



# WESTMINSTER

## Staff Report

TO: The Mayor and Members of the City Council

DATE: October 16, 2013

SUBJECT: Study Session Agenda for October 21, 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* 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. Community Corrections in Jefferson County (*Verbal*)
2. Gasoline and Diesel Fuel Contract Price Lock through 2014
3. Parkland to Open Space Adoptions
4. Resolution calling January 14, 2014, Mayoral Run-Off Election, if needed and Approval of Contract for Mail Ballot Services, if needed

### EXECUTIVE SESSION

1. Obtain Direction from City Council re proposed Economic Development Agreement with a new primary employer pursuant to §§ 1-11-3(C)(4) and 1-11-3 (C)(7), W.M.C. and § 24-6-402(4)(e)
2. Obtain Direction from City Council re proposed Economic Development Agreement with DigitalGlobe pursuant to §§ 1-11-3(C)(4) and 1-11-3 (C)(7), W.M.C. and § 24-6-402(4)(e), C.R.S.

### INFORMATION ONLY ITEMS

1. 2013 3<sup>rd</sup> Quarter City Council Expenditure Report
2. 2013 Citywide Goals & Objectives – 2<sup>nd</sup> Period Update
3. Westminster 303 Employee Training

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  
October 21, 2013



**SUBJECT:** Gasoline and Diesel Fuel Contract Price Lock through 2014

**PREPARED BY:** Jeffery Bowman, Fleet Manager

### Recommended City Council Action

Concur with Staff recommendation to pursue fixed price agreement(s) for gasoline and diesel fuel for year 2014, in the amounts of 220,000 gallons gasoline and 120,000 gallons diesel fuel, for fuel purchases not to exceed \$1,061,550 total.

### Summary Statement

- The City of Westminster uses approximately 220,000 gallons of gasoline and 120,000 gallons of diesel fuel annually.
- During 2013, approximately 90% of the gasoline used by the City of Westminster will be purchased through Fleet Maintenance Division's Commodities Fuel Account on a pre-determined fuel contract with Chief Petroleum.
- During 2013, approximately 80% of the diesel fuel used by the City of Westminster will be purchased through Fleet Maintenance Division's Commodities Fuel Account on a pre-determined fuel contract with Chief Petroleum.
- Fuel contract lock timelines have changed in the past few years; most notably in the amount of time the purchaser has to make a decision. While previously a fuel vendor could wait days for a purchaser to decide whether or not to lock in a price, in today's faster pace futures market, the purchaser needs to respond immediately.
- City Staff, therefore, recommends using a "strike point" again in 2014, where the Fleet Manager is pre-authorized to lock in futures fuel prices when the price per gallon decreases to a specific per gallon cost. Once the purchase is made, City Council will be asked to ratify the purchase contract at a subsequent City Council meeting.
- When fuel futures pricing is comparable to the budgeted amount in the Commodities Fuel Account, Fleet Maintenance may move to lock the price for up to 90% of estimated 2014 fuel purchases.
- Strike points are estimated to be at or below \$3.00/gallon (gasoline) and \$3.25/gallon (diesel).
- If the strike point is not reached for either type of fuel, Staff will continue to purchase either gasoline or diesel or both on the spot market, as happened throughout 2012 for diesel purchases.

**Expenditure Required:** \$1,061,550

**Source of Funds:** Fleet Maintenance Funds

### **Policy Issue**

Should City Council concur with the recommendation for Fleet Maintenance Division to pursue a fixed price agreement for gasoline and diesel fuel purchases for 2014?

### **Alternative**

The City could buy fuel on a spot market bid, as it purchased diesel fuel in 2012. This is not recommended, as fuel prices on spot market can move up and down, based on remote factors such as worldwide political activity and weather trends in the Gulf Coast. Additionally, contracted fuel is a guaranteed take-or-pay supply that assures a “first at the pipe” priority over fleets that purchase on spot pricing.

### **Background Information**

The City of Westminster entered a fuel contract lock price for the 2013 budget year, for gasoline and diesel fuel. The speed with which fuel contract transactions happen has increased, leaving decision time to lock a contract often to mere minutes. In comparison to the days or even weeks of decision time to lock a contract in years past, municipal fleets need to be able to react to short term dips in fuel pricing. Municipal fleets are a primary user of fuel contracts, because fuel contracts not only secure a price within the fleet’s budget, it also creates a “first at the pipe” priority assuring fuel supply over fleets that purchase through on spot pricing. For example, as refineries decrease fuel production for maintenance, customers holding contracts are accounted for and are first to receive their allotted fuel delivery. The City is currently purchasing gasoline on a pre-determined contract price of \$2.86/gallon and diesel fuel on a pre-determined contract price of \$3.15/gallon. While spot purchasing allows the City to take advantage of price decreases, the City also pays market price when prices soar. Fleet Maintenance Division is following the 2013 fuel contract models and plans to purchase approximately 90% of gasoline on contract, leaving 10% to be purchased on spot and purchase approximately 80% of diesel fuel on contract, leaving 20% to be purchased on spot. Understanding the fuel tank capacities at City sites and contract delivery methods also justifies the 90-10 and 80-20 split.

The City’s vehicle fleet uses approximately 340,000 gallons of motor fuel annually. Gasoline use is highest at 220,000 gallons, while diesel fuel use averages 120,000 gallons. Fuel is dispensed at three City locations: the Municipal Service Center (MSC), Big Dry Creek Facility (BDC) and City Park. Only the MSC has large enough storage capacity to receive full transport deliveries. A full transport load of gasoline is 8,500 gallons, while a full transport load of diesel fuel is 7,500 gallons. These fuel quantities and ability to accept them are important to know, as fuel contract prices are based on full transport loads and monthly consumption. The fuel tanks at BDC and City Park are smaller, so deliveries are not shipped in transport load sized trailers, but are shipped via “tank wagons.” A tank wagon is a straight truck with an attached tank, whose volume is less than transport loads. A tank wagon delivery can cost as much as 20 cents per gallon more than contracted price.

Determining the amount and type of fuel issued at each City fuel location and the method used to deliver that fuel, along with the fuel budget number, allows the creation of strike points to be calculated. The following scenario represents a possible strike point. Considering Fleet Maintenance Division’s Commodities Fuel Account for 2014 at \$1,061,550 and the last full-year historical fuel use from 2012, the chart below provides a scenario for how the strike point approach can be used to lock in fuel pricing to stay with the 2014 Budget allocation.

Transport \$/Gallon = \$ 2.75/Gallon(Unleaded) and \$ 3.25/Gallon(Diesel)				
<b>Diesel</b>	<b>Tankwagon(\$ .20/Gallon Premium)</b>	<b>Transport</b>	<b>Totals</b>	
<b>2012 Fuel Purchased(Gallons)</b>	36,984.00	81,917.00	118,901.00	
<b>Cost/Gallon</b>	\$ 3.45	\$ 3.25		
	\$ 127,594.80	\$ 266,230.25	<b>\$ 393,825.05</b>	
				<b>Grand Total \$1,015,369.00</b>
<b>Unleaded</b>	<b>Tankwagon(\$ .20/Gallon Premium)</b>	<b>Transport</b>	<b>Totals</b>	
<b>2012 Fuel Purchased(Gallons)</b>	38,211.00	185,026.00	223,237.00	
<b>Cost/Gallon</b>	\$ 2.95	\$ 2.75		
	\$ 112,722.45	\$ 508,821.50	<b>\$ 621,543.95</b>	

For purposes of comparison, the City is currently paying contracted transport prices of \$2.86 per gallon for unleaded gasoline and \$3.15 per gallon for diesel fuel. Lock-in futures pricing varies considerably day-to-day and the price per gallon is more expensive than the current spot pricing.

City Staff’s efforts to secure fuel contracts described above coincide with City Council’s goal of “Financially Sustainable City Government Providing Exceptional Services” by keeping the City’s fuel supply within budget and reliable into 2014.

Respectfully submitted,

Brent McFall  
City Manager



## Staff Report

City Council Study Session Meeting  
October 21, 2013



SUBJECT: Parkland to Open Space Adoptions

PREPARED BY: Heather Cronenberg, Open Space Coordinator  
Richard Dahl, Park Services Manager

### Recommended City Council Action

Review the proposed Open Space Adoptions list and provide comments and input to City Staff at the Study Session scheduled for Monday, October 21, 2013. If consensus from Council is reached and after any recommended revisions are made, City Council is requested to direct Staff to place this item on a regular City Council Meeting Agenda for formal approval.

### Summary Statement

- In the past (March 1996, July 2001, November 2009), City Council approved the “adoption” of several City-owned properties into the Open Space program for management and maintenance purposes per Chapter X111 of City Code. Staff from the Department of Community Development and the Department of Parks, Recreation, and Libraries have been working together to develop a new list of potential candidate properties for the adoption process for City Council’s consideration.
- This proposed adoptions list includes properties to be adopted as open space from parklands. The proposed total net new open space as proposed would add 37.56 acres.
- Properties to be adopted into the Open Space program are natural in character, and meet the criteria for open space preservation and management.
- Appropriate Staff will be in attendance at the October 21, 2013, Study Session to present the proposed adoptions to City Council, answer any questions and make any required changes.

**Expenditure Required:** \$0

**Source of Funds:** N/A

**Policy Issue**

Does City Council wish to approve City Staff’s proposed Open Space Adoptions?

**Alternative**

City Council could decide not to approve the proposed adoptions, or approve the adoptions on a case-by-case basis; however, City Staff has evaluated each of the adoptions on the list carefully and feels strongly that the properties being proposed for adoption would be better utilized for another public purpose.

**Background Information**

Staff recommends that 8 properties totaling 37.56 acres be adopted into the Open Space program for preservation, management and maintenance purposes. The properties proposed for adoption into the Open Space program are as follows (also refer to the attached maps where the proposed adoption parcels are shaded yellow):

<b>From Parks</b>			
<b>Map Number</b>	<b>Name</b>	<b>Location/Notes</b>	<b>Acreage</b>
<b>1</b>	Green Knolls Park	That portion of the property currently east of Balsam St. that is non-irrigated and maintained as native and drought tolerant.	2.33
<b>2</b>	Oakhurst Park I/II	The unirrigated detention pond east of 93 <sup>rd</sup> Way; unirrigated detention pond north of Covenant Village and the unirrigated triangle west of the Farmers’ High Line Canal trail.	12.4
<b>3</b>	Sherwood Park	The unirrigated north portion of the park located east of Kendall St. and adjacent to Airport Creek.	3.84
<b>4</b>	Waverly Acres Park	The unirrigated park area east of the drainageway to the subdivision fence line and north and south of the playground.	1.4
<b>5</b>	Willowbrook Park	Natural riparian area adjacent to the park located northeast of Delaware Drive and that portion of the property west of I-25 and east of Tanglewood Creek.	5.97
<b>6</b>	Future park/recreation center location at Park Centre Business Park	Located at 124 <sup>th</sup> and Pecos. That portion of the unirrigated property west of the future park area which is comprised of the west facing sloping hillside.	3
<b>7</b>	Trendwood Park	Natural park area located to the northeast of Betty Adams Elementary School.	.65
<b>8</b>	Mayfair Park	Drainage and wetlands area located west of Holland Way and adjacent to the north and south side of Mayfair Park	7.97
		<b>Total</b>	<b>37.56</b>

In 2014, Staff intends to perform a master planning process at Standley Lake Regional Park. Through this process, staff will recommend that some portion of the lake and surrounding land be designated as open space where appropriate. Staff believes that at least 180 acres could be designated as open space, which would allow the City to reach its goal of preserving at least 15% of the City as open space. Targeted acquisitions related to trail connections and high priority acquisitions will continue to occur after reaching this goal.

Title X111 of the City Code allows for the trade of open space and parklands. Staff from the Department of Community Development, the Department of Parks, Recreation and Libraries, and City Manager's Office have carefully evaluated and are in full support of each of the above mentioned proposed adoptions.

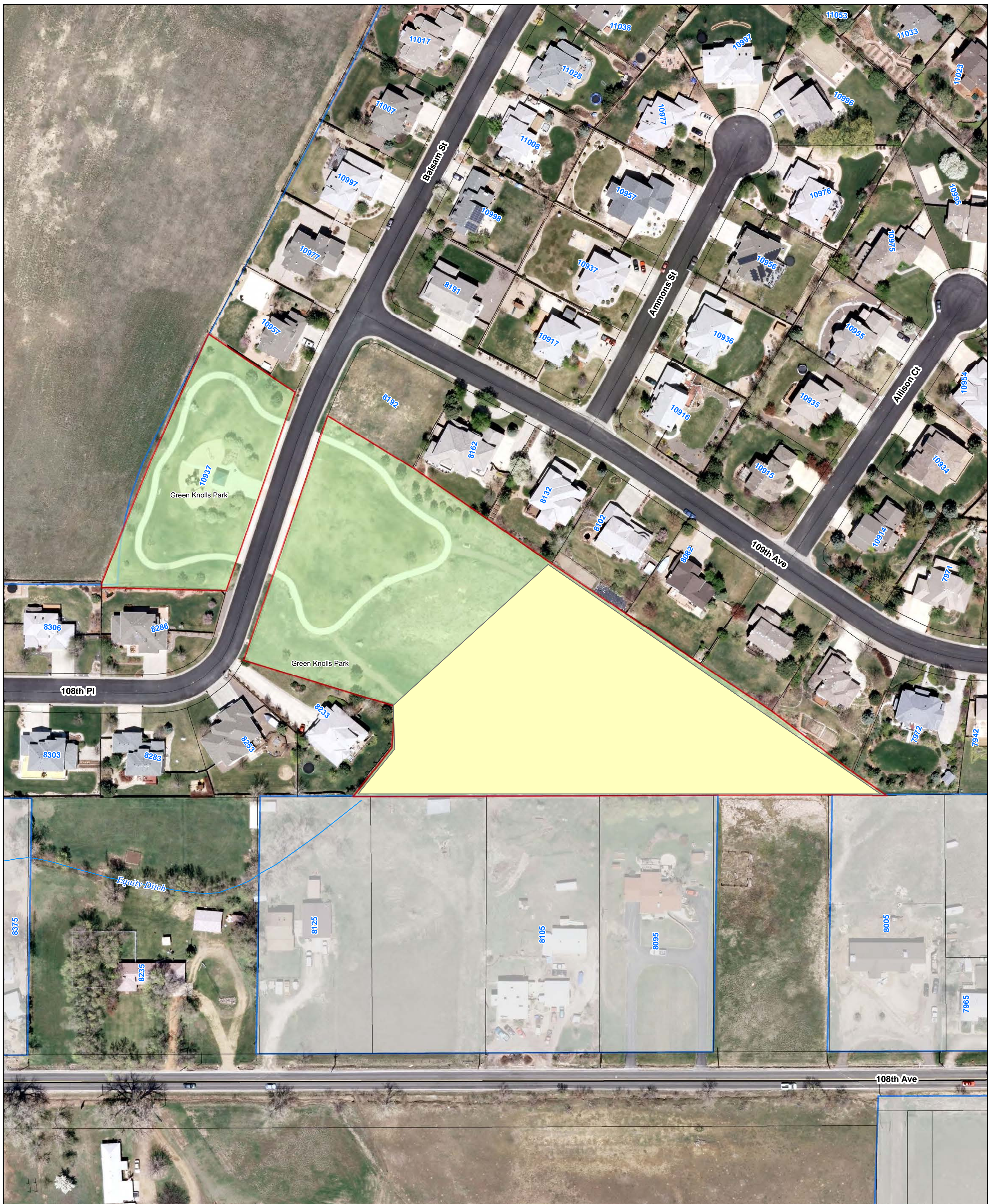
Appropriate Staff will be in attendance at the October 21, 2013 Study Session to present the proposed adoptions and answer any questions City Council may have about the recommendations made, as well as make revisions to the adoptions as directed by Councillors. The adoptions meet the City's Strategic Plan Goal of "Beautiful and Environmentally Sensitive City."

