WESTMINSTER

Staff Report

TO: The Mayor and Members of the City Council

DATE: February 4, 2010

SUBJECT: Briefing and Post-City Council Briefing Agenda for February 8, 2010

PREPARED BY: J. Brent McFall, City Manager

Please Note: Study Sessions and Post City Council briefings are open to the public, and individuals are welcome to attend and observe. However, these briefings 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 Monday night's Briefing and Post-City Council meeting briefing, the following schedule has been prepared:

Dinner	6:00 P.M.
Council Briefing *(The public is welcome to attend.)*	6:30 P.M.
Unveiling of Photovoltaic Solar Monitoring Educational Display **(Immediately following Council Briefing - 1st Floor Lobby)**	6:45P.M.
CITY COUNCIL MEETING	7:00 P.M.

POST BRIEFING (*The public is welcome to attend.*)

PRESENTATIONS
1. Proposed Location for the April 15 City Council Community Conversation

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

EXECUTIVE SESSION
 None at this time

 INFORMATION ONLY
 1. Information Technology Department Strategic Plan 2010 (Attachment)
 2. 2009 Year-End City Council Expenditures (Attachment)
 3. 2009 Citywide Goals and Objectives – Third Period Update (Attachment)

Items may come up between now and Monday night. City Council will be apprised of any changes to the post-briefing schedule.

Respectfully submitted,

J. Brent McFall
City Manager

WESTMINSTER

Staff Report

Pre City Council Meeting
February 8, 2010

SUBJECT: Unveiling of Photovoltaic Solar Monitoring Educational Display

PREPARED BY: Jerry Cinkosky, Facilities Manager

Recommended City Council Action

City Council is requested to unveil the solar energy monitor at 6:45 p.m. on Monday, February 8, prior to the start of the City Council Meeting.

Summary Statement

- During a City Council strategic planning retreat in 2008, Council expressed interest in the potential use of renewable energy (specifically photovoltaic or PV solar power generating systems).

- In early 2009 Staff began working with Main Street Power to evaluate potential locations suitable for the installation of roof top solar panels to provide a portion of the City's electrical needs with a clean renewable energy source.

- In July 2009 City Council authorized a solar pilot program with Main Street Power to install and operate solar panels on four City buildings. The facilities chosen as most suitable for this purpose were City Park Recreation Center, West View Recreation Center, Municipal Service Center Administration building, and the Public Safety Center.

- As part of the solar energy installation project, educational kiosk screen monitors have been placed in the facilities where solar energy is being produced. An additional monitor has been placed in the lobby of City Hall that allows citizens and staff members to observe real time energy production at all four of the City facilities where solar energy is being produced.

- Now that the solar installations are completed, City Council is requested to unveil the solar educational monitor located in the lobby of City Hall prior to the City Council meeting on February 8.   Staff will be present to give a brief presentation to the public explaining the benefits of the City hosting solar arrays on City facility rooftops.

Expenditure Required: No expenditures required for the first five years; beginning in year six, the City may, at its option, stay in the current PPA program or purchase the systems outright at its then fair market value estimated to be $708,000

Source of Funds: Specific funding source for potential acquisition in year six to be determined at a later date; annual power purchases will be made from operating budgets in the same manner as purchases from Xcel Energy

Policy Issue

None identified.

Alternatives

None identified.

Background Information

In early 2009 Staff began exploring the use of Photovoltaic solar energy systems to offset rising utility costs and to begin providing a clean renewable energy source in City facilities. In July 2009 City Council authorized a contract with Main Street Power Company for the installation of 270 kW solar energy producing systems on four City facility rooftops.

The four facilities that received PV solar systems installed through this pilot project are as follows:

Facility	Size of Solar Array kW System	Projected Solar Usage (% Reduction of Xcel Energy consumption)
Municipal Service Center Administration Building	97.65	23%
City Park Recreation Center	75.60	6%
West View Recreation Center	47.25	11%
Public Safety Center	50.40	8%
Total System Size	**270.90**	

Economic benefits realized by installing 270.9 kWh PV solar systems:
- No capital outlay requirements for the City of Westminster.
- Immediate savings off the Xcel Energy billing rate.
- Savings of over 14.9% for a solar energy rate compared to the average for other metro area solar installations. Savings of 25% for a buyout price for the system compared to the average for other metro area solar installations.
- No rate escalation for the first 5-years and the opportunity for no escalator for future years through a system purchase option.
- Savings to the City of approximately $64,000 in energy costs over 5 years and over $300,000 over the 20-year life of the Photovoltaic system with exercise of purchase option.

Social/Environmental Benefits:
- Placement of educational web-based, real-time monitoring kiosks/displays at each facility's lobby showing environmental and economic benefits.

- Carbon reductions of over 600,000 lbs per year and 10,000 tons during the system life.

- Equivalent to 750,000 vehicle miles eliminated per year or planting 30,000 tree seedlings.

- Production of 400,000 kilowatts per year of clean, renewable energy.

Main Street Power and their subcontractors worked throughout the winter installing the solar panels on all four facilities. The solar systems began to produce energy in late December. The final phase of the solar project to install educational kiosks or monitors in all facilities hosting solar panels has now been completed. In addition to the four facilities receiving kiosks, City Hall has also been provided with a monitor that displays solar energy production and other useful energy information for all four City facilities.

Staff is requesting that City Council unveil the new energy monitoring kiosk in the lobby of City Hall prior to the City Council meeting on February 8. Staff will be present to explain the monitoring system information and answer any questions.

Respectfully submitted,

J. Brent McFall
City Manager

WESTMINSTER

Staff Report

Pre City Council Briefing Meeting
February 8, 2010

SUBJECT: Proposed Location for the April 15 City Council Community Conversation

PREPARED BY: James Mabry, Neighborhood Outreach Coordinator

Summary Statement:

At the December 14 Council Briefing, City Council selected dates and locations for the 2010 Mayor and City Council breakfasts and desserts as part of the City Council Community Conversation events. The location for the April 15 dessert was not finalized; at City Council's request, Staff has researched locations beyond the Reclaimed Water Treatment Facility for this meeting. This Staff Report includes a list of possible meeting sites in Westminster north of 119th Avenue. Staff seeks City Council's direction in identifying a new location for this Council outreach event.

Background Information

Staff located and contacted potential meeting sites for the April 15 meeting are located between 119th Avenue in Bradburn Village to 148th Avenue in The Orchard. The potential meeting sites are commercial businesses, restaurant/bars, residential complex clubhouses, and schools in the northern part of Westminster. Staff has spoken with the management of these facilities and the following sites were receptive to the idea of holding an evening community meeting at their establishment:

- The Exchange Tavern & Coffee Shop, 11940 Bradburn Boulevard: This is a coffee and sports bar with two separate rooms; it is proposed that the Mayor and City Council dessert would be held in the coffee bar section for the meeting and provide an opportunity to highlight the business and residential successes of this neighborhood.
- Metro North Chamber of Commerce, 2921 West 120th Avenue: The Chamber has a conference room that would be an appropriate meeting space for a community conversation and provide an opportunity to highlight the community and business connections of the north metro area communities.
- Estates at Tanglewood, 581 West 123rd Avenue: This residential apartment complex has a clubhouse located on site; this may provide a unique opportunity to draw these local resident's attendance to this community meeting site.
- Silver Hills Middle School, 12400 Huron Street: This Adams 12 Five Star school is the newest facility in the City and has not been seen by many community members. This facility has two gymnasiums, a library and a cafeteria area that would meet Council's needs for a meeting space.
- Mountain Range High School, 12500 Huron Street: This Adams 12 Five Star school is a new facility that has not been seen by many community members. This facility has an auditorium and cafeteria area that would meet Council's needs for a meeting space.
- Crepes de Paris, 14647 Delaware Street: This is a restaurant located in The Orchard that serves a menu of crepes and other options; it has seating for 25 and is located on the main plaza of The Orchard.
- Monkey Bizness, 14693 Orchard Parkway: This is an indoor children's playground and coffee shop seating 25 patrons and is located in The Orchard. This unique location has a café seating area and a large indoor play area that would provide a way for residents with children to participate in this meeting while their children safely play nearby.
- REI, 14696 Delaware Street: This is an outdoor sports retailer located at The Orchard and has a community meeting room that can accommodate 30 to 50 people.

Staff is requesting direction from City Council on the potential location for the April 15 Mayor & City Council dessert. Staff requests City Council provide a second option in case the first location selected has subsequently booked up. Once direction is received, Staff will confirm Council's choice site with the management of the facility in order to make meeting arrangements, update Council's calendars with the location and commence publicity on the upcoming meeting date and location.

Respectfully submitted,

J. Brent McFall
City Manager

WESTMINSTER

Staff Report

SUBJECT: Information Technology Department Strategic Plan 2010

PREPARED BY: David Puntenney, Information Technology Director

Summary Statement:

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

In January 2003, the Information Technology Department compiled a comprehensive strategic plan that helped the City succeed in the selection, implementation, management and advancement of technologies needed to assist Departments responsible for achieving City Council strategic goals. The strategic plan has been updated for 2010 and includes the following information:

- Trends in Information Technology
- Guiding Principles for the Information Technology Department
- Performance Measures
- Technical Project Planning
- Technology Standards
- Services
- System Security and Disaster Recovery
- Technology Acquisition
- Major Technology Projects Scheduled for 2010 – 2012
- Technology Awards and Recognitions
- Server Virtualization Plan
- Staffing Projections (subject to City Manager's Office review and City Council authorization)

A hard copy of the plan is attached to this staff report. Council members and others may also access and electronic version of this document on the City's web site at http://www.ci.westminster.co.us/files/strategic.pdf.

Background Information

Over the past 22 years, the Information Technology Department (previously Data Processing Division) has established technology plans and policies that have been instrumental in helping all city Departments achieve City goals and objectives. In 2003, the Department established a formal

strategic plan to provide Departments, City Council and others with a clear, comprehensive document to communicate the City's technology direction, priorities and strategy.

The Information Technology Department updates the strategic plan on an annual basis to reflect changes in goals, objectives and technologies.

Respectfully submitted,

J.   Brent McFall,
City Manager

Attachment (City Council only)

WESTMINSTER
COLORADO

Information Technology Department
Strategic Plan
January 2010
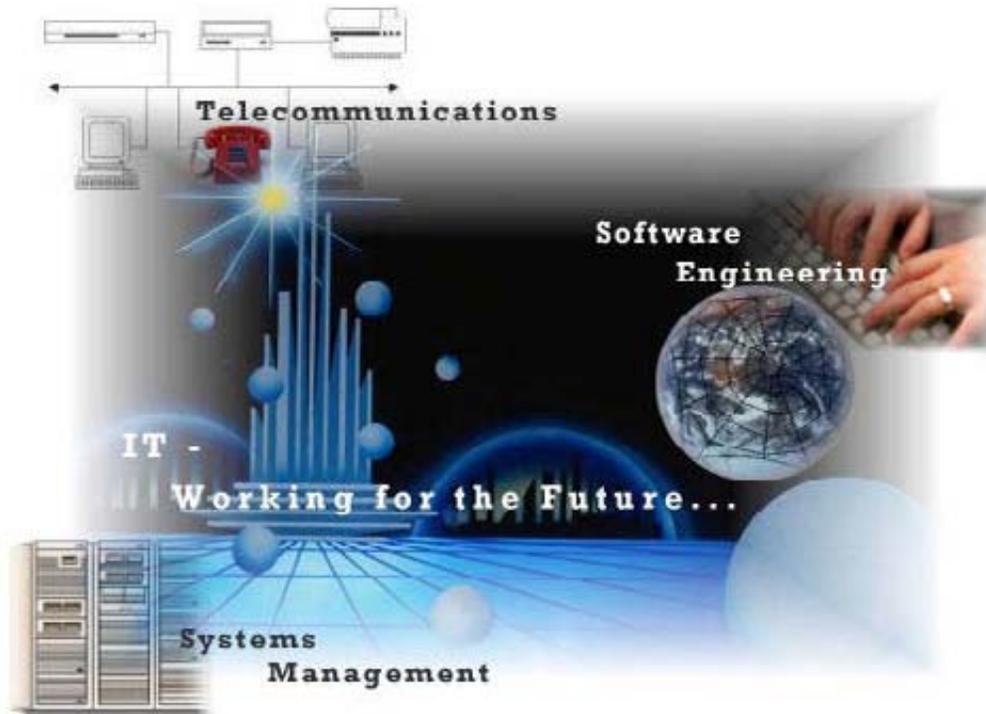
Prepared by:
David Puntenney
Information Technology Director

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PLAN PURPOSE, BACKGROUND AND INTRODUCTION

The purpose of establishing a formal strategic plan for the City of Westminster Information Technology Department is to provide a clear, comprehensive document to effectively communicate the City's technology direction, priorities, strategy and policies. Furthermore, this plan serves to recognize and demonstrate the connection between the City's Mission Statement, City Council goals and Information Technology strategies.

The Information Technology Department has successfully established tactical and strategic plans; standards and processes that have been instrumental in advancing the effective use of technology throughout the organization and helping Departments reach goals established to support City Council's Strategic Plan. Beginning in 2003, the Information Technology Department Strategic Plan was fully documented and published. Tactical plans have been established both within the department and in collaboration with user departments throughout the City. This strategic plan includes system upgrade and replacement strategies and schedules.

The Information Technology Department developed guiding principles for the department and has included those principles as part of this document. Performance measures and formal evaluation tools have been developed and implemented to help staff focus on guiding principles. These tools are also discussed within this strategic plan.

The success that the Information Technology Department has achieved since 1985 is closely coupled to the emphasis the department has placed on hiring, training and retaining the highest quality, dedicated technical staff. This plan includes discussion of the strategy that will continue to be used in hiring and retaining human resources.

Also included in this strategic plan are vital fundamentals such as technology acquisition and approval process, major system prioritizing and systems disaster recovery.

While this plan does not include tactical plans, it does include several attachments that highlight current technology standards, major three-year technology projects and five-year staffing projections. This plan, as well as the attachments, is reviewed and updated annually.

CITY OF WESTMINSTER INFORMATION TECHNOLOGY AWARDS AND RECOGNITIONS

The City of Westminster is honored to be recognized by respectable and knowledgeable organizations for the success the City has achieved in the planning, selection, deployment and support for innovative technologies used to enhance services and efficiencies within the City.

Digital Cities Survey Awards:
The Center for Digital Government conducts a nationwide annual survey of cities to examine how local governments are utilizing digital technology to better serve their citizens and streamline operations. The City of Westminster has placed in the top ten cities in the nation within the population category of 75,000-125,000 for the last eight years. Westminster's ranking for each year are:

2002 – 5th place
2003 – 7th place
2004 – 7th place
2005 – 6th place
2006 – 5th place
2007 – 4th place
2008 – 7th place
2009 – 7th place

Colorado Information Management Association "2007 IT Infrastructure":
The Colorado Information Management Association (CIMA) conducts an awards program to recognize governmental agencies who have demonstrated significant accomplishments in several categories. In 2007, the City of Westminster was selected as the winner in the IT Infrastructure category, recognizing the City for its proactive efforts in technology risk assessment and security enhancements.

Colorado Information Management Association "2009 IT Team of the Year":
In 2009, the City of Westminster's Information Technology Department was selected as the winner of the "2009 IT Team of the Year" by the Colorado Information Management Association. This award recognized the City for the innovative, low cost and secure strategy the City used to deploy and provide wireless services to employees, visitors, and contractors across 30 City facilities.

International City Managers Association (ICMA):
The City of Westminster participates in the ICMA performance measures program and reports annual results of performance measures in order to compare Westminster performance with other government agencies. In 2008, the ICMA highlighted the City of Westminster's Information Technology Department in their national "What Works" publication to share the City's success in IT Customer Service. ICMA reported that 90% of Westminster's IT Department customers reported receiving excellent services, as compared to a national average of 49%. Westminster IT customer satisfaction is measured on a monthly basis through customer surveys. Reasons for the City success include careful IT staff recruitment, monthly surveys; including survey results in employee recognition and appraisals, and reporting of results to City officials were included in the ICMA publication.

Internal Awards and Recognition:
The Information Technology Department has also been formally recognized by other departments within the City for outstanding commitment to service, teamwork and success of technology projects. Some of these awards and recognitions include:

FAST filing on-line sales tax project
Economic Development Task Force Team
Website Redevelopment Team
City Council audio broadcast project
Content Management selection and implementation project
Accela Automation Team
Court system implementation project
Computer Disaster Recovery/Business Continuity Team
Unified voice message system implementation project
Electronic Timesheet and Employee/Manager Self Service Implementation Team
Electronic Appraisal Team
ILeads/RMS/Computer Aided Dispatch Upgrade Team
Emergency Response Time Improvement Team
ERP (JD Edwards) System Upgrade and Enhancement Team
Zebra Mussel Team
2009/2010 Budget Team
Intergraph Project Team
GIS Upgrade Team
Fire Station Remodel Team
Westminster Sports Center Renovations Team
2009 Grant Administration Policy Project Team
Wireless Network Planning & Deployment Team
Code Enforcement Automation Process Team
Rerouting of 3200 Commercial Water Accounts
MSC Facility Renovation Project Team
Performance Measures Team
Development & Implementation of NEOGOV Integrated Recruitment Tracking Software

CITY MISSION, STRATEGIC PLAN AND CITY COUNCIL GOALS

The Information Technology Department Strategic Plan is established with a clear understanding of the City Mission and strategic goals established by the City Council. Each year, the Department Directors, City Manager, Assistant City Manager and City Council engage in a strategic planning session to review and update the organization's mission and goals. The results of that process are listed below and are included within this plan to use as a guide to align the Information Technology Strategic Plan with that of City Council and the City Executive Team.

