October (October 22, 2012) per the City Charter and finding another date on City Council's busy calendars might prove challenging. City Council selected September 17 for the retreat on February 13 as part of the overall budget planning review.

### **Background Information**

During the final stages of the budget preparation process, Staff meets with City Council in a budget retreat to conduct a final review of the proposed two year operating and capital improvement priorities as well as review other components of the budget, such as citizen requests, proposed pay plan changes, and other City Council items that might arise.

This year, the budget retreat will be conducted on Monday, September 17, at the regularly scheduled Study Session. The retreat was planned for a regularly scheduled Study Session due to the fact that City Council will have reviewed the majority of the proposed budget through a series of study sessions and posts City Council meetings over the summer. A list of those reviews follows:

- May 14 – Post City Council Meeting – core services update/level of service review
- June 11 – City Council Meeting – first public meeting on the Proposed 2013/2014 Budget (included presentation on three proposed program/service changes under consideration – open space acquisition and maintenance, proposed stormwater utility rate increase, and modifications to the community recycling program)
- July 16 – Study Session – review proposed 2013 operating priorities, Human Services Board recommendations, and City Council's proposed 2013 budget
- July 23 – City Council Meeting – second public meeting on the Proposed 2013/2014 Budget
- August 20 – Study Session – review proposed 2014 operating priorities, proposed 2013/2014 capital improvement program priorities, proposed water and wastewater rate adjustments, and City Council's proposed 2014 budget

At Monday's Study Session, the items to be covered at the retreat are as follows:

- Proposed 2013/2014 Budget Overview
- Pay Plan and Benefits Review
- Citizen Requests
- Any other City Council-identified items, feedback and direction

Per the Charter, the budget must be presented for approval by the second Monday in October and must be approved no later than the fourth Monday in October.

City Council direction on the proposed 2013/2014 Budget addresses all five of the City's Strategic Plan goals.

Please remember to bring your Proposed 2013/2014 Budget document and updated Citizen Requests Staff Report with you.

If you have any questions, please contact Barbara Opie at 303-658-2009.

Respectfully submitted,

J. Brent McFall  
City Manager



# WESTMINSTER

## Staff Report

City Council Budget Retreat  
September 17, 2012



**SUBJECT:** Citizen Requests Concerning the Proposed 2013 and 2014 Budgets - Update

**PREPARED BY:** Ben Goldstein, Management Analyst

### Recommended City Council Action

Review citizen requests for the Proposed 2013 and 2014 Budgets and provide Staff direction at the Council Budget Retreat scheduled for September 17, 2012.

### Summary Statement

On June 11 and July 23, 2012, public meetings were held to collect citizen input and requests regarding funding priorities for the Proposed 2013 and 2014 Budgets. Staff also received additional citizen input on budget items at other City Council meetings or through mail and email requests. Additionally, a public hearing was held on September 10, 2012, which provided another opportunity for citizen input for both budget years.

This Staff Report contains information pertaining to all citizen budget requests made to date. City Council received a Staff Report on August 30, 2012, as part of the Proposed 2013/2014 Budget that included all citizen budget requests received up until that date. This Staff Report contains those requests along with the additional citizen budget requests received between August 30, 2012, and September 13, 2012. City Council will see one new request (#8) and additional information under requests #5 and #6 that were received during this time.

**Expenditure Required:** \$0

**Source of Funds:** N/A

## **Policy Issue**

Does City Council concur with Staff's recommendations concerning the citizen requests included in this Staff Report for the Proposed 2013-2014 Budgets?

## **Alternative**

Council may elect to provide increases or reduce funding to any or all of the items requested by citizens in the Proposed 2013 and 2014 Budgets. However, this is not recommended, as the Staff recommendations are based on thorough analysis and other reductions in the operating and capital budgets would be necessary in order to fund the requests that are not recommended at this time.

## **Background Information**

The following requests were made by citizens during public input opportunities concerning the Proposed 2013 and 2014 Budgets or were sent to City Council or Staff via mail, email, phone or in-person. Staff has researched each request and a recommendation on each item is provided below. If City Council concurs with the recommendations, these items will be addressed as appropriate with the Proposed 2013 and 2014 Budgets to be considered for adoption by City Council in October.

### **1. Request: A signalized crossing from Ranch Reserve Parkway to Clay Street across 112th Avenue.**

**Staff Research:** Richard Ruigrok of 2809 West 115th Drive submitted a series of requests via a letter to City Council dated July 8. His first request was for a signalized crossing on 112th Avenue, as he felt that there was not safe crossing in the area of Clay Street and 112th Avenue. The City does periodic analyses of arterial street intersections to determine if intersections warrant the installation of traffic signals. Neither the 112th Avenue/Clay Street nor the 112th Avenue/Alcott Street intersections warrant traffic signals when last analyzed in 2006. Staff has discussed this matter with the City Traffic Engineer; new traffic counts will be conducted on both intersections this fall now that school is back in session (which generates more traffic). Another option proposed is the installation of a grade separated crossing under 112th Avenue. Because of many large utilities within 112th Avenue, an underpass would be very costly. A less expensive option would be to install a signal, at-grade pedestrian crosswalk on 112th Avenue located midway between Alcott Street and Clay Street. These types of crossings exist in Westminster (an example is located at 144th Avenue to serve the McKay Lake Open Space with an approximate cost of \$77,000 to construct). No funds are budgeted for this project.

**Staff Recommendation:** Staff has communicated with Mr. Ruigrok and plans to conduct a traffic warrant study at both the intersections of 112th Avenue/Clay Street and 112th Avenue/Alcott Street. Until the study is complete later this fall, it is hard for Staff to make a recommendation to fund a signalized crossing in the area or to prioritize this location over other more critical locations. At this time Staff has not budgeted for any improvement along 112th Avenue in the area of Clay Street as part of the proposed 2013-2014 Budget. The cost of signaling either the intersection at Clay Street or Alcott Street would be approximately \$215,000. Staff does not recommend funding this request at this time but recommends conducting the needed traffic study.

**2. Request: Install a sidewalk along the eastside of Ranch Reserve Parkway and adjacent to the future park site and the Vogel Pond Open Space.**

**Staff Research:** Richard Ruigrok submitted this request to City Council via mail on July 8 to have the sidewalk completed to accommodate residents who do not wish to cross the street as they walk toward 112th Avenue on Ranch Reserve Parkway. The sidewalk Mr. Ruigrok is referring to as being incomplete is on the east side of the Ranch Reserve Parkway and adjacent to the future park site and the Vogel Pond Open Space. This walk, which is approximately 2,000 feet, is proposed to be completed as part of the future park development. The existing sidewalk on the west side of the Ranch Reserve Parkway runs the entire length of the street and provides unimpeded access to all streets north and south, including 112th Avenue.

Mr. Ruigrok also requested access to the two trail systems nearby. First is the Big Dry Creek Trail, which is located north of 120th Avenue and west of Federal Boulevard. Community Development has a project proposed to construct a pedestrian underpass under 120th Avenue at Ranch Creek (near Decatur Street) in 2014. A trail will connect the Ranch area to the Big Dry Creek Trail by way of the proposed underpass. This would be the most direct access to this trail for Ranch Reserve residents. The second trail system is the Farmers' High Line Canal Trail, which is located about a ½ mile south of 112th Avenue. It can be accessed from 112th Avenue from either Alcott Street or Clay Street.

It is estimated that this requested sidewalk connection will cost \$150,000.

**Staff Recommendation:** Typically, there are many demands and requests for sidewalk projects to be funded from the City's Sidewalk Connection project account. Staff is proposing \$10,000 in funding in 2013 for sidewalk connection projects in the proposed Capital Improvement Program (CIP). Staff has not developed any recommendations for specific projects to be funded from this account in 2013. In the coming months, Staff will take a closer look at this sidewalk request for Ranch Reserve Parkway, along with all other sidewalk requests, as part of the "competition" for 2013 Sidewalk Connection project funding. Staff will be compiling a list of potential sidewalk projects over the next four to six months in preparation for next summer's Concrete Replacement Program, which is the City's usual means for the installation of Sidewalk Connection projects. The \$150,000 necessary for this requested project is considerably more than is available in the proposed CIP in 2013. Staff is recommending that the full list of potential sidewalk projects be identified and prioritized, including Mr. Ruigrok's request, rather than creating a new capital project solely for this segment given other sidewalk priorities citywide.

**3. Request: Install a playground and park space on the current open space within the Ranch Reserve along Ranch Reserve Parkway**

**Staff Research:** Richard Ruigrok submitted this request to City Council via mail on July 8 to have the City construct a park and playground in the Ranch Reserve neighborhood. The Westminster Parks and Recreation Master Plan calls for a 5-acre park within the current Vogel Pond Open Space. The specific improvements would be determined through a site planning process that would include the neighbors. Five acres would allow for some of the features that Mr. Ruigrok requested (eg, a playground and grass area for his kids to play). This may be an area that the homeowners can work with the City in the future should the park gain funding; currently no funding is allocated for this park or playground, nor is this park in the five year CIP.

**Staff Recommendation:** No funds are proposed for this park to be built in the City's 5-year Capital Improvement Plan (CIP) and Staff is not recommending that this park be funded at this time, as the City works to address critical maintenance of existing parks and open space. The cost of developing the proposed 5-acre park site would be approximately \$1,000,000, based on current estimates by the Parks, Recreation and Libraries Department for the development of new a park, including the acquisition and installation of a new water tap.

