



WESTMINSTER

Staff Report

TO: The Mayor and Members of the City Council

DATE: February 6, 2013

SUBJECT: Briefing and Post-City Council Briefing Agenda for February 11, 2013

PREPARED BY: Stephen P. Smithers, Acting 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 (<i>The public is welcome to attend.</i>)	6:30 P.M.
POST BRIEFING (<i>The public is welcome to attend.</i>)	

PRESENTATIONS

None at this time.

CITY COUNCIL REPORTS

None at this time.

EXECUTIVE SESSION

1. Review and discuss City facility security measures pursuant to WMC 1-11-3(C)(6) and CRS 24-6-402(4)(d)

WESTMINSTER ECONOMIC DEVELOPMENT AUTHORITY

INFORMATION ONLY

1. 2012 – 3rd Quarter Citywide Goals & Objectives

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

Respectfully submitted,

Stephen P. Smithers
Acting City Manager



WESTMINSTER

Staff Report

Information Only Staff Report
February 11, 2013



SUBJECT: 2012 Citywide Goals and Objectives - Third Period Update
PREPARED BY: Ben Goldstein, Management Analyst

Summary Statement

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

Attached is the third period status report on major projects/initiatives/programs undertaken to achieve City Council goals for 2012. The items included in the attached document focus on those items activity through December 31, 2012, which specifically tie to Council's stated goals for 2012.

Background Information

The attached document reflects the actions Staff is pursuing to achieve City Council's 2012 Citywide Goals and Objectives. This report focuses on those items that specifically tie to Council's stated goals and objectives previously identified. Should Council desire additional information on a particular item included within this document, Staff will prepare appropriate supplemental information on the specific item requested. This report reflects the revised Goals and Objectives based on Council's review in April 2012.

The City Council goals for the Third Period in 2012 are as follows:

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

The Goals & Objectives document includes the following information:

Goal – These are the priorities originally set by City Council at their 2002 Goal Setting Retreat. The goals were re-affirmed and refined for 2012 at City Council's April 2012 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.

Initiated – This column identifies the year in which the action initiates. Many actions were initiated prior to 2012; 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. Additional new items added in 2012 have the designation “NEW” before the action item is noted.

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

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

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

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

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

In some cases, Council will note that the originating year may be prior to the year 2012; several of the projects Staff is working on were initiated prior to 2012 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 first period activity through December 31, 2012. This report does not highlight the full workload that Staff is pursuing. There are many assignments and departmentally oriented items that are tracked separately by the departments.

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

Respectfully submitted,

Stephen P. Smithers
Acting City Manager

Attachment

2012 Citywide Goals & Objectives

Third Period Update



GOAL 1: STRONG, BALANCED LOCAL ECONOMY

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<i>Objective 1: Maintain/expand healthy retail base, increasing sales tax receipts</i>						
2006	Attract retailers to I-25 Corridor: 136th Avenue and 144th Avenue	Susan Grafton (CMO)	--	Ongoing	Ongoing	Pad space purchased at Wal-Mart site.
2008	Work with real estate community to encourage the filling of empty space throughout the City	Susan Grafton (CMO)	--	Ongoing	Ongoing	Continuing efforts. H-Mart is going into 92nd Avenue Albertsons. Leasing activity very good, working with Brookhill to refill the furniture store space.
<i>Objective 2: Attract new targeted businesses, focusing on primary employers and higher paying jobs</i>						
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. Held first Westminster Tech Connect Event with over 20 tech companies represented.
2009	Increase marketing presence in targeted industry groups	Susan Grafton (CMO)	--	Ongoing	Ongoing	Staff actively participated in the Colorado BioScience Association (CBSA), Colorado Software Association (CSIA), and the Energy Coalition and meetings and activities.
<i>Objective 3: Develop business-oriented mixed use development in accordance with Comprehensive Land Use Plan</i>						
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. Staff is working with 25 active prospects. Michael's to open at The Shops at Walnut Creek.
<i>Objective 4: Retain and expand current businesses</i>						
1991	Work to eliminate vacancies and encourage new development in City offices and business parks	Susan Grafton (CMO)	--	Ongoing	Ongoing	Office vacancy rate is up .4% to approximately 15.6%.
2002	Promote the sale and development of key City-owned parcels	Susan Grafton (CMO)	--	Ongoing	Ongoing	The 14 acre parcel is currently under contract and expected to close in early 2013.
2012	Maintain efficient business licensing processes within the City Clerk's Office	Linda Yeager	--	Ongoing	Ongoing	Staff updated renewal applications and sent renewals for solid waste collection services per 4th quarter revisions to Title V that increase recycling. Staff is participating in a project for electronic routing of business license approvals that should reduce the time it takes to issue licenses.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 5: Develop 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%	Ongoing	Staff has been progressively working with consultants and RTD representatives on fine-tuning station locations, developing station and station-area plans and parking strategies for the Westminster and Westminster Center stations. A plan was prepared for additional development at the Shops at Walnut Creek Commuter rail station. Staff is actively involved in the Northwest Rail planning efforts. A station area plan for the Westminster Station has been finalized and presented to City Council. An IGA with RTD for the Westminster Station was executed in June 2012. Staff is now working on finalizing the construction plans for the Westminster Station north plaza and boarding platform.
Objective 6: Develop a reputation as 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)	--	Ongoing	Ongoing	During 4th Quarter, 2012, three (3) applications for training reimbursement were filed for a total of \$931; and for the Capital Project Grant Program, two (2) application were received and two (2) grants have been issued for a total of \$8,993.60. Twenty Five (25) total visits including nineteen (19) primary businesses were visited during the 4th quarter to better understand the City's economic drivers.
Objective 7: Revitalize Westminster Center Urban Reinvestment Area						
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	WEDA now owns about 90% of the 105 acre site. JCPenney, Brunswick Zone, Olive Garden, US Bank, and the dental offices remain open for business.