Respectfully submitted,

J. Brent McFall  
City Manager

Attachment: Maps of Proposed Adoption Parcels



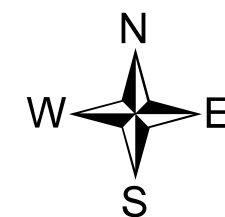


**City of Westminster**

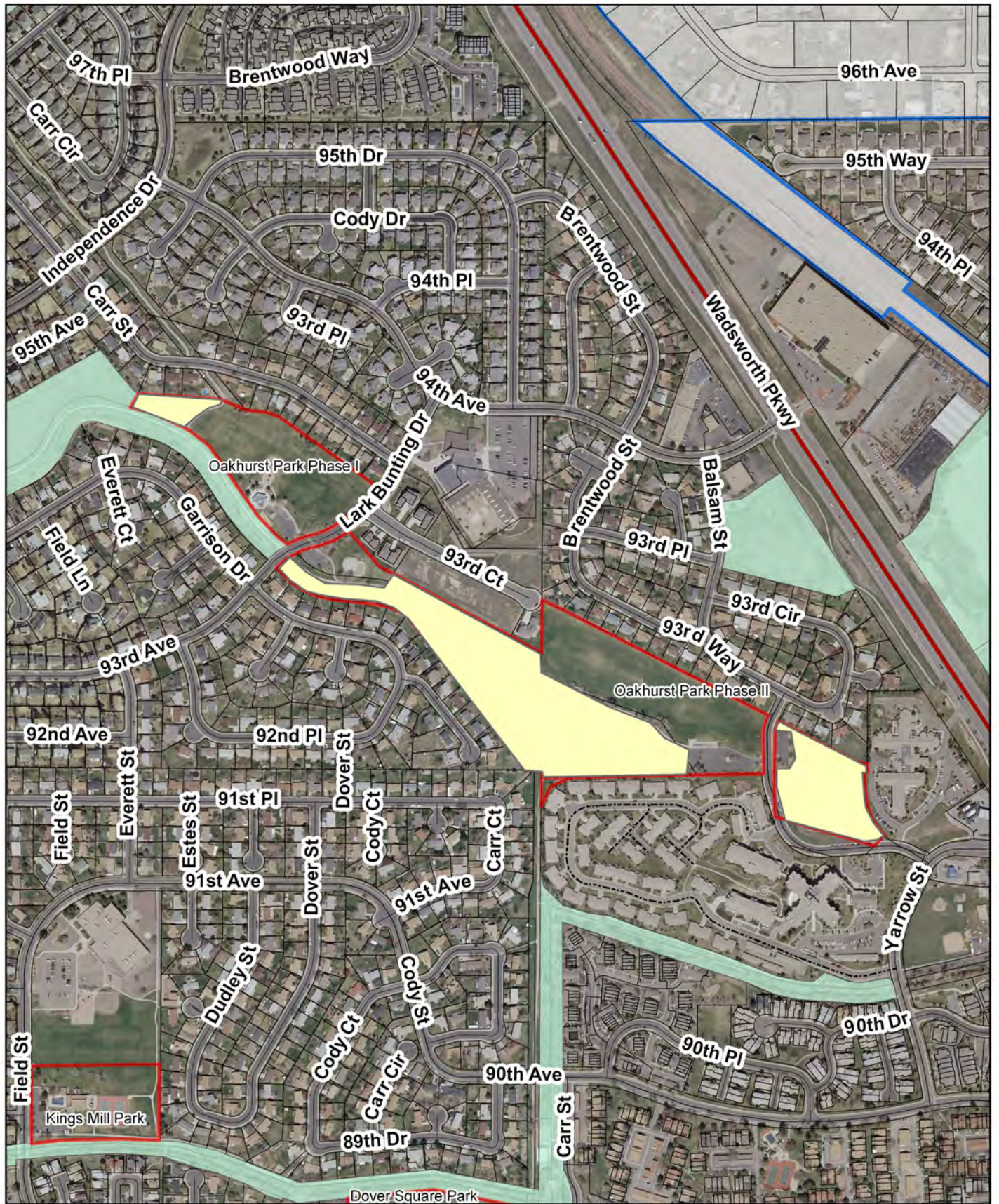
**Green Knolls Park**

**Proposed Open Space area-2.33 acres or 101,688 sf**

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### City of Westminister

### Oakhurst I/II Park

Proposed Open Space area- 12.40 acres of 540,546 sf

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**City of Westminster**  
**Sherwood Park**

**Proposed Open Space Area-3.84 acres or 167,277 sf**







Waverly Acres Park

Eaton St

103rd Ave

102nd Pl

Depew St

101st Ave

102nd Ave

100th Ct

Depew St

Chase St

Benton St

100th Pl

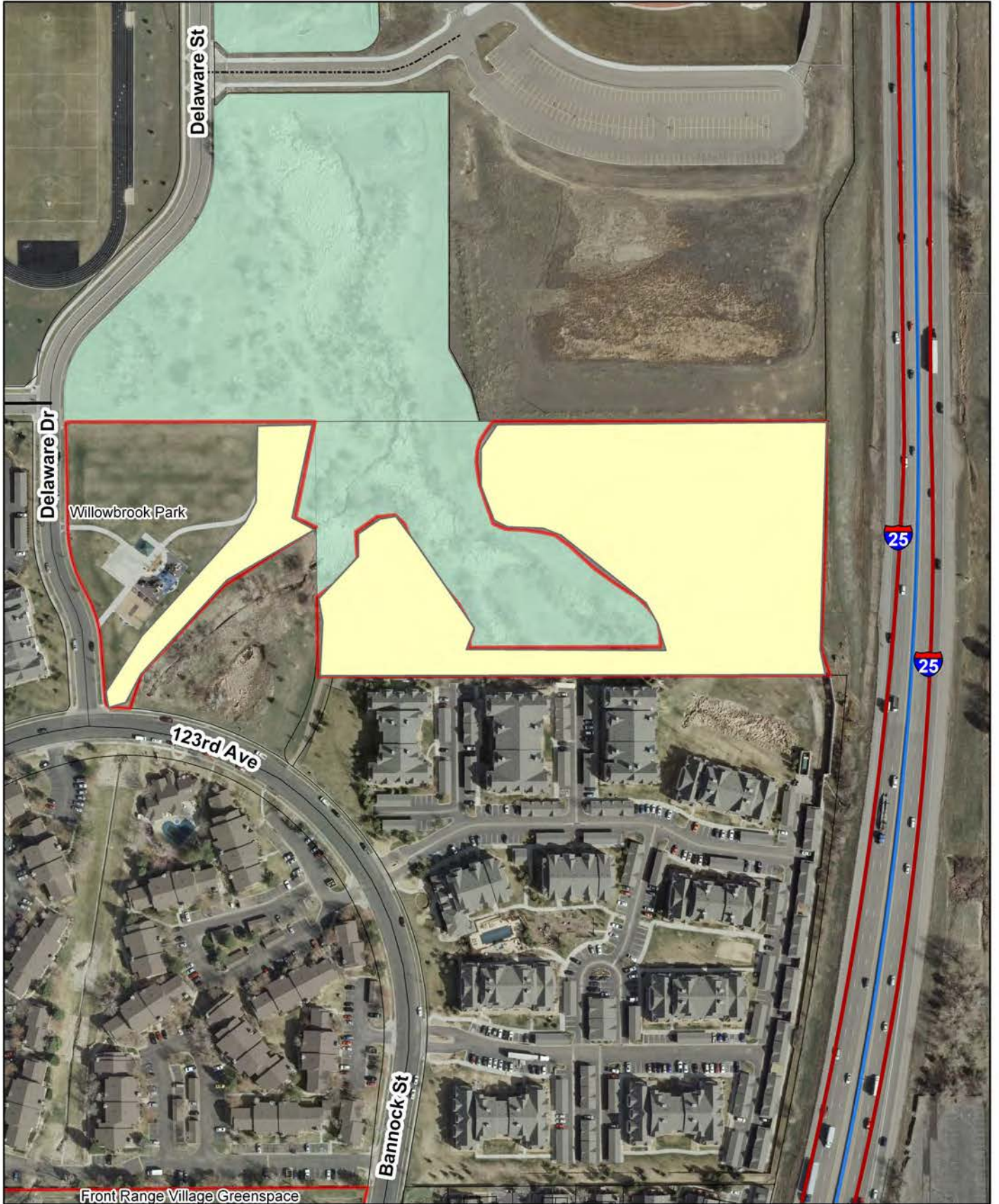
**City of Westminister**  
**Waverly Park**

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**Proposed Open Space area- 1.4 acres of 60,973 sf**







Front Range Village Greenspace

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### City of Westminster Willowbrook Park

Proposed Open Space area- 5.97 acres of 260,089 sf



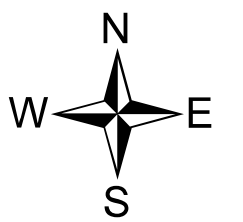




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# City of Westminister

**Future Northeast Resource Center**  
**Proposed Open Space area- 3.00 acres or 132,478 sq. ft.**



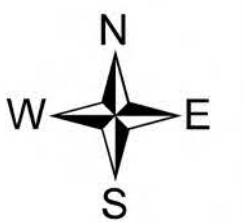




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**City of Westminster**  
**Trendwood Park**

**Proposed Open Space Area- .65 acres or 28,591 sf**











## WESTMINSTER

### Staff Report

City Council Study Session Meeting  
October 21, 2013



**SUBJECT:** Resolution Calling January 14, 2014, Mayoral Run-Off Election, if Needed; and Approval of Contract for Mail Ballot Services, if Needed

**PREPARED BY:** Linda Yeager, City Clerk  
Hilary Graham, Deputy City Attorney

#### Recommendation

Concur with Staff recommendation for setting the date and procedures for a Mayoral run-off election as needed. Direct Staff to schedule the Resolution adopting the date and procedures for Council action on November 11, 2013.

#### Summary Statement

On November 11, 2013, depending on the outcome of the November 5 regular City election, City Council can expect to see a resolution calling a January 14, 2014, special election for purposes of conducting a mayoral run-off. At that time, City Council will also be asked to approve a contract for mail ballot election services. This agenda item will be canceled if a mayoral candidate receives forty percent (40%) or more of the votes cast for the office of mayor at the November 5 regular City election.

The Westminster Municipal Code (“W.M.C.” or “Code”) at Section 1-10-1(A) requires a candidate for mayor to receive at least forty percent (40%) of the votes cast for the office of mayor in order to be elected mayor. If that percentage of votes is not received by one candidate, a run-off election is required. According to another Code requirement, a special election, such as a mayoral run-off election, must be called by resolution of Council at least forty (40) days in advance of the election.

At the time of this Study Session, prior to the November 5 regular City election, Staff can only speculate that a mayoral run-off election may be necessary. If necessary, the run-off election will be conducted by Staff as a mail ballot election on January 14, 2014, and this election will require the City to enter a contract for mail ballot election services, including ballot printing, ballot mailing, poll book preparation and vote tabulating.

Prior discussions with Council have indicated a preference for conducting the mayoral run-off election as a mail ballot election. Because of its special timing, this election cannot be coordinated with the county clerks, meaning City Staff will conduct it from start to finish.

As such, Staff is seeking to advise Council of how it plans to conduct the mail ballot election, if needed. Currently, this item is scheduled to be on Council’s November 11 agenda. The agenda item will be removed and no action will be needed if a mayoral candidate receives forty percent (40%) or more of the votes cast for the office of mayor at the November 5 regular City election.

**Expenditure Required:** Estimated \$100,000

**Source of Funds:** Contingency Funds



## **Policy Issue**

Should City Council direct Staff to schedule the adoption of a Resolution, if needed, setting forth the date and procedures for a mail ballot Mayoral run-off election?

## **Background Information**

### **A. Election Process**

The City typically conducts its regular municipal elections in coordination with the county clerks, meaning the City enters an IGA with the county governments and pays for the City's ballot content to be included in the county's election mail, election notice, and election counting. There has not been occasion to hold a special City election outside the coordinated election cycle with the counties since 1992.

The nature of the mayoral run-off election required by W.M.C. § 1-10-1(A) means that coordination with the counties will not be possible, and the City will need to conduct its own election. Council has expressed a preference for holding the mayoral run-off election as a mail ballot election, and mail ballot elections are widely considered to increase voter participation.

Adding to this already complex situation, this year the General Assembly approved legislation in the form of House Bill 13-1303 that significantly revised state election laws. The revisions alter fundamental requirements such as voter registration deadlines and voter residency requirements, and they abolish the prior "inactive" voter status that previously resulted in only active registered electors receiving mail ballots. The changes are complex and will be applied in the November 5 regular City election coordinated with the counties, which is governed by the Uniform Election Code, C.R.S. § 1-1-101, *et seq.*

It is untested how the revisions within HB 13-1303 will apply to a municipal election, which is conducted primarily under the Municipal Election Code, C.R.S. § 31-10-101, *et seq.* There is no clean separation between the Uniform Election Code, the Municipal Election Code, and the impacts of House Bill 13-1303. Because the Municipal Election Code does not contain its own mail ballot provisions, W.M.C. § 7-1-7(B) requires City mail ballot elections to be conducted pursuant to Article 7.5 of Title 1, C.R.S. (the "Mail Ballot Article") within the Uniform Election Code.