**4. Request: Install a public pool within the Ranch Reserve community.**

**Staff Research:** Richard Ruigrok submitted this request to City Council via mail on July 8 to have the City construct a public pool in the Ranch Reserve neighborhood. Mayor Nancy McNally received a similar request from another resident, Dave Ladouceur. The Department of Parks, Recreation and Libraries currently operates and maintains three swimming pools. The City Park Recreation Center located at 104<sup>th</sup> Avenue and Sheridan Boulevard is the largest pool and was designed to be a regional facility for the entire City. This pool was recently updated to include an outdoor splash pad, current channel, an indoor/outdoor slide and related improvements to accommodate family outings. The facility is a world-class community recreation center. The Swim and Fitness Center located at 76th Avenue and Irving Street is the second pool in the City's system and was also recently renovated to include an outdoor splash pad, new hot tub area, kiddies' pool and other amenities to encourage family participation. The third and final pool is the Countryside Pool located at 10470 Oak Street and is the only outdoor pool in the City's inventory. This seasonal pool was operated in 2012 from May 26th through August 19th. There is no public neighborhood pool to serve Ranch Reserve. Most of the outdoor pools in Westminster subdivisions were constructed by developers and maintained by their HOA. The City's growth management strategy provides incentives for developers to provide various amenities, including outdoor pools. The developer competed for water service commitments to develop Ranch Reserve, but did not commit to a pool as a part of that process. Mr. Ruigrok's nearest pool is part of the Ranch Country Club, which is private and requires a membership, but they do have an option for a social membership that provides for pool, tennis and dining use only. All three City pools are available for public use. The City recently closed and demolished the neighborhood pool at Kings Mill. The City does not include neighborhood pools as a part of our recreation program strategy.

**Staff Recommendation:** As part of the 2011- 2012 budget process, the City eliminated a pool similar to the one Mr. Ruigrok described. The Kings Mill Pool proved to be costly to operate and lacked the attendance to support the operation. Staff does not recommend the installation of a neighborhood pool in the Ranch Reserve community based on experience and cost. Staff estimates that a new pool facility would cost between \$3.5 million and \$5 million, which does not include the cost for land that may be needed to be purchased and/or the significant ongoing operational and maintenance costs.

**5. Request: Provide bike lanes with striping and/or widening on 100<sup>th</sup> Avenue. (UPDATED INFORMATION)**

**Staff Research:** Michael Raber of 1662 Evergreen Place, Evergreen, CO at the July 23 City Council Meeting requested the widening of 100th Avenue (west of Simms Street) to allow for a four foot bike lanes. Additionally, the same request was made at the August 27 City Council meeting by Tom Buckner (803 E. 98<sup>th</sup> Avenue, Thornton), Tim McAndrew of cyclistshaverights.org, and again by Michael Raber. Mr. Raber noted the fatality of a cyclist last year on that stretch of road as partial justification for the widening. Mr. Raber has had several



communications with City Staff in regards to the widening of this stretch of road and striping for bike lanes in other areas of the City.

UPDATE FROM SEPTEMBER 10 PUBLIC HEARING: Tim McAndrew (1385 W. 84<sup>th</sup> Avenue, Arvada) returned to reiterate his request at the September 10, City Council Meeting. At this meeting, Mr. McAndrew provided additional information, noting that in the City of Westminster Bicycle Master Plan (pages 26-27) a bike lane on 100<sup>th</sup> Avenue is recommended. The pages referenced by Mr. McAndrew in the Bicycle Master Plan show a map of the final bikeway network at build out, which is anticipated to occur around 2030 or beyond. As Westminster's first comprehensive bicycle planning effort, the 2030 Bicycle Master Plan is intended to guide the City in fostering bicycling as a viable, safe, and sustainable form of transportation and recreation; this document is truly intended for planning purposes and implemented as funding allows. Mr. McAndrew also referenced that Jefferson County had adopted a Bicycle Plan that shows bike lanes on 100<sup>th</sup> Avenue as well. The Jefferson County Planning Commission adopted the Jefferson County's Bicycle and Pedestrian Plan on June 13, 2012, to guide the County in developing a network of on-street bicycle facilities, off-street paths, sidewalks and trails adjacent to roadways. According to their website, this plan shows a long-term vision for Jefferson County, represents significant future investments that will be constructed over time, and has no specific funding available to implement the plan.

**Staff Recommendation:** Staff has not recommended striping on the current stretch of road, as the existing width of 23-feet does not allow for bike lanes and safe travel for motorists. This section of road has also not been identified on the current proposed five year CIP project list due to the identification of other higher priority projects. Additionally, Staff notes that if this stretch were widened in Westminster, it would ultimately not solve the problem as the bike lanes would disappear upon connection with the portion in unincorporated Jefferson County and at Alkire. Staff believes that the requested four foot shoulder would not be sufficient for safe travel of cyclists and motor vehicles and recommends a six foot shoulder if the projects is recommended for funding. The estimated cost of widening the requested section of 100<sup>th</sup> Avenue with six foot shoulders to accommodate a bike lane is approximately \$270,000.

**6. Request: Provide \$45,000 in general operational funding to the South Westminster Arts Group. (UPDATED INFORMATION)**

**Staff Research:** In a letter submitted on June 2, the South Westminster Arts Group (SWAG) made a formal request for \$45,000 in direct funding to support general operations. SWAG is requesting a subsidy to help cover personnel and programing expenses for the upcoming year, with the possibility to renew in following years. They feel that the local support will strengthen their ability to win larger grants, as local support is one of the funding criteria for many grants. They also suggest the funding will help them operate until they are able to qualify for Scientific and Cultural Facilities District (SCFD) funding, after three years of operation as a registered 501(c)(3) organization.

**Staff Recommendation:** Staff is not recommending providing additional funding at this time, as SWAG currently receives approximately \$476,448 of in-kind annual funding from the City (this is updated information from the August 30 Staff Report; Staff originally projected \$12,000 of in-kind funding that excluded estimated rent of the facilities – both the Rodeo Market and the Vehicle Service Center (VSC)/theater). The City and the Westminster Housing Authority (WHA) currently provides SWAG use of the Rodeo Market (4,200 s.f.) and the VSC (4,000 s.f.) for \$1 per year (per the agreement the WHA approved in December 2011), covers the cost of the

payment of utilities for the operation of both facilities (capped at \$7,500 per the December 2011 WHA agreement), provides major maintenance of the facilities, and supplies general Staff support. If the lowest south Westminster average market rent of \$4.72 per square foot (s.f.) were charged for these two facilities, SWAG would be paying a total of \$464,448/year for the combined space of 8,200 s.f.; this is the amount added to the original estimate provided to City Council. According to Economic Development, rent in a five mile radius of these two facilities ranges from an average of \$4.72/s.f. for industrial space to an average of \$15.59/s.f. for office space. Additionally, the City Council provided sponsorship support of \$500 for the Orchard Festival event in 2011. In developing the 2013/2014 budget, City Council added SWAG's annual Orchard Festival as an annual sponsorship in their operating budget in 2013 and 2014 for \$500 each year.

In establishing SWAG, the City has provided significant support since 2008. In 2008, the City provided \$5,000 to help start SWAG fund operational costs in establishing the group and their 501(c)(3) status. The City continued to support SWAG in 2009 and 2010 with \$10,000/year and an additional \$20,000 in 2011, for a total of \$45,000 over four years in helping establish SWAG. In total since 2008, the City and the Westminster Housing Authority has contributed approximately \$84,000 to the various efforts of SWAG in addition to in-kind contributions of Staff time and support since inception.

**7. Request: Provide financial support for the Adams County Youth Initiative.**

**Staff Research:** At the March 19 City Council Meeting and again in a letter on April 10, a request was received by the Adams County Youth Initiative (ACYI). At the March 19 meeting, Adams County District Attorney Don Quick indicated that the ACYI, originally funded by federal grant monies, would run out of operational funding in the near future and needs to secure new funding. Mr. Quick indicated that the ACYI provides the essential infrastructure, reduces duplication and maximizes resources to guarantee every Adams County child's success at every stage of development, from early childhood through high school graduation and transition into a chosen profession. The goals of the ACYI are decrease juvenile delinquency, decrease substance use, and to increase high school graduation rates.

The ACYI requested \$20,000 in annual funding to help provide for the organization's "cradle to career" goal. The group indicated that they will also be requesting funding from all the other cities located in Adams County. Several organizations have already committed to funding the ACYI in an effort to positively impact the outcome of youth in the area.

**Staff Recommendation:** At the August 20 City Council Study Session, based on feedback from Council indicating a desire to support the services provided by the ACYI. Staff's Proposed 2013-2014 Budgets include support for the ACYI as part of the Proposed City Council Budget, with \$10,000 being reallocated from the Central Charges budget to the contractual services account within the operating budget of Council.

**8. NEW Request: Provide connections to City trail system for the Green Knolls neighborhood.**

**Staff Research:** Staff received a letter via email from the Green Knolls Home Owners Association (HOA) on September 4, 2012, stating that the HOA Board and various homeowners have expressed interest in the past about trail connections to the Green Knolls neighborhood and would like consideration made as part of the budget process. In the letter, the HOA referenced the heavy traffic on Wadsworth Boulevard and 108<sup>th</sup> Avenue as impediments to safe access to the

Westminster trail system. Additionally, they pointed out that the BNSF rail crossing over Wadsworth Boulevard creates further challenges for safe trail connections.

In the mid-1990's, the City constructed a 4.8-acre park within the Green Knolls neighborhood that included walking trails. This request is in addition to this investment the City previously made for this neighborhood.