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



2012 Citywide Goals & Objectives

Third Period Update

GOAL 2: FINANCIALLY SUSTAINABLE CITY GOVERNMENT PROVIDING EXCEPTIONAL SERVICES

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<i>Objective 1: Invest in well-maintained and sustainable City infrastructure and facilities</i>						
2011	Continued emphasis on facility infrastructure, building envelopes, facades and exterior improvements	Jerry Cinkosky (GS), Tom Ochtera (GS)	\$250,000	100%	Completed	BO&M staff continued to prioritize infrastructure maintenance efforts related to building envelopes, facades and exterior improvement needs. In warm weather, staff completed efforts related to roofing projects. Roof replacements completed at City Park Fitness, Heritage and Legacy Ridge Maintenance Facilities along with the replacement of two roofs over heated storage facilities at the Municipal Service Center. City Hall control joints and expansion joints was completed July 2012.
2012	Assure compliance with the City's document retention schedule and the State of Colorado's opens records act	Linda Yeager (GS)	---	Ongoing	Ongoing	The following projects must be completed to assure compliance: prepare CORA request form/fee schedule for website access; and create audit standards to implement rotating annual audits of departmental records to ensure compliance with adopted policy. The second recruitment for an Information Records Administrator was necessary when the top candidate from the first recruitment accepted employment elsewhere. The position will be filled in the 1st Qtr of 2013. This position will be responsible for establishing connectivity of electronic records for management's daily operational use, coordinating implementation of RIO/Laserfiche with IT staff, staff training, and problem-solving laserfiche issues as they arise for users. Staff will be attending the Laserfiche Annual Conference in January 2013.
<i>Objective 2: Secure and develop long-term water supply</i>						
2003	Offer a high-efficiency appliance rebate program to gain water savings	Stu Feinglas (PWU)	\$23,500	Ongoing	Ongoing	The City is in the final stages of developing a state approved water conservation plan. Until the plan is complete, the rebate program is on hold.
<i>Objective 3: Focus on core city services and services levels as a mature city with adequate resources</i>						
2007	Lobby Federal delegation on City's rights to collect and return internet sales tax	Barb Dolan (Fin), Steve Smithers (CMO)	--	Ongoing	Ongoing	City Council visited with the City's Federal legislative delegation in March in Washington D.C. and discussed this issue. City Staff have also been meeting with staff members in our Federal legislators' local offices to discuss the importance of this issue. Several pieces of Federal legislation have been introduced and Staff is tracking these closely.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2011	Proactively pursue alternate funding for the City's Municipal Domestic Violence Fast Track Program	Lee Birk (Police) & J.J. Elliott (Police)	\$67,592	100%	Completed	During this reporting period, the PD successfully applied for and was awarded grant funding from the 2013 17th JD VALE Grant in the amount of \$43,402. The grant funds are for the partial funding of salary and benefits for a 1.0 FTE Victim Advocate for year 2013. The grant award period is from January 1, 2013 – December 31, 2013. In 2013, the PD will continue to proactively pursue alternate funding for the 1.0 FTE Victim Advocate assigned to the Municipal Domestic Violence Fast Track Program.
2012	Complete the annual ambulance fee survey	Rick Spahn (Fire)	--	85%	1Q 2013	Annual survey to keep the Westminster ambulance billing structure within the metro area average for public ambulance operations, while working to cover costs associated with ambulance services. 2012 surveys will be sent out to local agencies with results expected 4Q. Recommendations to follow. Staff has received updates from local agencies and is evaluating the data. Will make recommendations 1Q 2013.
2011	Conduct a community needs analysis to assess what residents need from the library	Kate Skarbek (PR&L)	\$9,000	100%	Completed	Analysis of how to better provide library and information services to Westminster residents and form partnerships with other entities. Map surveys of patron card registration were conducted. User and non-user surveys have been completed and compiled. Lifestyles impressions have been conducted. Interviews with community members will be part of the library master planning process.
2012	Establish an email notification system when vehicle services are completed	Jeff Bowman (GS)	--	100%	Completed	The automated notification system for completed vehicles will streamline communication and reduce downtime for city vehicle users. This system will be tied to a Fleet tracking system upgrade scheduled in 1st quarter 2013.
2012	Develop plan to conduct 2013 runoff mayoral election should a runoff be needed	Linda Yeager (GS)	--	10%	2Q 2013	The Election Commission started meeting in April. By the July meeting it was apparent that information needed to complete a mail ballot plan will not be available until 2013. Monthly meetings have been postponed until the 2ndQ of 2013, at which time a mail ballot plan will be presented to the Commission for comment/suggestion. The date of the election will be scheduled to accommodate any recount requirement and will likely be on a Tuesday in January 2014.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2012	Manage a proactive Volunteer Program that assures diverse opportunities for volunteers within the organization and supports emergency operations when needed	Jolene Hausman (GS), Rachel Harlow-Schalk (GS)	--	Ongoing	Ongoing	Placement of 111 NEW volunteers was completed during this report period including volunteers to support the PD during their regional bike trail training. This fire season has been difficult and the Volunteer Coordinator was able to support both the High Park and Waldo Canyon fires through CVCN (Colorado Volunteer Center Network). During these emergencies the Coordinator managed databases and allocated resources including donations and volunteers. The City's Volunteer Appreciation BBQ was provided and over 550 volunteers were in attendance. The Westminster Employee Service Club (ESC) was also launched during this period. The Club's mission is to enhance the quality of life of our City through community outreach and service.
2011	Complete outsourcing of Fleet Parts operation	Jeff Bowman (GS)	--	80%	1Q 2013	The on-site storeroom began operation in February 2012 with Factory Motor Parts as the vendor. Database interface remains the largest challenge throughout the transition. Purchase by FMP of parts currently in the Fleet inventory will be completed using a credit system for services to the City. Any parts that are not used by FMP will be sold over several years to ensure parts availability to FMP.
2012	Create a mobile application for library patrons to better access services	Kate Skarbek (PR&L)	\$6,057	100%	2Q2012	This mobile application allows patrons to search the library collection, access their accounts, download ebooks and audiobooks, search articles, find program information, and contact the library in a streamlined way.
2012	Write the library master plan for 2013 - 2018	Kate Skarbek (PR&L)	\$500	10%	3Q2013	Create a master plan for the library using information obtained in the community needs assessment to determine how to best serve Westminster residents.
2012	Assure all media of municipal code is consistent, uniform in format, and updated within one month of new legislation adoption	Linda Yeager (GS)	\$24,000	Ongoing	Ongoing	Contractor has completed Titles 1 through 7 and Title 11 updates with uniform formatting, corrected typographical errors and inaccurate citations within the Code. Two housekeeping ordinances accomplishing substantive changes in Titles 1 through 6 that were outside the authority granted to the City Clerk were submitted to Council and adopted in 2012. The 3rd housekeeping ordinance that pertains to Title 11 will be presented to Council during the 1stQ 2013. All ordinances have been codified within 1 month of Council's final adoption.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2012	NEW: Conduct a community needs assessment of parks, recreation and libraries services through a valid citizen survey and a review of other available pertinent sources; will be used to develop a new Strategic Plan for the PRL Department and will focus the department work in the next 5-7 years to those services viewed as most critical to the City Council goals and the communities future quality of life	Peggy Boccard (PRL)	\$50,000	5%	4Q2013	National Resource Center was selected to prepare, distribute and tabulate a survey instrument that will produce information regarding citizen perception of the relative important of various parks and recreation services to them in their lives. Data from other sources, such as National Sporting Goods Manufacturing Association and ESRI (<i>Esri is a company dedicated to providing analytics to governments, nongovernmental organizations, academics and industry to make the best decisions on land use. Their Tapestry Segmentation information comes from the United States 2010 Census, the American Community Survey, and Experian's INSOURCE consumer information</i>) will be also used to understand market demand for PRL services. After the Needs Assessment report is completed, fully vetted and approved, this information will be used for the department to create a Strategic Plan for the future 5-7 years.
2013	NEW: Create mobile application for Westminster citizens and all PRL customers for better access to information regarding the services of the PRL Department	Don Tripp (PRL)	Unknown at this time	0%	2Q2013	People are moving rapidly toward use of their mobile devices to find all sorts of information. Thousand of applications exist today, which people are using to help them choose what to do and where to do it. It won't be long before the public will expect to be able to find information regarding parks, trails, golf, swimming, recreation programs, natural history, the environment and sundry of other areas through their mobile device. In 2012, a mobile application was created for the Westminster Public Libraries; it is called WPL. In the first few months of public access there have been many connections to the site. At this time, PRL staff are in a study and research phase to determine the feasibility of completing this project as outlined.
Objective 4: Maintain sufficient reserves: general fund, utilities funds and self insurance funds						