It is anticipated that conforming changes to the Municipal Election Code will be forthcoming in the next state legislative session so that the Mail Ballot Article will no longer be inconsistent with municipal election requirements. Until that time, Staff believes it is within the City's home rule authority to apply the Mail Ballot Article without the amendments imposed by HB13-1303. The interplay between the unamended Mail Ballot Article and the Municipal Election Code is well understood and will result in a well-run election, whereas, applying the Mail Ballot Article and other provisions of the Uniform Election Code as amended by HB13-1303 to conduct an election primarily under the Municipal Election Code is untested. Accordingly, the proposed resolution contains the findings Council will need to make to explain its decision to not apply HB13-1303 to the City's mayoral run-off election.

### **B. Mail Ballot Election Service Contract**

As to the separate issue of approving a contract for mail ballot election services, Staff will present a proposed contract for Council's consideration at the November 11 City Council meeting, if a run-off election is necessary. A Request for Bids was issued on October 7, 2013, and will close on October 14.

Staff Report – Resolution Calling January 14, 2014, mayoral Run-Off Election, if Needed; and  
Approval of Contract for Mail Ballot Services, If Needed  
October 21, 2013  
Page 3

A summary of the bids received will be provided to City Council at the October 21 Study Session. It is important to reiterate that the November 11 agenda item will be canceled if a mayoral candidate receives forty percent (40%) or more of the votes cast for the office of mayor at the November 5 regular City election.

Approving the resolution calling the special election and approving the contract for mail ballot election services will further the Strategic Plan goals of a Financially Sustainable City Government Providing Exceptional Services by ensuring the timely and efficient election of a new mayor.

Respectfully submitted,

J. Brent McFall  
City Manager

Attachment – Proposed Resolution



RESOLUTION

RESOLUTION NO.  
SERIES OF 2013

INTRODUCED BY COUNCILLORS

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**A RESOLUTION CALLING A SPECIAL ELECTION  
FOR THE CONDUCT OF A MAYORAL RUN-OFF ELECTION**

WHEREAS, the City Code at W.M.C. § 1-10-1(A) requires a candidate for mayor to receive at least forty percent (40%) of the votes cast for the office of mayor in order to be elected mayor; and

WHEREAS, at the November 5, 2013, regular City election, no candidate received at least forty percent (40%) of the votes cast for the office of mayor, with the mayoral candidates receiving the following votes: **[INSERT ELECTION RESULTS HERE]**; and

WHEREAS, the City Code requires the two candidates with the highest number of votes for mayor to participate in a run-off election at the soonest possible date following the City's regular election; and

WHEREAS, this resolution is necessary to comply with W.M.C. § 7-1-11(A), which requires special elections to be called by resolution of Council at least forty (40) days in advance of such election; and

WHEREAS, clarification as to the conduct of such election is necessary given the Colorado General Assembly's recent passage of House Bill 13-1303, which implemented significant changes to the Uniform Election Code of 1992, C.R.S. § 1-1-101, *et seq.*, (the "Uniform Election Code") including Article 7.5 of Title 1, C.R.S., as to mail ballot elections, but which did not amend the Colorado Municipal Election Code, C.R.S. § 31-10-101, *et seq.* (the "Municipal Election Code"); and

WHEREAS, the City Code at W.M.C. § 7-1-2(A) gives a preference to following the Municipal Election Code in City elections over the Uniform Election Code; and

WHEREAS, the City Code at W.M.C. § 7-1-7(B) requires City elections, when conducted by mail ballot, to be conducted according to Article 7.5 of Title 1, C.R.S. (the "Mail Ballot Article"), except as to those specific provisions of the Mail Ballot Article specifically excluded by the City Code and except as to those provisions the City Council determines to be inconsistent with the City's home rule authority; and

WHEREAS, the uncertainty created by HB13-1303, the difficulty applying it to a municipal mail ballot election, and the lack of updated election rules from the Colorado Secretary of State to aid in the application of HB13-1303 to a municipal mail ballot election are problematic.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF WESTMINSTER:

1. The Westminster City Council hereby calls a special election for the conduct of a mayoral run-off election **on January 14, 2014**, between **[INSERT CANDIDATES HERE]**, which election shall be conducted by the City Clerk as a mail ballot election.
2. The Westminster City Council hereby determines the conduct of the special election shall be pursuant to the requirements of the Mail Ballot Article as published in the 2012 Colorado Revised Statutes prior to amendment by House Bill 13-1303, and according to the Secretary of States Rules for Mail Ballot Elections, 8 CCR 1505-1, Rule 12, as amended and effective August 15, 2012; except as set forth below:
  - a. As stated in W.M.C. § 7-1-7(B)(1) and (2), Sections 1-7.5-107.3 and 1-7.5-109 of the Mail Ballot Article shall not apply.
  - b. For proper application of the Mail Ballot Article and for consistency with the Municipal Election Code, the City Clerk shall also rely on Section 1-2-201, C.R.S., unamended by House Bill 13-

1303. As such, the deadline for registering to vote in this run-off election shall be the 29<sup>th</sup> day before the election, or December 16, 2013.

3. The Westminster City Council hereby finds the amendments imposed by HB 13-1303 on Section 1-2-201, C.R.S., and on the Mail Ballot Article to be inconsistent with the City's authority over its elections granted by Article XX of the Colorado Constitution and to be in conflict with the Municipal Election Code. Accordingly, pursuant to W.M.C. § 7-1-7(B)(3), the City Council declares the amendments to Section 1-2-201, C.R.S., and to the Mail Ballot Article, as enacted by HB13-1303, to be inapplicable to the January 14, 2014, mayoral run-off election.
4. The Westminster City Council hereby delegates to the City Clerk the authority and responsibility to appoint election judges as permitted by C.R.S. § 31-10-401.

Passed and adopted this 11<sup>th</sup> day of November, 2013.

\_\_\_\_\_  
Mayor

ATTEST:

APPROVED AS TO LEGAL FORM:

\_\_\_\_\_  
City Clerk

By: \_\_\_\_\_  
Office of the City Attorney





WESTMINSTER

## Staff Report

Information Only Staff Report  
October 21, 2013



SUBJECT: 2013 Third Quarter City Council Expenditure Report

PREPARED BY: Ben Goldstein, Management Analyst  
Valerie White, Administrative Secretary

### Summary Statement

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

The attached document is a listing of all 2013 City Council posted expenditures from January 1 through September 30, 2013.

### Background Information

The following report is a listing of City Council expenditures by each account for January 1 through September 30, 2013, as posted by September 30, 2013. As of September 30, 2013, 74.8% of 2013 had elapsed and Council spent 57.5%, or \$146,217, of its revised 2013 budget that totals \$254,094.

The budget is a planning tool and represents a best estimate regarding actual expenditures. If you have any questions about items included in this report, please contact Ben Goldstein at 303-658-2007 or at [bgoldstein@cityofwestminster.us](mailto:bgoldstein@cityofwestminster.us).

The quarterly expenditure report for City Council ties to the Strategic Plan Goal of a “Financially Sustainable City Government Providing Exceptional Services,” as Staff and Council work together to continually find greater efficiency in City operations.

Respectfully submitted,

J. Brent McFall  
City Manager

Attachment



**3rd Quarter 2013 City Council Expenditure Report  
(as of September 30, 2013)**

EXPENDITURE	DATE	DESCRIPTION	PAID TO:	
<b>SALARIES - MAYOR/COUNCIL</b>		<b>(ACCT: 10001010.60800.0000)</b>		
(\$249.86)	01/01/13	2012 YE Salary Accrual Reversal	Council	
\$3,498.06	01/13/13	Salaries	Council	
\$3,498.06	01/27/13	Salaries	Council	
\$3,498.06	02/10/13	Salaries	Council	
\$3,498.06	02/24/13	Salaries	Council	
\$3,498.06	03/10/13	Salaries	Council	
\$3,498.06	03/24/13	Salaries	Council	
\$3,498.06	04/07/13	Salaries	Council	
\$3,498.06	04/21/13	Salaries	Council	
\$3,498.06	05/05/13	Salaries	Council	
\$3,498.06	05/19/13	Salaries	Council	
\$3,498.06	06/02/13	Salaries	Council	
\$3,498.06	06/16/13	Salaries	Council	
\$3,498.06	06/30/13	Salaries	Council	
\$3,498.06	07/14/13	Salaries	Council	
\$3,498.06	07/28/13	Salaries	Council	
\$3,498.06	08/11/13	Salaries	Council	
\$3,498.06	08/25/13	Salaries	Council	
\$3,498.06	09/08/13	Salaries	Council	
\$3,498.06	09/22/13	Salaries	Council	
\$66,213.28	TOTAL		<i>% of account budget expended year-to-date</i>	71.66%
\$92,400.00	BUDGET	2013 APPROVED BUDGET	<i>% of total City Council budget</i>	36.36%
\$26,186.72	BALANCE			
<b>COUNCIL ALLOWANCE</b>		<b>(ACCT: 10001010.61100.0000)</b>		
\$1,081.50	01/13/13	Council Allowance	Council	
\$1,081.50	01/27/13	Council Allowance	Council	
\$1,081.50	02/01/13	Council Allowance	Council	
\$1,081.50	02/10/13	Council Allowance	Council	



**3rd Quarter 2013 City Council Expenditure Report  
(as of September 30, 2013)**

<b>EXPENDITURE</b>	<b>DATE</b>	<b>DESCRIPTION</b>	<b>PAID TO:</b>	
\$1,081.50	02/24/13	Council Allowance	Council	
\$1,081.50	03/10/13	Council Allowance	Council	
\$1,081.50	04/07/13	Council Allowance	Council	
\$1,081.50	04/21/13	Council Allowance	Council	
\$1,081.50	05/05/13	Council Allowance	Council	
\$1,081.50	05/19/13	Council Allowance	Council	
\$1,081.50	06/02/13	Council Allowance	Council	
\$1,081.50	06/16/13	Council Allowance	Council	
\$1,081.50	06/30/13	Council Allowance	Council	
\$1,081.50	07/14/13	Council Allowance	Council	
\$1,081.50	07/28/13	Council Allowance	Council	
\$1,081.50	08/11/13	Council Allowance	Council	
\$1,081.50	08/25/13	Council Allowance	Council	
\$1,081.50	09/08/13	Council Allowance	Council	
\$1,081.50	09/22/13	Council Allowance	Council	
\$20,548.50	TOTAL		<i>% of account budget expended year-to-date</i>	<i>79.17%</i>
\$25,956.00	BUDGET	2013 APPROVED BUDGET	<i>% of total City Council budget</i>	<i>10.22%</i>
\$5,407.50	BALANCE			
<b>MILEAGE REIMBURSEMENT</b>		<b>(ACCT: 10001010.61200.0000)</b>		
\$263.29	04/22/13	1st Quarter Mileage Reimbursement - McNally	Nancy McNally	
\$195.49	05/16/13	1st Quarter Mileage Reimbursement - Lindsey	Mary Lindsey	
\$458.78	TOTAL		<i>% of account budget expended year-to-date</i>	<i>15.29%</i>
\$3,000.00	BUDGET	2013 APPROVED BUDGET	<i>% of total City Council budget</i>	<i>1.18%</i>
\$2,541.22	BALANCE			



**3rd Quarter 2013 City Council Expenditure Report  
(as of September 30, 2013)**

EXPENDITURE	DATE	DESCRIPTION	PAID TO:
<b>MEETING EXPENSES</b>			<b>(ACCT: 10001010.61400.0000)</b>
\$20.00	01/09/13	1/9 Business After Hours & Expo McNally, Briggs, Major, Lindsey	MNCC
\$1,430.00	01/23/13	1/23/13 ADCOG Dinner	Legacy Ridge
(\$260.00)	02/19/13	1/23/13 ADCOG Dinner - Commerce City	City of Westminster
(\$130.00)	02/19/13	1/23/13 ADCOG Dinner - ADCO Commissioners	City of Westminster
(\$130.00)	02/19/13	1/23/13 ADCOG Dinner - Arvada	City of Westminster
(\$78.00)	02/19/13	1/23/13 ADCOG Dinner - Aurora	City of Westminster
(\$78.00)	02/19/13	1/23/13 ADCOG Dinner - Bennett	City of Westminster
(\$156.00)	02/19/13	1/23/13 ADCOG Dinner - Brighton	City of Westminster
(\$26.00)	02/19/13	1/23/13 ADCOG Dinner - Broomfield	City of Westminster
(\$130.00)	02/19/13	1/23/13 ADCOG Dinner - Federal Heights	City of Westminster
(\$182.00)	02/19/13	1/23/13 ADCOG Dinner - Northglenn	City of Westminster
\$182.00	02/19/13	1/23/13 ADCOG Dinner - Northglenn	City of Westminster
(\$130.00)	02/19/13	1/23/13 ADCOG Dinner - Northglenn	City of Westminster
(\$182.00)	02/19/13	1/23/13 ADCOG Dinner - Thornton	City of Westminster
\$68.15	02/20/13	2/20 Briefing Sen. Tochtrop - McNally, McFall, Smithers, D Tomlinson	City Grille
\$46.48	02/25/13	DRCOG Board Workshop - Lodging	Nancy McNally
\$74.95	03/06/13	3/6 Briefing with Sen. Ulbarri - McNally, McFall, Smithers, D Tomlinson	Katie Mullins
\$125.34	03/12/13	Digital Printing and Finishing of Community Outreach Postcard	Market Direct
\$212.55	03/15/13	ADCO Executive Committee Breakfast	Mimi's Café
\$30.00	03/18/13	Bouquet for Senior Hub Volunteer Luncheon	Senior Hub
\$21.67	03/20/13	3/20 Community Summit- fruit	Mary Joy Barajas
\$227.25	03/20/13	3/20 Community Summit Dinner	The Garlic Knot
\$18.16	03/31/13	Briefing - Briggs, McFall	Perkins
\$22.36	03/31/13	Briefing - Atchison, McFall	Black Eyed Pea
\$250.00	04/29/13	3/21 JEC Industry Appreciation Awards Breakfast - McNally, Atchison, Briggs, Kaiser, Lindsey	123Sign Up
\$10.06	04/29/13	Briefing with Senator Kraft-Tharp, McFall, McNally, Smithers, Tomlinson	Panera