Staff has done some initial research in response to the current request, but given the late nature of the request and the potential opportunities to address some of these concerns as work commences along U.S. 36, additional time for research and analysis is needed to develop final recommendations. As a result of the U.S. 36 expansion project and subsequent addition of a bike/pedestrian path adjacent to the expansion, new options may now be available for connecting the Green Knolls neighborhood that were not previously.

**Staff Recommendation:** At this point, Staff is recommending that further research and analysis be conducted regarding how to best proceed in connecting the Green Knolls neighborhood to the existing and future City trail system. As work progresses on the bike/pedestrian path associated with the U.S. 36 expansion, Staff believes opportunities may arise for a trail connection for the Green Knolls neighborhood north of the Lower Church Lake at or around 110<sup>th</sup> Avenue. This initial proposal will require significantly more work to finalize and a traffic warrant study will need to be conducted, as the nature of the road and vehicle speed as it exists now will likely not allow for a non-signalized crossing of Wadsworth Boulevard. Staff will proceed with the warrant study in conjunction with the realignment of Wadsworth Boulevard as part of the new 112<sup>th</sup> Avenue bridge over U.S. 36. Should warrants be met for a signalized intersection at 110<sup>th</sup> Avenue and Wadsworth Boulevard or a signalized crossing approximately 150 feet south of 110<sup>th</sup> Avenue, the estimated cost could range from \$30,000 to \$50,000 assuming existing signal equipment could be reused as part of the Wadsworth Boulevard realignment. The cost for a soft trail from Wadsworth Boulevard to the new US-36 path is estimated to range from \$10,000 to \$15,000. The estimated timing of this project is 2014, as the project would be done in conjunction with the US-36 expansion project. Significant research and analysis must be conducted. Staff does not recommend funding this project at this time but recommends continuing with the additional research and analysis in order to better assess options for City Council's consideration at a later date.

**SUMMARY**

The following table provides a summary of the citizen requests and Staff’s recommendations.

Citizen Request	2013/2014 Estimated Cost	Staff Recommended 2013/2014 Funding
1. A signalized crossing from Ranch Reserve Parkway to Clay Street across 112th Avenue	\$215,000	A warrant study will be conducted this fall, and a subsequent recommendation will be made by staff, however no funding is currently allocated
2. Install a sidewalk along the eastside of Ranch Reserve Parkway	\$150,000	To be considered for Sidewalk Connection project funding against other priorities; \$10,000 is proposed for the Sidewalk Connection project in 2013
3. Install a playground and park space within the Ranch Reserve community	\$1,000,000	\$0
4. Install a public pool within the Ranch Reserve community	\$3,500,000 to \$5,000,000	\$0
5. Provide bike lanes with striping and/or widening on 100th Avenue, west of Simms Street	\$270,000	\$0
6. Provide general operational funding to the South Westminster Arts Group (SWAG)	\$45,000	\$0
7. Provide financial support for the Adams County Youth Initiative (ACYI)	\$20,000	\$10,000
8. Provide connections to City trail system for the Green Knolls Neighborhood	\$40,000 to \$65,000	Conduct further research, analysis, and a warrant study; a subsequent recommendation will be made by Staff, however no funding is currently proposed

Staff is providing City Council with this supplemental report based on new information received at the September 10 public hearing and additional requests received since August 30 when the proposed budget was delivered. Time will be set aside at the September 17 City Council Study Session to review these citizen requests as part of the 2013/2014 Budget Retreat.

Citizen requests concerning the Proposed 2013-2014 Budget address 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) as the budget and request for changes to it can affect all operations and functions of the City.

Respectfully submitted,

J. Brent McFall  
 City Manager



# WESTMINSTER

## Staff Report

Information Only Staff Report  
September 17, 2012



SUBJECT: Conversion of the Greater Metropolitan Telecommunication Consortium to a non-profit entity

PREPARED BY: David Puntteney, Information Technology Director

### Summary Statement

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

In the early 1990s, the City of Westminster joined with other jurisdictions in Colorado and through an IGA formed the Greater Metro Telecommunications Consortium (GMTC). The group, consisting now of 33 communities, has worked to promote the public's interest in all matters related to cable and telecommunications through collaboration, education and advocacy.

The GMTC plans to convert to a non-profit corporation in order to expand the scope and services of the organization, and expand membership. The new group will be named the Colorado Communications and Utility Alliance (CCUA).

Currently, the City pays \$4,500 per year to be a member of the GMTC. The fee structure will change from a formula using the number of cable subscribers in each jurisdiction to one based on population. However, no significant change in membership fees is anticipated, and the City may discontinue membership should the cost exceed the value gained through participation.

Staff will be approving the written consent form to approve the plan of conversion, and will present that form to the GMTC Directors at the board meeting scheduled for September 20.

### Background Information

**What is the GMTC?** The Greater Metro Telecommunications Consortium or GMTC was formed in 1992 by an intergovernmental agreement (IGA) between its member jurisdictions. Because it is an entity "formed by [an IGA]," it is considered a local government. C.R.S. § 29-1-102 (13). The GMTC is presently comprised of 33 Colorado communities who each have a Board representative.

**What does the GMTC do?** The initial purpose of the GMTC was to coordinate efforts among the metro-Denver communities with regards to cable franchising. Over the years, the GMTC has worked to promote the public's interest in all matters related to cable and telecommunications through collaboration, education and advocacy. The GMTC presents a collective voice for local governments on issues before the state legislature, the courts, and the Federal Communications Commission. It

regularly partners with CML on Colorado legislative advocacy. It provides resources for member jurisdictions in the form of legal services, training, and the exchange of ideas. The GMTC is also responsible for *Metro Voices*, a series of award-winning community-oriented programs.

***Why is the GMTC interested in converting to a non-profit entity?*** The GMTC Board believes that becoming a non-profit corporation is the most beneficial and appropriate form to utilize in order to expand the scope and services of the organization. As the GMTC brings in new members statewide, it does not seem to make sense for an organization that will essentially be an educational/advocacy group to be a governmental entity, requiring an IGA for membership, and amendments to IGAs every time the mission of the organization is modified. In fact, GMTC has periodically been approached by other local governments outside of the metro area, with interest in joining the organization. Additionally, conversion to a non-profit entity will help GMTC grow financially. As a governmental entity, GMTC is required to complete an annual audit if its revenues and expenditures exceed \$100,000 in a fiscal year. Because of the expense of an audit, the GMTC has been careful not to exceed the \$100,000 threshold. The new organization can gradually increase its membership, and therefore its revenues and expenditures without facing the considerable expense of an annual audit.

***What is the proposed name of the new non-profit entity?*** The Colorado Communications and Utility Alliance (CCUA).

***How will the purpose of the new organization be different?*** The needs of GMTC members have expanded beyond the initial purpose. Many of the rights-of-way issues GMTC address vis-à-vis telecommunications companies are similar to rights-of-way issues with other utilities. While addressing cable and communications issues will remain a prominent goal, the purpose of the new organization will also include broadband issues, utility issues, rights-of-way management issues and related activities that impact local governments.

***How will geographic scope of the organization be different?*** For many years, the GMTC has discussed expanding statewide. To that end, the GMTC has accepted members from outside the Denver-metro area, including Durango. Although political subdivisions outside of the Denver-metro area were never excluded from the GMTC, the conversion plan and resulting name change will help the organization expand statewide. The new name will demonstrate that the organization is a statewide, rather than a metro area, group. The expanded purpose will help the organization meet the varying needs of local jurisdictions around the state, and create a stronger, statewide voice for GMTC's advocacy efforts. CML has encouraged GMTC in this regard and expressed its interest in developing even closer ties moving forward. The CCUA expects to reach out to Colorado Counties, Inc. and the Special District Association as well.

***Will the new organization follow Colorado's Open Meetings Law?*** Yes. The proposed by-laws for the new organization specifically state that all meetings shall be open to the public as provided in the Colorado Open Meetings Law, and efforts will be taken to maintain transparency.

***Does the GMTC have any regulatory authority and will it lose such authority if the conversion plan is approved?*** The GMTC does not have, and thus will not lose, any regulatory authority if the conversion plan is approved. At one time, the GMTC was authorized to act as the regional local government entity engaged in cable rate regulation. However, federal law has changed, and there is no rate regulatory authority retained by GMTC or its members. At present, most member jurisdictions have delegated the authority to review cable customer service complaints to GMTC, and these individual jurisdictions retain the ultimate authority to take action against a cable operator if the standards are violated.

***Operationally, what will change?*** Not much. The new organization will still meet once a month, maintain a website, participate in state and federal regulatory proceedings, provide access programming, offer a forum for the exchange of ideas, and work hard to promote the public's interest in all matters appropriate to the organization's purpose through collaboration, education and advocacy.

***Will the fee structure for membership dues change?*** Yes. The GMTC's membership dues are determined on a pro rata basis, based on the number of cable subscribers in each jurisdiction. Under the new dues structure, each member will pay its proportionate share of the approved operational and special budgets based on population. However, it is not expected that the amount of annual dues will significantly change, and each jurisdiction retains the ability to decide whether or not to remain a member.

***Are there other local government organizations that use a similar non-profit corporate form?*** Yes. They include: the Colorado Municipal League, the Colorado Association of Ski Towns, Colorado Counties, Inc., the Special District Association of Colorado, and the Colorado Government Association of Information Technology, the Colorado Chapter of the American Planning Association, and a number of regional Councils of Governments.