2006	Refinance debt issues as market conditions permit to reduce the City's expenses for debt service	Tammy Hitchens (FIN), Bob Smith (FIN) and Bob Byerhof (FIN)	--	Ongoing	Ongoing	Finance completed three refinancings of WEDA debt in 2012. The refinancings were done to mitigate interest rate risk and fee risk inherent in the 2009 WEDA refinancings. They were also undertaken to take advantage of current low interest rates in the 15 year time frame and provide more budget certainty by minimizeing exposure to floating rate borrowing options. Finance also expects to close in late January 2013 on an advance refunding of the COPs Series 2005 (144th Avenue and I-25 Interchange Project), again to lower interest costs for the remaining term of the original debt.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2002	Continue strong emphasis on loss prevention (i.e., workers comp, property and liability losses) using the City's Safety Committee	Martee Erichson (GS), Safety Committee	--	Ongoing	Ongoing	The Citywide Safety Committee reviews monthly employee injuries and automobile accidents. The Committee determines if the incident could have been avoided and if so, evaluates how the city can learn from each incident to help avoid similar situations in the future. The Committee has played an integral part in controlling and decreasing the number of injuries and accidents citywide. As of the end of 2012, the Safety Committee reviewed 74 work-related injuries and found that 33, or 45%, of them could have been avoided--an improvement from the 48% avoidable as of the end of 2011 and 54% as of the end of 2010. In stark contrast, the Committee also reviewed 56 automobile accidents that occurred in 2012 involving city vehicles and determined that 44, or 79%, of those accidents could have been avoided by actions of the City or its employees. The Safety Committee began reviewing automobile accidents in July 2011 and the accidents reviewed by the end of 2011 resulted in a 67% avoidable rate. Risk Management staff reviews all automobile related incidents in order to distinguish patterns and evaluate possible areas for improvement or training. In addition, the Committee members continue to work with their individual workgroups to prevent injuries, accidents and decrease these percentages.
2002	Review all fund reserves annually to assure adequacy to meet fund obligations	Steve Smithers (CMO), Tammy Hitchens (FIN)	--	Ongoing	Ongoing	Fund reserves were reviewed as part of the 2013/2014 budget development process. Current reserve levels are in accordance with City policy and adequate to meet the City's financial needs. Additional funds are being added to the General Fund Stabilization Reserve in 2013 and the General Fund Reserve in 2014 to keep them in compliance with practices.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2012	Implement cost containment strategies to impact health care cost trends and promote a culture of health and balance	Debbie Mitchell (GS), Dee Martin (GS), Lisa Chrisman (GS)	\$687,000	80% (Wellness Clinic is 80% complete. Cost containment strategies with the clinic will be on-going)	1Q 2013	Implementation of the Wellness Clinic along with current wellness initiatives are designed to impact an increasing cost trend. This past quarter was busy with the implementation and build-out of the Wellness Clinic. CareHere was selected as the vendor for the clinic, a site was selected (where the Rapids training facility used to be housed in the northwest corner of the City Park Fitness Center), and implementation plans were set into motion. This included a communications team, a facility design team, a wellness program re-design team, a data integration team and the actual facility buildout team. The facility was designed, which included re-locating IT's disaster recovery center and relocating the massage rooms and a recreation staff office. Plans to build a storage facility for recreation staff will be completed in 2013. The Center For Healthy Living was the name selected for the clinic. Clinic logistics are being finalized with a grand opening celebration scheduled for Monday, January 14 and the clinic officially opening on Tuesday, January 15. Items that were discussed with clinic implementation include assurance of privacy, clinic logistics, partnering with wellness screenings and education, accountability/convenience for staff and families, return on investment (healthy employee and family, personal attention, preventing chronic illness/early detection, disease management, HRIS data input), and establishing/recognizing trends for the future. Staff continued to offer wellness programs that addressed education and health screenings, illness and early detection and behavior modification programs during this time frame. Staff also continued to work with Hays to analyze trends and where to best focus wellness efforts. Hays marketed the health insurance and are recommending a 4% increase in premiums for 2013.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<i>Objective 5: Maintain a value driven organization through talent acquisition, retention, development, and management</i>						
2010	Develop an integrated succession management program	Debbie Mitchell (GS), Dee Martin (GS), Lisa Chrisman (GS), Jackie June (GS)	---	Ongoing	Ongoing	This past year, staff worked with all Departments to help identify future needs and gaps, and to allow staff development opportunities through "stretch" assignments and by mentoring, coaching and training. Accomplishments in this area include: several supervisors have completed the Supervisor Academy and are working on future development goals while all others work to complete the Academy. The 2013 Leadership Development program has been re-designed and 21 employees that include most departments have been selected to participate in the program. Two department heads attended programs at the Center for Creative Leadership and one mid manager completed the MSEC's management development program. Staff met with several Department Heads to help determine their division manager and key positional needs and to recommend programs for these individuals. A 360 feedback tool was purchased and staff is in process of developing a 360 for use in the 2013 Leadership Development Program. Staff also wants to use the tool for those supervisors who have completed the Supervisor Academy in order to continue on with a Individualized Development Plan. HR staff worked with supervisors to complete on-going recruitments, think strategically and plan with a focus on meeting current and future needs of the workforce. Materials for internal and external promotion of the City as an employer of choice continue through print information on recruitment brochures, the web design and content for the employment page, the creation of an on-line interactive benefits catalog, wellness program promotion, plus training and development information and electronic registration. HR staff also continued to work on a formal on-boarding process, which has already been implemented to acquaint high level executives to the organization. HR has consulted with departments on employee relations issues, resulting in actions taken to hold employees accountable for their work and in some cases has resulted in termination. This is an important aspect of succession because the organization needs to ensure the right people are in the right places.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2009	Employee Healthcare Cost Containment Efforts	Debbie Mitchell (GS), Lisa Chrisman (GS), Dee Martin (GS), Nicki Leo (GS)	Integrated into overall healthcare costs - self funded	Ongoing	Ongoing	The Wellness Program is constantly evaluated to ensure it is meeting key health markers, risk factors and performance measures. Staff continues to work with Hays in the analysis of claims data to determine health risks that need to be addressed, and ultimately impact cost containment efforts. Staff has reviewed and made changes to the Wellness Program for compatibility with the strategies for the upcoming Wellness Clinic. Proactive efforts have been the focus with educational emphasis on family health, fitness and nutrition. The Wellness Program continues to focus on consumerism and personal accountability and addresses risk areas through screenings, educational classes and programs. With the opening of The Center For Healthy Living, the Wellness Program will be able to better address on going concerns, risky health behaviors and will have the benefit of medical providers to help employees address and better manage ongoing health concerns (disease management). The Center For Healthy Living will also help with cost containment efforts in regards to pharmaceuticals and the delivery of some medical services. Spouses have been incorporated into the Wellness Program and health clinic to help address claim costs incurred by our spouses. Staff worked to incorporate these aspects in with the Center operations.
2013	Monitor impact of Health Care Reform	Debbie Mitchell (GS), Lisa Chrisman (GS)	-	Ongoing	Ongoing	Work with staff at Hays to monitor the impact of Health Care Reform on the City's benefits package. A meeting has been scheduled with staff from Hays in January for a preliminary discussion. Much of the specifics of Health Care Reform will evolve throughout the first part of the year, as measures are taken to provide guidelines and specifics.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2012	Improve employee communication	Debbie Mitchell (GS), Dee Martin (GS), Lisa Chrisman (GS)	---	Ongoing	Ongoing	Staff implemented a communication strategy that better defined delivery methods and key messages around total compensation using supervisors and managers to communicate the message with their work groups. In addition, messages to reinforce the strategic plan and mission will be utilized and incorporated into all aspects of HR. Communication tools that were utilized included: face to face meetings, focus groups, JDE system and Intranet, the City Manager for key organizational messaging, supervisor and manager discussions, staff discussions and COW Talk. The primary purpose of the plan is to enhance employee communications with the objective of removing assumptions, getting supervisors to more effectively communicate key messages, partnering for communication, consistency in messages, and the reinforcement of our mission and values. Staff will continue to focus on best practices to enhance internal communications on areas including compensation, benefits, training and development opportunities, mission and values, plus important organizational initiatives and developments. Discussions also took place at the DH level to identify and unify key messages and communication objectives. Several HR staff members took part in a focus group to gather ideas and thoughts about changes to the City's intranet. The ideas and thoughts will help PIO staff with the development of a tool that will enhance HR's communications with employees and their families. The wellness clinic provided an opportunity to collaboratively work with PIO staff in formulating key messages, utilizing the existing avenues for communicating to employees and offering several mediums and methods to communicate with employees.