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

Strategic Plan

2009-2014
Goals and Objectives

FINANCIALLY SUSTAINABLE CITY GOVERNMENT PROVIDING EXCEPTIONAL SERVICES
- Well-maintained city infrastructure and facilities
- Secure and develop long-term water supply
- Revenues to support defined city services and service levels as a mature city
- Maintain sufficient reserves: general fund, utilities funds and self insurance
- Effective cost containment/control measures for living within revenues and budget
- Maintain a values driven organization through talent acquisition, development and management

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

VIBRANT NEIGHBORHOODS AND COMMERCIAL AREAS
- Develop transit oriented development around commuter rail stations
- Maintain and improve neighborhood infrastructure and housing
- Preserve and restore historic assets
- Revitalize Westminster Urban Reinvestment area
- Rehabilitation of deteriorating commercial areas
- Develop Westminster as a cultural art community

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

BEAUTIFUL AND ENVIRONMENTALLY SENSITIVE CITY
- Have energy efficient, environmentally sensitive city operations
- Reduce energy consumption citywide
- Increase green space (parks, open space, etc.) consistent with defined goals
- Preserve vistas and view corridors
- A convenient recycling program for residents and businesses with a high level of participation

INFORMATION TECHNOLOGY MISSION STATEMENT

In 1998, the City of Westminster recognized that Information Technology was serving an increasingly important role in the efficient and quality delivery of information and services to businesses and citizens. As a result, a change in the organization structure was made to further promote strategic technology planning to support organizational objectives and expanded technology use. Effective January 1999, the Data Processing Division (a division of the Finance Department) was repositioned as the Department of Information Technology reporting to the City Manager. This change successfully achieved a more strategic and balanced use of technology resources throughout all departments within the City and provided opportunity for the IT Director to participate in short and long-range planning with the City's Executive Team. The Information Technology Department Management Team established a new mission in 2007 that reads:

"Our job is to deliver exceptional value and quality of life through the deployment and support of innovative technologies and SPIRIT."

This mission statement has been the foundation for performance measures and customer's service standards that are included within this plan.

GUIDING PRINCIPLES

Principle 1 – Sustained success in the use of any technology can only be achieved through the ability to hire, train and retain the most knowledgeable, dedicated technical staff.

Principle 2 – Customers are first priority, and will always be treated in a timely and respectable manner.

Principle 3 – New system acquisition will be accomplished through a standard process and will meet the standardization goals as established by the IT Department.

Principle 4 – Replacement of hardware, software and network infrastructure will be budgeted and scheduled to prevent obsolescence and reduced organization efficiency.

Principle 5 – Emerging technology will be evaluated by the IT Department to determine opportunities to enhance delivery of core services, increase organizational efficiencies, decrease cost, or support new City Council priorities.

Principle 6 – Access to and availability of systems is crucial to the organization, and high system availability will be an on-going performance measure for the department.

Principle 7 – Customers will have efficient methods to request IT services and to provide feedback on services provided by the Information Technology Department.

Principle 8 – Hardware and software (customized and off-the-shelf solutions) standards are established and updated by the Information Technology Department and adhered to by all City Departments.

Principle 9 – City Staff use IT resources in accordance with formally established policies.

Principle 10 – The City's Executive Management Team will be consulted to review, discuss and agree on implementation priorities and schedule for new major systems, as needed, on an annual basis.

Principle 11 – Technology staff must think outside the box, constantly looking for new and creative ways to explore technology.

Principle 12 – Staff will purchase and implement off-the-shelf software for major applications as opposed to developing custom software when off-the-shelf software meets the majority of the City's requirements.

Principle 13 – Data integration and sharing throughout the organization is a key evaluation factor in selecting and developing applications.

Principle 14 – Systems support and application development are centralized within the Information Technology Department, eliminating the need for departments to hire or convert existing staff within departments into technology positions to support hardware or database applications. This centralized approach enhances organization efficiency by eliminating potential for islands of information, promoting opportunity for data sharing between applications and maintaining adequate depth of support for systems.

INFORMATION TECHNOLOGY DEPARTMENT CUSTOMERS

Until 1996, the Information Technology Department provided services for internal customers only. In March 1996, the City's customer base expanded rapidly as the City unveiled the Westminster City Web site. Current businesses and citizens frequently use the web site as an alternate avenue to gain access to information and services, as well as to become more involved in their local government. Tactical plans include expanded E-government applications to further enhance the City's Internet enabled applications and increase the number of customers using services directly provided by the Information Technology Department. E-government is defined as the transformation of public-sector internal and external relationships through Internet-enabled technologies to enhance communications and optimize government service delivery.

The Information Technology Department provides services for the groups listed below:

City Council – responsible for serving as the legislative and governing body of the City. City Council adopts laws, ordinances, and resolutions stating City policy; holds public meetings on a variety of community issues; meets with groups and businesses; and attends local, county, regional, state and national meetings on issues that have municipal impact.

City Manager's Office – responsible for providing overall administration for the City in accordance with City Council policies and issues. These responsibilities include preparing and executing the City budget; special projects management; overall coordination of capital projects; tracking municipal impacts of state and federal legislations; public information; and serving as key communicators with City Council, citizens and staff.

City Attorney's Office - responsible for the general legal affairs of the City. This office provides legal representation and advice to the City Council, the City Manager, the City's Boards and Commissions, the City Department Heads and other key City Staff regarding the legal implications of contemplated policy and administrative decisions. The office also prepares and reviews various ordinances, contracts and other legal documents; and conducts a variety of legal trainings and other educational programs designed to avoid lawsuits.

Community Development Department – responsible for long-range land use and transportation planning and implementation; providing strategic economic development opportunities; providing for safe building construction through building project review, permitting and inspection functions; and developing strategies for improving the overall quality of life.

Finance Department - responsible for collecting, accounting and reporting financial information related to all City revenues and expenditures; issuing and managing City debt; collecting, auditing and enforcing City sales and use tax; administering benefits and managing funds related to the City's three defined contribution plans; collecting revenues and managing investments.

Fire Department – responsible for emergency medical care and transport; emergency management; fire investigations; fire prevention services and planning; public education; facilitating City and community emergency preparedness; and various specialized services.

General Services Department - responsible for building operations and maintenance; City Clerk functions; employee training and development; environmental services; fleet maintenance; human resources; municipal court; organizational support services; purchasing; risk management; and volunteer recruitment.

Parks, Recreation and Libraries Department - responsible for acquiring, designing, constructing and maintaining parks, trails and right-of-ways; operating multiple recreation centers, libraries and golf courses; and planning and implementing programs, sports leagues, senior activities and special events.

Police Department – responsible for enforcing all laws and ordinances; providing a safe environment for the residents, businesses and visitors to the community; protecting through patrol and traffic operations; case investigations; code enforcement activity; enhanced communications; animal control functions; interacting with the community to educate them on crime prevention, criminal activity, drug activity and awareness, traffic safety and pet ownership.

Public Works and Utilities – responsible for managing and maintaining water and wastewater treatment processes; maintaining street system and storm water infrastructure; maintaining water distribution systems and wastewater collection systems; overseeing environmental issues; and overseeing the development and implementation of water conservation programs.

TRENDS IN INFORMATION TECHNOLOGY

The Director of Information Technology and staff monitor trends in the technology field and purchase, evaluate and implement new technologies that have potential to enhance services to internal or external customers or improve organization efficiency. This document does not describe all trends and emerging technologies, but does highlight several key technology trends that may provide opportunities to improve services and efficiency within the City of Westminster. Some of the major trends being tracked and explored within the Information Technology Department include:

- Expanding capabilities of web based technology

  Advancing web technologies will continue to provide opportunity for the City to enhance delivery of information and services to residents, businesses, other government agencies, economic development prospects and visitors. Video, blogs, wikis, RSS feeds, and other web based services will be implemented as deemed appropriate and beneficial for the City in meeting objectives.

- Wireless Wide Area Networks (WAN)

  Wireless network technology has helped the City to improve network performance and reliability between City facilities and eliminate most of the expense associated with leased data communication circuits. Information Technology expanded Wi-FI access throughout Westminster to support mobile City employees and to enhance internal electronic communications. The Information Technology staff is monitoring advances in Wi-Fi, Wi-Max and 700 MHZ network technology, which has the potential to blanket Westminster with broadband wireless services. The City is prepared to provide prompt response and appropriate right of way agreements when the private sector determines that there is a solid business case for mesh network deployment in Westminster.

- Faster, smaller, more robust computing devices for a variety of applications

  Advances in handheld computing, cell phone and PDA combinations and tablet computing along with associated services such as GPS will all be monitored and assimilated into the technology used and supported by the Information Technology Department for future applications. In 2009, Information Technology evaluated and added several new mobile devices to the supported technology list.

- Cloud Computing

  Cloud computing is a method to increase capacity or add capabilities on the fly without investing in new infrastructure, training new personnel or licensing new software. Cloud computing includes any subscription-based or pay-per-use service that, in real time over the Internet, extends IT's existing capabilities. It has the potential to change the way in which the Westminster Information Technology Department looks and functions during the next 10 years.

Cloud computing includes:

- o **SaaS - (Software as a Service)** delivers a single application through the browser to thousands of customers using a multitenant architecture. On the City side, it means no upfront investment in servers or software licensing; on the provider side, with just one app to maintain, costs for some apps may be lower compared to City hosting.
- o **Utility computing** provides virtual servers that IT can access on demand. In 5-10 years, it could potentially replace parts of the existing Westminster datacenter.
- o **Web services** in the cloud offer interfaces that enable developers to exploit functionality over the Internet, rather than delivering full-blown applications, such as APIs offered by Google Maps, ADP payroll processing, the U.S. Postal Service, Bloomberg and even conventional credit card processing services.
- o **Platform as a service** – In the future, the City may build custom applications that run on the provider's infrastructure and are delivered to City employees via the Internet from the provider's servers.
- o **MSP (managed service providers)** such as a virus and spam scanning service for e-mail (Postini). Westminster uses managed service providers to a limited extent today.

- Application integration and database consolidation

  Application integration and database consolidation will help the City to further streamline operations and enhance services.

- Desktop virtualization

  Operating systems and applications may no longer reside on desktop or laptop computers in the City. All user applications, data and desktop configurations may instead reside on a centralized server and be presented to users on any computer they use to connect.   This technology will further enhance employee's productivity while telecommuting, and eliminate desktop computer troubleshooting and support requirements.

- Advanced Security

  Increased need for security will help to accelerate two-factor authentication options and biometrics technologies. Decreasing prices for such technologies will create opportunities for more organizations to consider advanced authentication techniques. Technology advances in mobile data security products will also provide opportunity for enhancing protection of confidential information.

- Server Virtualization

  Server Virtualization is a technology that successfully decouples the physical hardware from the operating system to deliver greater IT resource utilization and flexibility. Virtualization allows multiple virtual machines, with heterogeneous

operating systems, to run in isolation, side-by-side on the same physical machine. Some of the benefits of virtualization include:

- o Multiple isolated applications and operating systems can be supported within a single physical system.
- o Cost savings are achieved as servers can be consolidated into virtual machines on either a scale-up or scale-out architecture.
- o Computing resources are treated as a uniform pool to be allocated to virtual machines in a controlled manner.
- o Complete virtual machine environment can be saved as a single file; easy to back up, move and copy.

The City successfully completed the server virtualization initiative in 2009, resulting in a reduction in the number of servers from 82 to 43.

PERFORMANCE MEASURES

CUSTOMER SERVICE PERFORMANCE MEASURE

In 1989, the Information Technology Department implemented an ongoing service evaluation system to provide all internal IT customers with the ability to provide specific project-related feedback on the quality of services received from department staff. This evaluation system has evolved to: 1) encourage customers to provide formal feedback on services received; 2) promote the guiding principle of outstanding customer service; 3) identify opportunities for continued improvement of IT delivered services by meeting with customers when service levels are rated average or below and; 4) to monitor trends in service levels. The Information Technology Department has enhanced the feedback process on several occasions and now uses an electronic form to collect and maintain user evaluations. Evaluations from customers are recorded and monthly reports are run to determine if customer service standards are met or exceeded.

Customers rate the department, after completion of service requests, on a scale of 1-5 with 1 representing POOR and 5 representing EXCELLENT in the categories of Technical Knowledge, Communication, Cooperation and Overall Satisfaction with services. The department typically achieves ratings exceeding 4.6 overall in all categories. These high ratings are accomplished through IT staff's commitment to build personal relationships and to provide service in a timely, professional fashion. Follow-up with customers after completion of projects or resolution of problems is also a key component of the outstanding service provided by Information Technology. Individual and overall customer service evaluations will continue to be reviewed and monitored to ensure that the minimal performance standards of 4.1 are exceeded.

While the majority of customer ratings are excellent, the department occasionally receives ratings that are fair or poor. IT uses these opportunities to meet with customers to evaluate and improve service strategies and processes. These meetings were conducted on several occasions during 2009. This process has helped the department increase the overall ratings as shown in the historical trend graph below.

> Relationship to Westminster Strategic Goals/Objectives:
> o   *Financially Sustainable City Government Providing Exceptional Services:*

The performance measure is crucial to those employees who depend on such exceptional technical services to successfully accomplish City strategic goals and objectives.

Historical Trend Data

Customer Satisfaction Ratings (1=Poor, 5 = Excellent)
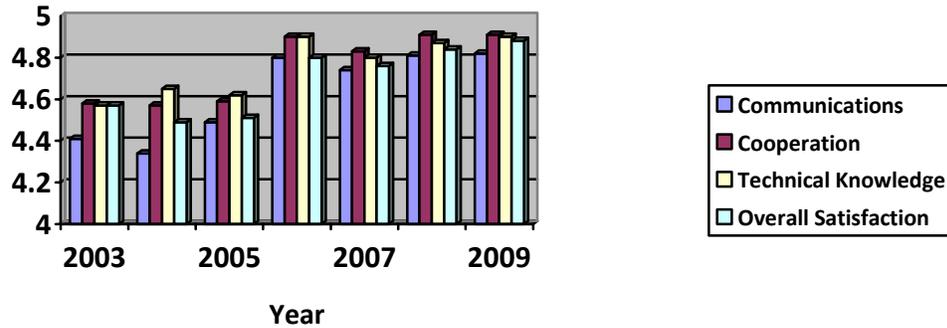
SYSTEM AVAILABILITY PERFORMANCE MEASURE

The Information Technology Department supports numerous computer servers hosting applications for all City employees as well as external customers. The availability of networks and servers is crucial to these customers in accomplishing their goals and is a high priority for the Information Technology Department. The department has implemented several policies and procedures to help ensure maximum system availability for its customers. Performance standards measuring system availability were established in 1992 and continue to be monitored and reported on a quarterly basis. Developing, monitoring and reporting of system availability statistical data has been key to maintaining a focus on developing and supporting procedures to minimize down time.

System availability performance measure standards are as follows:

- Telephone and voice mail system availability – 99% uptime
- Windows based systems (Police/Fire Computer Aided Dispatch, Utility Billing, Sales Tax administration and collection, Recreation Point of Sale and Registration, Enterprise Resource Planning (ERP), Geographic Information (GIS), Office Automation, Finance) - 99%

The Information Technology Department always exceeds these performance standards and typically achieves system availability of 99.1% – 99.9%.

Relationship to Westminster Strategic Goals/Objectives:
   o *Safe and Secure Community: Timely response to emergency calls*

   Through an ongoing commitment to high availability standards for all systems, including Public Safety/Computer Aided Dispatch systems, the City is better positioned to provide timely response for emergency calls.

   o *Financially Sustainable City Government Providing Exceptional Services: Effective cost containment/control measures for living within revenues and budget*

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

When computer and phone systems are not available, employee productivity suffers and costs to provide services increase. Additionally, the ability to collect, record and track City revenues from Sales Tax and Utilities is difficult without availability of computer systems.

Normal Business Hours System Availability
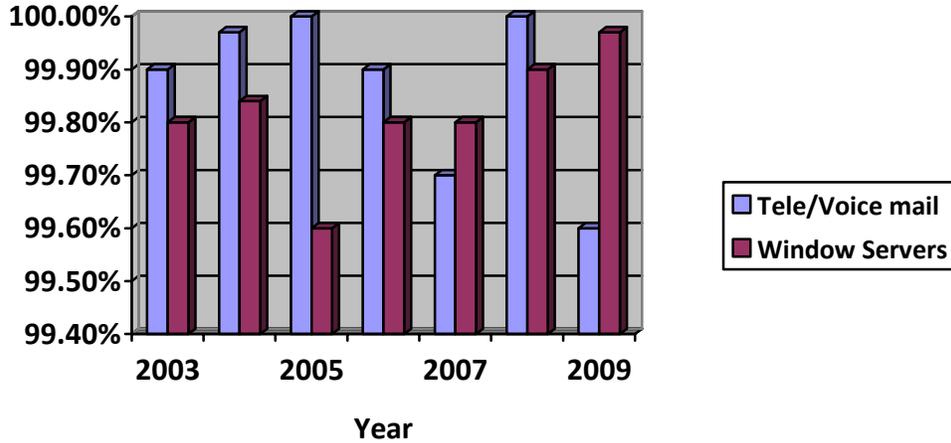
TECHNOLOGY STANDARDS

Technology standards are critical in order for the City to achieve high productivity in the use of technology and for the Information Technology Department to provide a high level of customer service with a reasonable level of technical support staff. The IT Department implemented technology standards in 1986 and updates those standards annually to adjust for new technologies, needs and strategies. <u>Deviation from standards may be approved by the Information Technology Department to meet a selected vendor requirement or when a department's need clearly demonstrates that conformance to technology standards will negatively impact their goals</u>. Policies and technology purchase approval processes have been established to ensure compliance with standards. Attachment A details the current year architecture, standards and security in the areas of server hardware, operating system software, database software, office productivity software and network hardware.

INFORMATION TECHNOLOGY DEPARTMENT SERVICES

The Information Technology Department is comprised of two divisions responsible for support of City technology. Attachment D provides more specific detail on current systems supported and the scope of division responsibilities. The divisions include:

Software & Web Engineering Team

The Software & Web Engineering Team (SWET) provides technology solutions to customers within the City of Westminster to enhance their performance and productivity. Activities range from the simple task of directing an employee to appropriate tools, all the way through researching, developing, implementing and maintaining major applications. The Team is prepared with the technical expertise and tools to provide technological assistance to give Westminster an edge in delivering exceptional services to its citizens.