***What type of vote is required to approve the Plan of Conversion:*** Colorado statute (C.R.S. § 7-90-201, *et seq.*) allows for the conversion of one form of organization to another with the affirmative vote of 100% of the GMTC members. Each member jurisdiction has a written consent form to return, if possible, at or before the Board meeting on September 20, 2012. The consent forms are the formal vote and authorization by each member to end the IGA and convert to a non-profit entity. If the conversion plan does not receive a 100% vote, it is likely that the majority of the GMTC members will simply terminate the IGA, and then act together to form the CCUA as a new non-profit corporation. Approving the conversion plan is simply a less costly and less timely manner in which to proceed.

Participation in this group supports the City Council goal of "Financially Sustainable City Government Operation Providing Exception Services."

Respectfully submitted,

J. Brent McFall,  
City Manager



# WESTMINSTER

## Staff Report

Information Only Staff Report  
September 17, 2012



SUBJECT: Fire Department Strategic Plan 2012 – 2017

PREPARED BY: Doug Hall, Fire Chief

### Summary Statement

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

In November 2011, the Fire Department (FD) initiated a strategic planning process that was finalized in June 2012. The comprehensive 5-year strategic plan provides the FD the essential connection to the City's Strategic Plan 2012-2017. Through this formalized connection City Council, City Staff and others can more readily understand how the activities, programs and services provided by the Fire Department support the City Council strategic goals. Additionally, formalizing this plan offers enhanced opportunities to support other City departments, neighboring jurisdictions and other agencies that provide services to the City.

The FD Strategic Plan provides the following:

- Leadership vision
- Organizational direction
- Organizational priorities
- Connections with affiliated partners and stakeholders
- Benchmarks for assessing service delivery performance

Additional benefits of this strategic planning process are stronger integration of core services, enhanced performance measures and clarity with employee performance expectations in the development and delivery of FD services. All programs and services will realize greater efficiency, improved effectiveness and greater equity in managing the budget and allocating resources.

A copy of the strategic plan is attached to this staff report. City Councilors and others may also access an electronic version of this document on the FD web site at <http://www.ci.westminster.co.us/Safety/FireDepartment/AboutUs.aspx>.



### **Background Information**

Much of the City's success in providing services that offer exceptional value and quality of life is directly attributable to the City of Westminster's Strategic Plan and the leadership provided by City Council. To ensure services offered by the Fire Department (FD) align with those developed by City Council in the City's Strategic Plan, FD staff formalized a departmental vision, revised our core beliefs and developed goals and objective supporting the five goals of the City's Strategic Plan.

FD leaders were assembled and given the responsibility to develop the FD Strategic Plan. This process was facilitated by Lyle Sumek. After six months of earnest effort and through numerous revisions, we are proud to present the 2012-2017 Westminster Fire Department Strategic Plan.

Periodic review of the Strategic Plan will be conducted and annually FD leaders will formally review the organizational performance of the previous year and set operating priorities and measurable objectives for the upcoming year. The FD Strategic Plan provides guidance and focuses departmental resources to fulfill the objectives and meet all of the goals of the City of Westminster Strategic Plan.

Respectfully submitted,

J. Brent McFall,  
City Manager

Attachment      Fire Department Strategic Plan 2012 - 2017

# ***STRATEGIC PLAN***

## ***2012 → 2017***



***Westminster Fire Department***  
***April 2012***



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# **STRATEGIC PLANNING FOR THE CITY OF WESTMINSTER**

# Strategic Planning Model for the City of Westminster

Value-based principles that describe the preferred future in 15 years

**VISION**

Destination  
“You Have Arrived”

Strategic goals that focus outcome-based objectives and potential actions for 5 years

**PLAN**

Map  
“The Right Route”

Focus for one year – a work program: policy agenda for Mayor and Council, management agenda for staff; major projects

**EXECUTION**

Itinerary  
“The Right Direction”

Principles that define the responsibility of city government and frame the primary services – core service businesses

**MISSION**

Vehicle  
“The Right Bus”

Personal values that define performance standards and expectations for employees

**CORE BELIEFS**

Fuel  
“The Right People”

# **WESTMINSTER VISION 2025**

# *City of Westminster Vision 2025*

## **WESTMINSTER**

is an *ENDURING COMMUNITY –  
A UNIQUE SENSE OF PLACE AND IDENTITY*  
We have *A CHOICE OF DESIRABLE  
NEIGHBORHOODS* <sup>(A)</sup> that are *BEAUTIFUL AND  
SUSTAINABLE BY DESIGN.* <sup>(B)</sup>

## **WESTMINSTER RESIDENTS**

enjoy *CONVENIENT CHOICES FOR AN ACTIVE,  
HEALTHY LIFESTYLE,* <sup>(C)</sup> are *SAFE AND SECURE* <sup>(D)</sup>  
and have *EASE OF MOBILITY WITHIN OUR CITY  
and CONVENIENT CONNECTION TO THE  
METRO AREA.* <sup>(E)</sup>

## **WESTMINSTER**

is a *RESPECTFUL, DIVERSE COMMUNITY* <sup>(F)</sup>  
in which *RESIDENTS ARE ENGAGED.* <sup>(G)</sup>

## **WESTMINSTER CITY GOVERNMENT**

provides *EXCEPTIONAL CITY SERVICES,* <sup>(H)</sup> and has  
a *STRONG TAX BASE THROUGH A SUSTAINABLE  
LOCAL ECONOMY.* <sup>(I)</sup>

# *Westminster Vision 2025*

## **PRINCIPLE A**

### **A CHOICE OF DESIRABLE NEIGHBORHOODS**

#### **► Means**

1. Having a choice of housing: types, costs, locations, setting
2. Having well maintained, safe neighborhood infrastructure
3. Having convenient access to services, shopping, neighborhood amenities and parks with access to open space and trail
4. Having neighbors take pride and responsibility to make their neighborhood better
5. Having a reputation for City and Community excellence that attracts top quality developments
6. New mixed-use neighborhood developments around the transit stations
7. Maintaining the vitality of mature neighborhoods
8. Having new development that adds value and enhances existing neighborhoods

## **PRINCIPLE B**

### **BEAUTIFUL AND SUSTAINABLE BY DESIGN**

#### **► Means**

1. Preserving our history and heritage
2. Preserving vistas and view corridors
3. Having a visually pleasing community with minimal visual clutter
4. Having aesthetically pleasing landscaping through use of water conservation design
5. Having attractive, well-maintained streetscapes, businesses and public spaces
6. Sustaining a distinctive community character and standards over time
7. Having energy efficient city operations: facilities, infrastructure and parks

## **PRINCIPLE C**

### **CONVENIENT CHOICES FOR AN ACTIVE, HEALTHY LIFESTYLE**

#### **► Means**

1. Having passive and active recreational opportunities for all ages and abilities
2. Having full service libraries that serve the needs of patrons
3. Being recognized for a variety of parks (city, community, neighborhood) with easy access for citizens
4. Having a variety of recreational facilities: Swimming pools, fitness centers, golf courses and adult resource centers
5. Having convenient access to trails and open space areas
6. Having Westminster develop as a cultural arts community with opportunities for artists to live and work
7. Having cultural arts within our city



**PRINCIPLE D**  
**SAFE AND SECURE**

► **Means**

1. Promoting preparation, mitigation and recovery for an emergency or disaster
2. Providing timely, effective response to an emergency
3. Having citizens perceiving that they are safe and taking personal responsibility for community safety
4. Having adequate public safety resources keeping Westminster safe
5. Having strong mutual aid relationships and interoperability among public safety agencies
6. Having graffiti and vandalism free community

**PRINCIPLE E**  
**EASE OF MOBILITY WITHIN OUR CITY AND CONVENIENT CONNECTION TO THE METRO AREA**

► **Means**

1. Having effective well maintained street network for movement by vehicles within Westminster
2. Having effective well maintained sidewalks and multi-use trails
3. Cooperating with other governmental entities to enhance traffic flow and develop rail/bus alternatives
4. Having uncongested and safe traffic flow and obeying traffic laws
5. Having residents using FasTracks with less reliance on automobiles
6. Having three commuter rail stations in Westminster
7. Having land uses that encourage walkability and use of public transportation

**PRINCIPLE F**  
**RESPECTFUL, DIVERSE COMMUNITY**

► **Means**

1. Diversity of ages, race and culture
2. Diversity of income and economic status
3. Understanding and respecting diverse beliefs
4. Having an opportunity for everyone to contribute to a collaborative community
5. Fostering intergenerational and intercultural activities
6. Having appropriate programs and facilities for different cultures
7. Being recognized as a welcoming community regardless of culture and gender

## **PRINCIPLE G**

### **RESIDENTS ARE ENGAGED**

#### **► Means**

1. Feeling a sense of belonging
2. Bringing residents together through community events
3. Having well-informed citizens
4. Involving residents through volunteer activities
5. Collaborating to address community and city issues
6. Having convenient access to elected city officials

## **PRINCIPLE H**

### **EXCEPTIONAL CITY SERVICES**

#### **► Means**

1. Responding to our changing community needs
2. Recruiting and selecting, training and retaining best employees for Westminster
3. Having values driven management and service delivery
4. Maintaining a high level of satisfaction with city services by citizens and other customers
5. Having prioritized core municipal services matched to available resources
6. Using performance measures to enhance city service delivery and productivity

## **PRINCIPLE I**

### **STRONG TAX BASE THROUGH A SUSTAINABLE LOCAL ECONOMY**

#### **► Means**

1. Having diversified local economy
2. Having a strong sales tax base – Residents shopping Westminster, others coming to Westminster for shopping
3. Attracting and retaining choice retail
4. Redeveloping and reusing existing retail spaces
5. Having a variety of and more primary employers with high paying job opportunities
6. A great place for small and/or local businesses