Objective 6: Institutionalize the core services process in budgeting and decision making

2010	Core Services Assessment	Brent McFall, Steve Smithers, Barbara Opie (CMO)	--	Ongoing	Ongoing	Commencing in November 2009, Staff developed and implemented the core services assessment to identify areas of focus for funding and areas that might be reduced or eliminated as a result of service duplication and limited funding availability. In 2012, focus on level of service analysis was utilized in preparation for the 2013 - 2014 budget development.
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Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<i>Objective 7: Maintain and enhance employee morale and confidence in City Council and management</i>						
2010	Employee Recognition Efforts	Debbie Mitchell (GS), Dee Martin (GS), Lisa Chrisman (GS)	\$35,000	Ongoing	Ongoing	Recognition efforts include two Teams in Actions awards luncheons recognizing departmental and interdepartmental team efforts; Customer Service Champions Internal and External; an Employee Appreciation Week; Length of Service milestones; and SPIRIT individual recognition for ongoing demonstration of the SPIRIT values. The Annual Employee Appreciation Week was held the first week of September. Activities included individual division recognitions, a breakfast cooked by the DH's and an all employee BBQ. Additionally, six Length of Service Luncheons have been held since the beginning of the year and employees were recognized for their long tenure with the organization in 5 year increments of time. Council recognizes employees with 20 years or more length of service at Council Meetings held each quarter. Tenured employees were honored at a City Council meeting on January 9, April 9, June 11, July 23, September 10 and November 12. The fall Teams In Action Luncheon was held on November 7 where nine department teams were recognized.
2011	Competitive Total Compensation Package	Debbie Mitchell (GS), Dee Martin (GS), Lisa Chrisman (GS)	\$2,500	Ongoing	Ongoing	Based on salary survey analysis, Staff was involved and proposed classification change recommendations for the 2013/2014 budget. A pivotal recommendation from the analysis was the approval of two additional pay plans for Police non-exempt sworn and Fire non-exempt commissioned classifications. These two pay plans better reflect market and will enable the organization to more easily maintain a competitive market position. A focus on comprehensive compensation and market based pay and benefits remain priorities for the organization. City Council approved the recommended salary and benefit costs increases for 2013/2014. A comprehensive compensation communication plan continues to be communicated through supervisors and managers. These communication efforts will be ongoing and integrated into all total compensation messaging. Staff continues to adhere to a pay philosophy that better meets the goals of the organization and remains market based while being sustainable and fiscally responsible and will continue to review merit based methods of pay to determine how or if they are appropriate for our organization. Exempt performance appraisals were delivered, with recommended merit bases compensation increases tied to performance. Staff also began to prepare for the audit request process that will begin in early 2013.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2010	Inclusive Management Practices	Debbie Mitchell (GS), Dee Martin (GS), Lisa Chrisman (GS)	--	Ongoing	Ongoing	Staff continued efforts to train all supervisors in collaborative management practices that reflect our SPIRIT values with the Supervisory Academy. The foundational classes include seminars in teambuilding, communication, conflict management, partnering, coaching, systems thinking and building relationships with other supervisors. HR continues to assist department heads, division managers and supervisors with employee relations issues, and by suggesting ways to make our employees teams more effective. The Leadership Development Program was adjusted to better meet the needs of the organization and to address key management practices and policies.
2010	Employee Relations Consultation	Debbie Mitchell (GS), Dee Martin (GS), Lisa Chrisman (GS)	--	Ongoing	Ongoing	Ongoing work with departments on employee performance issues, discipline, conflict, EEOC concerns, etc. continues to be a key focus for HR. Work to ensure consistent and fair treatment of all employees in a respectful, honoring manner reinforces our SPIRIT values. Employees are given opportunities to correct behavior and are held accountable through various methods of behavior modification including coaching, performance expectations and discipline.
2010	Organizational Development and Change	Debbie Mitchell (GS), Dee Martin (GS), Lisa Chrisman (GS)	--	Ongoing	Ongoing	Consultation with departments on Core Services to ensure efficiency and an effective organizational structure to meet staffing needs continues to be a focus for HR. Staff developed various strategies that will address resource and strategic management goals. Staff were integrally involved with Level of Service reviews and discussions as part of the 2013/2014 budget. As a result of these discussions, several recommendations were made and approved by City Council for the 2013 pay plan, including FTE adjustments to better meet the strategic objectives of the organization. The DH retreat was held with a focus on Organizational Development efforts and at team building. Another critical component consists of the ongoing coaching efforts by HR staff with departments through direct interaction with supervisors and their teams. These efforts improve effective supervision and teamwork, which ultimately improves service delivery to the community. Staff facilitated several groups through team building, communication and work group planning efforts.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 8: Invest in tools, training and technology to increase organization productivity and efficiency						
2012	Continue implementation of new Risk Management databases	Martee Erichson (GS), Jackie Bonavida (GS), Carey Jensen (GS)	--	45%	4Q 2013	The new Workers' Comp database, built by IT within the City's financial management platform, is working well and Risk staff have mapped out a similar version to be created for a new property and liability database. Due to changes in IT staffing, the property and liability database was put on hold, but staff will resume working on it in early 2013. In addition, Risk staff are working on a new environmental audit database to be more user friendly than the current database and allow access through the City's Intranet to track completed compliance items. Risk staff have also created a new CDL database for the centralized tracking of all CDL drivers working for the City.
2012	Deployment of iPads in the organization when a need is demonstrated	David Puntteney (IT)	--	Ongoing	Ongoing	Staff is continuing to evaluate opportunities to improve efficiency and customer service with the iPad technology. IT Staff has deployed iPads to City Council, some managers, the Building Division for Inspectors and select PR&L staff.
2012	Provide training courses that educate employees on Risk Management processes, safety and how to reduce general liability claim exposure	Martee Erichson (GS), Jackie Bonavida (GS), Carey Jensen (GS)	--	Ongoing	Ongoing	Staff is developing a general liability class in partnership with the City Attorney's Office, Infectious Disease Control Plan in partnership with the Fire Department, and continuing the Risk Management Road show. Risk brought in an expert from the State in October to train staff with commercial driver licenses on changes to the rules to ensure compliance with all DOT regulations. In addition, Risk staff is working on citywide training regarding amendments to OSHA's hazardous communication standard and the conversion to the Globally Harmonized System of Classification and Labeling of Chemicals (GHS) that will replace the current Material Safety Data Sheet (MSD) system.