This Team works specifically on Web development (Internet and Intranet), major system applications (Utility Maintenance Management, Building Permit, Sales Tax, JDE EnterpriseOne ERP, Utility Billing, Police/Fire CAD, GIS, Police and Fire Records Management), and many stand alone databases. The Team also develops interfaces to enable data sharing between applications. The Internet-based applications, developed by this Team, focus on empowering internal and external customers to complete transactions independently without employee interaction. The power of the Internet and the development of online solutions provide customers with the ability to access information and conduct business 24 hours a day, 365 days a year.

Systems Management Team

The Systems Management Team is responsible for the administration, security and data integrity of centralized Windows servers. These servers are home to applications that support the City's Emergency Services, Municipal Court, ERP, Document Management, Utilities, Library, Parks and Recreation, Community Development, Office Automation, Internet, Intranet and Geographic Information Systems. This Team also provides installation, configuration and troubleshooting services for all personal computers at

more than 30 City facilities. Furthermore, this Team provides hardware, software and consulting services for all departments on existing technologies and provides strategic direction for the acquisition and use of new technologies. This Team also operates a Help Desk that provides troubleshooting services to departments for the efficient utilization of computerized systems.

As part of the Systems Management Team, the **Telecommunications / Networking Team** is responsible for managing all City-owned and leased voice and data communications equipment and networks within and between more than 30 City locations. This Team handles maintenance, upgrades, configuration and support of data communications and telephone hardware and software. Network monitoring and security, capacity planning and network expansion, including new City fiber networks, all fall under this Team's responsibilities.

HUMAN RESOURCES FOR INFORMATION TECHNOLOGY

Successful technology staff recruitment, selection, training and retention are vital to advance the use of technology and achieve long-range strategic plans within the City of Westminster.

Recruitment of Technology Staff – The City of Westminster uses a recruitment and selection process for technology staff that includes application screening, comprehensive job-specific testing, experience verification and situational interview process that assist management in selecting the most qualified, best fit candidate for technology positions. Past employer references and full criminal background checks are completed and considered prior to extending an offer for a technical position. Newly hired technology staff is given specific 30, 60 and 90-day objectives to provide employee direction and serves as an assessment tool for management to determine additional training needs.

Training – Technology training helps employees to maintain and increase productivity and serves as a motivator and retention tool for those who strongly desire to advance their knowledge and skills. To the extent possible, on-line training provides a means to maximize training opportunities and reduce the expense associated with training. Full-time employees are required, at a minimum, to complete 10 hours of City general training and 30 hours of job-specific technical training per calendar year. Part-time employees complete a prorated amount of training. Furthermore, the Information Technology Department provides additional IT staff training and educational opportunities through technical conferences and job related college education reimbursement.

Retention – Low staff turnover reduces training expense, helps retain organization specific knowledge and helps the Information Technology Department maintain a high level of productivity and output. The Information Technology Department will provide an environment that promotes competitive wages and benefits, cross-training opportunities, professional growth, empowerment, recognition and teamwork. The department has strived for and achieved a non-retirement annual turnover rate of less than 5% per year for the last 21 years.

The five-year technology staff plan, showing additional positions that will be needed to maintain support for current systems and to support future growth and systems, may be viewed in Attachment C. Current organization staffing and structure is shown in Attachment E.

SYSTEM SECURITY
Increased reliance on computer technology to support mission critical services, along with an escalating risk of computer infiltration and corruption by outside individuals, has necessitated a heightened focus on securing computer resources. A broad, multi-facility network and Internet connectivity have amplified security risk. The Information Technology Department has been proactive in implementing multiple layers of protection for IT supported technologies. Without a comprehensive security plan and industry best practices in place, even the best systems can be compromised.

All City servers, located at City Hall, are physically secured in an environmentally controlled fire-suppression equipped computer room with controlled access. Access is limited to IT staff and a limited number of other employees who require access to the room to perform their jobs. Individual access cards are assigned and access date and time is recorded for each access.

Multiple security tools, practices and procedures have been implemented during the last several years to protect the systems against unauthorized access and viruses. Some of these include:

Security Patches – Security patches for operating systems, applications and databases are reviewed and installed on an ongoing and timely basis.

Security Policies - Complete user and technical security policies are reviewed, updated and distributed on an annual basis.

Principle of Least Privileged (POLP) – The City strives for best practices in the area of privileges and permissions. Users and technology staff are granted the minimal access rights needed to get their jobs done efficiently.

Cyber Security - Information Technology staff regularly reviews the Carnegie Mellon University CERT and SANS Internet Storm Center web sites and other resources to maintain current knowledge of cyber security alerts and product vulnerabilities. This information is used to fortify City systems against threats.

Firewalls - The City uses five firewalls to provide enterprise-class integrated network security services and to establish multi-layered defense for all City computer servers. The main firewall is placed between the internal network and the Internet. A second firewall is in place to secure a data line that allows the Police Department to access the Colorado Bureau of Investigations. The main firewall interacts with content filtering software. In 2009, a new firewall was installed to separate the City Enterprise Network from the SCADA network, which supports Public Works and Utilities services. This firewall prevents PC's and network devices on the SCADA network from connecting to the internet. This security enhancement helps to reduce the risk of unauthorized access and control of the SCADA system.

Virtual Private Networking (VPN) – This VPN feature of the firewall allows a secure 128-bit encryption connection from the Internet to the City's internal network, providing a secure method for IT technical staff to access internal resources. Users are challenged

for a password by the firewall and by the internal servers. All access to systems is logged and reviewed.

Internet Content Filtering – The City uses an integrated comprehensive content filtering system to enhance security and support appropriate Internet use policies. The master database of restricted web sites is automatically updated daily.

Intrusion Prevention System - A feature-rich intrusion detection system is used to detect inappropriate, incorrect or anomalous external activity or internal misuse.   The system is necessary to detect and stop potential intruders and to eliminate the exploit from use by future intruders.

Telephone System - All telephone systems are housed in locked rooms within each City facility and all maintenance ports are physically disconnected from the outside network. All maintenance is performed on site and access to outside trunks is restricted from callers outside of the system.

Virus Protection and Detection - The Information Technology Department has multiple levels of virus protection for internal systems. Electronic mail is initially screened and filtered for viruses through an outside service. Second, it is scanned through an anti-virus utility when it enters the City's gateway. When the email is routed from the email gateway to the Microsoft Exchange Server mailboxes, it is again scanned with anti-virus software. At each workstation, locally installed anti-virus software scans local files and removable media for viruses.   Virus definition files are automatically updated continuously on the server and workstations.   The City also deploys file and web reputation cloud services to enhance protection and greatly reduce the time required to protect city computers against new virus threats.

Online Transaction Security for Citizens and Businesses – The City subscribes to Verisign's service to guarantee on-line customers that the website legitimately runs under the auspices of the City of Westminster, and that all information sent to the site under an SSL session is encrypted, protecting against disclosure to third parties.

Wireless Data Encryption - All wireless networks are authorized and installed by Information Technology staff to ensure that the most recent and secure wireless network encryption standards are in place. WPA and/or LEAP for data encryption are required on wireless installations.

Port Security - Each data connection to the City's network is protected with port security. This security allows only the workstation, assigned to the port, access to the network. All files are protected with NTFS security on the servers and workstations.

Virtual Local Area Networks - VLANs are used to increase network performance, improve manageability, ease network tuning and increase security.

Password Controls - City employee's access to the various software packages is controlled by the use of passwords and specific login menus that provide access only to the applications and services an employee is authorized to use.

Ongoing Security Reviews – Using tools such as Nessus and Microsoft's Baseline Security Analyzer, the City conducts ongoing internal and external security reviews to identify and correct any issues that may result in a security breach.

Annual Comprehensive Security Assessment – The City secures the expertise of an outside security firm bi-annually to assist in conducting internal and external system exploitation testing and to assist the City with fine-tuning security policies and fortifying systems.

Social Engineering Training and Annual Awareness Exercise – The City conducts annual social engineering training and awareness exercises to reduce the risk of successful social engineering attacks.

RSA Two Factor Authentication – RSA two factor authentication is deployed for all IT staff members to eliminate the risk of compromised administrator passwords.

Windows Security on PCs – Windows security features are used to prevent non-administration staff from installing new programs on desktop computers.

Local and Remote Access – Access control is established and maintained by the Information Technology Department. Remote access is provided only through secured, encrypted sessions, using one-time passwords to eliminate the potential risks associated with access by computers with Trojan keystroke loggers.

Email Spam Filtering – All email is screened for spam and viruses prior to delivery to the City network. Questionable mail is quarantined by the service.

Protection of Mobile Data – All laptop computers are deployed with full disk encryption to protect data from unauthorized access.

Automated Email Protection – The City has implemented an industry leading tool to enforce best practices in email content security. This tool provides for outbound content compliance, stopping viruses and other malware and ensuring that all inbound, outbound and internal email traffic complies with policy and external regulations.

DISASTER RECOVERY/BUSINESS CONTINUITY

As dependence on technology for service delivery and internal operations has expanded, so has the need for a comprehensive disaster recovery/business continuity plan. Recovery plans are fully documented and updated each year. Comprehensive testing is conducted annually.   In 2003, uninterrupted power supplies, network hardware and servers were set up at a City-owned disaster recovery/business continuity site to provide for rapid recovery following a disaster or damage to the computer facility and equipment at City Hall.   The servers are now located at the facility and are connected to the City's fiber network for remote connectivity.   The disaster recovery/business continuity site location has T1 Internet connectivity for web access and related services. The GIS, Sales Tax, Maintenance Management, Court Administration, Utility Billing and ERP servers and applications are in place and ready to be employed in the event of a disaster.   In

addition to normal backups, data is also moved from the production systems to the recovery servers on a nightly basis. In 2007, the disaster recovery/business continuity equipment and servers was relocated to a safer and more appropriate location providing the physical space, environmental controls and security needed for the future. Additional internet access is also provided to the disaster recovery facility to provide redundant access for basic inbound and outbound web traffic.

TECHNOLOGY ACQUISITION PROCESS

The Information Technology Department provides consulting, advisory and project management services to assist departments in learning how technology can support their goals, and to assist them as they plan for and deploy new technology projects. In 2002, a technology budget form was created to be used by departments considering new technology projects. In 2008, that form was combined with the general capital improvement project budget request form which is used in all budget preparation packets. It requires departments, in collaboration with the Information Technology Department, to consider and document several important aspects of a proposed technical project including: project scope, business need/justification for the project, project team members, on-going user and technical staff support requirements, training requirements and cost.

In most situations, departments contact Information Technology staff prior to initiating any purchases of hardware or software that exceeds $100 in cost. All purchase orders containing computer hardware, software or related technology are forwarded to the Information Technology Department for final review and approval. Compliance with standards and ease of integration with existing technology and data is achieved and enhanced through this approval process.

In 2000, the City established a lease purchase program and four year replacement schedule for all City personal computers. In 2004, the City converted to a "replacement fund" model where departments pay a fixed amount per computer and new or replacement computers are purchased rather than leased. In 2009, the City modified and extended the desktop computer replacement schedule to five years in order to reduce costs and extend the useful life of assets.

NEW SYSTEMS STRATEGIC IMPLEMENTATION PLANNING AND PRIORITIZING

Prior to 2001, the Information Technology Department independently prioritized the order in which approved major new systems would be implemented. In 2001, a new process was established in which the City's Executive Management Team was gathered to serve as a Technology Advisory Group with the responsibility of establishing priority order for the implementation of new major systems. This group is consulted to assist the Information Technology Department in establishing priorities for new major system implementations on an as-needed basis.

DIGITAL DIVIDE AND OPPORTUNITIES

The City of Westminster participates in providing training, Internet access and computer hardware for citizens who may otherwise lack such opportunity. This is accomplished through several direct and indirect channels.

The City provides 27 public access computers with broadband internet access at the College Hill Library and Irving Street library. The computers are available to citizens and other library patrons during all normal hours of operation.

The City has also partnered with the local 7:10 Rotary Club to support the "Computers 4 Kids" (C4K) program. The purpose of this Rotary sponsored program is to refurbish and prepare used computer equipment for distribution to eligible students for use in their homes or schools. Over the last eleven years, the City has contributed more than 1,000 decommissioned desktop and laptop computers to the program for distribution to students in Westminster and surrounding communities. To date, the Rotary has distributed more than 6,300 computers to students, schools and nonprofit agencies in Westminster and surrounding communities.

Additionally, the City of Westminster Parks, Recreation and Libraries Department offers free ongoing educational Internet and computer classes to residents. 2009 classes include; "Microsoft Word Basics", "Internet Skills" and "Computers for Absolute Beginners". Furthermore, the City offers a "Computer Club" where citizens are invited to practice their computer skills on City provided computers at the College Hill computer classroom, with a staff member present to answer questions and assist in learning.

Citizens wishing to further advance their computer skills have access to convenient fee based classes available through the City of Westminster, Front Range Community College and local businesses.

ENVIRONMENTAL SENSITIVITY AND SUSTAINABILITY

The City of Westminster City Council has defined one of the City's goals as being a "Beautiful and Environmentally Sensitive City" that has energy efficient, environmentally sensitive City operations. The Information Technology Department has established the following specific objectives, standards and practices to support environmental sensitivity and sustainability.

Energy Conservation in Information Technology

Reducing energy requirements and carbon footprint

- Monitors on the City's network are set to enter sleep mode after a period of 15 minutes. Additionally, the City is evaluating third party Power Save software tools and Microsoft Server 2007/Windows 7 power management options to further reduce energy usage. Implementation is scheduled to begin in 2010.
- In 2009, the City replaced all CRT monitors with energy efficient LCD monitors to reduce energy consumption required for monitor operation by more than 50%. CRT monitors are no longer permitted for use in the City. Beginning July 2009, all newly purchased LCD monitors are Energy Star 5 rated.
- During product evaluation, the City will use EPEAT (www.epeat.net) to assist in identifying and evaluating electronic products based on their environmental and energy star attributes.
- Through server virtualization technology, the City has reduced server energy requirements by 50% by reducing the number of physical servers from 82 to 43. The City will evaluate and identify future virtualization opportunities with the intent to further reduce the number of physical servers and maximize utilization of production servers.
- Beginning in July 2009, all servers, desktops and laptops purchased by the City are Energy Star 5 rated.

Environmentally Sensitive Practices in Information Technology

Increasing utilization of resources and reuse of equipment

- Consistent with the City goals and objectives and other initiatives such as those outlined by www.step-initiative.org, the City of Westminster implemented practices to extend the useful life of current computing equipment. Beginning in 2009, the City modified the desktop computer replacement schedule from four years to five years, extending the City use of computers by one additional year. When City desktop and laptop computers are decommissioned, all data is wiped using industry best practices and computers are donated to a local rotary club where they are refurbished and

distributed to eligible students and non-profit agencies in the community to further extend the useful life of the computer.

Eliminating use of environmentally harmful agents in Information Technology

- The Information Technology Department previously used Halon gas containing chlorine, bromine and fluorine elements for fire suppression in the City's central computer room. Studies have indicated that these elements are not broken down easily and have a harmful effect to the ozone layer. Supporting the City goal of being an environmentally sensitive City, the Halon system was replaced with Ansul Inergen, an environmentally-friendly, people-safe agent that boasts zero ozone depleting potential.

Implementing environmentally sound recycling practices for decommissioned electronics

- In support of environmental sensitivity, the City selects and uses only those recycling firms that meet or exceed the U.S. EPA standards for electronic recycling and comply with all State of Colorado and federal laws pertaining to electronic recycling and destruction of sensitive data.

INTER AND INTRADEPARTMENTAL TECHNOLOGY COMMITTEES AND TEAMS

Success in the use of technology and software applications requires more than an effective strategic for selection and deployment. Ongoing committees and teams have been established to insure that the City is using the technology securely, effectively and taking full advantage of application capabilities. Furthermore, these teams are instrumental in helping the Information Technology Department in planning for software application upgrades and establishing priorities.

Some of the committees and teams with Information Technology chair or participation include:

CIS Planning Team
This team meets on a monthly basis to discuss items affecting the operation or configuration of the software application, including billing issues, consumption, meter fees and City accounts. Furthermore, this team identifies and plans for upcoming changes that will impact the Utility CIS system and performs evaluation, testing and deployment of new software releases. Members include representatives from Information Technology, Public Works and Utilities and Community Development Departments.

AA Planning Team
This team meets on a monthly basis to discuss items affecting the operation or configuration of the building permit software application, integration with other major applications and evaluation and testing of new software releases. Members include representatives from Information Technology, Public Works and Utilities and Community Development Departments.

IT/Police/Fire (IPS) Planning Team
This team meets weekly/monthly to discuss application issues or problems that need to be addressed by Information Technology or the application vendor. This team is also responsible for defining application integration needs, evaluating new products and technology, evaluating and testing upgrades and revisions to the application software and working with other agencies using IPS to learn new ways to exploit the capabilities of the software. Members include representatives from Information Technology, Fire and Police Departments.

Change Management Team
This team meets on a monthly basis to discuss and test operating and application patches from vendors and to determine if those patches will have any negative impact or incompatibility with existing systems. After the evaluation period, this team schedules and deploys the patches and updates. The team is comprised of members from all of the divisions in the Information Technology Department.

The Network and Systems Security Team

This team meets on a quarterly basis to discuss and test internal and external security vulnerabilities by using various security tools like Nessus. If vulnerabilities are discovered, this team works with the responsible party to ensure the appropriate patches or upgrades are applied and tested.   The team is comprised of members from the Systems and Telecommunication teams in the Information Technology Department.

JDE EnterpriseOne ERP Planning Committee

The Committee meets on a bi-weekly basis to discuss and plan for ERP system needs and upgrades, and works together to evaluate new application releases, implementation and testing of new releases and training for users. This committee is also responsible for identifying opportunities to enhance application usability and integration with other City applications. This committee is comprised of staff from Finance, General Services and Information Technology Departments.

Green Team

The Green Team was given the responsibilities of increasing employee awareness on how employees can implement environmentally sensitive practices in their daily activities, making recommendations on practices to reduce the impact of City operations on the environment, serving as a resource to City departments in their efforts to adopt more environmentally sound approaches to their operations, and educating the community on the City's current and new greening efforts. The eighteen-member Green Team is comprised of staff from every City department, including Information Technology.