# **CITY OF WESTMINSTER MISSION**

# *Our Mission*



WESTMINSTER  
COLORADO

***OUR JOB*** is to

***DELIVER EXCEPTIONAL VALUE***

and

***QUALITY of LIFE***

through

***S-P-I-R-I-T***

# **WESTMINSTER A SUSTAINABLE CITY**

# *Westminster – A Sustainable City*

## **PERSONAL LIVABILITY**

### **► Means**

1. Variety and choice of K-12 education opportunities
2. Variety and types of quality neighborhoods: price points, housing, lifestyles
3. Neighborhood traffic enforcement
4. Law enforcement visible and interactive with the community – schools, parks, neighborhoods
5. Parks and open space within ½ mile of every resident
6. 90+ miles of trails with access to most neighborhoods
7. School resource officer in every high school in the city
8. Well maintained public and city facilities
9. Variety of community events
10. Excellent full city services (police, fire, utilities, recreation, water/sewer, snow removal, libraries, parks, open spaces)
11. Ease of access to city services through technology
12. Access to higher education
13. Easy commuter access to metro area
14. Excellent emergency lifesaving services/rapid response
15. Availability of quality healthcare

## ENVIRONMENTAL STEWARDSHIP

### ► Means

1. Outcomes
  - Safe and adequate supply of water
  - Institute measures to mitigate past environmental mistakes concept of “true cost”
2. Specifics
  - Standley Lake protection
  - Convenient recycling well used by businesses and residents
  - City sets example even when more expensive (within reason)
3. Alternative energy use in vehicles and facilities
4. Advocate for performance-based more stringent national standard for energy code
5. Incentives e.g. reduced fee building permits, grants for retrofits
6. Citizen education/advocacy
7. Encourage and provide alternative transportation modes, e.g. transit bike, walk
8. Other TDM, e.g. alternative work schedules
9. Xcel franchise agreement include free home and business energy audits
10. LED replacement for street lights
11. Water conservation – rate structure
12. Landscaping requirements – xeriscaping
13. Watershed protection efforts (putting stormwater funds to work)
14. Ecological balance on open space (prairie dog, beaver population, management)
15. Protection of open space and wildlife corridors
16. Protection of views of natural mountain and plains beauty
17. Adaptive reuse of current construction, residential and business
18. Responsible disposal of demolition materials
19. Reducing energy use in current facilities e.g. use of new technology efficiencies

## ECONOMIC OPPORTUNITY

### ► Means

1. Broad range of employment opportunities
  - Primary employer (Avaya)
  - Professionals (CPA's, Dr's)
  - Retail and blue collar
  - Medical and healthcare
2. Sales and use tax – fair/uniformly enforced
3. Strong business relationships
  - Retention
  - Recruitment
  - Resource availability and information
4. Availability of necessary infrastructure
  - Roads/intersections/interchanges
  - Utilities – water/wastewater/electric
  - Telecommunications
  - Multimodal transportation
5. Public safety – Police and Fire
6. Rooftops to support business
  - Increased densities
7. Commitment to quality development
  - Landscaping
  - Architectural integrity
  - View corridors
8. Available workforce
  - Broad base
9. Business friendly
  - Ease of working with City
  - Networking opportunities
  - Informed business community
  - Public/private partnerships
  - Incentives
10. Healthcare and medical services



## COMMUNITY BUILDINGS

### ► Means

1. Facilities: recreation facilities, park, trails, Standley Lake, fire stations, golf courses, CH, PSC, libraries, community gardens, dog parks
2. Events (team events – sports): 4<sup>th</sup> of July, summer concerts, movies, F.S. open house, Santa, holiday lighting, pride day, tribute gardens, Westminster Faire
3. Outreach: boards and commissions, citizen academy, city pub, council outreach, web, involvement in planning, social networking (Facebook, Twitter)
4. Destination: Orchard, Promenade, Walnut Creek, Arts District, choices/variety and places for people, MAC
5. Schools: D-50, D-12, Jeffco, Charter, Front Range
6. Labeling/Identity: entrance monuments, street signs, parks and OS signage, public art
7. Focus on quality: bridges, parks, buildings, development, streetscape, service delivery
8. Citizen organization/community
  - Vol programs
  - Boards and Commissions
  - Academy alumni
  - Open space/parks vol
  - Legacy Foundation
  - Other non-profit scouts, relationships
  - Churches
  - Rotary
9. Attitude – city as a whole
10. Relationship with Hyland Hills
11. Community gardens

# **CITY OF WESTMINSTER OUR CORE VALUES**

# *Our Core Values*



**S** *ervice*

**P** *ride*

**I** *ntegrity*

**R** *esponsibility*

**I** *nnovation*

**T** *eamwork*

# **CITY OF WESTMINSTER PLAN 2012 – 2017**

# *City of Westminster Goals 2017*

**Strong, Balanced Local Economy**

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**Financially Sustainable City Government Providing  
Exceptional Services**

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**Safe and Secure Community**

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**Vibrant Neighborhoods in One Livable Community**

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**Beautiful and Environmentally Sensitive City**

# Goal 1

## Strong, Balanced Local Economy

### OBJECTIVES

1. Maintain/expand healthy retail base, increasing sales tax receipts
2. Attract new targeted businesses, focusing on primary employers and higher paying jobs
3. Develop business-oriented mixed use development in accordance with the Comprehensive Land Use Plan
4. Retain and expand current businesses
5. Develop multi-modal transportation system that provides access to shopping, to employment centers
6. Develop reputation as a great place for small and/or local business
7. Revitalize Westminster Urban Reinvestment Area

## **Goal 2**

# **Financially Sustainable City Government Providing Exceptional Services**

### **OBJECTIVES**

1. Invest in well-maintained and sustainable city infrastructure and facilities
2. Secure and develop long-term water supply
3. Focus on core city services and service levels as a mature city with adequate resources
4. Maintain sufficient reserves: general fund, utilities funds and self insurance
5. Maintain a value driven organization through talent acquisition, development and management
6. Institutionalize the core services process in budgeting and decision making
7. Maintain/enhance employee morale and confidence in Mayor-City Council and management
8. Invest in tools, training and technology to increase organizational productivity and efficiency

# Goal 3

## Safe and Secure Community

### OBJECTIVES

1. Citizens are safe anywhere in the City
2. Public Safety Departments: well equipped and authorized staffing level with quality personnel
3. Timely response to emergency calls
4. Citizens taking responsibility for their own safety and well being
5. Manage disaster mitigation, preparedness, response and recovery
6. Maintain safe buildings and homes
7. Protect residents, homes, buildings and infrastructure from flooding through an effective stormwater management program



# Goal 4

## Vibrant Neighborhoods in One Livable Community

### OBJECTIVES

1. Develop transit oriented development around commuter rail stations
2. Maintain and improve neighborhood infrastructure and housing
3. Preserve and restore historic assets
4. Have HOAs and residents taking greater responsibility for private neighborhood infrastructure
5. Develop Westminster as a cultural arts community
6. Have a range of quality homes for all stages of life (type, price) throughout the City
7. Have strong community events and active civic engagement

# Goal 5

## Beautiful and Environmentally Sensitive City

### OBJECTIVES

1. Have energy efficient, environmentally sensitive city operations
2. Reduce energy consumption citywide
3. Increase and maintain green space (parks, open space, etc.) consistent with defined goals
4. Preserve vistas and view corridors
5. A convenient recycling program for residents and businesses with a high level of participation

# **WESTMINSTER FIRE DEPARTMENT GOALS 2017**

# *Westminster Fire Department*

## *Goals 2017*

**RECOGNIZED AS THE PREMIER FIRE AND EMS SERVICE IN THE STATE OF  
COLORADO/REGION**

---

**FIRE DEPARTMENT CULTURE AS A LEARNING ORGANIZATION BASED ON  
ACCOUNTABILITY, RESPONSIBILITY, AND PERFORMANCE WITH RESULTS**

---

**TOP QUALITY FIRE WORKFORCE DEDICATED TO SERVING THE  
WESTMINSTER COMMUNITY**

---

**EFFECTIVE PARTNERSHIPS FOR COMMUNITY SAFETY**

# **WESTMINSTER FIRE DEPARTMENT PLAN 2012 – 2017**

# Goal 1

## RECOGNIZED AS THE PREMIER FIRE AND EMS SERVICE IN THE STATE OF COLORADO/REGION

OBJECTIVES	VALUE TO RESIDENTS	SHORT TERM CHALLENGES AND OPPORTUNITIES
<ol style="list-style-type: none"><li>1. Maintain response times</li><li>2. Maintain, enhance citizen satisfaction with Fire/EMS services</li><li>3. Achieve highest cardiac arrest survival rate – patient discharged from the hospital</li><li>4. Have lowest total fire loss per capita of the top fire departments/fire districts in Colorado</li><li>5. Provide a full range of emergency services</li><li>6. Provide best quality apparatus and equipment within available resources</li><li>7. Provide Fire/EMS services and service levels at or near the lowest per capita cost of the top fire departments/fire districts in Colorado</li><li>8. Increase regional operability</li></ol>	<ol style="list-style-type: none"><li>1. Ability to walk out of the hospital after a cardiac arrest</li><li>2. Reduced potential of fire loss</li><li>3. Confidence and peace of mind in Fire/EMS response</li><li>4. Value for their tax dollars</li><li>5. Single point of service</li><li>6. Personal and caring service in our response</li><li>7. Quick, timely response that exceeds your expectations</li></ol>	<ol style="list-style-type: none"><li>1. Funding for Fire/EMS service, facilities, apparatus, equipment</li><li>2. Aging Fire Department workforce and potential loss of knowledge and skills</li><li>3. Workload increasing with less resources</li><li>4. Aging infrastructure and facilities</li><li>5. Motivating others to lead</li></ol>
		<b>SHORT TERM CHALLENGES AND OPPORTUNITIES</b>
		<ol style="list-style-type: none"><li>1. Change in City Council and organization direction</li><li>2. Retention of employees with current compensation package</li><li>3. Aging homes and buildings</li><li>4. Increasing expectations of residents: more services</li><li>5. Keeping up with technology and state of art equipment</li><li>6. Collection: decline in Medicare revenues</li></ol>