Capital Improvement Projects Relating to Strategic Plan Goal: FINANCIALLY SUSTAINABLE CITY GOVERNMENT PROVIDING EXCEPTIONAL SERVICES
Various Street and Intersection Improvements, Water and Sewer Line Replacements and Rehabilitation, BO&M major maintenance, Arterial Roadway Rehabilitations and Improvements, Bridge and Pedestrian Railing Repainting

2012 Citywide Goals & Objectives

Third Period Update



GOAL 3: SAFE AND SECURE COMMUNITY

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<i>Objective 1: Citizens are safe anywhere in the city</i>						
2012	Enforcement of Statutes related to Driving Under the Influence of Drugs and/or Alcohol	T. Carlson (Police) and T. Reeves (Police)	\$0	100%	Completed	<p>During this reporting period, the PD participated in 2 High Visibility Impaired Driver Enforcements (HVIDE) that deployed 17 officers on Driving Under the Influence (DUI) specific enforcements for a period of no less than 4 hours throughout the City. Additionally the PD began deployment of Officers working DUI enforcement under the Law Enforcement Assistance Funding (LEAF) grant. This provided an additional 13 officers working 6 hour shifts with the focus on DUI enforcement. The Traffic Division also conducted 2 different nights of saturation patrol that included 4 officers each night working 10 hours shifts dedicated to DUI enforcement.</p> <p>As previously reported, HVIDE is well publicized saturation patrols that generally do not generate a high volume of DUI arrests but are more for educating and providing high visibility, which can ultimately lower the number of DUI accidents, arrests and fatalities. However, the LEAF grant does not have the same education arm and we can deploy officers at peak times and when it is best for DUI enforcement. This program has already generated 17 DUI arrests and 52 summonses for other offenses.</p> <p>In 2012, there were a total of 479 DUI arrests. This a 14% increase compared to 2011. Plans are in place for additional impaired driving enforcement through 2013. The PD anticipates that the overall number of DUI arrests will increase due to proactive enforcement and required enforcement as an active participant of future HVIDE, DUI Checkpoints and LEAF grant programs focusing on impaired driving offenses.</p>

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<i>Objective 2: Public Safety Departments: well equipped and authorized staffing levels staffed with quality personnel</i>						
2012	Order and equip a replacement ambulance for 2012	Rick Spahn (Fire)	\$124,229	100%	Completed	Ambulance has been ordered with a prepayment incentive; unit was delivered in June and placed in front line status at Station 2. This unit replaces reserve unit #5212. Completed.
2011	Conduct the annual fitness testing and medical screenings for all commissioned personnel	Bill Work (Fire), Fire Department Fitness Team	\$52,850	100%	Completed	These two programs have been inherent in the Fire Department operations for over thirty years. Program benefits include improved morale, stronger, healthier personnel, reduced injuries, and ultimately improved customer service. Medical physicals and fitness testing were completed for 2012.
2011	Rebid key contracts for the EMS program including disposable supplies, ambulance billing, and delinquent collections	Rick Spahn (Fire), Harrison Davis (Fire), Tina Takahashi (Fire), Amy Goetz (Fire)	\$222,000	100%	Completed	Disposable medical supplies budget is \$112,000. Council approved a one year contract renewable up to two additional years, with Bound Tree Medical. This portion of the project was completed in 4Q 2011. The ambulance billing budget is \$110,000. Wittman Enterprises and BC Services, low bidders, were approved by Council in May. Completed.
2011	Manage Municipal Court records in an efficient manner that assures compliance with applicable regulations	Carol Barnhardt (GS)	--	On-going	On-going	Due to staffing shortages this year and the implementation of the new Records Management System Full Court Enterprise, we are behind in verifying closed files, laserfishing and quality control of closed scanned documents. Our focus in 2013 will be to catch up as quickly as possible. We continue to perform numerous audits on our regular schedule to ensure accuracy. Purging of past retention cases is a 2013 project.
2012	Assure Municipal Court process flow is appropriately documented and current to assure compliance with applicable regulations	Carol Barnhardt (GS)	--	On-going	On-going	This is an on-going project. With the implementation of the new Records Management System, all procedures will need to be modified or changed to reflect the new processes required by the new system. This project is overseen by the supervisors and changes or modifications are submitted by the staff. For this quarter, some of the procedures have been updated since we went live in mid-February and we are all still learning how the system works and identifying changes that need to be implemented. Open file audits continue and are in progress. FULLCOURT ENTERPRISE - Staff continues to work closely with the vendor and IT project manager to correct issues with the new upgrade. Version 4.2 was applied to production on 12/3/12. We anticipate Version 5 in early 2013.
2012	Revise vehicle replacement process	Jeff Bowman (GS)	--	75%	On-going	Vehicle replacement accuracy and timeliness are important factors that impact vehicle operation costs. Fleet is partnering with Purchasing to develop an SOP that identifies the steps and responsibilities for each purchase.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<i>Objective 3: Timely response to emergency calls</i>						
2010	Implement Closest Unit Dispatching (CUD) through Public Safety Communication Center	Alan Kassen (Fire), Rich Welz (Fire)	--	25%	3Q 2013	Revisit the feasibility of implementing CUD for dispatching fire and Emergency Medical Services units. If warranted, work with City staff to develop a plan of action to implement in 2012 and 2013. CUD Project temporarily postponed until completion of pending public safety Computer-Aided Dispatch (CAD) system upgrade and implementation of FD Records Management System . Still anticipate upgrade in 3Q 2012. CAD upgrade and implementation was delayed somewhat due to Ridgeway investigation. We have since received funds for consultation on our goals for closest unit, take a look at our current response groups/deployment plans and assist us to properly maintain them in the future. Due to vendor schedule, 1st meeting will occur in Feb of 2013.
2010	Develop and deliver on-going training to 911 dispatchers regarding Fire Department operations	Paul Spellman (Fire), Derik Minard (Fire), Ron McCuiston (Fire)	--	Ongoing	Ongoing	These trainings have occurred for several years and is an ongoing training to help to keep FD personnel and dispatch personnel on the same page. Training for 2012 took place in 2nd and 4th quarter.
2010	Develop and delivery on-going training to the Police patrol group regarding Fire Department operations	Paul Spellman (Fire), Derik Minard (Fire), Ron McCuiston (Fire)	--	Ongoing	Ongoing	These trainings have occurred for several years and is an ongoing training to help to keep FD personnel and Police personnel on the same page. These trainings are conducted as a part of the police academy. To date, two training sessions were accomplished in the 1st and 4th quarters of 2011. For 2012, the classes were held in the Spring in conjunction with policy academy scheduling.
2012	Average a 5 minute or less response time to a Top Priority 1 Call for Service	T. Carlson (Police), R. Bowers (Police) and JJ Elliott (Police)	\$0	100%	Completed	<p>During this reporting period, the PD had a scheduled upgrade to our existing Computer Automated Dispatch (CAD) system. Unfortunately, this caused a few glitches within our existing report that extracts the dispatched Top Priority 1 Calls. At this time, the PD is only reporting the average Top Priority 1 Call for Service from January 2012 – October 2012. PD staff will continue to work with IT and the vendor in hopes of solving the problem.</p> <p>The overall average response time to Top Priority 1 Calls for Service from January 2012 – October 2012 is 5 minutes and 5 seconds. When compared to the same time period in 2011, there is a 4 percent decrease. In 2013, the PD will continue to monitor our timely response to emergency calls for service.</p>

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	Conduct the 2012 Westminster Fire Department Citizen Academy	Sherrie Leeka (Fire)	\$1,000	100%	Completed	This 13-week free course give participants "hands on" opportunity to learn more about Fire Department services and operations. 2012 Academy ran from March 1 through May 24. A total of 23 participants, including 5 city employees, graduated on May 24. Completed for 2012.
2010	Private Hydrant Systems Maintenance and Testing Program	Bob Hose (FD)	--	100%	2Q 2012	Documentation received for testing for all listed private fire hydrant systems within the City. New advisory letters sent to all private system owners to ensure annual testing is completed. Training for line crews to check for inspection records completed December 2012.
Objective 5: Manage disaster mitigation, preparedness, response and recovery						
2006	Work with adjoining Fire Districts and cities to enhance mutual and automatic aid system	Alan Kassen (Fire), FD Battalion Chiefs (Fire), Fire Chief	--	Ongoing	Ongoing	#####