ATTACHMENT A: TECHNOLOGY ARCHITECTURE, STANDARDS AND SECURITY

For security purposes, some specific hardware and configuration information is excluded from this document.

Data Networking and Transport Standards

LAN Switches - LAN devices will be intelligent network "switches" that are capable of 10/100/1000 Mbps speeds, with 1000Mbps uplinks. Each of these devices will have the port security enabled.

City-wide Backbone - Switches are connected with gigabit speed Ethernet fiber. If fiber is not available, a category 5 Ethernet cable is used to deliver 100 mbps throughput. The primary backbone providing services between 24 City facilities is single mode fiber supporting gigabit speed. Remaining remote City facilities are connected to the network using leased T-1's and City-owned encrypted wireless technology.

Wiring – All facilities are wired with plenum rated Category 5 cable. Computer room wiring was upgraded to Category 6 in 2005.

Telephone Services

The City has standardized on Avaya, ESI and Comdial telephone switches. The size and mission of the facility to be served determine the make and model of these switches. Use of voice mail and auto attendants is also determined by the needs of the facility.

The telephone system is continuously upgraded by timely upgrades of the main Avaya switch. The ESI and Comdial switches are upgraded or replaced during remodels of the building or on an as-needed basis. The City is deploying Voice Over IP (VOIP) and is standardizing on the Avaya solution for this technology.

Servers

The City has standardized on the Dell Power Edge line of servers for use throughout the City. This standard allows the Information Technology Department to carry an inventory of spare parts available for use in most of the servers, decreasing downtime following system failures. The Department also carries vendor maintenance contracts on servers hosting mission-critical applications to further reduce downtime. The standard operating system for servers is Windows 2008. The department installs standard anti-virus software and Diskeeper on each server for protection and administration. Some servers require additional software such as Microsoft Office 2003 and application specific software. Servers are replaced on a four to five year replacement schedule. Funds for all server replacements are authorized by City Council and included in the Information Technology Department operating budget.

Workstations

The City has standardized on the Dell line of tower desktops and laptop personal computers. The standard operating system is Microsoft Windows XP SP3. The standard suite of office productivity tools is Microsoft Office 2003. Also, every PC installed within the City includes standard anti-virus software, Microsoft Internet Explorer 7.0,

Adobe Acrobat Reader 9.0 and Altiris Express Client Services. Additional applications are installed as required for specific job-related requirements. Personal owned and unapproved software is not permitted on City workstations.

Handhelds

The City has standardized on the Apple iTouch and iPhone, and Blackberry handhelds. The standard operating system for the iTouch and iPhone is 3.1. The standard operating system for Blackberry is 4.0 or 4.2.

Databases

The City has standardized on Microsoft SQL server 2000, 2005 or 2008 as the database for all new custom and purchased software applications if compatible. Oracle 9i, 10g and 11g will remain an alternate database when Microsoft SQL Server is not an option for off-the-shelf software applications. Support for legacy databases such as Universe, Informix or Microsoft Access databases will continue until applications using these databases are replaced. New applications are not developed in Universe, Informix or MS Access.

Internet/Intranet

The City has standardized on the current version of Microsoft IIS as the Web server software and a combination of ActiveX, JavaScript, ASP and ASP.NET for interactive applications and backend database access. The Information Technology Department installs and maintains web servers used to host all City information and services. Open Text (RedDot) Content Management software is used to provide content contributors with the ability to update departmental information on the Internet.

Application Development Tools

The City uses several tools for developing or supporting custom software applications and reports, including Microsoft Visual Basic, Universe Studio, VB Script, VB.Net, JavaScript, SQL, Crystal Reports, SQL Reporting Services and other development tools as provided by application software vendors. Additional development languages or tools will only be introduced when one of the current standards is not suitable or available to develop or support a new application.

System Hosting and Support

The Information Technology Department serves all departments by hosting, maintaining and supporting all 100% City owned computer servers and applications. Applications and services including Internet, Intranet, calendaring, email and automated payment services are centralized on IT supported servers. The Information Technology Department also assists City departments with the evaluation and selection of new or replacement software applications that will conform to established organization technology standards.

ATTACHMENT B: MAJOR PROJECTS – THREE YEARS

The Information Technology Department management team has developed a detailed work plan for each functional area. The major projects identified include:

Disaster Recovery/Business Continuity Site Upgrades – Information Technology Department staff will further expand and update the City's disaster recovery/business continuity hot site to include servers and software. The department will also complete the installation of virtualization technology into the Disaster Recovery/Business Continuity plan to reduce the administration and recovery time.

Security Audit – Information Technology Staff will work with an outside vendor to conduct the annual comprehensive network and server security audit and implement changes to systems, policies and practices as required to further fortify City systems. This audit will be conducted during the fall of 2010.

Enterprise Resource Planning System Upgrades – The City will continue to dedicate resources to upgrade and enhance the JDE system in 2010.

Document Management – The Information Technology Department will team with customers to research requirements and implement, as appropriate, integration between the City's Laserfiche document imaging system and other major applications in the City (i.e. JDE, I-Leads, Courts, etc).

Network Security/Authentication Pilot Project – The City has approved funds in the 2010 Information Technology Department budget to implement two factor authentication technology for all employees to enhance network security.

Wireless Technology – Information Technology staff will continue to monitor and study advances in wireless technologies, including Wi-Fi, Wi-Max, and 700 MHZ frequency in order to identify opportunities to expand or use these technologies to enhance data and voice communications. The 2010 Information Technology Department Budget contains funds to upgrade existing point to point wireless connections to two locations, providing encrypted 100 Mbps connectivity.

Enhanced Data Protection for Mobile Computers – In 2007, the Information Technology Department deployed Utimaco data encryption software for all City laptop computers to protect against unauthorized access to data on lost or stolen laptop computers. In 2010, the City plans to use encryption capabilities built into Windows 7 Ultimate to encrypt drives on all new laptop and desktop computers.

Pandemic Planning – The Information Technology Department will continue to work with emergency management staff as needed to provide the technology infrastructure and support as needed to coordinate and conduct future pandemic preparation exercises.

 Mobile Computer/PDA Implementations – Additional mobile computing devices were approved by the Information Technology Department in 2009. IT staff will be deploying

and supporting this new technology in 2010, while continuing to evaluate and test new devices.

Microsoft SharePoint – IT staff will evaluate opportunities to help departments enhance their communication and collaboration efforts through the use of SharePoint technology.

Major Application Upgrades – Several major software upgrades will be performed in 2010, including the upgrades to GIS (ESRI 9.4 and SQL 2008), JDE Tools 8.98, Accela Mobile Office, and Accela Citizens Access. Additionally, a new fire reporting system will be purchased and implemented.

Microsoft Exchange and Outlook Upgrades – The Information Technology Department will be upgrading all systems to Microsoft Exchange Outlook 2007.

IP PBX Phone System – In 2009, the Information Technology Telecommunications / Networking Team began implementing a new Avaya based IP PBX based phone system designed to consolidate the management and vendor deployment of all voice systems and add advanced functionality for all City facilities. This project will result in standardized 4-digit dialing and will eliminate the multiple disparate systems as well as other issues that exist with the current systems. Funds for this project were approved over a three year period, beginning in 2009.

Helpdesk Software Replacement – In 2010, the Information Technology Department will deploy a new custom helpdesk software solution to meet the increasing needs of the department and the organization. The new application will enhance operations through better statistical tracking for performance measures, asset tracking, self-service portal, knowledge base and more. Customizable reports and forms will help staff to better monitor and report support activities. The new application will replace the current software which was installed in 2003.

ATTACHMENT C: FIVE YEAR STAFFING PROJECTIONS

During each budget preparation period, the Information Technology Department will prepare a comprehensive staffing projection to determine future staff requirements to maintain current levels of support for existing systems and to support additional new systems and customers. Projections are based on historic trends as well as scheduled projects and upgrades. Some of the variables and trends used to project future staffing requirements include:

Number of employees using IT supported technology
Total PCs supported
Scheduled PC and server replacements
Number of desktop supported applications
Total Windows accounts supported
Number of network nodes supported
Number of Internet connections provided
Number of major software applications supported
Number of Internet and Intranet pages, languages and applications supported
Number of remote locations supported
Number of Web based services and cloud computing used

Based on this model, the department will be requesting the following additional staff during the next five years. Staff additions and reclassifications indicated for 2011-2014 are subject to City Manager's Office review and City Council authorization.

2010 – None

2011 - None

2012 – None

2013 – Reclassification of 1.0 FTE Systems Analyst to Web Software Engineer or Business Analyst
.5 FTE Senior Technical/Administrative Projects Manager

2014 - None

ATTACHMENT D: SUPPORTED TECHNOLOGY ENVIRONMENT

Software and Web Engineering Team

Web Development and Statistics

- Over 135,151 citizens, businesses and others visit the City's web site each month, representing more than 1,356,946 viewed pages and images (hits) monthly.
- City Web site job postings and applications, library and recreation pages, utility billing payment pages, and event calendar pages continue to be the most popular areas of the site.
- The Intranet (Employee Information Center) has over 38,169 visitor sessions per month.
- The most frequently accessed pages on the employee Intranet are Phone Listings, General Leave, Jobs, Employee Information, classifieds, training, database applications, and the link to the Credit Union.
- The Web Software Engineers support over 5,000 pages, 2,000 associated programs, over 10,000 graphic images and 2,384 pdf's.
- The utility billing web pay interactive page gives applicants the ability to save a trip to City Hall and allows our employees better workflow with less interruption. More than 5,585 customers per month use the electronic services offered though the Web and IVR system to pay on their utility billing account.
- Other interactive services offered on the City's Web site include: job applications, recreation class registration and payment, online crime report, report code violations, traffic complaint, park pavilion reservation, F. A. S. T. Filing (for businesses to file and pay sales tax returns online), GIS, Permits, Library services, Maps, Photo Galleries, Police Forms and Channel 8 scheduling providing online scheduling information.
- Parks, Recreation and Libraries Activity Guide, City Code, Council Agendas, Council Meetings Webcast, Public Meetings, Community Event Videos, Business Listings, Historic Westminster and other reference information are also available to users of the City's Internet site.

Major System Applications Supported by Software Engineers

- Some of the City's major IT Software Engineer supported applications include the Intergraph Police/Fire web applications, CAD and RMS, Zolls Fire Records System, JDE EnterpriseOne ERP, Accela Utility Maintenance Management and Permit, JSI Court Administration, Advanced Utility Billing, GIS and Sales Tax systems. Software Engineers are responsible for developing interfaces and custom modules to operate with these applications.

Stand Alone Applications Supported by Software Engineers

- The Interactive Voice Response system (IVR) allows citizens to call for information on utility bills and sales tax or get the information on utility bills from the City's Web site. Citizens can also pay their utility bills over the phone or over the Web. All calls and payments are tracked for analysis using a Microsoft

MySQL database. An average of 7,000 calls and Web access is processed through this system every month. Approximately 5,585 monthly credit card transactions are settled.

- Altiris Work Order System, a help desk application, routes and tracks Information Technology (IT) Service Requests. All IT service requests are entered and tracked through this system. The Altiris Work Order System is capable of accepting email and Intranet generated requests also.
- Other developed databases include Recruit Database, Online Jobs Database, Technical Service Database, Victims Advocate Database, Fire Inspections, Emergency Medical Services, On-Line Code Enforcement Violation Reporting, Police Department Training Database, a Label Maker Database for the City Manager's Office, Citywide Training Registration, Environmental Services Tracking Programs, Law Library, Economic Development's One View Business Database, Citywide PC Inventory, Classifieds and various city surveys.

Both the IVR system and the City's Web site directly supports the mission of the IT Department by providing alternate, cost effective methods for citizens and businesses to access information and conduct business with the City.

Systems Management Team

This team is responsible for the following:

- Installation, configuration, administration, troubleshooting, security and data integrity for 94 Windows servers and 1195 Windows computers and laptops in over 30 City facilities.
- Consulting services for all departments on existing technologies and strategic direction and project management services for the acquisition, implementation and use of new technologies.
- Administration for 1,588 Windows user accounts and 1,215 Exchange email accounts.
- Maintenance of hot site disaster recovery/business continuity facility.
- Support for wireless hardware and software used by the City's Public Safety departments for all mobile applications including Dispatch, Field Reporting, LPR (License Plate Reader) and AVL (Auto Vehicle Locator).
- Administration of the Lease/Purchase Program for the replacement of City personal computer hardware.
- Software compliance and license management.
- Systems security including virus protection, content screening and spam filtering.
- Delivery of IT Help Desk services for all City employees who access any of the City's computerized systems.
- Support for mission-critical systems, 24 hours a day, 365 days a year.
- Data backup and recovery services for all centralized systems.
- Average support calls in excess of 1200 per month.

Major Applications Supported by Systems Analysts

- Citywide email and scheduling system and SMTP gateway
- Police/Fire Computer Aided Dispatch, Records Management, Field Reporting and AVL
- JDE EnterpriseOne Financial, Payroll and Human Resources
- Court Case Management
- Parks & Recreation Point of Sale, Facility Scheduling, Inventory Management and Class Registration
- Geographic Information Systems
- Fleet Management System
- Interactive Voice Response System
- Building Permit and Inspection System
- Microsoft Office for office productivity
- Microsoft SQL Server, Oracle, Informix, Progress and Universe for various database applications
- Cash Receipt Systems
- Utility Maintenance Management
- Document Management
- Email content filtering system
- Citywide Anti-virus
- Automated deployment and assets management system
- Security Application

Telecommunications / Networking Team

The telephone system consists of three large Avaya Definity telephone switches, five smaller Avaya IP PBX systems, four Avaya Remote gateway systems, five small ESI telephone switches, eight small Comdial telephone switches, a Call Express Unified Messaging and Auto Attendant System and a combination of a City-owned fiber optic and wireless systems and Qwest services at some remote sites. The telephone system currently has 940 extensions and 1025 voice mailboxes serving every department in the City. The wiring system transports both voice and data transmissions to all these users. All three systems are very reliable with major downtime averaging less than one half day per year. The expansion, maintenance and repair of the systems are performed by the Telecommunications / Networking Team or contracted out to the private sector.

Westminster's LAN/WAN

The City of Westminster's computer network supports approximately 1,342 nodes (devices). Of these 1,342 nodes, there are 1,158 networked personal computers. The Information Technology Department monitors the connection to the Internet to ensure good performance and secure connections. The City's networks are protected by a two tiered security check. All networked PCs have access to the Intranet.

The Local Area Network (LAN) at City Hall is a collapsed backbone design with a quality switch at the core. All of the City's servers are connected to this switch. The uplinks to the desktop switches, located in the telephone closets on various floors, are also connected to this core switch.

All of the devices at City Hall communicate at 100 megabits per second or more.

The City also has a Wide Area Network (WAN) to connect more than 30 City facility locations to the computers at City Hall. These facilities include the Westminster Public Safety Center (PSC), the Municipal Court and the Municipal Service Center (MSC) as well as all of the City's fire stations, recreation facilities, water treatment facilities and libraries. The core of the WAN consists of two Cisco 6509 backbone switches. Single-mode fiber-optic cable provides the connection between City Hall, the PSC and the MSC. The Public Safety Center and 24 additional buildings are also connected to City Hall through a single mode fiber optic cable system. Data speeds on the network are at gigabit rate. The network also supports the reclaimed water system, the SCADA water control system and traffic control system. The remainder of the facilities are connected to the computers at City Hall through City-owned wireless networks. All information from these sites passes through the wireless network at a rate up to 100 Mbps (megabits per second). One facility is served by a Qwest T-1 circuit.

Types of Cabling

Within buildings and to the desktop:
Category 5 Unshielded Twisted Pair (UTP) cable is used to connect the end-user devices to the network. The links between the equipment on each floor and computer room are comprised of either multi-mode fiber or UTP. Category 6 UTP cable is used to connect the City backbone switches with all centralized servers within the computer room at gigabit speeds.

Between buildings:
The connections between buildings are currently made using single mode fiber-optic cable, wireless or T-1 circuits. While the City owns the fiber-optic cabling between buildings and the wireless system, Qwest provides the T-1 circuits.