**3rd Quarter 2013 City Council Expenditure Report  
(as of September 30, 2013)**

<b>EXPENDITURE</b>	<b>DATE</b>	<b>DESCRIPTION</b>	<b>PAID TO:</b>	
\$5.88	04/29/13	Briefing with Senator Kraft-Tharp, McFall, McNally, Smithers, Tomlinson	Panera	
\$20.86	04/29/13	Briefing with Senator Kraft-Tharp, McFall, McNally, Smithers, Tomlinson	Panera	
\$150.00	04/29/13	DC Breakfast - State of Housing - McNally, Atchison, Briggs, Lindsey, Winter	MNCC	
\$100.00	04/29/13	Politics and Pints - Briggs, Lindsey	MNCC	
\$4.19	04/29/13	Briefing with Senator Kraft-Tharp, McFall, McNally, Smithers, Tomlinson	Panera	
\$30.00	05/06/13	Law Day Bkfst -McNally, Kaiser, Lindsey	Broomfield/Adams Bar Association	
\$131.30	05/13/13	Strategic Plan Retreat Supplies	Office Max	
\$1,562.80	05/13/13	Strategic Plan Retreat Dinner	The Heritage Grill	
\$1,850.00	05/28/13	Community Summit Facilitation	Lyle Sumek Associates, Inc.	
\$290.26	06/03/13	ADCO Dinner - Council, McFall, Smithers	Cheeky Monk	
\$98.51	06/03/13	Strategic Plan Interview - McNally, McFall, Sumek	Bonefish	
\$46.92	06/11/13	Soda for Strategic Plan Retreat	Canteen Refreshments	
\$73.24	06/12/13	Dinner for the Potential Candidates Forum 6/12	MD	
\$35.09	06/12/13	6/12 Westy's Best taping - lunch Atchison, J Carroll, Nick (videographer)	Herb Atchison	
\$18.00	06/18/13	ADCOG Dinner - McNally	Adams County Commissioners	
\$18.59	06/11/13	Breakfast Briefing - McFall, Atchison	The Delectable Egg	
\$120.00	07/10/13	DC Breakfast - State of Housing - Atchison, Briggs, Lindsey, Winter	MNCC	
\$100.00	08/08/13	8/18 Rockin' Garden Party - McNally, Briggs(2), Lindsey(2), Major(2)	North Metro Arts Alliance	
\$100.00	08/13/13	ADCOG Dinner - Briggs, Lindsey, Major(2)	City of Arvada	
\$85.00	09/10/13	Mayor's Summit - McNally	CML	
\$6,097.61	TOTAL		<i>% of account budget expended year-to-date</i>	<i>39.21%</i>
\$15,550.00	BUDGET	2013 APPROVED BUDGET	<i>% of total City Council budget</i>	<i>6.12%</i>
\$9,452.39	BALANCE			



**3rd Quarter 2013 City Council Expenditure Report  
(as of September 30, 2013)**

EXPENDITURE	DATE	DESCRIPTION	PAID TO:	
<b>CAREER DEVELOPMENT</b>		<b>(ACCT: 10001010.61800.0000)</b>		
\$887.59	02/25/13	2/12-2/14 DC US 36 MCC Lobbying - Airfare \$426.60; lodging \$419.08; meals \$21.98; misc \$20	Nancy McNally	
\$1,803.86	03/26/13	NLC Conference - Reg. \$525; airfare \$602.90; lodging \$586.24; meals \$68.72; misc \$21	Nancy McNally	
\$318.26	04/03/13	NLC Conference - meals purchased for Council	McFall	
\$2,524.94	04/03/13	NLC Conference - Reg. \$755.00; airfare \$455.80; lodging \$1172.48; meals \$61.66; misc \$80	Scott Major	
\$50.00	04/10/13	Membership - Atchison	ICSC	
\$2,995.28	04/24/13	NLC Conference - Reg. \$715.00; airfare \$425.90; lodging \$1465.60; meals \$226.49; misc \$162.29	Mark Kaiser	
\$1,509.85	06/10/13	ICSC Conference - Reg \$490.00; airfare \$339.80; lodging \$412.83; meals \$77.80; misc \$189.42	Herb Atchison	
\$2,571.35	06/19/13	NLC Conference - Reg. \$895.00; airfare \$595.95; lodging \$879.36; meals \$137.36; misc \$63.68	Mary Lindsey	
\$984.65	07/16/13	CML Conference - Reg \$255; lodging \$510; mileage \$118.65; meals \$101	Nancy McNally	
\$1,016.00	07/16/13	CML Conference - Reg \$255; lodging \$510; mileage \$113; meals \$138	Faith Winter	
\$969.68	07/18/13	CML Conference - Reg \$255; lodging \$510; mileage \$115.26; meals \$89.42	Mary Lindsey	
\$999.17	07/22/13	CML Conference - Reg \$260; lodging \$510; mileage \$123.17; meals \$106	Bob Briggs	
\$16,630.63	TOTAL		<i>% of account budget expended year-to-date</i>	<i>34.50%</i>
\$48,205.00	BUDGET	2013 APPROVED BUDGET	<i>% of total City Council budget</i>	<i>18.97%</i>
\$31,574.37	BALANCE			

**3rd Quarter 2013 City Council Expenditure Report  
(as of September 30, 2013)**

<b>EXPENDITURE</b>	<b>DATE</b>	<b>DESCRIPTION</b>	<b>PAID TO:</b>
<b>TELEPHONE</b>		<b>(ACCT: 10001010.66900.0000)</b>	
\$20.00	01/03/13	Council iPad - McNally	Verizon Wireless
\$20.00	01/10/13	Council iPad - Lindsey	Verizon Wireless
\$20.00	01/10/13	Council iPad - Kaiser	Verizon Wireless
\$20.00	01/10/13	Council iPad - Major	Verizon Wireless
\$20.00	01/18/13	Council iPad - Briggs	Verizon Wireless
\$20.00	02/03/13	Council iPad - Atchison	Verizon Wireless
\$20.00	02/10/13	Council iPad - McNally	Verizon Wireless
\$20.00	02/10/13	Council iPad - Briggs	Verizon Wireless
\$20.00	02/13/13	Council iPad - Lindsey	Verizon Wireless
\$20.00	02/18/13	Council iPad - Major	Verizon Wireless
\$20.00	03/03/13	Council iPad - Kaiser	Verizon Wireless
\$20.00	03/10/13	Council iPad - Major	Verizon Wireless
\$20.00	03/10/13	Council iPad - Atchison	Verizon Wireless
\$20.00	03/13/13	Council iPad - McNally	Verizon Wireless
\$20.00	03/18/13	Council iPad - Briggs	Verizon Wireless
\$20.00	04/04/13	Council iPad - Atchison	Verizon Wireless
\$20.00	04/10/13	Council iPad - McNally	Verizon Wireless
\$20.00	04/10/13	Council iPad - Briggs	Verizon Wireless
\$20.00	04/10/13	Council iPad - Lindsey	Verizon Wireless
\$20.00	04/14/13	Council iPad - Kaiser	Verizon Wireless
\$20.00	04/18/13	Council iPad - Kaiser	Verizon Wireless
\$20.00	05/03/13	Council iPad - Lindsey	Verizon Wireless
\$20.00	05/10/13	Council iPad - Major	Verizon Wireless
\$20.00	05/10/13	Council iPad - Atchison	Verizon Wireless
\$20.00	05/10/13	Council iPad - McNally	Verizon Wireless
\$20.00	05/13/13	Council iPad - Briggs	Verizon Wireless



**3rd Quarter 2013 City Council Expenditure Report  
(as of September 30, 2013)**

<b>EXPENDITURE</b>	<b>DATE</b>	<b>DESCRIPTION</b>	<b>PAID TO:</b>	
\$20.00	05/19/13	Council iPad - Kaiser	Verizon Wireless	
\$20.00	06/03/13	Council iPad - Lindsey	Verizon Wireless	
\$20.00	06/10/13	Council iPad - Lindsey	Verizon Wireless	
\$20.00	06/10/13	Council iPad - Briggs	Verizon Wireless	
\$20.00	06/13/13	Council iPad - Major	Verizon Wireless	
\$20.00	06/13/13	Council iPad - McNally	Verizon Wireless	
\$20.00	06/18/13	Council iPad - McNally	Verizon Wireless	
\$20.00	07/03/13	Council iPad - Briggs	Verizon Wireless	
\$20.00	07/10/13	Council iPad - Lindsey	Verizon Wireless	
\$20.00	07/10/13	Council iPad - Kaiser	Verizon Wireless	
\$20.00	07/12/13	Council iPad - Major	Verizon Wireless	
\$20.00	07/14/13	Council iPad - Atchison	Verizon Wireless	
\$20.00	07/18/13	Council iPad - Lindsey	Verizon Wireless	
\$20.00	07/24/13	Council iPad - McNally	Verizon Wireless	
\$20.00	08/04/13	Council iPad - Briggs	Verizon Wireless	
\$20.00	08/11/13	Council iPad - Kaiser	Verizon Wireless	
\$20.00	08/12/13	Council iPad - Major	Verizon Wireless	
\$20.00	08/13/13	Council iPad - Atchison	Verizon Wireless	
\$20.00	08/18/13	Council iPad - Lindsey	Verizon Wireless	
\$20.00	08/23/13	Council iPad - McNally	Verizon Wireless	
\$20.00	09/03/13	Council iPad - Briggs	Verizon Wireless	
\$940.00	TOTAL		<i>% of account budget expended year-to-date</i>	55.95%
\$1,680.00	BUDGET	2013 APPROVED BUDGET	<i>% of total City Council budget</i>	0.66%
\$740.00	BALANCE			
<b>PC REPLACEMENT FEE</b>		<b>(ACCT: 10001010.66950.0000)</b>		
\$1,470.00	01/31/13	PC Replacement Fee	Cost Allocation	
\$1,470.00	TOTAL		<i>% of account budget expended year-to-date</i>	100.00%
\$1,470.00	BUDGET	2013 APPROVED BUDGET	<i>% of total City Council budget</i>	0.00%
\$0.00	BALANCE			



**3rd Quarter 2013 City Council Expenditure Report  
(as of September 30, 2013)**

EXPENDITURE	DATE	DESCRIPTION	PAID TO:	
<b>SPECIAL PROMOTIONS</b>			<b>(ACCT: 10001010.67600.0000)</b>	
\$200.00	02/28/13	2/28 Annual Five Star Gala Sponsorship - McNally (2), Atchison (2), Briggs (2), Major (2), Lindsey, McFall	Adams County Schools	
\$100.00	05/02/13	Sponsorship for Dodgeball Tournament Team	Westminster High School	
\$1,000.00	07/22/13	2 Silver Table Sponsorships - Annual Banquet	Westminster Public Safety Center Foundation	
\$150.00	09/05/13	J & Nancy Heil Golf Tournament Sponsorship - 2nd payment	Westminster Legacy Foundation	
\$525.00	09/14/13	Butterfly Pavilion Annual Gala - Atchison (2), Briggs (2), Major (2), Lindsey (2)	Butterfly Pavilion	
\$1,975.00	TOTAL		<i>% of account budget expended year-to-date</i>	56.43%
\$3,500.00	BUDGET	2013 APPROVED BUDGET	<i>% of total City Council budget</i>	1.38%
\$1,525.00	BALANCE			
<b>OTHER CONTRACTUAL SERVICES</b>			<b>(ACCT: 10001010.67800.0000)</b>	
\$750.00	01/01/13	2013 ACMCYA Banquet Sponsorship	Adams County Mayors & Commissioners' Youth Award (ACMCYA)	
\$425.00	01/27/13	2013 Annual Gala Tickets - McNally (2), Briggs (2), Kaiser (2), Lindsey	Metro North Chamber of Commerce (MNCC)	
\$200.00	01/28/13	After Prom Sponsorship	Pomona High School	
\$62.52	02/26/13	2/25 Supplies for ACMCYA Reception	Melissa Diaz	
\$67.29	02/27/13	2/25 Dessert for ACMCYA Reception	Costco	
\$1,500.00	02/28/13	2/28 Annual Five Star Gala - McNally (2), Atchison (2), Briggs (2), Major (2), Lindsey, McFall	Adams County Schools	
\$25.00	05/02/13	Children's Outreach Breakfast - Briggs	Children's Outreach	
\$250.00	05/20/13	For a Child Sake Golf Tourney Hole Sponsorship	Specialty Enterprises	
\$500.00	05/28/13	A Lot to Give Golf Tournament	Front Range Community College Foundation	
\$176.00	05/29/13	Graduation Ad in Westminster Window	Colorado Community Media	
\$6,500.00	06/10/13	Strategic Plan Facilitator Fee	Lyle Sumek Associates, Inc.	
\$10,000.00	06/19/13	2013 Contribution	North Metro Arts Alliance	
\$1,064.00	07/01/13	Water World Tickets	Dist 50 Ed. Foundation	



**3rd Quarter 2013 City Council Expenditure Report  
(as of September 30, 2013)**

<b>EXPENDITURE</b>	<b>DATE</b>	<b>DESCRIPTION</b>	<b>PAID TO:</b>	
\$800.00	07/22/13	Golf Tournament Sponsorship	Hyland Hills	
\$356.50	07/22/13	6/21 We're All Ears Event Tent/Table/Popcorn	Fun Services	
\$200.00	07/31/13	Community Reach Golf Tournament Hole Sponsorship	Paypal	
\$157.00	07/31/13	7/12 We're All Ears Event Tent/Table	Fun Services	
\$219.00	07/31/13	8/11 City Faire We're All Ears Event	Monster Mural	
\$600.00	07/31/13	J & Nancy Heil Golf Tournament Sponsorship	Westminster Legacy Foundation	
\$600.00	08/13/13	Sponsorship of Annual Larry Silver Memorial Golf Tournament	Larry Silver Memorial Golf Tournament	
\$500.00	08/14/13	Sponsorship of Orchard Festival	South Westminster Arts Group	
\$305.00	08/26/13	Adams County Fair Ad in Westminster Window	Colorado Community Media	
\$1,250.00	09/06/13	Sponsorship of Golf Tournament	Westminster Rotary Club	
\$176.00	09/17/13	Fall Sports Ad in Westminster Window	Colorado Community Media	
\$147.00	09/18/13	8/16 We're All Ears Event Tent/Table	Fun Services	
\$26,830.31	TOTAL		<i>% of account budget expended year-to-date</i>	<i>50.73%</i>
\$52,885.00	BUDGET	2013 APPROVED BUDGET	<i>% of total City Council budget</i>	<i>20.81%</i>
\$26,054.69	BALANCE			
<b>SUPPLIES</b>		<b>(ACCT: 10001010.70200.0000)</b>		
\$8.50	01/28/13	Name Tag for Atchison	Signs By Tomorrow	
\$14.65	02/08/13	Alphabetical Sorter	Office Max	
\$136.71	02/28/13	Covers for ACMCYA Certificates	Trainer's Warehouse	
\$26.99	03/04/13	Inkjet Ink for Council Family Room Printer	Target	
\$56.14	04/19/13	Strategic Plan Easel Pads	Office Max	
\$34.82	04/30/13	Snacks for Strategic Plan Retreat	Petty Cash	
\$109.40	03/20/13	Dinner for Community Summit	Garlic Knot	
\$1,857.50	08/08/13	Departing Councillor Gifts	Promotional Concept	
\$220.00	08/28/13	Council - cost share for flags at City Tent - Westy Faire	Custom Flag Company	
\$2,464.71	TOTAL		<i>% of account budget expended year-to-date</i>	<i>55.41%</i>
\$4,448.00	BUDGET	2013 APPROVED BUDGET	<i>% of total City Council budget</i>	<i>1.75%</i>
\$1,983.29	BALANCE			