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 6: Maintain safe buildings and homes						
2010	Business inspection program	Bob Hose (FD)	--	Ongoing	Ongoing	Business inspection are conducted by Fire crews for fire safety and crew familiarity in case of a fire. The Fire Department benchmark average is an 85% completion rate for business inspections. 2011 business inspection completion rate was 86.4%. The self inspections completion rate for Self-Inspection low-hazard business for 2011 was 92.4%, which is a slight decrease from the target benchmark of 95% due to staffing reductions that reduced follow-up capability. A program is being put in place for 2013 to ensure all businesses are inspected and then evaluated for frequency and type of future inspection. Evaluating performance measure to make sure it correlates to current inspection process.
2010	Senior Home Safety Survey Program	Sherrie Leeka (FD)	--	Ongoing	Ongoing	Conduct home safety survey for fire and other safety hazards, ensuring homes have operating smoke alarms. A total of 17 inspections were completed for 2011. For 2012, inspections were increased to 5 times per year. In 2012, a total of 28 inspections were accomplished, with many tied to prior knox box grant program.
2010	Maintain above average ratings for building inspector performance based on post project contractor surveys	Dave Horras (CD)	--	Ongoing	Ongoing	Surveys are sent out to our customers asking for feedback on our plan review and permitting process and our inspection and permit completion process. 82% of respondents rated the plan review process as excellent and 76% of respondents rated the inspection services excellent ALL categories.
Objective 7: Protect residents, homes, and buildings from flooding through a stormwater management program						
2010	Continue proactive floodplain administration and stormwater management programs	John Burke (CD)	--	Ongoing	Ongoing	State and Federal Stormwater regulations continue to get more stringent. Specifically, Regulation #85 in Colorado and the EPA's proposed Stormwater Rulemaking will have a direct impact on how the City of Westminster deals with stormwater. We are closely following these issues and have a statewide organization (Colorado Stormwater Council) that will support us in these efforts.
Capital Improvement Projects Relating to Strategic Plan Goal: SAFE AND SECURE COMMUNITY						
92nd Avenue/Federal Boulevard Intersection Improvements, Fire Station Major Maintenance/Remodel, Miscellaneous Stormwater Projects, Radio Replacement System, and EMS Records Management System						



2012 Citywide Goals & Objectives

Third Period Update

GOAL 4: VIBRANT NEIGHBORHOODS In One Livable Community

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 1: Develop transit oriented development around commuter rail stations						
2005	Evaluate public infrastructure needs in South Westminster TOD Area	Andy Walsh (PW&U)	TBD	Ongoing	Ongoing	There are a number of utility related improvements that are taking place in the TOD area. Public Works' staff has let a bid for construction of the Little Dry Creek interceptor sewer project in the area of the Little Dry Creek Park, south of the Westminster Station. We anticipate construction of the interceptor to begin in April, after City Council approval. Public Works' and RTD are also jointly coordinating the relocation of 2,000 ft of Little Dry Creek interceptor sewer east of Federal Blvd. Staff is also coordinating with RTD to acquire easements from TOD land owners to relocate sewer mains around the Westminster Station. The Target Completion Date for RTD related work cannot be defined at this time since we are relying on RTD and other outside entities to manage these projects. The City will participate in the RTD projects by upsizing sewer mains as necessary and will pay for betterments.
2005	Facilitate the development projects within the South Westminster transit oriented development (TOD) area	Tony Chacon (CD)	TBD	Ongoing	Ongoing	Prepared acquisition proposal relative to Nolan's RV property to provide street ROW and area for plaza. Negotiations to acquire KEW property underway per agreement with RTD. Plans are being finalized for the Westminster Station Plaza areas and the Little Dry Creek Park. Preparation of a voluntary cleanup plan underway for the former Barnum Printing Building.
Objective 2: Maintain and improve neighborhood infrastructure and housing						
2005	Work to protect federal Community Development Block Grant funding	Tony Chacon (CD)	--	Ongoing	Ongoing	City is estimating an allocation of \$500,000 in 2013, which is proposed to be spent on 1) Bradburn Blvd. Realignment project; 2) Rodeo/Grange Park; 3) Rodeo/Grange Facility feasibility study; 4) 76th Avenue pedestrian enhancements; and 5) administration.
2003	Commence and complete Holly Park redevelopment project	Dave Loseman (CD)	TBD	TBD	TBD	The site has been stabilized and is being maintained until the real estate market improves. The only remaining expenditures include maintenance of the vacant property. The property is currently listed with "Cassidy/Turley" in an effort to sell the property to a potential developer.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 3: Preserve and restore historic assets						
2010	Restore/rehabilitate north porch and second story balcony along with restoration of chimney at Bowles House	Jerry Cinkosky (GS)	--	100%	Completed	Completed. Restoration of the north porch/balcony and the brick chimney was completed in December 2011. Additional soffit and building trim work will commence in June 2013.
Objective 4: Have Home Owners Association's and residents taking responsibility for neighborhood private infrastructure						
2010	Neighborhood Grant Program as part of the Community Enhancement Program	Kathy Piper (PRL)	\$50,000	Ongoing	Ongoing	The 2013 application was placed on the City website in late November and has been sent to all HOA management companies. Applications are due in February. The PRL Board will review all applications in March 2013. Staff will provide a information staff report on all those awarded a neighborhood grant.
Objective 5: Develop Westminster as a cultural art community						
2010	Complete stabilization of Shoenberg Farm Concrete Silo	Tony Chacon (CD)	94410	100%	Completed	Project completed.
Objective 6: Have a range of quality homes for all stages of life (type, price) throughout the City						
2010	Provide a range of housing options in the community	Mac Cummins (CD)	--	Ongoing	Ongoing	City staff coordinates with various county, state and federal agencies on programs that help implement a variety of housing programs. Additionally, staff monitors how the City's percentage of low and moderate income housing relates to the north Denver metro region.
Objective 7: Strong community events and active civic engagement						
2010	Maintain quality community events	Peggy Bocard (PRL)	TBD	Ongoing	Ongoing	Continue to provide community oriented special events to enhance quality of life and support convenient choices for an active, healthy lifestyle. Examples of events include: 4th of July; Westminster Faire; Community Pride Day; Holiday Tree Lighting and numerous other community enhancing activities.