ATTACHMENT E: INFORMATION TECHNOLOGY DEPARTMENT ORGANIZATION CHART

City Of Westminster
Information Technology Department
2010

City Council

City Manager

Information Technology Director
1.0 FTE

Administrative Secretary
1.0 FTE

Information Systems Manager
1.0 FTE

Software Engineering Manager
1.0 FTE

Sr. Telecom Administrator
1.0 FTE

Systems Analyst Supervisor
1.0 FTE

Systems Analyst Supervisor
1.0 FTE

Software Engineer II
1.0 FTE

Software Engineer II
.5 FTE

Network Administrator
1.0 FTE

Sr. Systems Analyst
1.0 FTE

Sr. Systems Analyst
1.0 FTE

Internet Software Engineer II
(Web Development)
1.0 FTE

Internet Software Engineer II
(Web Development)
1.0 FTE

Network Administrator
1.0 FTE

Sr. Systems Analyst
1.0 FTE

Sr. Systems Analyst
1.0 FTE

Software Engineer II
1.0 FTE

Sr. Systems Analyst
1.0 FTE

Sr. Systems Analyst
1.0 FTE

Lead Software Engineer
1.0 FTE

Lead Software Engineer
1.0 FTE

Help Desk Technician
.5 FTE
Systems Analyst
.5 FTE

Help Desk Technician
.5 FTE

Software Engineer II
1.0 FTE

Software Engineer II
1.0 FTE

Software Engineer II
.8 FTE

Software Engineer II
1.0 FTE

ATTACHMENT F: SERVER REPLACEMENT/VIRTUALIZATION SCHEDULE

Strategic Plan Name	OS	2010	2011	2012
A1	Server 2003			
B1	Server 2003			
B2	Server 2003	Physical		
B4	Server 2003			Physical
C1	Server 2003			Physical
C10	Server 2003			
C11	Server 2003			
C12	Server 2003			
C13	Server 2003			
C2	Server 2003			Physical
C3	Server 2003			Physical
C4	Server 2003			Physical
C6	Server 2003			
C7	Server 2003			
C8	Server 2003			Physical
C9	Server 2003			
D1	Server 2003			
D2	Server 2003			
D3	Server 2003			
D4	Server 2003			
E1	Server 2003			
E3	Server 2003			Physical
E4	Server 2003			
F1	Server 2003			Physical
G1	Server 2003			
G2	Server 2003			
G4	Server 2003			
G6	Server 2003			
G7	Server 2003			
G9	Server 2003			
H1	Server 2003			
I1	Server 2003		Physical	
I2	Server 2003			
I3	Server 2003			
I4	Server 2003		Physical	
J1	Server 2003			
J2	Server 2003			
J3	Server 2003			
J4	Server 2003			
L1	Server 2003			

Strategic Plan Name	OS	2010	2011	2012
L2	Server 2003			
M1	Server 2003			
M2	Server 2003	Virtual		
O1	Server 2003			
O2	Server 2003			
P1	Server 2003			
P2	Server 2003			
P3	Server 2003			
P4	Server 2003			
P5	Server 2003			
S1	Server 2003			Physical
S2	Server 2003			
T1	Server 2003			
T2	Server 2003			
T3	Server 2003		Physical	
T4	Server 2003			Physical
T5	Server 2003			Physical
T6	Server 2003	Physical		
T7	Server 2003	Physical		
T8	Server 2003			
T9	Server 2003	Physical		
U1	Server 2003			
U2	Server 2003			
U3	Server 2003			
V1	Server 2003			Physical
V2	Server 2003	Physical		
V3	Vmware ESX	Physical		
V4	Vmware ESX	Physical		
V5	Vmware ESX	Physical		
V6	Vmware ESX	Physical		
V7	Vmware ESX		Physical	
V8	Server2003			
W1	Server 2003			
W2	Server 2003			Physical
W3	Server 2008		Physical	
W4	Server 2008		Physical	
W5	Server 2008		Physical	
W6	Server 2008		Physical	
W7	Server 2008		Physical	
W8	Server 2003			
Physical Servers	Server 2002	31	331	31
Virtual Servers	Vmware ESX	46	46	46

ATTACHMENT G: WORKLOAD INDICATORS AND RESOURCES

The following table shows historical workload indicators for growth areas, staffing levels and annual operating budget for the prior three plus current year.

Indicator	2007	2008	2009	2010
Number of E-mail users supported	1,166	1,187	1,254	1,254
Number of PCs supported	1,010	1,014	1,036	1,036
Number of network nodes supported	1,294	1,456	1,637	1,637
Number of web pages and scripts supported	16,877	15,903	12,658	14,388
Annual approved operating budget	$2,663,682	2,632,481	2,808,228	2,821,595
Total Authorized IT Department FTEs	26.7	26.7	26.8	26.8

ATTACHMENT H: INFORMATION TECHNOLOGY DEPARTMENT OPERATING BUDGET SUMMARY

Budget Account Description	2010 Budget Amount
Regular Salaries	2,063,103
Regular Salaries PST	72,472
Salaries Overtime	400
Salaries Temporary	1,500
Mileage Reimbursement	3,010
Meeting Expense	2,000
Career Development	33,300
Career Development Telecom	3,365
Professional Services	57,800
Professional Services Telecom	38,632
Professional Services PST	13,000
Fleet Rental Charges	4,080
Maintenance/Repair Equipment	154,720
Maintenance/Repair Equipment Telecom	104,200
Postage	100
Telephone	17,961
PC Replacement Fee	27,852
Lease Payments to others	9,100
Supplies	32,500
Training & Reference Materials	4,000
Office Equipment	3,500
Computer Software/Hardware	125,000
Computer Software/Hardware PST	0
Computer Software/Hardware Telecom	50,000
TOTAL	$2,821,595

WESTMINSTER

Staff Report

Information Only Staff Report
February 8, 2010

SUBJECT: 2009 Year-End City Council Expenditures

PREPARED BY: Aric Otzelberger, Senior Management Analyst
               Lynn Voorhees, 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 2009 City Council posted expenditures from January 1 through December 31, 2009.

Please note that City Council's 2009 accounts remain open for final payment of 2009 invoices per generally accepted accounting principles. This report reflects all 2009 posted expenditures as of January 22, 2010. Finance is in the process of closing 2009 accounts; some additional adjustments may be made in the coming weeks that are not reflected in this report.

Background Information

The following report is a listing of City Council expenditures by each account for January 1 through December 31 as posted by January 22, 2009. <u>As of December 31, 2009, 100% of the year elapsed and Council spent approximately 88%, or $161,505 of its revised 2009 budget.</u> At the present time, City Council's revised 2009 budget has a year-end balance of $22,314.

As the Finance Department finalizes the books by performing standard auditing procedures, minor adjustments may be made to City Council's accounts.

City Council's revised 2009 budget reflects a $29,425 reduction from the originally adopted 2009 City Council budget. Per City Council's direction at the Study Session meeting on April 6, these reductions were part of and in addition to the City's overall $750,000 General Fund operating reductions that were implemented in order to address the City's revenue shortfall in 2009. Funds were moved from Meeting Expenses ($3,775), Career Development ($20,250) and Other Contractual Service ($5,400) into a Budget Hold account and were subsequently un-appropriated as part of the 2008 carryover supplemental appropriation in August.

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 Aric Otzelberger at 303-658-2004 or at aotzelbe@cityofwestminster.us.

Respectfully submitted,

J. Brent McFall
City Manager

Attachment

SALARIES - MAYOR/COUNCIL		(ACCT: 10001010.60800.0000)		
EXPENDITURE	**DATE**	**DESCRIPTION**	**PAID TO:**	
2,715.62	1/4/2009	Salaries	Councillors	
2,715.62	1/18/2009	Salaries	Councillors	
2,715.62	2/1/2009	Salaries	Councillors	
2,715.62	2/15/2009	Salaries	Councillors	
2,715.62	3/1/2009	Salaries	Councillors	
2,715.62	3/15/2009	Salaries	Councillors	
2,715.62	3/29/2009	Salaries	Councillors	
2,715.62	4/12/2009	Salaries	Councillors	
2,715.62	4/26/2009	Salaries	Councillors	
2,715.62	5/10/2009	Salaries	Councillors	
2,715.62	5/24/2009	Salaries	Councillors	
2,715.62	6/7/2009	Salaries	Councillors	
2,715.62	6/21/2009	Salaries	Councillors	
2,715.62	7/5/2009	Salaries	Councillors	
2,715.62	7/19/2009	Salaries	Councillors	
2,715.62	8/2/2009	Salaries	Councillors	
2,715.62	8/16/2009	Salaries	Councillors	
2,715.62	8/30/2009	Salaries	Councillors	
2,715.62	9/13/2009	Salaries	Councillors	
2,715.62	9/27/2009	Salaries	Councillors	
2,715.62	10/11/2009	Salaries	Councillors	
2,715.62	10/25/2009	Salaries	Councillors	
2,715.62	11/8/2009	Salaries	Councillors	
2,715.62	11/22/2009	Salaries	Councillors	
3,050.97	12/6/2009	Salaries	Councillors	
3,498.06	12/20/2009	Salaries	Councillors	
2,748.48	12/31/2009	Salaries	Councillors	
$74,472.39	TOTAL		*% of total City Council budget*	*40.09%*
$73,700.00	BUDGET	2009 APPROVED BUDGET	*% of account budget expended year-to-date*	*101.05%*
-$772.39	BALANCE			

COUNCIL ALLOWANCE		(ACCT: 10001010.61100.0000)		
EXPENDITURE	**DATE**	**DESCRIPTION**	**PAID TO:**	
728.00	1/4/2009	Council allowances	Councillors	
728.00	1/18/2009	Council allowances	Councillors	
728.00	2/1/2009	Council allowances	Councillors	
728.00	2/15/2009	Council allowances	Councillors	
728.00	3/1/2009	Council allowances	Councillors	
728.00	3/15/2009	Council allowances	Councillors	
728.00	3/29/2009	Council allowances	Councillors	
728.00	4/12/2009	Council allowances	Councillors	
728.00	4/26/2009	Council allowances	Councillors	
728.00	5/10/2009	Council allowances	Councillors	
728.00	6/7/2009	Council allowances	Councillors	
728.00	6/21/2009	Council allowances	Councillors	
728.00	7/5/2009	Council allowances	Councillors	
728.00	7/19/2009	Council allowances	Councillors	
728.00	8/2/2009	Council allowances	Councillors	
728.00	8/16/2009	Council allowances	Councillors	
728.00	8/30/2009	Council allowances	Councillors	
728.00	9/13/2009	Council allowances	Councillors	
728.00	9/27/2009	Council allowances	Councillors	
728.00	10/11/2009	Council allowances	Councillors	
728.00	11/8/2009	Council allowances	Councillors	
728.00	11/22/2009	Council allowances	Councillors	
1050.00	12/6/2009	Council allowances	Councillors	
1050.00	12/20/2009	Council allowances	Councillors	
$18,116.00	TOTAL		*% of total City Council budget*	*9.86%*
$18,116.00	BUDGET	2009 APPROVED BUDGET	*% of account budget expended year-to-date*	*100.00%*
$0.00	BALANCE			

MILEAGE REIMBURSEMENT		(ACCT: 10001010.61200.0000)			
EXPENDITURE	**DATE**	**DESCRIPTION**		**PAID TO:**	
143.10	3/24/2009	Mileage and Parking		Dittman	
287.95	7/22/2009	Mileage and Parking		McNally	
218.90	7/22/2009	Mileage and Parking		McNally	
47.85	8/25/2009	Mileage and Parking		Dittman	
47.85	10/31/2009	Mileage and Parking		Dittman	
195.80	11/17/2009	Mileage and Parking		McNally	
30.80	11/24/2009	Mileage		Dittman	
181.50	12/31/2009	Mileage and Parking		McNally	
$1,153.75	TOTAL			*% of total City Council budget*	*3.48%*
$6,400.00	BUDGET	2009 APPROVED BUDGET		*% of account budget expended year-to-date*	*18.03%*
$5,246.25	BALANCE				

MEETING EXPENSES	(ACCT: 10001010.61400.0000)		
EXPENDITURE	**DATE**	**DESCRIPTION**	**PAID TO:**
5.00	1/26/2009	Metro North BAH, 2/5, Briggs	Metro North Chamber (P-card)
115.20	2/11/2009	ADCOG Dinner, 1/28 - McNally, Dittman, Briggs, Major	City of Broomfield
40.00	2/12/2009	Metro North DC Breakfast - Briggs and Kaiser	Metro North Chamber (P-card)
15.00	3/3/2009	Metro North BAH, 3/4, Briggs, Lindsey, Kaiser	Metro North Chamber (P-card)
60.00	3/18/2009	Metro North Mayor's Roundtable, 4/9 - Briggs, Dittman	Metro North Chamber (P-card)
38.24	4/1/2009	Food - 4/1 workshop	Petty Cash
13.54	4/28/2009	Cookies - MMCYA Award Reception	Costco
55.95	4/30/2009	Legislative lunch 2/13 with Sen. Hudak	Red Room
58.56	4/30/2009	Legislative lunch - 3/9 McNally, McFall, Lutkus & Tomlinson	Red Room
69.70	4/30/2009	Legislative lunch mtg - 3/10 with Sen. Veiga	Red Room
63.94	4/30/2009	Legislative breakfast mtg - 3/18 with Rep. Soper	Delectable Egg
40.67	4/30/2009	Legislative lunch mtg - 3/25 with Rep. Peniston	Panera
117.20	5/11/2009	B&C Strategic Workshop - dinner 4/1	Double D's Sourdough Pizza
62.45	5/11/2009	Strategic Plng Interview dinner-McNally, McFall, Sumek	Bonefish Grill #6601
12.98	5/11/2009	Strategic Plng Interview lunch - Winter, Sumek	Einstein Bros. Bagels #1975
35.00	5/20/2009	Musical Tribute 6/13 - McNally, Briggs (2), Kaiser (2), Lin	Westminster Historical Society
1,879.98	5/31/2009	Strategic Planning Retreat - banquet charges	The Heritage Grill
43.29	5/31/2009	NATA Steering Committee Mtg - dinner	Blackjack Pizza #2001
359.60	5/31/2009	Adcog Dinner 4/22	The Grill at Legacy Ridge
24.99	5/31/2009	Tent Cards	Office Depot
20.00	5/31/2009	5/14 Metro North Chamber DC Breakfast - Lindsey	Metro North Chamber (P-card)
6.48	6/10/2009	Potential Candidates Forum - chips	Melissa Salazar petty chase
5.00	6/23/2009	Business After Hours - Briggs	Metro North Chamber (P-card)
107.10	6/23/2009	Lodging for Sumek for June 14-15 Follow-up	Spring Hill Suites Westminster
270.00	6/23/2009	6/15 Strategic Plan Follow-up	The Grill at Legacy Ridge
1375.00	7/8/2009	Strategic Planning	Lyle Sumek Associates Inc
60.00	7/16/2009	Potential Candidates Forum - Sandwiches	Subway
50.00	7/22/2009	Adcog Dinner - Dittman and Lindsey	City Of Federal Heights
5.00	8/24/2009	Business After Hours - Briggs	Metro North Chamber (P-card)
120.00	9/21/2009	DC Breakfast 8/21-Lindsey/Kaiser/Briggs/Winter	Metro North Chamber (P-card)
48.00	9/23/2009	Bowles House - 2 Member & 1 Non Member Ticket	Westminster Historical Society
64.00	10/15/2009	"And Then There Were None" - 6 Tickets	Westminster Historical Society
52.00	10/15/2009	CML District 3 Meeting-McNally/Winter	City of Golden
40.00	10/16/2009	Jefferson Economic Council-Lindsey	Jefferson Economic Council
61.56	10/16/2009	9/21 Legislative Meeting with Rep. Benefield	Johnny Carino's
55.00	10/28/2009	JEC 3rd Annual Luncheon-Dittman	123 Signup
15.00	11/5/2009	Business After Hours - Briggs, McNally, Lindsey	Metro North Chamber
26.00	11/30/2009	Former Mayor/Council Workshop	Double D's Sourdough Pizza
86.00	11/30/2009	Former Mayor/Council Workshop	Double D's Sourdough Pizza
90.00	11/30/2009	Metro North DC Breakfast-McNally, Briggs, Lindsey	Metro North Chamber
125.00	12/17/2009	11/21 State Legislative Breakfast @ Irving Street	Bakery Café
239.37	12/22/2009	Sumek-Lodging for 12/5	Westin
25.00	12/22/2009	12/4 Metro North Legislative Briefing - Briggs	Metro North Chamber
$6,056.80	TOTAL		*% of total City Council budget*	*3.79%*
$6,975.00	BUDGET	2009 APPROVED BUDGET	*% of account budget expended year-to-date*	*86.84%*
$918.20	BALANCE		

CAREER DEVELOPMENT		(ACCT: 10001010.61800.0000)		
EXPENDITURE	**DATE**	**DESCRIPTION**	**PAID TO:**	
50.00	3/4/2009	NLC - WIMG membership renewal - Winter	National League of Cities	
-217.50	3/18/2009	Refund of 50% of registration fees for 11/08 NLC conference - Major	City of Westminster	
50.00	3/18/2009	ICSC - Dittman 2009 membership renewal	International Council of Shopping Centers	
1,273.78	3/19/2009	US 36 Lobbying Trip (Airfare $443; lodging $661.82; meals $158.96; misc. $10)	McNally	
2,326.53	4/15/2009	NLC Conference (Reg. $660; airfare $336.20; lodging $1,058.79; meals $180.40; mileage/transportation $35.97; Expenses paid for other Councillors/Guests $25.17; Misc. $30)	McNally	
2,867.87	4/21/2009	NLC Conference (Reg. $465; airfare $479.20; lodging $1,573.26; meals $272.23 mileage/transportation $78.18	Briggs	
2,317.55	4/21/2009	NLC Conference (Reg. $545; airfare $336.20; lodging $1,068.74; meals $253.65; tips mileage/transportation $113.96	Major	
2,871.85	4/22/2009	NLC Conference (Reg. $710; airfare $279.20; lodging $1,573.26; meals $163.15 mileage/transportation $143.59)	Lindsey	
2,347.80	4/24/2009	NLC Conference (Reg. $430; airfare $336.20; lodging $1,048.84; meals $287.96; other councillor meals $106.84; mileage/transportation $137.96	Dittman	
1,436.78	7/13/2009	ICSC Conference-Las Vegas (Reg. $365; airfare $202.20; lodging$654.96; mileage/transportation $28.00' parking $42.00)	Dittman	
1,084.00	7/20/2009	CML Conference (Reg. $326.00; lodging $714.00; meals $180.00)	Lindsey	
275.35	7/20/2009	CML Conference (Reg. $190.00; meals $75.35)	Winter	
1,198.31	7/31/2009	CML Conference (Reg. $374.00; lodging $636.00; meals $92.71; mileage 110.60)	Briggs	
455.56	7/31/2009	CML Conference (Reg. $190; Mileage 112.61; Meals $152.95)	Nancy McNally	
1,018.61	8/11/2009	US 36 Lobbying Trip (Lodging $273.66; airfare $625.20; parking $18.00; mileage/transportation $48.35; meals $53.40)	Nancy McNally	
20.00	8/24/2009	CML Training - Lindsey	CML	
$19,376.49	TOTAL		*% of total City Council budget*	*10.43%*
$19,175.00	BUDGET	2009 APPROVED BUDGET	*% of account budget expended year-to-date*	*101.05%*
-$201.49	BALANCE			