**POLICY ACTIONS 2012 – 2013**

- |   | <b>PRIORITY</b>   |               |
|---|---|---------------|
| 1. Fleet Utilization Analysis/Direction: Vehicle Type and Purchase          | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority   |   |               |
| 2. Regional Dispatch/Interoperability: Evaluation, Recommendation, Decision | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority   |   |               |

**MANAGEMENT ACTIONS 2012 – 2013**

- |   | <b>PRIORITY</b>  |              |
|---|--|--------------|
| 1. Residential Fire Sprinkler Code: Policy, Implementation, City Action | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority  |  |              |
| 2. Medical Dispatch: Prioritize, Review, Report on Costs                | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority  |  |              |
| 3. Community Risk Assessment: Complete, Use                             | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority  |  |              |
| 4. Collection: RFP for Ambulance Billing and Collection                 |  |              |
| 5. Citywide Emergency Management: Future Direction, Position            |  |              |

**MANAGEMENT IN PROGRESS 2012 – 2013**

1. Cell Phone Tower (Station 6): Direction
2. Core Services: Definition, Priority, Direction
3. Automatic Aid: MOU with: Arvada

**ON THE HORIZON 2013 – 2017**

1. Fire Burn Building: Direction
2. Training Site Location: Direction
3. Old Fire Station 2: Plan for Future Use
4. Fire Apparatus Replacement Program
5. Storage/Quartermaster
6. Special Services/Medical Unit: Evaluation
7. Fee Inspection: Direction
8. Facility Maintenance (including Parking Lots): Responsibility, Plan, Funding
9. Snow Plowing: Direction
10. Customer Service Survey: Direction
11. Special Teams: Direction
12. Automatic Aid: MOU with:
  - > North Metro
  - > Southwest Adams
  - > Thornton
  - > Federal Heights
  - > North Washington

# Goal 2

## FIRE DEPARTMENT CULTURE AS A LEARNING ORGANIZATION BASED ON ACCOUNTABILITY, RESPONSIBILITY, AND PERFORMANCE WITH RESULTS

OBJECTIVES	VALUE TO RESIDENTS	SHORT TERM CHALLENGES AND OPPORTUNITIES
<ol style="list-style-type: none"><li>1. Participate in outside schools – National Fire Academy, Regional Training</li><li>2. Train for rank above – preparation for succession</li><li>3. Recognized as a “Leadership Development” institution</li><li>4. Enhance the number of certified instructors</li><li>5. Maintain an effective performance evaluation system</li><li>6. Set, maintain high education standards with professional development guidelines and individual learning/development plans</li><li>7. Utilize “best practices” as models to guide/adapt to fire operation and service delivery in Westminster (Fire Accreditation, Standards of Cover, ICC, NFPA, ISO)</li></ol>	<ol style="list-style-type: none"><li>1. Higher level of services and personal response</li><li>2. Confidence in Fire/EMS response</li><li>3. Application of latest techniques to serve the community</li><li>4. Timely, effective response to service calls</li><li>5. Cost savings through in-house training, instruction and expertise</li><li>6. Reduce fire/life loss through a higher level of knowledge and skills</li></ol>	<ol style="list-style-type: none"><li>1. Funding for organization and professional development</li><li>2. Understanding and appreciating the concept of “learning organization”</li><li>3. Tailoring professional development guidelines to individual skills, abilities and interests</li><li>4. Individual willingness to adapt, change and grow in a “learning organization”</li><li>5. Investing time in professional development</li></ol>
		<b>SHORT TERM CHALLENGES AND OPPORTUNITIES</b>
		<ol style="list-style-type: none"><li>1. Performance measures and their use for continuous development</li><li>2. Utilizing Fire Accreditation and “best practices” – the practice and value to the community</li><li>3. Firefighter interest in promotion</li><li>4. Engaging Fire Department leadership in planning and decision making</li></ol>



**MANAGEMENT ACTIONS 2012 – 2013**

- |   | <b>PRIORITY</b>   |               |
|---|---|---------------|
| 1. Records Management System: Implementation            | <table border="1"><tr><td>Top Priority</td></tr></table>  | Top Priority  |
| Top Priority  |   |               |
| 2. Learning Organization: Definition, Program Direction | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority   |   |               |
| 3. Succession Planning: Direction, Actions, Funding     | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority   |   |               |
| 4. Leadership Development Program Element: Development  | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority   |   |               |
| 5. Training Program: Direction, Funding                 |   |               |

**ON THE HORIZON 2013 – 2017**

1. After Action Review Process: Revision
2. Professional Development Guidelines: Finalization
3. System for Best Practices: Direction
4. College Degree Requirement: Direction
5. Fire Accreditation: Fact Finding, Evaluation, Direction, Application to Department

# Goal 3

## TOP QUALITY FIRE WORKFORCE DEDICATED TO SERVING THE WESTMINSTER COMMUNITY

OBJECTIVES	VALUE TO RESIDENTS	SHORT TERM CHALLENGES AND OPPORTUNITIES
<ol style="list-style-type: none"><li>1. Provide competitive compensation – pay and benefits</li><li>2. Hire, retain top quality Fire Department workforce dedicated to city and department core benefits</li><li>3. Define professional standards for Fire Department workforce</li><li>4. Maintain, enhance open communications and collaborative problem solving</li><li>5. Provide professional development opportunities for Fire Department workforce</li><li>6. Have mechanisms for succession planning and workforce development</li><li>7. Maintain firefighter skill sets and fitness/wellness</li></ol>	<ol style="list-style-type: none"><li>1. Dedicated workforce – exceptional services and initiative</li><li>2. Positive attitude of Fire Department employees</li><li>3. Focus on community tailored to residents’ needs</li><li>4. Desire to make a difference</li><li>5. Give extra to the Westminster community</li><li>6. Confident, friendly and caring service response</li></ol>	<ol style="list-style-type: none"><li>1. Funding for competitive compensation</li><li>2. Organization and collaboration with support from City Hall</li><li>3. Addressing marginal performers</li><li>4. Putting in place succession process and programs</li><li>5. Changing values toward work</li></ol> <p style="text-align: center;"><b>SHORT TERM CHALLENGES AND OPPORTUNITIES</b></p> <ol style="list-style-type: none"><li>1. Community volunteer/non Fire Department employees to enhance services</li><li>2. Developing career options</li><li>3. Linking professional development to college programs and degrees</li><li>4. Potential national collective bargaining for fire and police</li><li>5. Refining the promotion process</li></ol>

**POLICY ACTIONS 2012 -2013**

1. Compensation and Benefit Package: Direction

**PRIORITY**

Top Priority

**MANAGEMENT ACTIONS 2012 – 2013**

1. Fire Marshal: Direction
2. Marginal Performance: Evaluation, Direction, Actions
3. Fire Training Coordinator: Direction
4. Community Needs Assessment
  - > Community
  - > Station
5. Proactive Communication Process with Employees: Direction, Actions

**PRIORITY**

Top Priority

Top Priority

High Priority

High Priority

**ON THE HORIZON 2013 – 2017**

1. Professional Standards for Workforce: Job/Positions
2. Lateral Transfer for New Hires: Direction
3. Performance Recognition Program: Direction, Actions

## Goal 4

# EFFECTIVE PARTNERSHIPS FOR COMMUNITY SAFETY

### OBJECTIVES

1. Develop and maintain effective automatic aid, emergency management /recovery with surrounding jurisdictions
2. Work with St. Anthony/Centura and medical clinics to enhance healthcare services
3. Develop the knowledge and skill sets of residents: fire safety, life safety, wellness/self care, disaster preparation
4. Expand businesses partnership on management and fire prevention
5. Develop alternative service delivery models with individuals and community partners
6. Continue to support community events and festivals

### VALUE TO RESIDENTS

1. Better level of service
2. Personal relationship with residents
3. Leveraging resources
4. Help residents/businesses to help themselves
5. Expand services through partnering with other fire departments
6. Confidence in the preparedness for a major emergency/disaster
7. Developing support for Fire Department

### SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Time to develop and sustain partnerships with turnover in staff
2. Businesses and residents sharing responsibility for their own and community safety
3. Fire Department personnel “buy in”/support to use of community and agency partners and programs to enhance service delivery
4. “Buy in” by neighboring agencies, businesses and community organizations
5. Staffing for community activity coordination

### SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Demonstrating benefit to the Westminster community
2. Seeking outside dollars in a competitive market
3. Using citizen volunteers
4. Residents’ willingness to volunteer
5. Working with other Fire Departments through more non traditional approaches