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



2012 Citywide Goals & Objectives

Third Period Update

GOAL 5: BEAUTIFUL AND ENVIRONMENTALLY SENSITIVE CITY

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<i>Objective 1: Have energy efficient, environmentally sensitive city operations</i>						
2005	Continue to provide education opportunities for water conservation landscaping options in residential and business developments	Stu Feinglas (PW&U)	--	Ongoing	Ongoing	A workshop on the proposed water conservation plan will be offered in January 2013 as a part of the official public comment period for the plan. In 2013 the City, through the Center for Resource Conservation, will offer customer discount water wise gardens for pick-up in May through the Garden in a Box. Single family irrigation audits will be offered through the Slow the Flow irrigation audit program. The 2013 Water Festival will take place at Front Range Community College on May 15 with over 1,100 students and teachers projected to attend. The annual Water Festival is coordinated and sponsored by the Cities of Westminster, Thornton, and Northglenn.
2012	Develop citywide Waste Management Plan	Carey Jensen (GS), Martee Erichson (GS)	--	Ongoing	Ongoing	Staff completed a comprehensive Waste Management plan instead of operation specific including updates when regulations and operations change. This item will be an on-going item because the plan must be updated to reflect new regulations or operational changes. Due to current regulation changes, staff is working on getting all of the City's emergency generators registered and permitted with the CDPHE.
2012	NEW: MSC Gasoline Recovery Remediation	Martee Erichson (GS), Carey Jensen (GS)	TBD	TBD	TBD	In mid-2012, the Gasoline Recovery Remediation system for the MSC was turned over to GS - Risk Management staff from Utilities. Risk staff have worked with the current contracted vendor to get up to speed on the status of remediation and will be meeting with the State in early 2013 to determine the projects future course of action.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2012	Through the Green Team, work in partnership with departments to implement measures within operations that are energy efficient and environmentally sensitive	Rachel Harlow-Schalk (GS)	--	Ongoing	Ongoing	Between Sept and Dec 2012, the Green Team continued to support the implementation of community recycling program improvement recommendations made by the Environmental Advisory Board (EAB) including revisions to the City Code. As a result of funds from the sale of bags made from old City banners at Earth Day events, the Team planted two bur oak trees on the lawn at City Hall. The Team also sponsored, in partnership with the EAB, a community electronics recycling event and leaf collection event; reviewed the City's first Energy Report; heard a presentation on the services available through 36 Commuting Solutions; and gathered the 2011 operational greenhouse gas emissions data for comparison to 2006. Results from data comparisons should be available in the first period of 2013.
Objective 2: Reduce energy consumption citywide						
2009	Phase II Energy Performance Contracts approved by City Council in May 2010	Jerry Cinkosky (BO&M), Brian Grucelski (BO&M), Thomas Ochtera (BO&M)	AIGG \$2,517,094 ARRA \$468,700	AIGG - 100% ARRA - 100%	4Q 2013	Completed--Measurement and Verification Phase (M&V). The work for both the Capital and ARRA funded contract is done as of December 2011 and the funding has been expended completely. The M&V phase is in contract review because of a reduced price negotiation and will continue through November of 2013. M&V funding will come from BO&M operational accounts.
Objective 3: Increase and maintain greenspace (parks, open space, etc.) consistent with defined goals						
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)	--	10%	TBD	This project has transitioned into supporting the Denver Greenway Trail network that will connect the Rocky Mountain Arsenal to the Rocky Flats National Wildlife Refuge. The Department of the Interior is spearheading this idea and planning for the trail location is being conducted by the Department of Transportation in partnership with the local communities involved. Westminster is working with these agencies and hopes that the trail will utilize the Little Dry Creek trail through parts of Westminster along with an improved trail on the east side of Standley Lake and a new trail through the Westminster Hills Open Space area. The City and County of Broomfield, Boulder County, and Arvada are supportive of this trail and of the connection to Rocky Flats.

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	Heather Cronenberg (CD)	--	Ongoing	Ongoing	The City continues to work with US Fish & Wildlife Service staff to encourage additional and timely funding for the Rocky Flats National Wildlife Refuge to implement the Comprehensive Conservation Plan (the master plan for the development of facilities, trails & other visitor features at the Refuge).
Objective 4: Preserve vistas and view corridors						
2003	Apply for grants from Adams County, Jefferson County, GOCO and others	Heather Cronenberg (CD), Rich Dahl (PRL), Becky Eades (PRL), Kathy Piper (PRL), Sarah Washburn (PRL)	--	Ongoing	Ongoing	The City was awarded the following grants from Adams County: \$225,000 for the acquisition of the Bushnell parcel, \$448,700 for the acquisition of the McKay Lake Overlook parcels, \$1,538,670 towards the construction of Little Dry Creek Park, and \$87,500 towards the construction of a trail along Federal Boulevard between 92nd and 97th Avenue and 115th and 119th Avenue. The City also received \$200,000 from Jefferson County towards the acquisition of the Bonnie Stewart parcel.
Objective 5: A convenient recycling program for businesses and residents with a high level of participation						
2002	City-wide recycling drop off locations	Jerry Cinkosky (GS), Rachel Harlow-Schalk (GS)	\$32,493 Annually	On-going	Ongoing	In June 2012, movement to one drop-off site that is staffed with hours of operation was recommended by the EAB. Beginning in July, a four month review process was conducted to identify potential sites for the one-recycling location. Having identified the former England Water Treatment plant site as the recommended site, staff hired an architecture firm (Hangar 41) to draft a site plan. While waiting for implementation of the new site, staff continues to maintain the current drop-off program. The budget for these sites increased in 2012 (from \$6,000 to \$11,500) and twice per year. The State gives the city a rebate for offering the program. Rebate funds continue to shrink and in 2012, the city received \$5,680 in rebates-nearly \$2,000 less than \$7,665 received in 2011. To address volume and dumping issues in 2012, collections were increased and temporary staff were hired to clean sites. By the end of October, \$42,714 was spent on collections and staff cleanup-well beyond the \$17,180 budgeted and received through State rebates.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2012	Run environmental education campaign focused externally on recycling in the community and promotion of operational environmental efforts	Rachel Harlow-Schalk (GS)	\$15,000 first year, \$5,000 annually	20%	Ongoing	The Green Team and the Environmental Advisory Board (EAB) have been working in partnership on this education campaign. For \$5,000, MGA Communications was selected to prepare a focused Communications Plan that will then be put out for proposals to marketing firms. The Plan focuses education efforts to three primary audiences: participants in recycling currently, non-participants in recycling and potential participants. Within each of these audiences, there are specific outreach tools that will be employed to support their respective needs. The Plan will has two goals: educate the community on recycling in Westminster and improve curbside recycling.
2012	Continue programs for disposal of household hazardous waste and hard to recycle materials	Carey Jensen (GS), Martee Erichson (GS)	\$49,000 first year, \$43,000 annually	Ongoing	Ongoing	Staff completed the Hard to Recycle Guide in Spring of 2012 and it is available in hard copy or searchable pdf on the City's webpage. The Household Hazardous Waste disposal program is fully funded for 2013.

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



WESTMINSTER

Westminster Economic Development Authority

TO: The Westminster Economic Development Authority Board Members

DATE: February 6, 2013

SUBJECT: WEDA Post City Council Meeting Agenda for February 11, 2013

PREPARED BY: Stephen P. Smithers, Acting Executive Director

Please Note: WEDA Study Sessions and Post meetings are open to the public, and individuals are welcome to attend and observe. WEDA was created by the Westminster City Council for the purpose of moving forward with strategic redevelopment of key areas of the City. WEDA Study Sessions and Post meetings are not intended to be interactive with the audience, as this is time set aside for WEDA Board Members to receive information, make inquiries, and to provide Staff with policy direction.

ROLL CALL

PRESENTATIONS

None at this time.

INFORMATION ONLY

1. Westminster Economic Development Authority 4th Quarter 2012 Financial Update

EXECUTIVE SESSION

1. Discussion of strategy and progress on negotiations related to the Westminster Urban Center Redevelopment and the possible sale, acquisition, trade or exchange of property interests, including future leases, and provide instructions to the Authority's negotiators as authorized by CRS 24-6-402 (4)(a) and 24-6-402(4)(e)

Items may come up between now and Monday night. The WEDA Board will be apprised of any changes to the agenda.

Respectfully submitted,

Stephen P. Smithers
Acting Executive Director



WESTMINSTER

Staff Report

WEDA Information Only Staff Report
February 11, 2013



SUBJECT: Westminster Economic Development Authority 4th Quarter 2012 Financial Update

PREPARED BY: Barb Dolan, Sales Tax Manager
Karen Creager, Special District Accountant

Summary Statement

This report is for information only and requires no action by the Board. The report represents the unaudited financial position for each of the Westminster Economic Development Authority's (WEDA) Urban Renewal Areas (URAs) as of December 31, 2012.