TELEPHONE		(ACCT: 10001010.66900.0000)	
EXPENDITURE	**DATE**	**DESCRIPTION**	**PAID TO:**
41.06	2/27/2009	Council Blackberry	Verizon Wireless
101.05	2/27/2009	Council Blackberry	Verizon Wireless
41.06	2/27/2009	Council Blackberry	Verizon Wireless
41.06	2/27/2009	Council Blackberry	Verizon Wireless
41.06	2/27/2009	Council Blackberry	Verizon Wireless
41.06	3/18/2009	Council Blackberry	Verizon Wireless
41.06	3/18/2009	Council Blackberry	Verizon Wireless
41.06	3/18/2009	Council Blackberry	Verizon Wireless
41.06	3/18/2009	Council Blackberry	Verizon Wireless
41.06	3/18/2009	Council Blackberry	Verizon Wireless
30.00	5/4/2009	4/1 - 5/11 PDA Reimbursement	Briggs
120.00	5/8/2009	Jan - March PDA Reimbursement	Briggs
41.06	5/11/2009	Council Blackberry	Verizon Wireless
41.06	5/11/2009	Council Blackberry	Verizon Wireless
41.06	5/11/2009	Council Blackberry	Verizon Wireless
41.06	5/11/2009	Council Blackberry	Verizon Wireless
41.06	5/11/2009	Council Blackberry	Verizon Wireless
41.06	5/31/2009	Council Blackberry	Verizon Wireless
41.06	5/31/2009	Council Blackberry	Verizon Wireless
41.06	5/31/2009	Council Blackberry	Verizon Wireless
41.06	5/31/2009	Council Blackberry	Verizon Wireless
41.06	5/31/2009	Council Blackberry	Verizon Wireless
41.06	6/23/2009	Council Blackberry	Verizon Wireless
41.10	6/23/2009	Council Blackberry	Verizon Wireless
41.06	6/23/2009	Council Blackberry	Verizon Wireless
41.06	6/23/2009	Council Blackberry	Verizon Wireless
41.06	6/23/2009	Council Blackberry	Verizon Wireless
30.00	7/7/2009	5/12-6/11 PDA Reimbursement	Briggs
41.06	7/16/2009	Council Blackberry	Verizon Wireless
41.06	7/16/2009	Council Blackberry	Verizon Wireless
41.06	7/16/2009	Council Blackberry	Verizon Wireless
41.06	7/16/2009	Council Blackberry	Verizon Wireless
41.06	7/16/2009	Council Blackberry	Verizon Wireless
30.00	7/28/2009	6/12-7/11 PDA Reimbursement	Briggs
41.06	8/24/2009	Council Blackberry	Verizon Wireless
41.28	8/24/2009	Council Blackberry	Verizon Wireless
41.06	8/24/2009	Council Blackberry	Verizon Wireless
41.06	8/24/2009	Council Blackberry	Verizon Wireless
41.06	8/24/2009	Council Blackberry	Verizon Wireless
30.00	8/25/2009	7/12-8/11 PDA Reimbursement	Briggs
41.06	9/21/2009	Council Blackberry	Verizon Wireless
41.06	9/21/2009	Council Blackberry	Verizon Wireless
41.06	9/21/2009	Council Blackberry	Verizon Wireless
41.06	9/21/2009	Council Blackberry	Verizon Wireless
30.00	9/29/2009	8/12-9/11 PDA Reimbursement	Briggs
41.06	10/16/2009	Council Blackberry	Verizon Wireless
41.06	10/16/2009	Council Blackberry	Verizon Wireless
41.06	10/16/2009	Council Blackberry	Verizon Wireless
41.06	10/16/2009	Council Blackberry	Verizon Wireless
41.06	10/16/2009	Council Blackberry	Verizon Wireless
30.00	10/27/2009	9/12-10/11 PDA Reimbursement	Briggs
30.00	11/24/2009	10/12-11/11 PDA Reimbursement	Briggs
41.56	12/22/2009	Council Blackberry	Verizon Wireless
41.56	12/22/2009	Council Blackberry	Verizon Wireless
41.56	12/22/2009	Council Blackberry	Verizon Wireless
41.56	12/22/2009	Council Blackberry	Verizon Wireless
41.56	12/22/2009	Council Blackberry	Verizon Wireless
30.00	12/31/2009	11/12-12/11 PDA Reimbursement	Briggs
$2,434.69	TOTAL		*% of total City Council budget*	*1.93%*
$3,550.00	BUDGET	2009 APPROVED BUDGET	*% of account budget expended year-to-date*	*68.58%*
$1,115.31	BALANCE			

PC REPLACEMENT FEE		(ACCT: 10001010.66950.0000)		
EXPENDITURE	DATE	DESCRIPTION	PAID TO:	
2,353.00	1/31/2009	Annual PC Replacement Fee for City Council	City of Westminster	
$2,353.00	TOTAL		*% of total City Council budget*	*1.28%*
$2,353.00	BUDGET	2009 APPROVED BUDGET	*% of account budget expended year-to-date*	*100.00%*
$0.00	BALANCE			

SPECIAL PROMOTIONS		(ACCT: 10001010.67600.0000)		
EXPENDITURE	DATE	DESCRIPTION	PAID TO:	
250.00	3/18/2009	Jefferson Economic Council Industry Awards Breakfast - McNally, Dittman, Briggs, Kaiser, Lindsey	Jefferson Economic Council	
500.00	9/23/2009	Council Approved Sponsorship	Ralston House	
175.00	10/16/2009	Taste of the Chamber	Metro North Chamber	
480.00	12/22/2009	Legacy Foundation Wine Tasting Event	Legacy Foundation	
$1,405.00	TOTAL		*% of total City Council budget*	*1.74%*
$3,200.00	BUDGET	2009 APPROVED BUDGET	*% of account budget expended year-to-date*	*43.91%*
$1,795.00	BALANCE			

OTHER CONTRACTUAL SERVICE		(ACCT: 10001010.67800.0000)		
EXPENDITURE	DATE	DESCRIPTION	PAID TO:	
500.00	1/29/2009	2009 MMCYA Sponsorship	Adams County	
500.00	1/29/2009	2009 MMCYA Banquet Sponsorship	Adams County	
600.00	1/29/2009	After Prom Sponsorship	Standley Lake High School	
500.00	2/5/2009	Brothers Redevelopment Annual Paint-a-Thon Sponsorship	Brothers Redevelopment	
200.00	2/5/2009	After Prom Sponsorship	Jefferson Academy	
600.00	2/5/2009	2009 Golf Tournament Sponsorship	Children's Outreach Theatre	
500.00	2/11/2009	Westminster HS After Prom Sponsorship	Adams 50 Schools	
2,075.00	2/18/2009	2009 Metro North Annual Gala sponsorship - 2/1	Metro North Chamber	
500.00	3/4/2009	2009 Metro North Chamber Golf Tournament Sponsorship	Metro North Chamber	
10.10	3/18/2009	MMYCA reception - supplies	King Soopers	
3.38	3/18/2009	MMYCA reception - supplies	Party America	
500.00	4/1/2009	Annual CAC VIP Dinner sponsorship	North Metro CAC	
1,000.00	5/11/2009	Five Star Gala 4/4	Five Star Education Foundation	
650.00	5/12/2009	Mary Ciancio Golf Tournament sponsorship	Community Reach Center	
500.00	5/12/2009	Create a Future Golf Tournament sponsorship	Front Range Foundation	
284.00	5/20/2009	Westminster Window Graduation Section ad	Metro North Newspapers	
2,000.00	6/3/2009	2009 Crystal Ball sponsorship	The Jefferson Foundation	
800.00	6/3/2009	Bennett Memorial Golf tournament sponsorship	Hyland Hills Foundation	
10,000.00	6/3/2009	Annual Partnership	North Metro Arts Alliance	
760.00	6/11/2009	Metro North Chamber Directory	Metro North Newspapers	
1,300.00	6/24/2009	Water World Ticket Fundraiser	District 50 Education Foundation	
1,000.00	7/8/2009	Westminster Public Safety Recognition Banquet	Westminster Public Safety Recognition Foundation	
425.00	7/8/2009	Strategic Plan Consulting/Planning/Reports	Lyle Sumek Associates Inc.	
4,875.00	7/8/2009	Strategic Plan Consulting/Planning/Reports	Lyle Sumek Associates Inc.	
1,250.00	8/5/2009	Westminster Rotary Club Golf Tournament 2009	Westminster Rotary Club	
150.00	8/31/2009	New Year Celebration Sponsorship	Hmong American Association	
750.00	8/31/2009	J and Nancy Heil Scramble Sponsorship	Westminster Legacy Foundation	
188.00	9/2/2009	Fall Sports Preview	Metro North Newspapers	
99.95	10/16/2009	Newspaper Subscription	Denver Post	
$32,520.43	TOTAL		*% of total City Council budget*	*22.22%*
$40,850.00	BUDGET	2009 APPROVED BUDGET	*% of account budget expended year-to-date*	*79.61%*
$8,329.57	BALANCE			

SUPPLIES		(ACCT: 10001010.70200.0000)		
EXPENDITURE	**DATE**	**DESCRIPTION**	**PAID TO:**	
52.65	2/19/2009	Council dinner supplies	Costco	
20.36	5/11/2009	Replacement Blackberry pouch - Kaiser	Verizon Wireless	
239.07	5/11/2009	Strategic Planning Retreat supplies	Sun Office Products	
3.29	5/11/2009	Strategic Planning Retreat supplies	Sun Office Products	
8.15	5/31/2009	4/27 MMCYA Reception supplies	King Soopers #0067	
5.87	5/31/2009	4/27 MMCYA Reception supplies	Party America	
17.00	6/3/2009	Print Shop Copy Charges	Print Shop	
8.00	8/24/2009	Signs by Tomorrow	Signs by Tomorrow	
10.39	8/24/2009	Sympathy Cards	Party America	
40.11	8/28/2009	Paper Goods for Council Dinners	Petty Cash	
136.00	9/15/2009	Print Shop Copy Charges	Print Shop	
100.00	10/16/2009	MMCYA Plaques (purchased by GS)	Presentation Plaque Corp	
41.99	11/30/2009	Toner Cartridges - Dittman	Cartridge World	
16.00	12/13/2009	2 Name Badges - Winter	Signs by Tomorrow	
16.00	12/22/2009	2 Name Badges - Major	Signs by Tomorrow	
19.42	12/22/2009	Pocket Folders for Expense Reports	Sun Office Products	
$734.30	TOTAL		*% of total City Council budget*	*2.72%*
$5,000.00	BUDGET	2009 APPROVED BUDGET	*% of account budget expended year-to-date*	*14.69%*
$4,265.70	BALANCE			

FOOD		(ACCT: 10001010.70400.0000)		
EXPENDITURE	**DATE**	**DESCRIPTION**	**PAID TO:**	
79.20	2/5/2009	Council pop	Vend-One	
21.12	2/23/2009	Cookies-MMCYA Reception	Petty Cash to Phil Jones	
60.96	2/27/2009	Council dinner	Black Jack Pizza	
80.00	2/27/2009	Council dinner	Sweet Tomatoes	
53.00	2/27/2009	Council dinner	Li's Chinese	
47.70	2/27/2009	Council dinner	Papa J's Restaurant	
26.40	3/5/2009	Council pop	Vend-One	
73.77	3/18/2009	Council dinner	Black Jack Pizza	
40.00	3/18/2009	Council dinner	Wishbone Restaurant	
73.41	3/18/2009	Council dinner	Los Lagos	
17.48	3/18/2009	Council dinner supplies i.e. cookies and salad dressing	Safeway	
92.40	4/8/2009	Council pop	Vend-One	
53.00	5/11/2009	Council dinner	Li's Chinese	
47.70	5/31/2009	Council dinner	Papa J's Restaurant	
66.76	5/31/2009	Council dinner	Black Jack Pizza	
72.42	5/31/2009	Council dinner	Los Lagos	
53.00	5/31/2009	Council dinner	Li's Chinese	
145.20	6/4/2009	Council pop	Vend-One	
40.00	6/23/2009	Council dinner	Wishbone Restaurant	
65.00	6/23/2009	Council dinner	Double D's Sourdough Pizza	
46.97	6/23/2009	Council dinner	Black Jack Pizza	
54.00	6/23/2009	Council dinner	Li's Chinese	
52.80	7/15/2009	Council pop	Vend-one, Inc.	
67.42	7/16/2009	Council dinner	UMB P-Card	
40.00	7/16/2009	Council dinner	Wishbone Restaurant	
49.20	7/16/2009	Council dinner	Papa J's Restaurant	
5.00	7/21/2009	Council dinner/dessert	Petty Cash - COW Vending Machine	
79.20	8/19/2009	Council pop	Vend-one, Inc.	
61.96	8/24/2009	Council dinner	Black Jack Pizza	
53.00	8/24/2009	Council dinner	Li's Chinese	
40.00	8/24/2009	Council dinner	Wishbone Restaurant	
32.73	8/24/2009	Council cookies	Super Target	
67.46	8/24/2009	Council dinner	Los Lagos	
49.20	8/24/2009	Council dinner	Papa J's Restaurant	
47.70	9/21/2009	Council dinner	Papa J's Restaurant	
53.00	9/30/2009	Council dinner	Li's Chinese	
64.44	9/30/2009	Council dinner	Black Jack Pizza	
79.20	9/30/2009	Council pop	Vend-one, Inc.	
40.00	10/16/2009	Council dinner	Wishbone Restaurant	
76.41	10/16/2009	Council dinner	Los Lagos	
128.86	10/16/2009	Council dinner	Chili's	
4.67	11/6/2009	Council pop	Vend-one, Inc.	
105.60	11/12/2009	Council pop	Vend-one, Inc.	
59.46	11/30/2009	Council dinner	Pizza Hut	
52.70	11/30/2009	Council dinner	Papa J's Restaurant	
40.00	11/30/2009	Council dinner	Wishbone Restaurant	
50.00	11/30/2009	Council dinner	Li's Chinese	
59.46	12/22/2009	Council dinner	Pizza Hut	
65.44	12/22/2009	Council dinner	Black Jack Pizza	
47.90	12/22/2009	Council dinner	Papa J's Restaurant	
$2,882.30	TOTAL		*% of total City Council budget*	*2.45%*
$4,500.00	BUDGET	2009 APPROVED BUDGET	*% of account budget expended year-to-date*	*64.05%*
$1,617.70	BALANCE			

$183,819.00	**TOTAL 2009 REVISED CITY COUNCIL BUDGET**
-$161,505.15	**TOTAL 2009 CITY COUNCIL EXPENDITURES**
$22,313.85	**BALANCE**
87.86%	**PERCENT OF BUDGET EXPENDED**

WESTMINSTER

Staff Report

Information Only Staff Report
February 8, 2010

SUBJECT: 2009 Citywide Goals and Objectives - Third Period Update

PREPARED BY: Phil Jones, Senior Management Analyst

Summary Statement

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

Attached is the third period status report on major projects/initiatives/programs undertaken to achieve City Council goals for 2009 (see attached document "2009 Citywide Goals & Objectives"). The items included in the attached document focus on those items that specifically tie to Council's stated goals for 2009.

Background Information

The attached document reflects the actions Staff is pursuing to achieve City Council's 2009 Citywide goals and objectives. This report focuses on those items that specifically tie to Council's stated goals and objectives for 2009 per the Strategic Planning Retreat in April 2009. Should Council desire additional information on a particular item included within this document, Staff will prepare appropriate supplemental information on the specific item requested.

The City Council goals for 2009 are as follows:
- Financially Sustainable City Government Providing Exceptional Services
- Safe and Secure Community
- Vibrant Neighborhoods and Commercial Areas
- Strong, Balanced Local Economy
- 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 2009 at City Council's April 2009 Strategic Plan Review.

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. The objectives were re-affirmed and refined for 2009 at City Council's April 2009 Strategic Plan Review.

Initiated – This column identifies the year in which the action initiates. Many actions were initiated prior to 2009; this reflects the long-term nature of projects/initiatives within the City.

Actions – This column reflects those specific projects, initiatives, and/or programs that Staff is working on to help achieve City Council's goals. New or revised actions will be reflected in the next Citywide goals and objectives report to reflect Council's updates to the 2010 Citywide goals and objectives.

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 2009; several of the projects Staff is working on were initiated prior to 2009 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 December 31, 2009. 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.