**POLICY ACTIONS 2012 – 2013**

1. Alternative Service Delivery Model: Evaluation of Options, Direction

**PRIORITY**

Top Priority

**MANAGEMENT ACTIONS 2012 – 2013**

1. Employee Expectation (Community Involvement): Direction
2. Partnership Mentality: Integration into Fire Organization

**PRIORITY**

High Priority

**ON THE HORIZON 2013 – 2017**

1. Fire Service Program: Direction, Activities
2. New Born Program: Direction, Activities
3. Mentor Program for 12-18 year old girls
4. Identification of Potential Partners: Direction
5. Chamber of Commerce: Direction, Actions
6. AED Contribution: Direction
7. Public Schools Program: Direction

# **WESTMINSTER FIRE DEPARTMENT ACTION AGENDA 2012 – 2013**

# *Westminster Fire Department Policy Agenda 2012 – 2013*

## **TOP PRIORITY**

**Compensation and Benefit Package: Direction [Deputy Chiefs/Battalion Chiefs]**

**Alternative Service Delivery Model: Evaluation of Options,  
Direction [Fire Chief]**

## **HIGH PRIORITY**

**Fleet Utilization Analysis/Direction: Vehicle Type and  
Purchase [Deputy Chiefs]**

**Regional Dispatch /Interoperability: Evaluation Recommendation, Decision  
[Fire Chief, Deputy Chiefs]**

# *Westminster Fire Department Management Agenda 2012 – 2013*

## **TOP PRIORITY**

**Residential Fire Sprinkler Code: Policy, Implementation, City Action  
[Fire Marshal]**

**Medical Dispatch: Prioritize, Review, Report on Costs [EMS Coordinator]**

**Community Risk Assessment: Complete, Use [Deputy Chief (Bill)/Fire Marshal]**

**Records Management System: Implementation [Deputy Chief (Operations)]**

**Fire Marshal: Direction [Deputy Chief (Administration)]**

**Marginal Performance: Evaluation, Direction, Actions [Deputy Chiefs]**



## **HIGH PRIORITY**

**Learning Organization: Definition, Program Direction [Fire Chief/Deputy Chiefs/Battalion Chiefs/Captains/Lieutenants]**

**Succession Planning: Direction, Actions, Funding [Deputy Chiefs]**

**Leadership Development Program Element: Development  
[Training Coordinator]**

**Fire Training Coordinator: Direction [Deputy Chief – Operations]**

**Community Needs Assessment [Deputy Chief – Administration/Fire Marshal]**

**Employee Expectation (Community Involvement): Direction [Captains]**

## **OTHER PRIORITY**

**Collection: RFP for Ambulance Billing and Collection [EMS Coordinator]**

**Citywide Emergency Management: Future Direction, Position  
[Emergency Management Coordinator]**

**Training Program: Direction, Funding [Training Coordinator]**

**Proactive Communication Process with Employees: Direction, Actions  
[Public Information Officer]**

**Partnership Mentality: Integration into Fire Organization [Battalion Chiefs]**

# *Westminster Fire Department Management in Progress 2012 – 2013*

**Cell Phone Tower (Station 6): Direction**

**Core Services: Definition, Priority, Direction**

**Automatic Aid: MOU with: Arvada**

# **WESTMINSTER FIRE DEPARTMENT MISSION**

# *Westminster Fire Department*

## *OUR MISSION IS TO:*

- 1. PROTECT THE COMMUNITY FROM FIRE DAMAGE AND LOSS**
- 2. PRESERVE AND ENHANCE THE HEALTH OF RESIDENTS**
- 3. PROMOTE, REGULATE AND ENFORCE A SAFE AND SUSTAINABLE LIVING ENVIRONMENT FOR RESIDENTS AND BUSINESSES**
- 4. RESPOND TO AND MITIGATE ALL IDENTIFIED HAZARDS TO MINIMIZE RISK TO THE COMMUNITY**
- 5. RESPOND TO CALLS FROM RESIDENTS**
- 6. ENGAGE RESIDENTS AND BUSINESSES AS PARTNERS FOR COMMUNITY SAFETY**

# *Our Mission*

## **PRINCIPLE 1**

### **PROTECT THE COMMUNITY FROM FIRE DAMAGE AND LOSS**

#### **► Means**

1. Provide fire response: adequate and timely
2. Train firefighters for response
3. Maintain knowledge of “best practice” and newest techniques
4. Work with institutions and major businesses: fire prevention and evacuation
5. Plan, purchase, maintain and replace apparatus and equipment
6. Receive and respond to automatic aid/mutual aid calls
7. Provide 9-1-1 communications

## **PRINCIPLE 2**

### **PRESERVE AND ENHANCE THE HEALTH OF RESIDENTS**

#### **► Means**

1. Educate residents on health issues including use of AED, CPR, First Aid
2. Provide first response EMS at the ALS level
3. Provide prevention programs for health wellness including blood pressure checks, shots, health clinics
4. Provide EMD through dispatch initial medical assessment
5. Provide medical transport to appropriate medical facility based upon evaluation and initial treatment at the highest level
6. Distribute, monitor and inspect AEDs

### **PRINCIPLE 3**

## **PROMOTE, REGULATE AND ENFORCE A SAFE AND SUSTAINABLE LIVING ENVIRONMENT FOR RESIDENTS AND BUSINESSES**

### **► Means**

1. Adopt the most update edition of the International Fire Code
2. Enforce fire code and city ordinances
3. Conduct construction inspections
4. Review development plans including placement of hydrants
5. Conduct business inspections
6. Prepare pre-fire plans
7. Inspect, test and monitor maintenance of private water systems

### **PRINCIPLE 4**

## **RESPOND TO AND MITIGATE ALL IDENTIFIED HAZARDS TO MINIMIZE RISK TO THE COMMUNITY**

### **► Means**

1. Provide HazMat response
2. Prepare for, respond to aircraft, rail, light rail, major highway problems
3. Coordinate regional or local responses with other agencies
4. Identify, update community risk assessment
5. Develop emergency management plan
6. Identify, monitor potential hazards: Westminster and surrounding area
7. Provide carbon monoxide alarms response

## **PRINCIPLE 5**

### **RESPOND TO CALLS FROM RESIDENTS**

#### **► Means**

1. Odor investigation
2. Non-emergency medical services
3. False alarms
4. Senior assistance
5. Individuals with special needs

## **PRINCIPLE 6**

### **ENGAGE RESIDENTS AND BUSINESSES AS PARTNERS FOR COMMUNITY SAFETY**

#### **► Means**

1. Train AED use
2. Support major community events
3. Train CPR and first aid
4. Develop, conduct fire safety programs
5. Conduct “Home Safety” program
6. Train “Colorado Ready” and “CERT”
7. Conduct joint programs with businesses (e.g. Home Depot, Lowe’s, Wal-Mart, etc.)

# **WESTMINSTER FIRE DEPARTMENT CORE BELIEFS**



# *Westminster Fire Department Core Beliefs*

## **TEAM**

**P** erformance

**R** esponsibility

**I** nnovation

**D** edication

**E** nthusiasm

**IN SERVING YOU.**

# *Core Beliefs – Definition*

## **BELIEF**

### **TEAM**

#### ► **Means**

1. Having and knowing our Fire Department goals and responsibilities
2. Helping other team members to be successful
3. Cooperating, collaborating and working with others
4. Fully engaging as a team member
5. Supporting the team and team members
6. Developing a sense of team unity and pride

## **BELIEF**

### **PERFORMANCE**

#### ► **Means**

1. Defining and knowing the performance standards and expectations
2. Expanding your knowledge and skill sets
3. Knowing the "best practices" in the Fire and EMS services and applying them to our department
4. Evaluating our performance and identifying ways to improve
5. Follow through in developing professional development guidelines
6. Developing the knowledge and skill sets of others
7. Provide accurate reports

## **BELIEF**

### **RESPONSIBILITY**

#### **► Means**

1. Taking responsibility for your decisions, actions and behaviors
2. Monitoring performance and holding self and others accountable
3. Knowing the Fire Department goals, mission, plans and core beliefs
4. Acting with a sense of purpose
5. Being honest and acting with integrity
6. Knowing and doing the job right when no one is looking

## **BELIEF**

### **INNOVATION**

#### **► Means**

1. Looking for better ways to do the job
2. Taking the initiative
3. Seeking out and incorporating best practices
4. Learning from setbacks, mistakes and taking risks
5. Empowering others to be innovative
6. Being open to new ideas

## **BELIEF**

### **DEDICATION**

#### **► Means**

1. Going the extra mile when necessary to get the job done or to be the best
2. Being loyal to the City, our community and the Fire Department
3. Looking for ways to better serve the Westminster community
4. Taking pride in our appearance-uniforms, apparatus, vehicles, equipment and facilities
5. Contributing to the Fire Department goals, mission and core beliefs
6. Doing the right thing always

## **BELIEF**

### **ENTHUSIASM**

#### **► Means**

1. Having a positive outlook and attitude
2. Recognizing the performance and contributions of others
3. Creating a positive and personally rewarding work environment
4. Saying "thank you"
5. Believing that your efforts will make a difference for the community, residents and others
6. Having fun on the job
7. Being self motivated and a leader in motivating others



WESTMINSTER

## Staff Report



Information Only Staff Report  
September 17, 2012

SUBJECT: Planning Division Activity for the First Half of 2012

PREPARED BY: Jana Easley, Principal Planner

### Summary Statement

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

- The Westminster Municipal Code subsections 11-5-9(B) and 11-5-10(B) require that a report be provided to the City Council that describes administratively approved Preliminary and Official Development Plans (PDPs and ODPs).
- This report provides the City Council with a summary of administratively approved PDPs and ODPs processed between January and June 2012, since not all PDPs and ODPs approved by the City require a public hearing and Planning Commission or City Council approval.
- Staff reports some of this information as specific projects that are approved throughout the year in the City's Weekly Edition; however, this report summarizes the PDPs and ODPs approved in the first half of 2012.