**3rd Quarter 2013 City Council Expenditure Report  
(as of September 30, 2013)**

<b>EXPENDITURE</b>	<b>DATE</b>	<b>DESCRIPTION</b>	<b>PAID TO:</b>
<b>FOOD</b>		<b>(ACCT: 10001010.70400.0000)</b>	
\$61.30	01/07/13	1/7 Council Dinner	Li's Chinese
\$60.00	01/14/13	1/14 Council Dinner	Dickey's BBQ
\$28.44	01/16/13	Council Dessert/Soda	Melissa Diaz
\$54.45	01/28/13	1/28 Council Dinner	Papa J's
\$47.05	02/04/13	2/4 Council Dinner	Black Jack Pizza
\$94.50	02/11/13	2/11 Council Dinner	Double D's
\$74.35	02/25/13	2/25 Council Dinner	Los Lagos
\$7.96	02/26/13	Tea for Council	Valerie White
\$64.95	03/04/13	3/4 Council Dinner	Dickey's BBQ
\$18.50	03/04/13	3/4 Dessert for Council Dinner	Nothing Bundt Cakes
\$156.39	03/06/13	Council Soda	Canteen Refreshments
\$109.40	03/18/13	3/18 Council Dinner	The Garlic Knot
\$19.68	03/19/13	Cookies for Council Dinner	Walmart
\$60.60	03/25/13	3/25 Council Dinner	Li's Chinese
\$54.00	04/03/13	4/1 Council Dinner	Wishbone
\$50.72	04/09/13	4/8 Council Dinner	Black Jack Pizza
\$81.35	04/16/13	4/15 Council Dinner	Los Lagos
\$109.40	04/22/13	4/22 Council Dinner	The Garlic Knot
\$60.00	05/08/13	5/6 Council Dinner	Dickey's BBQ
\$7.87	05/15/13	Cookies for Council Dinner	Petty Cash
\$66.00	05/15/13	5/13 Council Dinner	Li's Chinese
\$54.60	05/21/13	5/20 Council Dinner	Black Jack Pizza
\$76.35	06/04/13	6/3 Council Dinner	Los Lagos
\$125.11	06/11/13	Council Soda	Canteen Refreshments
\$33.98	06/13/13	Cookies for Council Dinner	Petty Cash
\$50.00	06/12/13	6/10 Council Dinner	Wishbone
\$109.40	06/19/13	6/17 Council Dinner	Garlic Knot
\$60.04	06/25/13	6/24 Council Dinner	Black Jack Pizza
\$17.73	07/02/13	7/1 Council Dessert - Strategic Plan Retreat	Mary Joy Barajas
\$165.90	07/03/13	7/1 Council Dinner - Strategic Plan Retreat	Papa J's
\$62.80	07/10/13	7/8 Council Dinner	Hong Fu



**3rd Quarter 2013 City Council Expenditure Report  
(as of September 30, 2013)**

<b>EXPENDITURE</b>	<b>DATE</b>	<b>DESCRIPTION</b>	<b>PAID TO:</b>	
\$60.00	07/16/13	7/15 Council Dinner	Dickey's BBQ	
\$76.32	07/23/13	7/22 Council Dinner	Los Lagos	
\$37.61	07/30/13	Council Soda	Valerie White	
\$94.98	08/07/13	8/5 Council Dinner	Noodles & Co.	
\$109.40	08/14/13	8/12 Council Dinner	Garlic Knot	
\$56.90	08/20/13	8/19 Council Dinner	Hong Fu	
\$56.49	08/28/13	Soda/Cookies	Valerie White	
\$54.00	08/28/13	8/28 Council Dinner	Wishbone	
\$2,588.52	TOTAL		<i>% of account budget expended year-to-date</i>	<i>51.77%</i>
\$5,000.00	BUDGET	2013 APPROVED BUDGET	<i>% of total City Council budget</i>	<i>1.97%</i>
\$2,411.48	BALANCE			
<b>\$254,094.00</b>	<b>TOTAL 2013 CITY COUNCIL BUDGET</b>			
<b>\$146,217.34</b>	<b>TOTAL 2013 CITY COUNCIL EXPENDITURES THROUGH 09/30/2013</b>			
<b>\$107,876.66</b>	<b>BALANCE</b>			
<b>57.5%</b>	<b>PERCENT OF BUDGET EXPENDED THROUGH 9/30/2013</b>			





WESTMINSTER

## Staff Report

Information Only Staff Report  
October 21, 2013



SUBJECT: 2013 Citywide Goals and Objectives - Second Period Update  
PREPARED BY: Ben Goldstein, Management Analyst

### Summary Statement

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

Attached is the second period status report on major projects/initiatives/programs undertaken to achieve City Council goals for 2013. The items included in the attached document focus on those items activity through August 31, 2013, which specifically tie to Council's stated goals for 2013.

### Background Information

The attached document reflects the actions Staff is pursuing to achieve City Council's 2013 Citywide Goals and Objectives. This report focuses on those items that specifically tie to Council's stated goals and objectives previously identified. Should Council desire additional information on a particular item included within this document, Staff will prepare appropriate supplemental information on the specific item requested. This report reflects the revised Goals and Objectives based on Council's final review in May 2013.

The City Council goals for the Second Period in 2013 are as follows:

- Strong, Balanced Local Economy
- Safe and Healthy Community
- Financially Sustainable City Government Providing Exceptional Services
- Vibrant Neighborhoods In One Livable Community
- Beautiful and Environmentally Sensitive City

The Goals & Objectives document includes the following information:

*Goal* – These are the priorities originally set by City Council at their 2002 Goal Setting Retreat. The goals were re-affirmed and refined for 2013 at City Council's Strategic Plan Review and subsequent follow up session.

*Objective* – Within each goal, Council has identified several objectives to help achieve that goal. Several "actions" will be undertaken within each objective to help achieve that goal.

*Initiated* – This column identifies the year in which the action initiates. Many actions were initiated prior to 2013; this reflects the long-term nature of projects/initiatives within the City.



Staff Report – 2013 Citywide Goals and Objectives – Second Period Update

October 21, 2013

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*Actions* – This column reflects those specific projects, initiatives, and/or programs that Staff is working on to help achieve City Council’s goals. Additional new items added in 2013 have the designation “NEW” before the action item is noted.

*Assigned To* – Many projects have multi-departmental, multi-member teams to help complete the project, initiative, and/or program. The names listed within this column reflect the primary project managers for the associated task and their respective department in parentheses. The first name listed represents the project lead and primary activity contact.

*Projected Cost* – This column reflects the budgeted and/or estimated expense associated with completing the associated activity. The amount listed may include costs that will not be borne by the City (such as grant dollars being awarded) and they may also reflect estimated, but unappropriated, costs. In many cases, the projects’ expenditures include materials, supplies and salaries for staff time; these fixed or indirect costs are not reflected in the figures.

*Percent Complete* – This column reflects Staff’s estimate of the amount of the activity (i.e., project, initiative, and/or program) that is complete.

*Target Completion* – This column reflects the target date to complete the associated activity.

Staff updates the percent complete column as a progress report for City Council. If Staff modifies any of the other columns to reflect changes in the activity (such as revised projected costs and/or changes in the target completion dates), a note explaining the modification will appear in the far right column. Any change to a particular action item is identified by shading.

In some cases, Council will note that the originating year may be prior to the year 2013; several of the projects Staff is working on were initiated prior to 2013 and require multiple years to complete. These multi-year projects are carried forward to show continuing projects in addition to new ones.

The status of the activities reflects second period activity through August 31, 2013. This report does not highlight the full workload that Staff is pursuing. There are many assignments and departmentally oriented items that are tracked separately by the departments.

The Citywide Workplan represents the work being done by departments throughout the City and is reflective of all of City Council’s Strategic Plan goals. These include a “Strong, Balanced Local Economy;” “Safe and Healthy Community;” “Financially Sustainable City Government Providing Exceptional Services;” “Vibrant Neighborhoods in One Livable Community;” and “Beautiful and Environmentally Sensitive City.”

Respectfully submitted,

J. Brent McFall  
City Manager

Attachment

# 2013 Citywide Goals & Objectives

Second Period Update



## GOAL 1: STRONG, BALANCED LOCAL ECONOMY

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<b>Objective 1: Maintain/expand healthy retail base, increasing sales tax receipts</b>						
2006	Attract retailers to I-25 Corridor: 136th Avenue and 144th Avenue	Susan Grafton (CMO)	--	Ongoing	Ongoing	Interest in Quail Crossing has increased.
2008	Work with real estate community to encourage the filling of empty space throughout the City	Susan Grafton (CMO)	--	Ongoing	Ongoing	Brookhill Town Center (Home Depot/Burlington Coat Factory Center) is under new ownership. They plan to update the center. City Center Marketplace is filling space with Ulta, JoAnns and Ross.
<b>Objective 2: Attract new targeted businesses, focusing on primary employers and higher paying jobs</b>						
2000	Attend trade shows, site selection conferences and make contacts with key people and businesses to encourage new business development	Susan Grafton (CMO)	--	Ongoing	Ongoing	Staff regularly meets and talks with the commercial real estate community concerning space available and new tenants. Staff is currently working 12 active prospects.
2009	Increase marketing presence in targeted industry groups	Susan Grafton (CMO)	--	Ongoing	Ongoing	Staff actively participated in the Colorado BioScience Association (CBSA), Colorado Software Association (CSIA), and the Energy Coalition and meetings and activities.
<b>Objective 3: Develop business-oriented mixed use development in accordance with Comprehensive Land Use Plan</b>						
2002	Pursue economic development prospects for the I-25 corridor and US 36 corridors	Susan Grafton (CMO)	--	Ongoing	Ongoing	Redevelopment efforts are under way at the former Avaya manufacturing facility; Air Comm is moving into the former Melco building; about 30,000 sf was leased up in Circle Point by two tenants.
<b>Objective 4: Retain and expand current businesses</b>						
1991	Work to eliminate vacancies and encourage new development in City offices and business parks	Susan Grafton (CMO)	--	Ongoing	Ongoing	Office vacancy rate is starting to come down. There is no space on the market over 30,000 sf other than the former Avaya space.
2002	Promote the sale and development of key City-owned parcels	Susan Grafton (CMO)	--	Ongoing	Ongoing	The 14 acre parcel is currently under contract and expected to close March, 2014. It is currently progressing thru the review process.
2012	Maintain efficient business licensing processes within the City Clerk's Office	Linda Yeager	--	Ongoing	Ongoing	The program to route approval of business licenses electronically is ready and is undergoing Beta testing during the 3rd Qtr of 2013 to detect any bugs before permanent implementation.



Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<b>Objective 5: Develop multi-modal transportation system that provides access to shopping, to employment centers</b>						
2005	Work with RTD on FasTracks implementation plans for the City's three commuter rail stations	John Carpenter (CD)	\$10,000	50%	Ongoing	Staff has been progressively working with consultants and RTD representatives on fine-tuning station locations, developing station and station-area plans and parking strategies for the Westminster and Westminster Center stations. A plan was prepared for additional development at the Shops at Walnut Creek Commuter rail station. Staff is actively involved in the Northwest Rail planning efforts. A station area plan for the Westminster Station has been finalized and presented to City Council. An IGA with RTD for the Westminster Station was executed in June 2012. Staff is now working on finalizing the construction plans for the Westminster Station north plaza and boarding platform.
<b>Objective 6: Develop a reputation as a great place for small and/or local businesses</b>						
1998	Nurture and provide support to existing business to help them grow and prosper in Westminster	Susan Grafton (CMO)	--	Ongoing	Ongoing	During 2nd Period 2013, the 2nd Legacy Awards for 2013 were presented, the Tech Connect event had 25 local tech businesses attend, \$1610 was expended on Business Scholarships, \$28,862 was committed for Capital Grants and 37 businesses have been visited.
<b>Objective 7: Revitalize Westminster Center Urban Reinvestment Area</b>						
2003	Facilitate a major transformation of the Westminster Mall property into a mixed use urban center	Brent McFall (CMO), Susan Grafton (CMO)	TBD	Ongoing	Ongoing	Negotiations with potential developers are moving forward. A Preliminary Development plan is being drafted and will be before City Council for official action in the 4th quarter.

**Capital Improvement Projects Relating to Strategic Plan Goal: STRONG, BALANCED LOCAL ECONOMY**  
**Westminster Retail Initiative (WURP), Business Capital Project Grant Program, South Westminster Revitalization, and Westminster Station TOD**

# 2013 Citywide Goals & Objectives

Second Period Update



## GOAL 2: SAFE AND HEALTHY COMMUNITY

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<i>Objective 1: Maintain citizens feeling safe anywhere in the city</i>						
2012	Enforcement of Statutes related to Driving Under the Influence of Drugs and/or Alcohol	T. Carlson (Police) and T. Reeves (Police)	\$0	Ongoing	Ongoing	<p>During this reporting period, the Police Department has continued to use grant funding to deploy a DUI specific enforcement vehicle, every Friday and Saturday since the first of the year and have since began deploying on different days during the week depending on the availability of funding. The department opted not participate in Checkpoint Colorado since funding would require matching funds by the participating agency. The cost to participate would outweigh the actual benefit of the Checkpoints. However, the value of Checkpoints is not lost and the traffic unit conducts a Checkpoint for the purpose of enforcement and education.</p> <p>The Police Department participated in two large saturation patrols in collaboration with other jurisdictions, one on Labor day and the other during the 4th of July period. These saturation patrols are countywide and the 4th of July saturation deployed 120 officers from different police departments and the focus was on main arterial streets such as Federal Boulevard, Sheridan Boulevard and 104th Avenue. This was very successful and due to the pooling of resources, the City of Westminster at one point had 16 DUI specific enforcement vehicles in the City over a period of 8 hours.</p>



Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<b>Objective 2: Public Safety Departments: well equipped and authorized staffing levels staffed with quality personnel</b>						
2013	Order and equip a replacement ambulance for 2013	Rick Spahn (Fire)	\$139,000	75%	4Q 2013	New ambulance will replace #5213 a 2006 Ford Road Rescue. Bids received in March by four vendors ranging from \$122k to \$136k. Council agenda recommending vendor selection and purchase anticipated to go before Council in mid-April. Council approval received, vendor informed, ambulance delivery set for December 20, 2013.
2013	Conduct the annual fitness testing and medical screenings for all commissioned personnel	Bill Work (Fire), Fire Department Fitness Team	\$52,850	10%	4Q 2013	The JSPA (Job Specific Performance Assessment) portion of the fitness testing began in March of this year and has been completed. The occupational medical physicals and medical screenings began in the 2Q and are expected to finalized in the 4Q. The general fitness testing will occur in the third and fourth quarter.
2011	Manage Municipal Court records in an efficient manner that assures compliance with applicable regulations	Carol Barnhardt (GS)	--	Ongoing	Ongoing	We are about six months behind in laserfishing closed files; and we are about two years behind in quality control of those laserfished closed documents. Our focus has been to catch up on the quality control of the 2010 closed files and then shred those hard copy documents. We continue to perform numerous audits on our regular schedule to ensure accuracy. Purging of past retention cases is a 2013 project. In February 2013, we discovered purging problems with the RMS and we notified the vendor. We hope to upload and test the latest RMS version (V5) later this fall, and testing should be completed late fall. When testing is complete and satisfactory, we will be purging past retention cases and files.
2012	Assure Municipal Court process flow is appropriately documented and current to assure compliance with applicable regulations	Carol Barnhardt (GS)	--	Ongoing	Ongoing	This is an on-going project. With the implementation of the new Records Management System last year, all procedures continue to be modified or changed to reflect the new processes required by the new system. This project is overseen by the supervisors as changes or modifications are submitted by the staff. We anticipate testing a major RMS revision Version 5 in the 4Q 2013. In January 2013, we hired a new Deputy Court Administrator, and in August we hired a new Financial/Technical Supervisor. Both new supervisors will be attending intensive training with the vendor in October 2013.
2012	Revise vehicle replacement process	Jeff Bowman (GS)	--	75%	Ongoing	Vehicle replacement accuracy and timeliness are important factors that impact vehicle operation costs. Fleet is partnering with Purchasing to develop an SOP that identifies the steps and responsibilities for each purchase.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2013	Distance Conferencing/Learning Project to develop an E-Learning (distance learning) and real time conferencing capability as a supplemental and emergency management tool for Fire, EMS and Emergency Management	Alan Kassen (FD); Mike Reddy(FD); Rich Welz (FD); Dave Maikranz (FD); Harrison Davis (FD); Jeff Newsome (Contractor)	\$6,700	50%	3Q 2013	All equipment and project management costs have been supplied through federal grant funds. Licensing and software upgrades to purchase Adobe Connect are paid for through the Fire Department Training Budget in conjunction with General Services who presently uses this software for training purposes. All equipment has been purchased and is online. Contractor to develop training modules is in place and working on training curriculum. "Train the Trainer Course" for use of Adobe Connect Software is under development. Work group meetings are held every two weeks to assure progress on the project. Systems have been Beta tested and potential shortcomings with hardware have been identified. Working with IT on solution. Anticipate full roll-out in early portion of 3Q.
2013	Order and equip a replacement fire truck	Bill Work (Fire), Fire Department Apparatus Committee	\$564,393	25%	4Q 2013	Purchase of a 2013 Pierce Velocity Pump Under Cab (PUC) Fire Engine, replacing #5116, a 1998 Pierce Quantum Fire Engine was approved by Council on second reading on March 18. Following approval, contract was executed and down payment delivered, with an estimated delivery date of November 2013.
2013	Participate in the second consortium Fire Training Academy	Alan Kassen (FD); Derik Minard (FD); Dave Maikranz (FD)		0%	4Q 2013	Currently seven of the nine Metro are fire departments will be participating in the second joint fire training academy. Westminster has hired three replacement firefighters in 2013 (due to attrition) that will be attending this academy. The academy is scheduled to run for 11 weeks from September 9 through November 22. The 2013 Academy will have a total of 23 recruits from the various agencies. Westminster Fire participated in the first consortium fire training academy in 2012, with 8 firefighters successfully completing the academy. This joint training venture with north area fire departments combines facilities, resources, instructors and equipment at minimal costs to each jurisdiction versus conducting their own in-house training academy.
2013	Pursue a 2013 Colorado Department of Public Health and Environment Provider Grant to purchase four hydraulic powered ambulance stretchers	Rick Spahn (Fire)	\$56,000	75%	1Q 2014	Council approval was obtained on March 18 to pursue a \$56k matching fund grant to purchase four hydraulic powered stretchers. Grant was submitted 1Q 2013. The grant was approved in 2Q. The City has one year to spend the funds. Purchase will be delayed until 1Q of 2014 to allow for funding for the City's match funds of \$28,000 which was approved as part of the 2014 Capital Outlay Budget.



Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<b>Objective 3: Timely response to emergency calls</b>						
2010	Implement Closest Unit Dispatching (CUD) through Public Safety Communication Center	Alan Kassen (Fire), Rich Welz (Fire)	--	35%	2Q 2014	This project was temporarily postponed until completion of public safety CAD system & upgrade of FD RMS system. Met with Dispatch and Vendor in Feb of 2013 to educate and streamline abilities of Intergraph. Prioritized calls for service as Priority 1, 2 or 3. Identified and confirmed addresses of true target hazards within the city as well as identified business types that no longer need multiple unit responses for automatic alarms. The ability to implement Closest Unit Dispatch (CUD) is dependent on connectivity of all field units and a true solution is forthcoming. Upon guarantee of connectivity, CUD will be implemented. The radio system implementation has taken priority over this goal, and work is being done behind the scenes on CUD, with implementation estimated in 2014.
2010	Develop and deliver on-going training to 911 dispatchers regarding Fire Department operations	Paul Spellman (Fire), Erik Birk (Fire), Ron McCuiston (Fire)	--	Ongoing	Ongoing	This is on-going training that occurs on an annual or semi-annual basis. This is to develop the relationship between FD and Dispatch personnel and ensure we operate within the defined expectations and Standard Operating Guidelines. Training is scheduled as needed and will be conducted in 2013. Due to radio system upgrades in 2013, no further training will occur until 2014.
2010	Develop and delivery on-going training to the Police patrol group regarding Fire Department operations	Paul Spellman (Fire), Erik Birk (Fire), Ron McCuiston (Fire)	--	Ongoing	Ongoing	These trainings are part of the Police Academy to develop a relationship with new police officers and fire personnel. This is an opportunity to educate the new officers regarding FD operations and interoperability between the two departments. In 2013, the first training was accomplished in February for one new PD recruit.
2012	Average a 5 minute or less response time to a Top Priority 1 Call for Service	T. Carlson (Police), R. Bowers (Police) and JJ Elliott (Police)	--	Ongoing	Ongoing	During this reporting period, the Police Department continued to monitor the Top Priority 1 Calls for Service. The overall average response time to Top Priority 1 Calls for Service is 5 minutes and 18 seconds. This compares to the same time period in 2012, where the overall average response time to Top Priority 1 Calls for Service was 5 minutes and 19 seconds.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<b>Objective 4: Citizens taking responsibility for their own safety and well-being</b>						
2013	Conduct the 2013 Westminster Fire Department Citizen Academy	Sherrie Leeka (Fire)	\$1,000	100%	2Q 2013	This 13-week program gives participants "hands on" opportunity to learn more about Fire Department services and operations. The 2013 Academy started on March 7 and ended on May 29. A total of 22 participants, which included 4 city employees, graduated on May 29. Complete.
<b>Objective 5: Manage disaster mitigation, preparedness, response and recovery</b>						
2006	Work with adjoining Fire Districts and cities to enhance mutual and automatic aid system	Alan Kassen (Fire), FD Battalion Chiefs (Fire), Fire Chief	--	Ongoing	Ongoing	Continue to work on Automatic Aid agreement with Arvada but need to assure that the new radio system will have interoperable radio communications. Meetings with Arvada Fire Protection District have identified areas where an agreement can reduce responses when multiple units are dispatched. Met with Arvada Fire in late August to identify shortcomings in radio system and policy. Evaluation and compatibility of new radio systems for both entities could play a part in the ability to have true automatic aid without significant cost. SWAC agreement has been adjusted to assure timely response of units to both Westminster and SWAC.



Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<b>Objective 6: Maintain safe buildings and homes</b>						
2010	Business inspection program	Bob Hose (FD)	--	Ongoing	Ongoing	Business inspections are conducted by fire crews to ensure life and fire safety for occupants and also to help each crew familiarize themselves with buildings and facilities in the event of a fire or other incident. The fire department benchmark completion rate for company inspections is 85%. The 2012 completion rate for company inspections was 99%, with 88% of these completed within the initial 45 days from assignment. The self inspection completion rate for low hazard businesses in 2012 was 78%. This is lower than the benchmark of 95%, which may be due to previous staff reductions resulting in less time to conduct follow up with those businesses. The new inspection portion of the Alpine RMS system should be completed with all testing and data entry completed by January 1, 2014. Self inspections will be reassigned and time frames for business inspections will also be adjusted as we move into the new program.
2010	Senior Home Safety Survey Program	Sherrie Leeka (FD)	--	Ongoing	Ongoing	Conduct in-home safety survey for fire and other safety hazards, ensuring home has operating smoke alarms. Inspections are being offered in 2013, with 3 home Safety Surveys completed to date. The final Safety Survey inspections will take place November 23, 2013.
2010	Maintain above average ratings for building inspector performance based on post project contractor surveys	Dave Horras (CD)	--	Ongoing	Ongoing	Surveys are sent out to our customers asking for feedback on our plan review and permitting process and our inspection and permit completion process. 82% of respondents rated the plan review process as excellent and 76% of respondents rated the inspection services excellent ALL categories.
<b>Objective 7: Protect residents, homes, and buildings from flooding through a stormwater management program</b>						
2010	Continue proactive floodplain administration and stormwater management programs	John Burke (CD)	--	Ongoing	Ongoing	State and Federal Stormwater regulations continue to get more stringent. Specifically, Phase II permit renewal and Regulation #85 in Colorado in addition to the EPA's proposed Stormwater Rulemaking will have a direct impact on how the City of Westminster deals with stormwater. Staff is closely following these issues and have a statewide organization (Colorado Stormwater Council) that will support staff in these efforts.

**Capital Improvement Projects Relating to Strategic Plan Goal: SAFE AND HEALTHY COMMUNITY**  
**92nd Avenue/Federal Boulevard Intersection Improvements, Fire Station Major Maintenance/Remodel, Miscellaneous Stormwater Projects, Radio Replacement System, and EMS Records Management System**



## 2013 Citywide Goals & Objectives

Second Period Update

### GOAL 3: FINANCIALLY SUSTAINABLE CITY GOVERNMENT PROVIDING EXCEPTIONAL SERVICES

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<i>Objective 1: Invest in well-maintained and sustainable City infrastructure and facilities</i>						
2012	Assure compliance with the City's document retention schedule and the State of Colorado's opens records act	Linda Yeager (GS), Traves McCabe (GS)	----	Ongoing	Ongoing	Prepare CORA request form/fee schedule and coordinate deployment on website; update retention schedules when necessary; and create audit standards to implement rotating annual audits of departmental records to ensure compliance with adopted policy.
2013	Phase I of V using Laserfiche to create electronic record connectivity for management's effective & efficient use in daily operations	Traves McCabe (GS)	\$49,240	5%	1Q 2014	Security issues have been resolved; added 28 full and 54 read only licenses; designed and developed one workflow to integrate JD Edwards & Laserfiche; developed workflow to extract data from file name and populate template fields for initial step in making retrieval faster and more accurate; working with key users in Police, Fire, Finance, CD, GS, PW&U to improve integration of records across the organization. Additional workflows to be developed during 3rd and 4th Q 2013.
<i>Objective 2: Secure and develop long-term water supply</i>						
2003	Offer a high-efficiency appliance rebate program to gain water savings	Stu Feinglas (PWU)	\$23,500	Ongoing	Ongoing	Many high efficiency appliances have come down in cost to equal standard units. Others provide enough water savings to pay for the higher cost within just a few years. After evaluating rebates in the conservation plan, based on costs, water savings and the City's need, they were not chosen as an active conservation program, with City participation, at this time. Customers are changing out old fixtures and appliances regardless of rebates. It is anticipated that by the time the City needs the water supply, fixtures and appliances will have been replaced without the need for rebates. If replacements do not occur as expected, the City can start up an incentive program at that time. The City is focusing on landscape regulations and building codes as well as incentive points available to developers for installing WaterSense qualified fixtures in the Service Commitment competition, for achieving conservation goals required to maintain and develop long term water supply.



Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<b>Objective 3: Focus on core city services and services levels as a mature city with adequate resources</b>						
2007	Lobby Federal delegation on City's rights to collect and return internet sales tax	Barb Dolan (Fin), Steve Smithers (CMO)	--	Ongoing	Ongoing	City Council visited with the City's Federal legislative delegation in March in Washington D.C. and discussed this issue. City Staff have also been meeting with staff members in our Federal legislators' local offices to discuss the importance of this issue. The US Senate passed The Marketplace Fairness Act in a 69-27 vote in May, 2013; is it unclear if/when this bill may be considered in the US House but Staff continues to monitor this legislation.
2011	Proactively pursue alternate funding for the City's Municipal Domestic Violence Fast Track Program	Lee Birk (Police) & J.J. Elliott (Police)	\$55,636	98%	4Q 2013	During this reporting period, the Police Department was officially awarded the 2013 1ST JD VALE Grant in the amount of \$13,419 and also successfully applied for the 2014 17th JD VALE Grant for the amount of \$44,819 for the partial funding (71%) of salary and benefits for a 1.0 FTE Victim Advocate assigned to the Municipal Domestic Violence Fast Track Program. On August 29, 2013, the assigned Victim Advocate (VA) resigned her position with the City. The Police Department is in the process of filling the vacancy but it is unknown when the process will be complete. During 2013, a total of 98% of the salary and benefits will be funded by the combined grant awards of the 1st and 17th JD VALE grants.
2013	Complete the annual ambulance fee survey	Rick Spahn (Fire)	--	10%	4Q 2013	Annual survey to keep the Westminster ambulance billing structure within the metro area average for public ambulance operations, while working to cover costs associated with ambulance services. 2013 surveys will be sent out to local agencies with results expected 4Q. Recommendations to follow.
2012	Oversee Crown Vic Patrol Car Rebuilds	Jeff Bowman (GS)	\$18,000/car	15%	Ongoing	Replacement Police Patrol cars are \$35,000 a piece when upfitted with lights and cages. Rebuilding 2010 Crown Victorias at approximately \$18,000 each saves significant dollars as Police & Fleet compare total operating cost of 2 Ford Interceptors, 2 Chevy Caprice & 2 rebuilt Ford Crown Victorias from 2012. The rebuild program comes with a 100,000 mile, unlimited time engine warranty; better than a new Ford or Chevy. Rebuilds include paint, engine, interior, transmission and suspensions.
2012	Establish an email notification system when vehicle services are completed	Jeff Bowman (GS)	--	100%	Completed	The automated notification system for completed vehicles will streamline communication and reduce downtime for city vehicle users. This system will be tied to a Fleet tracking system upgrade scheduled in 1st quarter 2013.
2012	Develop plan to conduct 2013 runoff mayoral election should a runoff be needed	Linda Yeager (GS)	--	50%	4Q 2013	Adoption of HB 13-1303 by state legislature has delayed development of a mail ballot plan but the plan will be completed before the November 5 election. Run-off election date will be January 14, 2014 if a run-off is required.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2012	Manage a proactive Volunteer Program that assures diverse opportunities for volunteers within the organization and supports emergency operations when needed	Marina Miller (GS), Dee Martin (GS)	--	Ongoing	Ongoing	Marina Miller started as the new Volunteer Coordinator and has focused her work on communicating with volunteer coordinators and volunteers. Part of these efforts have included the creation of a Volunteer Newsletter that goes out to all 1100 volunteers in our data base. The City's Volunteer Appreciation BBQ was provided and over 550 volunteers were in attendance. The Westminster Employee Service Club known as the Cattle Club worked with Brothers Redevelopment to renovate a Westminster home owned by a senior citizen and participated in the Relay for Life fundraiser. The volunteer program also helped organize volunteers for the construction of the Jessica Ridgeway Memorial Park.
2012	Write the library master plan for 2013 - 2018	Kate Skarbek (PR&L)	\$500	10%	4Q2013	Deferred until PR&L Master Planning takes place.
2012	Assure all media of municipal code is consistent, uniform in format, and updated within one month of new legislation adoption	Linda Yeager (GS)	\$24,000	Ongoing	Ongoing	Contractor has completed Titles 1 through 10 and Title 11 updates with uniform formatting, corrected typographical errors and inaccurate citations within the Code. The housekeeping ordinances to accomplish substantive changes in Titles 13 - 15 are being reviewed and modified by staff and should be finalized and submitted to Council during the 4th Qtr of 2013. All ordinances have been codified within 1 month of Council's final adoption.
2012	Conduct a community needs assessment of parks, recreation and libraries services through a valid citizen survey and a review of other available pertinent sources; will be used to develop a new Strategic Plan for the PRL Department and will focus the department work in the next 5-7 years to those services viewed as most critical to the City Council goals and the communities future quality of life	Jason Genck and Kate Skarbek (PRL)	\$50,000	40%	1Q2014	A valid citizen survey testing residential views of PR&L services was conducted in first quarter 2013. The results were presented to staff in July. In August, the PRL Strategic Planning Steering Committee convened to determine next steps, using GreenPlay, Inc. to facilitate the process. They will be incorporating data obtained from the PRL citizen survey, in-house data, ESRI, Pew Research Center and National Sporting Goods Manufacturing Association to to create a strategic plan for the department.



Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2013	Create mobile application for Westminster citizens and all PRL customers for better access to information regarding the services of the PRL Department	Don Tripp (PRL)	Unknown at this time	0%	4Q2013	People are moving rapidly toward use of their mobile devices to find all sorts of information. Thousand of applications exist today, which people are using to help them choose what to do and where to do it. It won't be long before the public will expect to be able to find information regarding parks, trails, golf, swimming, recreation programs, natural history, the environment and sundry of other areas through their mobile device. In 2012, a mobile application was created for the Westminster Public Libraries; it is called WPL. In the first few months of public access there have been many connections to the site. At this time, PRL staff are in a study and research phase to determine the feasibility of completing this project as outlined.

**Objective 4: Maintain sufficient reserves: general fund, utilities funds and self insurance funds**

2006	Refinance debt issues as market conditions permit to reduce the City's expenses for debt service	Tammy Hitchens (FIN) and Bob Byerhof (FIN)	--	Ongoing	Ongoing	Finance completed three refinancings of WEDA debt in 2012. The refinancings were done to mitigate interest rate risk and fee risk inherent in the 2009 WEDA refinancings. They were also undertaken to take advantage of current low interest rates in the 15 year time frame and provide more budget certainty by minimizing exposure to floating rate borrowing options. Finance closed in late January 2013 on an advance refunding of the COPs Series 2005 (144th Avenue and I-25 Interchange Project), again to lower interest costs for the remaining term of the original debt.
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Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2002	Continue strong emphasis on loss prevention (i.e., workers comp, property and liability losses) using the City's Safety Committee	Martee Erichson (GS), Safety Committee	--	Ongoing	Ongoing	The Citywide Safety Committee reviews monthly employee injuries and automobile accidents. The Committee determines if the incident could have been avoided and if so, evaluates how the city can learn from each incident to help avoid similar situations in the future. The Committee has played an integral part in controlling and decreasing the number of injuries and accidents citywide. As of the end of July 2013, the Safety Committee reviewed 42 compensable work-related injuries and determined that 24 (57%) were avoidable. In comparison to end of year 2012, where 47% of the total injuries could have been avoided, this increase in the number of avoidable claims is being reviewed by staff. The Committee also reviewed 45 automobile accidents, that occurred from January through July of 2013, involving city vehicles and determined that 27 (60%) of those accidents could have been avoided by actions of the City or its employees. Although this is an improvement from the 79% avoidable automobile accidents at the end of 2012, the percentage of avoidable auto accidents has gone up since the first quarter of 2013. Risk Management staff reviews all automobile related incidents in order to distinguish patterns and evaluate possible areas for improvement or training. In addition, the Committee members continue to work with their individual workgroups to prevent injuries, accidents and decrease these percentages. Staff is reviewing new safety training focused on awareness of surroundings for implementation in 2014.
2002	Review all fund reserves annually to assure adequacy to meet fund obligations	Steve Smithers (CMO), Tammy Hitchens (FIN)	--	Ongoing	Ongoing	Fund reserves were reviewed as part of the 2013/2014 budget development process. Current reserve levels are in accordance with City policy and adequate to meet the City's financial needs. Additional funds are being added to the General Fund Stabilization Reserve (GFSR) in 2013 and the General Fund Reserve in 2014 to keep them in compliance with practices. In addition, \$350,000 was added to the GFSR and \$204,000 was added to the General Reserve Fund via a 2012 carryover appropriation in August 2013.



Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2012	Implement cost containment strategies to impact health care cost trends and promote a culture of health and balance	Debbie Mitchell (GS), Dee Martin (GS), Lisa Chrisman (GS)	\$687,000	80% (Cost containment strategies with the clinic will be on-going)	Ongoing	Implementation of the Wellness Clinic along with current wellness initiatives are designed to impact an increasing cost trend. Staff continued to offer wellness programs that addressed education and health screenings, illness and early detection and behavior modification programs during this time frame. Staff also continued to work with Hays to analyze trends and where to best focus wellness efforts. During the second period, all HRA's and follow-up visits with a clinician were completed and two quarterly meetings with CareHere staff and HR were held. Staff has targeted health risk factors that need to be addressed and continues to work closely with CareHere staff to address health concerns. Staff is working towards blending information from claims through Hays with the data from CareHere to provide rich information and allow staff to analyze the impact of the clinic. It will take at least a year of data for staff to effectively analyze the impact of the clinic.

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***Objective 5: Maintain a value driven organization through talent acquisition, retention, development, and management***

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Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2009	Employee Healthcare Cost Containment Efforts	Debbie Mitchell (GS), Lisa Chrisman (GS), Dee Martin (GS), Nicki Leo (GS)	Integrated into overall healthcare costs self funded	Ongoing	Ongoing	The Wellness Program is constantly evaluated to ensure it is meeting key health markers, risk factors and performance measures. Staff continues to work with trend information obtained through CareHere operations and with Hays in the analysis of claims data to determine health risks that need to be addressed, and ultimately impact cost containment efforts. Staff continued to review and make changes to the Wellness Program as more information is obtained from The Center for Healthy Living. Staff attends quarterly meetings with CareHere staff to discuss trends and operations, as well as work towards integrating claims data with CareHere data. Proactive efforts have been the focus with educational emphasis on family health, fitness and nutrition. The Wellness Program continues to focus on consumerism and personal accountability and addresses risk areas through screenings, educational classes and programs. With the opening of The Center For Healthy Living, the Wellness Program has been able to better address on going concerns and risky health behaviors. The addition of medical providers has helped employees address and better manage ongoing health concerns (disease management). A key objective of The Center For Healthy Living is to help with cost containment efforts in regards to pharmaceuticals and the delivery of some medical services. Spouses have been incorporated into the Wellness Program and health clinic to help address claim costs incurred by our spouses. We have had two quarterly meetings with CareHere staff and they have provided very preliminary utilization reports, and aggregate health data on the first six months of clinic use. More time and data is needed to conduct a thorough analysis however information has already been useful.



Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2013	Monitor impact of Health Care Reform	Debbie Mitchell (GS), Lisa Chrisman (GS)	--	Ongoing	Ongoing	Staff prepared and presented a staff report to City Council updating Council on health care reform provisions and the impact to the City. Some provisions have been delayed and staff continues to work with Hays consulting staff to make sure we are in compliance. The Patient Centered Outcomes Research Institute (PCORI) Fee was submitted in July and staff continues to attend trainings and webinars for up to date information on Health Care Reform.
2012	Improve employee communication	Debbie Mitchell (GS), Dee Martin (GS), Lisa Chrisman (GS)	---	Ongoing	Ongoing	Staff continues to focus on best practices to enhance internal communications on areas including compensation, benefits, training and development opportunities, mission and values, plus important organizational initiatives and developments. HR staff continue to play a role in the Intranet re-design working closely with PIO staff and providing input on communication needs. HR staff has also worked very closely with PIO staff to help with communicating key messages pertaining to benefits, notifying employees of required health care reform communications, wellness program communications, and training initiatives.
<b>Objective 6: Prepare for next generation of leaders; managers and employees</b>						
2010	Service Analyses	Brent McFall, Steve Smithers, Barbara Opie (CMO)	--	Ongoing	Ongoing	Commencing in November 2009, Staff developed and implemented the services inventory to identify areas of focus for funding. Staff conducted a service analysis in preparation for the mid-year 2014 budget review and presented three proposed modifications through the mid-year review process. Citizen and business feedback was solicited through Council meetings and westyCOnnect; final recommendations will be considered at the Sept. 16 Study Session with City Council.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<i>Objective 7: Maintain and enhance employee morale and confidence in City Council and management</i>						
2010	Employee Recognition Efforts	Debbie Mitchell (GS), Dee Martin (GS), Lisa Chrisman (GS)	\$35,000	Ongoing	Ongoing	Recognition efforts include two Teams in Actions awards luncheons recognizing departmental and interdepartmental team efforts; Customer Service Champions Internal and External; an Employee Appreciation Week; Length of Service milestones; and SPIRIT individual recognition for ongoing demonstration of the SPIRIT values. Four Length of Service Luncheons have been held since the beginning of the year and employees were recognized for their long tenure with the organization in 5 year increments of time. Council recognizes employees with 20 years or more length of service at Council Meetings held each quarter. Tenured employees were honored at a City Council meeting on January 28, February 27, April 24th and June 12. The first Teams in Action luncheon was held in March and the SPIRIT Award luncheon took place on June 26, where 14 employees received the SPIRIT award. Staff is currently preparing for Employee Appreciation Week to be held September 2 - 5.
2011	Competitive Total Compensation Package	Debbie Mitchell (GS), Dee Martin (GS), Lisa Chrisman (GS)	\$2,500	Ongoing	Ongoing	A focus on comprehensive compensation and market based pay and benefits remain priorities for the organization. HR completed the classification analysis and audits on select individual positions, with recommendations to city management staff and city council. A comprehensive compensation communication plan continues to be communicated through supervisors and managers. These communication efforts are ongoing and integrated into all total compensation messaging. Staff continues to adhere to a pay philosophy that better meets the goals of the organization and remains market based while being sustainable and fiscally responsible and will continue to review merit based methods of pay to determine how or if they are appropriate for our organization.



Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2010	Inclusive Management Practices	Debbie Mitchell (GS), Dee Martin (GS), Lisa Chrisman (GS)	--	Ongoing	Ongoing	Staff continued efforts to train all supervisors in collaborative management practices that reflect our SPIRIT values with the Supervisory Academy. The foundational classes include seminars in teambuilding, communication, conflict management, partnering, coaching, systems thinking and building relationships with other supervisors. HR continues to assist department heads, division managers and supervisors with employee relations issues, and by suggesting ways to make our employees teams more effective. The Leadership Development Program was adjusted to better meet the needs of the organization and to address key management practices and policies.
2010	Employee Relations Consultation	Debbie Mitchell (GS), Dee Martin (GS), Lisa Chrisman (GS)	--	Ongoing	Ongoing	Ongoing work with departments on employee performance issues, discipline, conflict, EEOC concerns, etc. continues to be a key focus for HR. Work to ensure consistent and fair treatment of all employees in a respectful, honoring manner reinforces our SPIRIT values. Employees are given opportunities to correct behavior and are held accountable through various methods of behavior modification including coaching, performance expectations and discipline.
2010	Organizational Development and Change	Debbie Mitchell (GS), Dee Martin (GS), Lisa Chrisman (GS)	--	Ongoing	Ongoing	Consultation with departments on Service Analyses to ensure efficiency and an effective organizational structure to meet staffing needs continues to be a focus for HR. Staff developed various strategies that will address resource and strategic management goals. Another critical component consists of the ongoing coaching efforts by HR staff with departments through direct interaction with supervisors and their teams. These efforts improve effective supervision and teamwork, which ultimately improves service delivery to the community. Staff facilitated several groups through team building, communication and work group planning efforts. Succession management efforts continue to be a priority. Several more Division Manager and Department Head employees have or will be attending executive development programs. The 2013 Leadership Development Program is focused on leading from where you are and 21 employees are currently enrolled. The year long program culminates with a project aimed at organizational courtesy.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<b>Objective 8: Invest in tools, training and technology to increase organization productivity and efficiency</b>						
2012	Continue implementation of new Risk Management databases	Martee Erichson (GS), Jackie Bonavida (GS), Carey Jensen (GS)	--	45%	1Q 2014	The new Workers' Comp database, built by IT within the City's financial management platform, is working well and Risk staff have mapped out a similar version to be created for a new property and liability database. Due to changes in IT staffing, the property and liability database was put on hold until IT staff is fully staffed for JDE programming. In addition, Risk staff are working on a new environmental audit database to be more user friendly than the current database and allow access through the City's Intranet to track completed compliance items. Risk staff have also created a new CDL database for the centralized tracking of all CDL drivers working for the City.
2012	Deployment of iPads in the organization when a need is demonstrated	David Puntteney (IT)	--	Ongoing	Ongoing	Staff is continuing to evaluate opportunities to improve efficiency and customer service with the iPad technology. IT Staff has deployed iPads to City Council, some managers, the Building Division for Inspectors and select PR&L staff.
2012	Provide training courses that educate employees on Risk Management processes, safety and how to reduce general liability claim exposure	Martee Erichson (GS), Jackie Bonavida (GS), Carey Jensen (GS)	--	Ongoing	Ongoing	Staff is developing a general liability class in partnership with the City Attorney's Office, Infectious Disease Control Plan in partnership with the Fire Department, and continuing the Risk Management Road show. Risk staff is currently evaluating a new safety training program that will focus on employees' behaviors that contribute to injuries and works on improving general awareness of surroundings. Risk staff has also completed approximately 85% of city required staff training regarding amendments to OSHA's hazardous communication standard and the conversion to the Globally Harmonized System of Classification and Labeling of Chemicals (GHS) that will replace the current Material Safety Data Sheet (MSD) system.