Respectfully submitted,

J. Brent McFall
City Manager

Attachment

2009 Citywide Goals & Objectives

Third Period Update

	GOAL 1: FINANCIALLY SUSTAINABLE CITY GOVERNMENT PROVIDING EXCEPTIONAL SERVICES

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
	Objective 1: Revenues to support defined city services and service levels as a mature city					
2007	Lobby Federal delegation on City's rights to collect and return internet sales tax	Barb Dolan (Fin), Matt Lutkus (GS), Phil Jones (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.
2007	Develop public awareness program to provide information about importance of sales tax to the City and the impact of growth of the Internet on City finances	Barb Dolan (Fin), PIO	$6,000	100%	4Q 2009	The Shop Westminster program has been refreshed and rolled out. There is a new logo design for the program and Westminster businesses have been contacted and provided materials for the program. The logo has been placed in strategic locations on our website. We have continued to promote awareness of this program by putting an article in City Edition (front page) and had a presence at the Business Appreciation Luncheon where materials were distributed.
2008	Research and maintain grant funding	J.J. Elliott (Police)	--	Ongoing	Ongoing	The department was successful in obtaining and managing upwards of 12 grants from various grantees that assisted in providing for two entry-level Sworn Police Officers, overtime reimbursement for both DUI Enforcement and Investigations, North Metro Task Force Operational Budget, materials for Senior Crime Prevention, Christmas gifts for the Santa Cops Program, educational materials for the Public Information Officer Unit, a Mobile Surveillance Robotic System for the Specialized Weapons and Tactics Team, Portable Projector and Screen for the Retail Liaison Detective and an Automated License Plate reader for Patrol. Collectively, the department was awarded approximately $585,240. The department was also successful in obtaining $5,940 in scholarships funds for training courses in Internal Affairs, Ground tactics Instructor, Driving Instructor, National Institute of Ethics, Leadership and Terrorism training.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2009	Assistance to Firefighter Grant (AFG) - Heavy Rescue Vehicle	Doug Hall (Fire)	$75,000	50%	3Q 2010	The 2009 budgeted Heavy Rescue Truck was approved by Council and ordered in the 3QTR of 2009. AFG application submitted to subsidize 80% of this expense. If awarded, grant funds will provide $300k of the $375K needed to purchase a heavy rescue truck which will be used to transport specialty equipment such as extrication tools to an emergency scene. No feedback has been received with regard to this grant application.
2009	Assistance to Firefighter Grant (AFG) - Fire Station Alarm Notification System	Doug Hall (Fire)	$49,600	N/A	3Q 2010	This grant request was removed from AFG consideration due to DHS rules limiting the number of requests from departments. The Station Notification System CIP was on hold due to current economic conditions and was just recently reinstated This goal will be revised and pursued in 2010 using the City's Capital Improvement Project funds.
2009	Assistance to Firefighter Grant (AFG) - Self Contained Breathing Apparatus (SCBA) Fit-Testing	Doug Hall (Fire)	$2,500	N/A	3Q 2010	This request was removed from AFG consideration due to DHS rules limiting the number of requests from departments. Purchase of this equipment has been postponed due to current economic conditions.
2009	Assistance to Firefighter Grant (AFG) - Medical and Physical Testing	Doug Hall (Fire)	$8,000	75%	3Q 2010	Awaiting DHS notification. Application for AFG reimbursement submitted to subsidize 80% of this expense. If awarded, grant funds of $32k will be added back to the Fire Department's operating budget to conduct medical physicals, another component of firefighter physical fitness program. Braveheart health screening evaluation was performed on Fire Department personnel in 2009.
	Objective 2: Well-maintained City infrastructure and facilities					
2008	Proactive maintenance to City facilities	Jerry Cinkosky	$209,000	100%	1Q 2009	Staff proactively purchased two air exchanger units for the top of the Swim & Fit center. These units exchange the air inside of the facility and allow the facility to remain open with healthy air conditions inside the building. If these two exchangers were to fail before replacement, the facility would be closed for at least 4 months due to the time it takes to order, build, and install these custom units. Swim & Fitness Center's roof top replacements installed and completed in April 2009.
	Objective 3: Effective cost containment/control measures for living within revenues and budget					
2002	Continue strong emphasis on loss prevention (i.e., workers comp and property liability and loss) using the City's Safety Committee	Martee Erichson (GS), Safety Committee	--	Ongoing	Ongoing	

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2007	Test and deploy VMWARE to virtualize the City's computer servers with the goal of reducing the number of physical servers from 82 to 33 by December 2009	Scott Rope (IT), Ed West (IT)	$109,808	100%	4Q 2009	The Virtualization Project has been completed as of 12/31/2009. The City has 43 physical production servers. Further reduction is not feasible at this time due to requirements established by third party application software providers. Staff will implement additional server virtualization as opportunity permits.
2006	Refinance debt issues as market conditions permit to reduce the City's expenses for debt service	Tammy Hitchens (FIN), Bob Smith (FIN) and Bob Byerhof (FIN)	--	Ongoing	Ongoing	Finance completed all of the four WEDA refinancings that were required due to down grades in the credit rating of the former Letter of Credit (LOC) provider bank, DEPFA, and a decision by the other LOC provider, Allied Irish Bank, to get out of this line of business. Loans for the North Huron and South Sheridan URA's were secured and the City invested in a WEDA bond for South Westminster. The final transaction related to the Mandalay Gardens URA was refunded with a new LOC bank with US Bank, which closed on September 23, 2009.
2008	Deploy additional strategically located WiFi hot spots within the City of Westminster.	Scott Magerfleisch (IT)	$25,000	100%	4Q 2009	During 2008 and 2009, staff deployed additional strategically located WiFi hot spots within the City of Westminster to provide high speed secure network connectivity for Public Safety staff and other employees working in the field. As of December 31, 61 access points have been installed covering 30 locations.
2008	Evaluate opportunities to expand the City's fiber network	Scott Magerfleisch (IT)	up to $15,000	100%	4Q 2009	Evaluate opportunities to expand the City's fiber network to provide redundancy to currently connected City facilities in the South Westminster area. IT signed an agreement with UPN to provide redundancy to South Westminster. Total project cost was $3,000.
2008	Conduct a comprehensive systems security audit and network penetration test to validate current Westminster system security practices.	Scott Rope (IT)	$10,500	100%	2Q 2009	The executive summary for the audit has been received for the City and Library networks; the audit for the Utilities' SCADA plant operation system is complete.

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

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
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 2010 mid-biennial budget review process. Current reserve levels are in accordance with City policy and adequate to meet the City's financial needs. A new General Fund Stabilization Reserve was created in 2009 through use of 2008 carryover as a means to stabilize ebbs and flows of Sales and Use Tax revenues impacts on General Fund.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
	Objective 5: Secure and develop long-term water supply					
2008	Develop a Source Water Protection Plan	Mary Fabisiak (PWU)	$0	95%	1Q 2010	Clean and dependable public water supplies are critical to the health and economic sustainability of the Clear Creek Watershed and the City of Westminster. As source water issues often impact multiple public water providers, the Clear Creek Watershed Source Water Protection Plan was created. This voluntary program can increase awareness of protecting water resources and provide an excellent framework for watershed collaboration with a drinking water focus. End products are the Source Water Protection Plan and a Best Management Practices guidance document. The cities of Westminster, Thornton and Northglenn are jointly participating in this project. The City has received a grant from the Colorado Department of Public Health and Environment, and will be providing in-kind funds, as well as funds from previously budgeted accounts. SWPP stakeholder meeting was held in August.
2008	Develop a Nutrient Standard for Standley Lake	Mary Fabisiak (PWU)	$58,000	100%	2Q 2009	At the June 2009 Rulemaking hearing, the Colorado Water Quality Control Commission adopted a chlorophyll standard for Standley Lake. This standard has the full force of the Clean Water Act behind it, and is another vital element in ongoing efforts to protect Standley Lake as a water supply source. Westminster and the other Standley Lake cities have been trying to get a similar standard for Standley Lake enacted for over 20 years. If the algae in Standley Lake increase in the future, causing the chlorophyll to exceed the new standard, a process to actively control pollution sources will be implemented, protecting Standley Lake from future degradation. Limiting algae growth in Standley Lake is a high priority for protecting the city's water quality, as it can cause taste and odor problems that cannot be completely treated. Standley Lake currently meets this new standard.
2003	Offer a high-efficiency appliance rebate program to gain water savings	Stu Feinglas (PWU)	$23,500	ongoing	ongoing	The City offers rebates to citizens who purchase and install high-efficiency water fixtures in their homes. This efficiency results in permanent water use reductions which add to a sustainable water supply.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 6: Maintain a values driven organization through talent acquisition, development and management						
2008	Implementation and Communication of the Employer Brand for the City	Debbie Mitchell, Dee Martin, Lisa Chrisman (GS)	$34,000	100%	4Q 2009	Staff worked with an outside consultant to develop an employer brand, identifying the city as an employer of choice. Focus groups have been conducted to identify key differentiators, the overall brand has been selected, web integration is underway, collateral marketing pieces are being developed, sub-tag lines for internal and external use are being developed and a kick off campaign design is underway. This brand is being integrated into wellness, benefits, recruitment and training initiatives through tag lines related to the specific areas. As planned, portal employee communication development, an employee photo campaign, and various other projects related to this effort were implemented in the third period with the brand kick off incorporated into the 2009 total compensation message and open enrollment process. The new job announcement template reinforces the employee brand and is in place. The first annual "Employees at Work" photo gallery was displayed during Employee Appreciation Week (Sept. 7-11). The 2010 employee calendar will reinforce the initiative.
2008	Upgrade of HR technology systems	Debbie Mitchell, Dee Martin, Lisa Chrisman, Marie Martinez, Donna Diaz, Crystal Stout, Jill Takata (GS)	$12,000	75%	3Q 2009	Implementation of NEO GOV software for online application tracking and screening system is completed. A new job announcement and job description format have been designed and conversion of all job descriptions is underway. A Personnel Action Management system is being automated through JDE. Approval, routing and tracking system was delayed due to other IT priorities. Implementation is planned for April, 2010.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2008	Develop an integrated succession management program	Debbie Mitchell, Dee Martin, Lisa Chrisman, Jackie June, Carol Gifford (GS)	$30,000	Ongoing	Ongoing	Citywide planning for succession needs include: developing a departmental strategy for specific operational needs; Citywide Leadership Development (LD) program for non-supervisors; mid to executive level management development; Supervisor Academy; SPIRIT Career Development series; annual management team symposium; and CORE 4 foundational workshops for all employees. All programs have been initiated except the Executive Leadership Development program that is currently under development. Work with managers challenged with various initiatives is taking place through supplemental internal & external coaching & mentoring. HR implemented career development program completing development of a four-part series in 7/2009. HR staff conducted one-on-one career planning sessions. Staff continued these efforts through collaboration with PWU on a significant re-organization proposal focused on succession management. LD is complete with the exception of the final group presentations in January. A second year class has been selected and course enhancements are planned for 2010 including a more concentrated coaching component throughout the year. Supervisor Academy continues with 7 active groups and is designed to help supervisors identify their role in leading organizational initiatives, coaching & mentoring.
2009	Employee Healthcare Cost Containment Efforts	Matt Lutkus, Debbie Mitchell, Lisa Chrisman, Dee Martin, Nicki Leo (GS)	Integrated into overall healthcare costs - self funded	Ongoing	Ongoing	Proactive efforts in Wellness with a new educational focus on family health, fitness and nutrition. Reporting redesign is underway for 2010 that will help employees focus on sustained behavioral change. This program places an emphasis on the employee's role in taking responsibility for their own wellness. Other health management strategies include an ongoing evaluation of claims costs, increased collaboration with Cigna and Kaiser health insurance companies, and targeted education to reduce claims in high cost areas. Plan design changes are being made for 2010 to contain costs and include a consumer-driven RX plan to replace the current flat co-pay system.

Capital Improvement Projects Relating to Strategic Plan Goal 2: FINANCIALLY SUSTAINABLE CITY GOVERNMENT PROVIDING EXCEPTIONAL SERVICES
104th Avenue and Sheridan Boulevard Intersection, Document Imaging System, JDE Upgrades/Maintenance/Enhancements, Water and Sewer Line Replacements and Rehabilitation, Annual Street Improvement Program, BO&M Major Maintenance

2009 Citywide Goals & Objectives

Third Period Update

GOAL 2: SAFE AND SECURE COMMUNITY					

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
	Objective 1: Citizens are safe anywhere in the city					
2009	9-Health Fair	Rick Spahn (Fire), Cindy Phelps (PR&L)	$0	100%	2Q 2009	This year's event was held April 22 with 820 participants taking advantage of medical screenings which included blood pressure, blood screens, vision testing and nutrition. One hundred volunteers, which included 25 Fire Department personnel assisted at the Health Fair.
2009	InfraGard Table Top Exercise	Mike Reddy (Fire), Lee Birk (PD)	$0	100%	2Q 2009	The April 16 exercise held at the Public Safety Center tested public/private decision making that would be necessary in the event of a terrorist attack on the region's infrastructure including water, power, cyber and transportation. Representatives from private industry, local, state and federal government responded to issues they would face in a complex terrorist scenario requiring coordinated policy decisions. Approximately 100 individuals including representatives from Tri State Generation in Westminster, State Agencies, Governor's Office, FBI and Homeland Security attended the event.
2009	City/County Business Emergency Preparedness Initiative	Mike Reddy (Fire), Becky Chandler (CD)	$0	100%	4Q 2009	Project is completed including design of a survey, dissemination, evaluation and findings disseminated to City stakeholders. Findings made available at this years Business Appreciation Luncheon. The survey can now be used in future years to compare changes in business preparedness.
2009	Review International Fire Code (IFC) for possible adoption	Gary Pedigo (Fire)	$1,000	10%	4Q 2010	The Fire Department is working with Community Development to draft an ordinance for the adoption of the 2009 International Code Council (ICC) codes. A meeting was held with CMO to discuss International Residential Code (IRC) residential sprinkler requirement impacts for policy direction.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2009	Motor Safety Enforcement - Driving Under the Influence Checkpoints	Tim Carlson (PD), Al Wilson (PD)	--	Ongoing	Ongoing	Percentage Completed changed from 80% to Ongoing. Target Completion Date changed from 4Q 2010 to Ongoing. During the 2009 Fall Festival High Visibility Enforcement Impaired Driving Campaign, the Traffic Division assigned an officer dedicated to the DUI detection and enforcement on Friday and Saturday evenings from 9:00 PM - 3:00 AM. Since the "Heat Is On" campaign began over 13 years ago 61,000 Impaired Driving were arrested during special enforcement periods. The department will remain vigilant in exploring other funding opportunities to continue our commitment and goal in keeping the city roadways safe.

Objective 2: Public Safety Departments: well equipped and fully staffed with quality personnel

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2008	Recruiting and retaining quality public safety employees	Todd Reeves (Police)	$0	Ongoing	Ongoing	Percentage Complete changed from N/A to Ongoing. Target Completion Date changed from 1Q 2010 to Ongoing. The Police Department is working closely with and in cooperation with Human Resources and the City Manager's Office to maintain appropriate staffing levels under the restraints of the current economic situation and the Strategic Hiring freeze. As of December 15, 2009 the Police Department has 17.5 vacancies (8.0 FTE Sworn Police Officers and 9.5 FTE Civilians). This is a 6.35% vacancy rate. The Department and Human Resources have developed a plan to conduct a Police Trainee recruitment program bi-annually with a goal of having Trainees attending police academies in January and July of each year. It is believed that this process will reduce recruitment and training times for sworn officer positions and will provide a better mechanism to fill future vacancies that can be anticipated based on historical attrition rates.
2008	Code Enforcement Field Automation	Kim Barron (Police)	$59,000	100%	3Q 2009	Percentage Complete changed from 70% to 100%. Code Enforcement Field Automation is fully up and running. However, there continues to be problems with efficiency of the system to be able to meet the needs of the unit and will be continually assessed.
2006	Develop and conduct a second Fire Officer Development Class	Dennis Bishop (Fire), Chief Officers (Fire)	--	100%	Ongoing	First Fire Officer Development Academy (FODA) successfully completed in May, 2008 with 15 graduates. Twelve attendees established for the second FODA which started on November 5 and will run through May 7, 2009. At the end of the second round, the criteria and success of this program will be evaluated for continuation of the FODA. Graduation for second academy held in May.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2009	Conduct and evaluate BraveHeart Health Screening	Bill Work (Fire)	$42,300	100%	2Q 2009	BraveHeart is a program that will test and evaluate staff for heart disease and cardiovascular health. According to the NFPA, almost 50% of the line of duty firefighter deaths are caused by heart attacks and strokes. It has been shown that firefighters suffer from heart attacks at a rate of three to four times more than the general population. This program is normally a several thousand dollar test that was made available to the department at a tenth of the cost, due to the number of personnel screened. BraveHeart screenings were conducted in March and April and employees tested were given their results at any one of a number of follow-up meetings with Dr. Boone of the Boone Heart Institute. This cutting edge technology screened 141 Fire Department personnel and 52 friends, family and City Employees.
2008	Order and equip a new Heavy Rescue Truck, replacing a 1980 GMC Rescue Squad	Bill Work (Fire)	$375,000	25%	3Q 2010	The approval to purchase was received from Council and the contract for this apparatus has been signed by all parties. The actual equipping of this apparatus will not take place until the truck is received which is expected sometime in the 3rd Qtr 2010. The AFG grant request has been submitted. Status of grant request is still pending. If the grant is successful, the intent is to reimburse the previously approved funds. The vendor did honor the 2008 price.
2008	Order and equip a new 2009 Ambulance, replacing a 2003 Ford E-450.	Rick Spahn (Fire)	$118,500	100%	2Q 2009	Competitive bid process and Council approval completed in 2008. Ambulance ordered and built to specs with delivery scheduled for May 2009. The Ambulance has been received and placed into service as the front line ambulance at Fire Station 1.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
	Objective 3: Timely response to emergency calls					
2003	Purchase new Fire EMS Records Management System	Doug Hall (Fire), Rich Welz (Fire), Rick Spahn (Fire)	$150,000	75%	2 Q 2010	Vendor bids being evaluated and demonstrations are scheduled for 01/2010. The original vendor for this product was bought out and the new vendor is not supporting the product. The official RFP was released in July 2009. Anticipate a formal request for purchase in first quarter 2010. Funding for this CIP project is in both the 2009 and 2010 Budgets. System implementation projected for 2nd quarter 2010.
2008	Place a fifth ambulance in service on a regular basis to improve response times city-wide	Bill Work (Fire), Battalion Chiefs (Fire)	--	N/A	N/A	Due to revenue shortfalls and the impact on budgets, the Fire Department has dropped back to 30 minimum staff per shift which eliminates the ability to staff a 5th ambulance, except when staffing allows. No overtime funds are available to keep this unit in service during periods of minimum staffing. However, estimates show that the fifth ambulance was in service over 75% of the time during 2009.
2007	Developing a monthly reporting system in order to evaluate response times on a monthly basis; the intent is to eventually compare response times with other agencies	Russ Bowers & J.J. Elliott (Police)	--	Ongoing	Ongoing	As of November 30, 2009, the average Priority 1 Response Time is 5 minutes and 17 seconds. The department is hopeful that by the end of 2009, that the average Priority 1 Response Time will have decreased a third consecutive time. Through the monthly review process, the department has been monitoring the Priority 1 Calls that take over a 5 minute response time. They are Domestics, Accidents, Burglary, Structure Fires and Disturbances. It appears that the time of day of occurrence and weather both play a huge factor in the overall response time.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
	Objective 4: Citizens taking responsibility for their own safety and well-being					
2009	Meet and exceed the Citywide Dog Licensing Program Goals	K. Barron & J. Teague (Police)	$10,470	Ongoing	Ongoing	Assigned To changed from M. Cressman to K. Barron and J. Teague. The third year of the countywide (Jefferson) Dog Licensing Program began July 1, 2009. As reported previously, the countywide goal for the 2009/2010 fiscal year will remain at 20%. The City is currently at a 18.4% compliance rate (5,967 Actual License Issued) and would need to increase by an additional 1.6% in order to meet compliance. Animal Management will be conducting a number of Vaccination Clinics within the city limits, which will ultimately assist in providing dog licensing to the community.
2009	Conduct Westminster Fire Department Citizen Academy	Sherrie Leeka (Fire)	$1,000	100%	2Q 2009	The academy runs from March 5 through May 28. Twenty participants will receive training in water rescue, extrication, participate in an 8 to 12 hour ride-along on fire apparatus, and attend several classroom sessions highlighting fire department services, fire prevention and injury prevention practices.
	Objective 5: Manage disaster mitigation, preparedness, response and recovery					
2006	Work with adjoining districts and cities to define the expectations, policies, procedures, and potential capital expenses associated with a true automatic aid system	FD Battalion Chiefs (Fire), Jim Cloud (Fire)	--	70%	TBD	Put on hold by North Metro (retiring Chief) & Arvada (new radio system). Currently working with South Adams County Fire Protection District to define model program in the southeast part of the City. The project is moving forward carefully and slowly with meetings between Westminster and South Adams County to continue into 2009. Agreement for mutual aid with Southwest Adams County in place effective July 1, 2009. Southwest Adams County is complete. Conversations have started with Federal Heights, North Metro and Arvada to determine if agreements can be reached. This is on-going into 2010.
2007	Coordinate appropriate emergency preparedness and disaster mitigation training for police personnel related to objective	Dan Spinder (Police)	--	Ongoing	Ongoing	The department continues to meet the minimum standards of the National Incident Management System (NIMS) by ensuring that our staff is completing the required courses. Year-to-date, we are 96% compliant.