### Background Information

A list of the PDPs and ODPs that were administratively approved is provided in the attached table. A total of 41 Official Development Plan Amendments and Waivers and Preliminary Development Plan Amendments were approved administratively in the first half of 2012. This is slightly lower than the first half of 2011 (41 v. 48).

The work the Planning Division performs supports all five of the City Council's goals of 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

A - First Half 2012 Administratively Approved PDPs and ODPs List

Subdivision	Location / Address	Project Type	Description of Project	Date Approved
Ball Campus 1st Replat	9675 W. 108th Circle	Commercial	Add mechanical equipment/rooftop unit	5/17/2012
Bradburn Filing 4 (multiple blocks/lots)	Bradburn Filing 4	Residential	Add optional bonus rooms & 3-car garages	5/15/2012
Bradburn Filing 5	11699 Bradburn Blvd.	Residential	New house model for Century Homes	5/8/2012
Bradburn Filing 5	Bradburn Filing 5	Residential	Add optional bonus rooms & 3-car garages	5/8/2012
Bradburn Filing 1	11751 Newton Avenue	Residential	New house model for Century Homes	5/8/2012
Bradburn Filing 4	11739 Bradburn Blvd.	Residential	New house model for Century Homes	5/8/2012
Bradburn Filing 4, Block 21, Lot 3	11697 Perry Street	Residential	New house model for Century Homes	5/8/2012
Bradburn Filing 1, 9th Replat, Block 17, Lot 20	11872 Bradburn Blvd.	Residential	Add awnings to a commercial business	6/12/2012
Bradburn Subdivision Filing 4, Block 23, Lot 4	3976 W. 116th Way	Residential	New custom house	6/12/2012

Subdivision	Location / Address	Project Type	Description of Project	Date Approved
Church Ranch Crossing 1st Replat	8430 W. Church Ranch Blvd.	Commercial	Sidewalk realignment	1/24/2012
Country Meadows, Block 1, Lot 1	7584 Sheridan	Commercial	Valero - renovate gas station for new Valero	2/8/2012
Crown Point 1st Replat Filing 4	10081 Wadsworth Pkwy.	Commercial	Village at Standley Lake Commercial - Arbor Family Medical Bldg.	3/15/2012
Foster Property, Lot 1	13640 Orchard Parkway	Commercial	Starbucks - Remove planter to add door	6/4/2012
Green Acres, Filing 1B, Block 6, Lot 8	4626 W. 113th Ave.	Residential	Deck addition	6/11/2012
Greenlawn, Lots 1 and 2	6880 and 6885 W. 91st Court	Residential	Monument sign replacement	2/13/2012
Highlands at Westbury	SWC 113th & Osage Circle	Residential	Replace sand pit with 2 pergolas and replace 2 dead trees	2/20/2012
Hyland Hills Golf Course	9600 City Center Drive & 9650 Sheridan Blvd.	Commercial	New clubhouse	3/26/2012
Hyland Hills Golf Course	9650 Sheridan Blvd.	Institutional	Modification to clubhouse screen wall	5/21/2012

Subdivision	Location / Address	Project Type	Description of Project	Date Approved
Lexington Filing 1	Lexington and Huron NWC	Residential	Install new sidewalk pathway	6/6/2012
Northgate Shopping Center, Lot 1	7198 Federal	Commercial	Amendment for As-built changes (KeyBank)	5/1/2012
Northpark Filing 2	9980 Grove Street D	Residential	Add a 2'x2' window to side elevation	5/15/2012
Northpark Plaza Retail Center	10339 N. Federal Suite 100	Commercial	Starbucks - Relocation of storefront door from the south side to east side/new wall-mounted light fixtures	2/9/2012
Orchard at Westminster Filing 1, 4th Replat, Block 1, Lot 2D	14521 & 14541 Orchard Pkwy.	Retail	Orchard Filing 1, 4th Replat New retail buildings (Ulta, Old Navy)	1/5/2012
Orchard at Westminster Filing 1, 4th Replat, Block 1, Lot 2D	14693 Orchard Pkwy.	Commercial	Install patio fence for Little Monkey Bizness	6/11/2012
Orchard at Westminster Filing 1, 4th Replat, Block 1, Lot 2D	14521/14541 Orchard Pkwy.	Commercial	Signage, raise parapet hgt., relocate gas meters, revised colors (Ulta, Old Navy)	6/11/2012



Subdivision	Location / Address	Project Type	Description of Project	Date Approved
Orchard Park Place Filing 1	400 W. 144th Avenue	Commercial	Add louvers, helicopter windcone, light pole bases, oxygen tank at St. Anthony North new medical office building	5/21/2012
Park Centre 1st Replat Filing 1	12025 N. Pecos	Commercial	New patio for restaurant	4/4/2012
Park Centre Filing 4	1111 W. 120th Avenue	Commercial	Hooters restaurant color change to orange	1/9/2012
Park Place Filing 1	9516 & 9520 Gray Street	Residential	Modify sidewalk for better connection	6/28/2012
Shoenberg Farms	5478, 5484, 5490, 5496 W. 72nd Place	Residential	Allow encroachment of new home into front setback	3/29/2012
Shoenberg Farms, Block 5, Lots 32-39	72nd & Depew	Residential	Allow front porch offset for new home to be 5 ft. instead of 4 ft.	5/16/2012
Standley Lake (Dam Tender's House)	9805 W. 88th Avenue or 9075 Independence Drive	Residential	Replace current manufactured house w/stick-built house.	4/12/2012

Subdivision	Location / Address	Project Type	Description of Project	Date Approved
Standley Shores Shopping Center Filing 1, 1st Replat, Block 1A, Lot 3	9979 Wadsworth Pkwy.	Commercial	Phased exterior façade renovation to former American Furniture Warehouse for Players Bench expansion and other potential users	6/27/2012
Valley, Lot 1	8820 Field Street	Institution	Shepherd of the Valley Lutheran Church - Install rock facing on part of front of church	2/23/2012
Westbrook Shopping Center 2nd Replat, Lots 1A & 3	9100, 9120, 9140 W. 100th Avenue	Commercial	Subdivide Lot 1 into 2 lots resulting in 3 lots (two retail buildings separated)	5/8/2012
Westcliff	6567 W. 96th Drive	Residential	Westcliff-build sunroom into rear setback	5/24/2012
Westminster Gateway, Lot 3	10393 Reed Street	Commercial	Exterior bldg. lighting changed (Drury Inn)	4/19/2012
Westminster Housing Authority Filing 1	3180 W. 76th Ave Bldgs. A,B,C	Residential	Architectural and landscape updates to apt buildings	4/30/2012
Westminster Promenade East (Northpoint Center PDP)	10600 Westminster Blvd.	Commercial	Subdivide & amend land uses (Westin restaurant patio area)	5/16/2012

Subdivision	Location / Address	Project Type	Description of Project	Date Approved
Westmoor Technology Park, Block 2, Lot 1	Near 108th & Westmoor Drive	Commercial	New lot lines for Lot 1A and 1B (Trimble replat)	3/14/2012
Wood Creek Filing 6	7505 Harlan Way	Residential	Install vinyl siding on house	6/28/2012



# WESTMINSTER

## Staff Report

Information Only Staff Report  
September 17, 2012



SUBJECT: Update on Sale of Westminster Commons

PREPARED BY: Tony Chacon, Senior Projects Coordinator

### Summary Statement

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

### Background Information

The Volunteers of America (VOA) is nearing a closing on the acquisition of the Westminster Commons senior apartments, at 3170 W. 76<sup>th</sup> Avenue, from the Westminster Housing Authority. A closing is currently scheduled for September 19, 2012. A few issues remain to be remedied to the satisfaction of the title company and the primary lender JP Morgan Chase Bank. The most significant issue pertains to the receipt of \$500,000 in City HOME funds from Adams County, which is responsible for administering the City's HOME funds under a consortium agreement approved by HUD.

Per the funding proposal and subsequent purchase and sale agreement, VOA was to secure \$500,000 in HOME funds for the rehabilitation of the residential units. Accordingly, an application was made to Adams County to provide \$500,000 in HOME funding towards the project. The City and Adams County agreed to provide the requested funding using funds in the City of Westminster account. Given the commitment, it was anticipated that the funds would be available for deposit to escrow in preparation for the closing. However, a number of circumstances has led to the fact that the actual funds will not be sent in time for the closing and could be delayed a couple of months. VOA proposed going forward with the closing pending receipt of a commitment letter from Adams County, which was provided to the City by the Adams County Commissioners on August 15, 2012.

The commitment letter is insufficient, however, to ease the concerns of JP Morgan Chase Bank that the money will be made available when needed, and therefore require that the \$500,000 be available at closing. City staff and VOA are proceeding to remedy this situation by holding back in escrow \$500,000 in cash proceeds due to the City at the time of closing. These funds would then be released at such time as the City receives the HOME funds from Adams County. In the highly unlikely event the HOME funds are not received by the City, the funds would be released to VOA to complete the rehabilitation as a subordinated long-term loan. Staff has received a commitment letter from Adams County for the HOME funds and anticipates receipt of the HOME funds prior to the end of 2012.

Respectfully submitted,

J. Brent McFall  
City Manager