**Capital Improvement Projects Relating to Strategic Plan Goal: FINANCIALLY SUSTAINABLE CITY GOVERNMENT PROVIDING EXCEPTIONAL SERVICES**

Various Street and Intersection Improvements, Water and Sewer Line Replacements and Rehabilitation, BO&M major maintenance, Arterial Roadway Rehabilitations and Improvements, Bridge and Pedestrian Railing Repainting



# 2013 Citywide Goals & Objectives

Second Period Update

## GOAL 4: VIBRANT NEIGHBORHOODS IN ONE LIVABLE COMMUNITY

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<i>Objective 1: Develop transit oriented development around commuter rail stations</i>						
2005	Evaluate public infrastructure needs in South Westminster TOD Area	Andy Walsh (PW&U)	TBD	Ongoing	Ongoing	There are a number of utility related improvements that are taking place in the TOD area. Construction of the Little Dry Creek interceptor sewer project has begun through the Little Dry Creek Park, south of the Westminster Station and Public Works and Utilities is managing this project. We anticipate construction of the interceptor to be complete in October of 2013. PWU and RTD are jointly coordinating the relocation of 2,000 ft of the Little Dry Creek interceptor sewer east of Federal Blvd. PWU staff is also coordinating with RTD to acquire easements from TOD land owners to relocate sewer mains around the Westminster Station. The Target Completion Date for RTD related work cannot be defined at this time since staff is relying on RTD and other outside entities to manage these projects. The City will participate in the RTD projects by upsizing sewer mains as necessary and will pay betterment costs.
2005	Facilitate the development projects within the South Westminster transit oriented development (TOD) area	Tony Chacon (CD)	TBD	Ongoing	Ongoing	Negotiations continuing with Nolan RV and Gerry Rhiner re: acquisition in support of Westminster Station. The RFP relative to the construction of parking garage and adjacent land development was released with responses due in early October.



Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<b>Objective 2: Maintain and improve neighborhood infrastructure and housing</b>						
2005	Work to protect federal Community Development Block Grant funding	Tony Chacon (CD)	--	Ongoing	Ongoing	Staff received a CDBG allocation for Westminster of \$591,925 in 2013, which has been allocated to: 1) Bradburn Blvd. Realignment project; 2) Rodeo/Grange Park; 3) Rodeo/Grange Facility feasibility study; and 4) administration.
2003	Commence and complete Holly Park redevelopment project	Dave Loseman (CD)	TBD	80%	TBD	Council authorized the execution of a purchase agreement with Boulder Creek Communities at the August 26, 2013 Council meeting. An actual closing and sale of the property is anticipated in 1Q 2014 after Boulder Creek Communities has completed the Official Development Plan for the project and the City has approved this plan.
<b>Objective 3: Preserve and restore historic assets</b>						
2010	Restore/rehabilitate north porch and second story balcony along with restoration of chimney at Bowles House	Jerry Cinkosky (GS)	--	100%	Completed	Completed. Restoration of the north porch/balcony and the brick chimney was completed in December 2011. Additional soffit and building trim work was completed in June 2013.
<b>Objective 4: Have Home Owners Association's and residents taking responsibility for neighborhood private infrastructure</b>						
2010	Neighborhood Grant Program as part of the Community Enhancement Program	Kathy Piper (PRL)	\$50,000	Ongoing	Ongoing	The 2013 applications have been reviewed and selected. Staff provided a informational staff report to City Council. The grant recipients will have until December 31, 2013 to complete their project.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<b>Objective 5: Develop Westminster as a cultural art community</b>						
2010	Complete stabilization of Shoenberg Farm Concrete Silo	Tony Chacon (CD)	94410	100%	Completed	The project has been completed.
<b>Objective 6: Have a range of quality homes for all stages of life (type, price) throughout the City</b>						
2010	Provide a range of housing options in the community	Mac Cummins (CD)	--	Ongoing	Ongoing	City staff coordinates with various county, state and federal agencies on programs that help implement a variety of housing programs. Additionally, staff monitors how the City's percentage of low and moderate income housing relates to the north Denver metro region.
<b>Objective 7: Have strong community events and active civic engagement</b>						
2010	Maintain quality community events	Peggy Boccard (PRL)	TBD	Ongoing	Ongoing	Continue to provide community oriented special events to enhance quality of life and support convenient choices for an active, healthy lifestyle. Examples of events include: 4th of July; Westminster Faire; Community Pride Day; Holiday Tree Lighting and numerous other community enhancing activities.

**Capital Improvement Projects Relating to Strategic Plan Goal: VIBRANT NEIGHBORHOODS AND COMMERCIAL AREAS**  
**Holly Park, Hyland Village Public/Private Improvements, South Westminster Revitalization Projects, Lift Station Improvements, and Little Dry Creek Regional Detention**



## 2013 Citywide Goals & Objectives

Second Period Update

### GOAL 5: BEAUTIFUL AND ENVIRONMENTALLY SENSITIVE CITY

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<i>Objective 1: Have energy efficient, environmentally sensitive city operations</i>						
2012	Develop citywide Waste Management Plan	Carey Jensen (GS), Martee Erichson (GS)	--	Ongoing	Ongoing	Staff completed a comprehensive Waste Management plan instead of operation specific including updates when regulations and operations change. This item will be an on-going item because the plan must be updated to reflect new regulations or operational changes. Due to current regulation changes, staff continues to work on getting all of the City's emergency generators registered and permitted with the CDPHE. This project is 95% completed with all required documentation having been submitted to the State awaiting response.
2012	<b>NEW:</b> MSC Gasoline Recovery Remediation	Martee Erichson (GS), Carey Jensen (GS)	TBD	TBD	TBD	In mid-2012, the Gasoline Recovery Remediation system for the MSC was turned over to GS - Risk Management staff from Utilities. Staff met with representatives from the State of Colorado's Oil and Public Safety (OPS) office on May 1 and received permission to decrease the number of sampling reports due to the State on this project. Staff was also authorized to research and put in place different remediation efforts than were originally planned for 2013. Staff is in the process of conducting research on potential approaches and drafting an RFP for a more aggressive and focused remediation plan.



Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2012	Through the Green Team, work in partnership with departments to implement measures within operations that are energy efficient and environmentally sensitive	Rachel Harlow-Schalk (GS)	--	Ongoing	Ongoing	Between May and August of 2013, the Green Team continued to support the implementation of community recycling program improvement recommendations made by the Environmental Advisory Board (EAB), including contract negotiation for design and construction of the community recycling center and communication plan implementation. The recycling education campaign had a "soft-launch" at the Westminster Faire with the kick off of the "Westminster Proud We Recycle" brand. This year's Environmental Advisory Board booth was the most successful yet! The Team also set up the recycling tents for the Faire event and coordinated the sponsorship of trash and recycling service for the Faire through Republic Services. The added ideas from the Team to implement a craft and bicycle energy generator resulted in more conversations about recycling and energy conservation since the parents waited while their kids participated in activities within the booth. The Team also learned more about staff efforts within Whole Foods and community zero waste events at the Willamalane Parks & Recreation District.
<b>Objective 2: Reduce energy consumption citywide</b>						
2009	Phase II Energy Performance Contracts approved by City Council in May 2010	Jerry Cinkosky (BO&M), Brian Grucelski (BO&M), Thomas Ochtera (BO&M)	AIGG \$2,517,094 ARRA \$468,700	AIGG - 100% ARRA - 100%	4Q 2013	Completed--Measurement and Verification Phase (M&V). The work for both the Capital and ARRA funded contract is done as of December 2011 and the funding has been expended completely. The M&V phase is in contract review because of a reduced price negotiation and will continue through November of 2013. M&V funding will come from BO&M operational accounts.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<b>Objective 3: Increase and maintain greenspace (parks, open space, etc.) consistent with defined goals</b>						
2007	Work with surrounding communities to build support for a regional trail system linking to the Rocky Flats Wildlife Refuge	Heather Cronenberg (CD), Rich Dahl (PRL)	--	15%	TBD	This project has transitioned into supporting the Denver Greenway Trail network that will connect the Rocky Mountain Arsenal to the Rocky Flats National Wildlife Refuge. The Department of the Interior is spearheading this idea and planning for the trail location is being conducted by the U.S. Department of Transportation in partnership with the local communities involved. Westminster staff is working with these agencies and hopes that the trail will utilize the Little Dry Creek trail through parts of Westminster along with an improved trail on the east side of Standley Lake and a new trail through the Westminster Hills Open Space area. The City and County of Broomfield, Boulder County, and Arvada are supportive of this trail and of the connection to Rocky Flats. A design study is underway and the project partners are looking into possible funding sources for construction in 2014.
2004	Participate in the wildlife refuge planning process for the Rocky Flats National Wildlife Refuge (RFNWR) with RFSC and Fish and Wildlife Service on mineral rights acquisition and proposals for the use of the NRD funds set aside for the RFNWR; work with the recently organized community "Friends Group" name Friends of the Front Range Wildlife Refuges, with SPC helped organize in 2008 to provide support and assistance to the USFWS	Heather Cronenberg (CD)	--	Ongoing	Ongoing	The City continues to work with US Fish & Wildlife Service staff to encourage additional and timely funding for the Rocky Flats National Wildlife Refuge to implement the Comprehensive Conservation Plan (the master plan for the development of facilities, trails & other visitor features at the Refuge).
<b>Objective 4: Preserve vistas and view corridors</b>						
2003	Apply for grants from Adams County, Jefferson County, GOCO and others	Heather Cronenberg (CD), Rich Dahl (PRL), Becky Eades (PRL), Kathy Piper (PRL), Sarah Washburn (PRL)	--	Ongoing	Ongoing	In Spring 2013, the Adams County Open Space Advisory Board recommended awarding the City a \$434,000 grant for construction of the Tanglewood Creek Regional Trail and a \$607,899 grant for purchase of the Big Dry Creek Open Space Buffer. These grants were formally awarded in May 2013. Other recent grants awarded to the City by Adams County include: \$225,000 for the acquisition of the Bushnell parcel, \$448,700 for the acquisition of the McKay Lake Overlook parcels, \$1,538,670 towards the construction of Little Dry Creek Park, and \$87,500 towards the construction of a trail along Federal Boulevard between 92nd and 97th Avenue and 115th and 119th Avenue.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<b>Objective 5: A convenient recycling program for businesses and residents with a high level of participation</b>						
2002	City-wide recycling drop off locations	Jerry Cinkosky (GS), Rachel Harlow-Schalk (GS)	\$32,493 Annually	On-going	Ongoing	Having identified the former England Water Treatment plant site as the site for the construction of a staffed recycling center with hours of operation, staff is currently negotiating construction of the future site so that the opening coincides with the opening of 72nd Avenue anticipated in the year 2015. The delay of site construction will require on-going funding of the drop-off locations. To address volume and dumping issues, collections were increased and temporary staff were hired to clean sites. The budget for these sites was also increased in 2012 (from \$6,000 to \$11,500) and twice per year the city receives a rebate for offering the program. Rebate funds continue to shrink and in 2012, the city received \$5,680 in rebates-nearly \$2,000 less than \$7,665 received in 2011. In 2012, \$57,000 was spent on collections and staff cleanup-well beyond the \$17,180 budgeted and received through State rebates.
2012	Run environmental education campaign focused externally on recycling in the community and promotion of operational environmental efforts	Rachel Harlow-Schalk (GS)	\$25,000 per yr	20%	Ongoing	For 2013 and 2014, the recycling education campaign will be focused on recycling efforts curbside. The Green Team and the Environmental Advisory Board (EAB) have been working in partnership and are using the completed Strategic Communications Plan as a guide for education efforts. A "soft-launch" of the recycling education campaign brand "Westminster Proud We Recycle" was completed at this year's Westminster Faire. The Board offered a recycling craft for children that invited the parents into conversations about how to improve recycling curbside. November 15 is America Recycles Day and efforts of both the Green Team and the Environmental Advisory Board will be focused on a full launch of the recycling education campaign.
2012	Continue programs for disposal of household hazardous waste and hard to recycle materials	Carey Jensen (GS), Martee Erichson (GS)	\$49,000 first year, \$43,000 annually	Ongoing	Ongoing	Staff completed the Hard to Recycle Guide in Spring of 2012 and it is available in hard copy or searchable pdf on the City's webpage. Due to increased community outreach on recycling education, the Household Hazardous Waste disposal program has experienced an increase in volume of materials collected. It is anticipated that the program will exceed budgeted funding for 2013.

**Capital Improvement Projects Relating to Strategic Plan Goal: BEAUTIFUL AND ENVIRONMENTALLY SENSITIVE CITY**  
**Standley Lake Regional Park, Community Enhancement Program, Open Space Land Acquisition, Parks Renovation Program, and Recreation Facility Improvements**





WESTMINSTER

## Staff Report



Information Only Staff Report  
October 21, 2013

SUBJECT: Westminster 303 Employee Training

PREPARED BY: Jackie June, Employee Development Analyst  
Lisa Chrisman, Employee Development & Benefits Manager

### Summary Statement

This report is for City Council information only and requires no action by City Council. Westminster 303 is a class developed to provide employees with the opportunity to interact with City Council and the City Manager's Office as well as to learn valuable information about the intricacies of City government. It is the third class in a series that includes Westminster 101 and 202. This year, Westminster 303 will be held on Monday, October 28, 2013. The class will include dinner with City Council and observation of the Pre-Council Briefing that will be held in the Multipurpose Room in City Hall.

### Background Information

This class is the third in a series of classes that provides information to City employees about our City Values, Mission and Government. Employees learn about the services each department provides and how the City supports each of City Council's Strategic Plan goals. Employees deepen their understanding of the complexities of running a city government and the inter-relatedness of every facet of the organization and the community. Westminster 303 encourages employees to take ownership of City operations by becoming informed ambassadors for City Council's strategic objectives and City services. This class supports Council's goal of Financially Sustainable City Government Providing Exceptional Services in the following areas:

- By helping to maintain a value driven organization through talent acquisition, retention, development and management;
- By maintaining and enhancing employee morale and confidence in City Council and management.

Respectfully submitted,

J. Brent McFall  
City Manager