Capital Improvement Projects Relating to Strategic Plan Goal 1: SAFE AND SECURE COMMUNITY

New Traffic Signals, 800 MHz Radio System Upgrade, Fire Station Major Maintenance/Remodel, Firefighting Simulator/Burn Building

2009 Citywide Goals & Objectives

Third Period Update

GOAL 3: VIBRANT NEIGHBORHOODS AND COMMERCIAL AREAS

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
	Objective 1: Develop TOD around commuter rail stations					
2005	Evaluate public infrastructure needs in South Westminster TOD Area	Tony Chacon (CD)	TBD	80%	1Q 2010	Delayed due to RTD decision to merge South Westminster Station with Gold line plans/RFP.
2005	Facilitate the development projects within the South Westminster transit oriented development (TOD) area, Westminster Crossing	Tony Chacon (CD)	TBD	Ongoing	Ongoing	The Adams County Housing Authority has submitted plans for City review to build a 30,000 s.f. building on the northwest corner of 71st and Federal. City staff has initiated a dialog with owner of vacant 7 acres and ACHA relative to preparing plans for mixed use development at about 71st and Hooker.
	Objective 2: Maintain and improve neighborhood infrastructure and housing					
2005	Work to protect federal Community Development Block Grant funding	Tony Chacon (CD), Vicky Bunsen (CD), Matt Lutkus (GS)	--	Ongoing	Ongoing	The City's CDBG allocation for FY 2010 is estimated at $559,370. The 2010 CDBG allocations will be used to prepare plans and initiate acquisition of land for Bradburn Boulevard realignment, as well as a homeowner essential repair program and cover some administrative costs.
2003	Commence and complete Holly Park redevelopment project	Aaron Gagné (CD)	TBD	60%	TBD	Staff is discontinuing the listing agreement with Coldwell Banker for the property, and will continue to cultivate and respond to developer inquiries internally.
2006	Complete improvements to Lowell Boulevard between 75th and 77th Avenues	Steve Baumann (CD)	$1,200,000	100%	2Q 2010	Construction of the project between 75th and 77th Avenues was completed as planned. During 2009, funding was assembled for another phase of construction (77th Avenue to US-36), and that work should be fully completed in the 2Q 2010.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2009	Public Graffiti Eradication and Education	Gary Pedigo (PD)	--	Ongoing	Ongoing	Percentage Complete changed from 40% to Ongoing. Target Completion Date changed from 4Q 2010 to Ongoing. When comparing November of 2009 to November of 2008, the total Calls for Public Graffiti have decreased by 14%, the total Square Footage of Graffiti has decreased by 45%, and the cost to remove graffiti has decreased by 31%. It is taking less than a day to remove the graffiti once it is reported by a citizen and/or discovered by City personnel. Once again, it is evident that the Graffiti Program is working and that the City continues to see an overall reduction in public graffiti. The Neighborhood Services Specialist has provided Graffiti training that focuses on graffiti identification and intervention to Silver Hills Middle School and Westminster High School. The Graffiti Program will continue to reach out to the community by offering the necessary training.

Objective 3: Preserve and restore historic assets

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2008	Monitor contract for historic structure assessment for Bowles House to determine current rehabilitation needs	Patrick Caldwell (CD)	$9,970	100%	1Q 2009	Revisions and final report adopted February 2009. This assessment is complete.
2007	Conduct intensive historic resource surveys of agricultural resources in Jefferson County.	Vicky Bunsen (CD)	$20,816	100%	3Q 2009	A Certified Local Government grant (CLG) was awarded to the City. An initial public meeting was held in 2008, and a consultant was hired. 100% of the survey forms are done and have been submitted to the State. Historic Landmark Board reviewed results at two public meetings. Project is complete and final report will be posted on the website.
2003	Continue to explore implementation of the plan to remove the existing metal and masonry buildings west of the Bowles House to create an expanded historic area focused on the Bowles House	Tony Chacon (CD), Vicky Bunsen (CD)	TBD	90%	2Q 2010	Target completion date moved to accommodate temporary use of property as construction and storage yard for water improvements being completed throughout the South Westminster area.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
	Objective 4: Westminster Urban Reinvestment Project (WURP)					
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	Proposal Teams have been interviewed and selection narrowed down to negotiate with a potential developer. The Trail Dust property was acquired and negotiations began for another major acquisition.
	Objective 5: Rehabilitation of deteriorating commercial areas					
2008	Prepare development concepts for TOD areas at 71st and Federal	Tony Chacon/Mac Cummins (CD)	$169,000	60%	4Q 2010	General development plan for area modified and presented to RTD and City Council. Plan to be provided to IB Group to complete design cost estimates for station area improvements. Due for completion and City Council review at the end of 1st Quarter 2010.
2003	Devise strategy for attracting and retaining business in south Westminster in conjunction with potential development activity	Tony Chacon (CD)	--	Ongoing	Ongoing	Adams County Housing Authority has put office plans on hold pending financing.
1998	Pursue redevelopment opportunities for the 72nd Avenue and Federal Boulevard commercial area	Tony Chacon (CD)	TBD	Ongoing	Ongoing	Key Bank due to begin construction on new bank in Northgate Center by 1Q 2010.
2006	Initiate development of condo/commercial buildings on Lowell between 72nd & 73rd Avenues	Tony Chacon (CD)	TBD	65%	2Q 2010	Target completion date has been moved given the poor economic conditions relative to housing sales and a lack of bank financing. Staff is continuing to work with a prospective developer and is evaluating the use of the HUD Section 108 loan program to help fund the project. Staff has resurrected the Section 108 application with HUD review given a major change in HUD personnel. Development concepts continue to be revised to make the project more financially viable.
2006	Complete conceptual plans for 72nd Avenue streetscape improvements from Raleigh to Meade Street	Steve Baumann (CD)	$150,000	90%	1Q 2010	This planning study should be completed in the first quarter of 2010.
2005	Work with real estate community to encourage reinvestment in retail centers	Susan Grafton (CMO)	TBD	Ongoing	Ongoing	Staff continues to meet with brokers and developers to encourage infill of vacant buildings. Space at Bradburn and Country Club Village has back-filled with new restaurant tenants and small spaces in neighborhood centers are starting to fill.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
	Objective 6: Develop Westminster as a cultural art community					
2008	Complete façade restoration and structural enhancement of Rodeo Market Community Arts Center	Vicky Bunsen (CD)	$120,000	100%	2Q 2009	The project bid opening was 12/22/08. $79,165 is funded by the State Historical Fund. The façade restoration is complete, with the punch list completed in May 2009.
2007	Complete one-acre acquisition of seven historic Shoenberg Farm buildings and continue efforts to facilitate rehabilitation and occupancy by arts users	Vicky Bunsen (CD)	$637,500	100%	1Q 2009	Funding has been secured for this project and the acquisition is complete. A permanent preservation easement must be negotiated with the Colorado Historical Foundation and recorded by the end of 2009. Once the land has been acquired, the rehabilitation and promotion of the site will be an on-going process.
2007	Complete exterior and structural rehabilitation of Shoenberg Farm Dairy barn	Vicky Bunsen (CD)	$426,229	40%	2Q 2010	A grant in the amount of $300,000 approved by Council. Colorado Historical Foundation is prepared to lend about $117,000 for the cash match when the project starts. After acquisition of the property, significant storm drainage problems were discovered. The need for site modifications to create positive drainage has delayed the completion schedule. Construction plans are finished and the rehabilitation project will begin 1Q 2010.

Capital Improvement Projects Relating to Strategic Plan Goal 3: VIBRANT NEIGHBORHOODS AND COMMERCIAL AREAS

72nd Avenue Streetscape, Holly Park, Lowell Boulevard Corridor Enhancement, Roadway Master Plan Update, South Westminster Revitalization Projects, Quail Creek Channel Improvements, Hyland Village Sewer Upsizing, Cozy Corner Tributary No. 5 Channel Improvements

2009 Citywide Goals & Objectives

Third Period Update

GOAL 4: STRONG, BALANCED LOCAL ECONOMY

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
	Objective 1: Healthy retail base, increasing sales tax receipts					
2006	Attract retailers to I-25 Corridor: 136th Avenue and 144th Avenue	Susan Grafton (CMO)	--	Ongoing	Ongoing	Continuing efforts.
2008	Work with real estate community to encourage the filling of empty space throughout the City	Susan Grafton (CMO)	--	Ongoing	Ongoing	Continuing efforts.
	Objective 2: Attract new targeted businesses, focusing on primary employers and higher paying jobs					
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 specifically responded to 32 Metro Denver Economic Development Corporation (MDEDC) prospect inquiries during 2009 and worked 24 actual local prospects.
2009	Increase marketing presence in targeted industry groups	Susan Grafton (CMO)		Ongoing	Ongoing	A new marketing folder, containing updated information, was created for distribution to businesses and others interested in the community.
	Objective 3: Business-oriented mixed use development along I-25 corridor and US 36 corridor					
2002	Pursue economic development prospects for the I-25 corridor and US 36 corridors	Susan Grafton (CMO)	--	Ongoing	Ongoing	Staff continues to meet with potential developers. St. Anthony North Hospital expects to break ground on the first building in the fall of 2010.
	Objective 4: Retain and expand current businesses					
1991	Work to eliminate vacancies and encourage new development in City offices and business parks	Susan Grafton (CMO)	--	Ongoing	Ongoing	Office vacancy rate is now 16.25% and light industrial vacancy rates are about 5.7%, down from 21% and 5.9% respectively.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2002	Promote the sale and development of key City-owned parcels	Susan Grafton (CMO)	--	Ongoing	Ongoing	There is still active interest in the properties, but no contracts on the 14 acre Promenade parcel, the 5 acre Promenade East parcel or the 6 acre Park Centre parcel.
2005	Perform citywide business survey	Susan Grafton (CMO)	$15,000	100%	3Q 2009	Information has been received and is being utilized now in target industry and business retention efforts.

	Objective 5: Multi-modal transportation system that provides access to shopping, to employment centers					
2005	Work with RTD on FasTracks implementation plans for the City's three commuter rail stations	John Carpenter (CD)	$10,000	50%	2Q 2011	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 South 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 South Westminster Station is being finalized.
2003	Actively participate in the preparation of the EIS for proposed US 36 transportation improvements	Dave Downing (CD), Matt Lutkus (GS)	--	100%	1Q 2010	A Record of Decision was issued 12/24/2009.
2003	Actively participate in the preparation of the Northwest Corridor EIS for a transportation connection between US 36 and C-470	Dave Downing (CD)	--	75%	TBD	Arvada, Jefferson County and Broomfield have created a Public Highway Authority (PHA) to facilitate the installation of a portion of this transportation link (minus the portion through Golden). The EIS has officially been abandoned by CDOT. The PHA has commenced the federal 1601 permitting process. During the first quarter of 2010, DRCOG will consider placing the Jefferson Parkway on their fiscally constrained plan.
2007	Actively participate in the preparation of the Environmental Assessment for the Northwest Rail	Dave Downing (CD), Matt Lutkus (GS)	--	80%	1Q 2010	Target completion date changed to 1Q 2010 due to stalled negotiations between RTD and the UP Railroad regarding right-of-way for a maintenance facility and a longer than anticipated negotiation process with the BNSF Railroad. During the last quarter of 2009, a South Westminster "spur" was added to RTD's Eagle 3P Project, which could provide rail service as soon as 2016.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
	Objective 6: Be a great place for small and/or local businesses					
1998	Nurture and provide support to existing business to help them grow and prosper in Westminster	Susan Grafton (CMO), Becky Chandler, (CMO)	$73,000	Ongoing	Ongoing	Retention Visits are currently underway; the monthly newsletter continues to grow in readership. The Business Appreciation Event occurred on November 20, 2009.
2002	Small business façade improvement program	Tony Chacon (CD)	$50,000	Ongoing	Ongoing	Grant approved for 73rd Avenue recording studio.

Capital Improvement Projects Relating to Strategic Plan Goal 4: STRONG, BALANCED LOCAL ECONOMY

Westminster Retail Initiative

GOAL 5: BEAUTIFUL AND ENVIRONMENTALLY SENSITIVE CITY

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 1: Increase green space (parks, open space, etc.) consistent with goals						
2006	Complete the Master Plan for the Metzger open space property	Heather Cronenberg (CD), Becky Eades (PRL)	$67,000	98%	1Q 2010	A pubic meeting was held in March to review the draft master plan. Positive public input was received. Staff has been working with the consultant to complete the plan and will present it to Council in February 2010 for approval.
2003	Amend the City's open space ordinance to clarify reimbursements for use for easements and transfers between parks to open space and vice versa	Heather Cronenberg (CD), John Carpenter (CD), Bill Walenczak (PRL)	--	100%	1Q 2009	Staff presented the proposed amendments to the Title XIII of the Westminster Municipal Code along with proposed policies for use of open space and parklands to Council in a Study Session on February 2, 2009. Council formally approved the changes and policies on February 23, 2009. This has been completed.
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)	--	80%	TBD	Staff has been working with the surrounding communities to form a coalition to protect open space and construct trails around and into Rocky Flats. All surrounding communities have expressed support for the trail connection idea. Westminster was recently awarded $488,000 towards the acquisition of a property in the Westminster Hills Open Space area on the east side of the refuge.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
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	Ron Hellbusch (PW&U)	$75,000	Ongoing	Ongoing	The SPC is also working with Com Dev Open Space staff & RFSC board in evaluating potential open space & land conservation project alternatives that could be funded by the $4.5M Natural Resource Damage Fund available for the RF site; & with USFWS staff to encourage additional & timely funding for the RF National Wildlife Refuge to implement the Comprehensive Conservation Plan (the master plan for the development of facilities, trails & other visitor features at the Refuge).
2005	Continue to acquire property within the Little Dry Creek flood plain between Federal Boulevard and Lowell Boulevard for the potential development of a park/open space trail corridor in the area	Tony Chacon (CD)	TBD	80%	2Q 2010	Offer tendered to Barnum Publishing; Lowell Group property acquired.
2008	Update the City's Parks and Recreation Master Plan	Bill Walenczak (PRL)	TBD	100%	4Q 2009	Plan was presented to Council in December and approved. The Plan has been finalized, printed and distributed.

Objective 2: Have energy efficient, environmentally sensitive city operations

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2005	Continue to provide education opportunities for water conservation landscaping options in residential and business developments.	Stu Feinglas (PW&U)	--	Ongoing	Ongoing	Staff is currently working on the 2010 Water Festival and proposing a winter presentation (in conjunction with Environmental Services) for commercial customers. Staff also held two informational workshops in April and May for residents: one on irrigation maintenance and one on Xeriscaping. Staff has also coordinated and presented at the 2009 Pro Green exhibition in Denver on municipal landscape regulation for new designers in the landscape industry.

Objective 3: Preserve vistas and view corridors

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2003	Apply for grants from Adams County, Jefferson County, GOCO and others	Heather Cronenberg (CD), Rich Dahl (PRL), Becky Eades (PRL), Kathy Piper (PRL)	--	Ongoing	Ongoing	In 2009, the City was awarded $488,000 from Natural Resource Damage Funds towards the purchase of the Sisters of the New Covenant property. Adams County awarded $540,000 towards the purchase of the DePalma parcel, $543,000 towards the Westminster Center Park project, $550,000 towards the acquisition of the Savory Farms parcel, and $1,085,000 towards the acquisition of the parcel at the northwest corner of 104th and Sheridan Boulevard. The City also received a GOCO grant in the amount of $200,000 towards the Westminster Center Park project.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
	Objective 4: Reduce energy consumption (measurable) citywide (community/businesses as well as city)					
2009	Commence second phase of the Siemens Energy Performance Contract	Jerry Cinkosky (BO&M), Brian Grucelski (BO&M)	--	30%	4Q 2010	This project is the second phase of the energy performance contract conducted and implemented in 2007 and 2008. Siemens Energy will be auditing every facility and making recommendations for retrofits, enhancements, and improvements to reduce the City's energy consumption. Phase II Audit began July 2009 and was completed as scheduled in November 2009. Energy retrofits scheduled for February 2010. Review of energy retrofits and improvements underway. Energy performance contract under review.
	Objective 5: Facilitate a convenient recycling program for businesses and residents with a high level of participation					
2002	City-wide recycling drop off locations	Jerry Cinkosky (BO&M), Rachel Harlow-Schalk (GS)	$21,000	Ongoing	Ongoing	As recommended by the Green Team and agreed to by the Environmental Advisory Board, Environmental Services has hired Skumatz Economic Research Associates to conduct a citywide evaluation of trash and recycling for businesses and residents. The Environmental Advisory Board will be provided the results of this research for formulation of recommendations to Council.

Capital Improvement Projects Relating to Strategic Plan Goal 5: BEAUTIFUL AND ENVIRONMENTALLY SENSITIVE CITY

Standley Lake Regional Park, Community Enhancement Program, Open Space Land Acquisition, Parks Renovation Program, Recreation Facility Improvements