Background Information

WEDA currently includes seven separate URA's. This report presents the financial activity as of December 31, 2012. Included in the report are the following for each URA:

- Year-to-date comparative graphs showing three years of operating revenues and expenses and debt service, as of December 31; and
- A chart with an at-a-glance look at the changes in revenues and expenses for comparable reporting periods from 2011 to 2012.
- The graphs and charts referenced above do not include the sources and uses related to the debt refinancings.

Additionally, attached are:

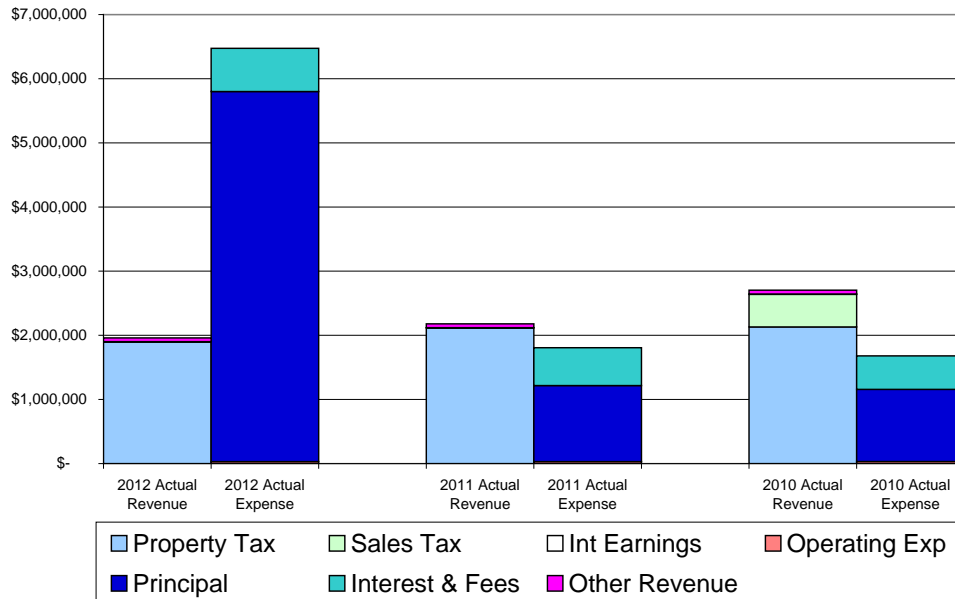
- A chart summarizing the unaudited financial position as of December 31, 2012 including the sources and uses of funds related to the debt refinancings; and
- A list of all current outstanding obligations of the URAs.

Holly Park URA

- The General Fund and General Capital Improvement Fund loaned \$120,000 and \$1,125,000, respectively, to this URA to fund the capital project for the clean-up of the Holly Park property to ready it for resale. It is anticipated that the interfund loans will be repaid when the property is sold.
- Interest earnings, the only revenue recorded in this URA to-date, decreased by \$229 in 2012 from 2011.
- Due to minimal operating activity in the URA, no comparison table is included.

Mandalay Gardens URA (Shops at Walnut Creek)

Mandalay Gardens URA Comparative Revenues vs Expenses as of 12/31/12

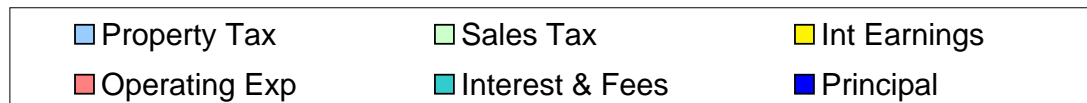
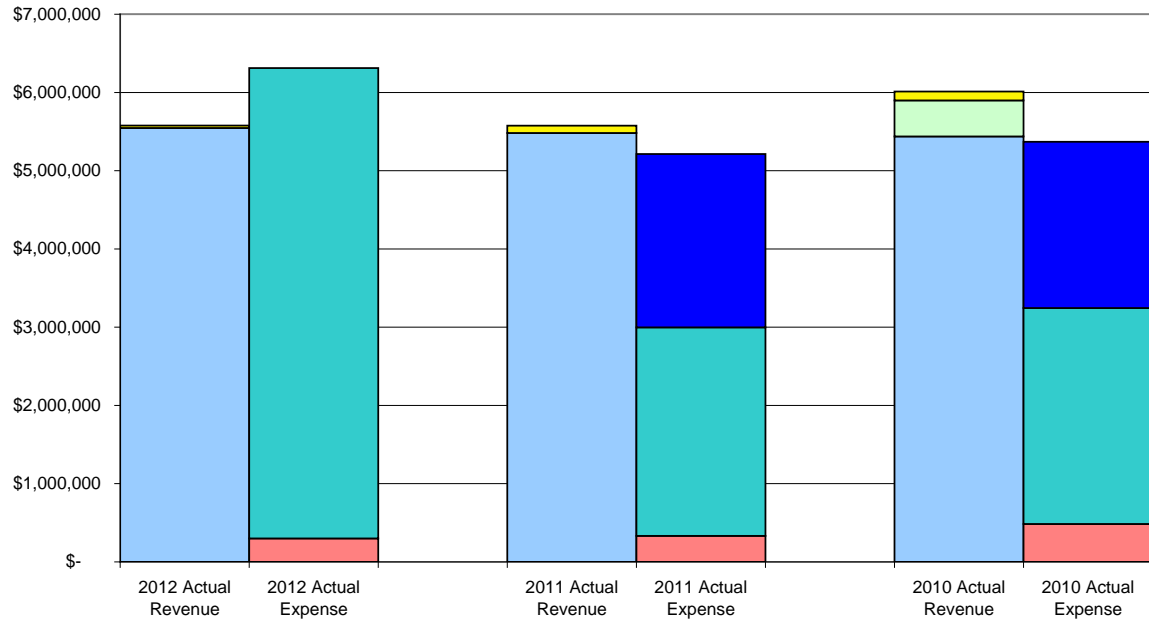


Description	2012	2011	Change
Property tax increment	\$ 1,898,968	\$ 2,116,755	\$ (217,787)
Interest Earnings	3,088	3,110	(22)
Other Revenue	57,000	59,000	(2,000)
Operating Exp	30,622	31,751	(1,129)
Principal	5,770,000	1,185,000	4,585,000
Interest and Fees	673,592	589,869	83,723

- Incremental assessed valuation decreased in 2012 from 2011 resulting in lower property tax increment collections in 2012 from 2011.
- The sales tax pledge was 3% from October 2009 through February 2010. From March 2010 through current, the pledge decreased to 0%, as funds already on deposit with US Bank Trust along with anticipated property tax increment were sufficient to meet debt service requirements. Therefore, all sales tax revenue received from this URA was retained by the City.
- Due to the low interest rate earnings environment on funds at the Trust, the interest earnings on the funds invested at the US Bank Trust are low relative to historic performance.
- Other revenue is slightly lower in 2012 from 2011 due to the reduced amount available in the Mandalay Town Center General Improvement District to transfer to the URA to assist with the repayment of debt.
- In August, 2012, the Mandalay Gardens variable rate bonds were refinanced to fixed rate bonds securing a true interest cost of 2.98%. Based on the new finance structure and the use of fund balance to pay down principal at the time of the refinancing, debt service expenditures for 2012 are higher than in 2011. However, as a result of the refinancing the URA will still realize significant savings over the remaining life of the bonds as well as benefit from an established debt service schedule through maturity in 2028.
- Year-to-date operating expenses decreased slightly in 2012 from 2011 due to a decrease in the collection fee paid to the county treasurer, consistent with the decrease in property tax increment revenue.

North Huron URA

North Huron URA Comparative Revenues vs Expenses as of 12/31/12



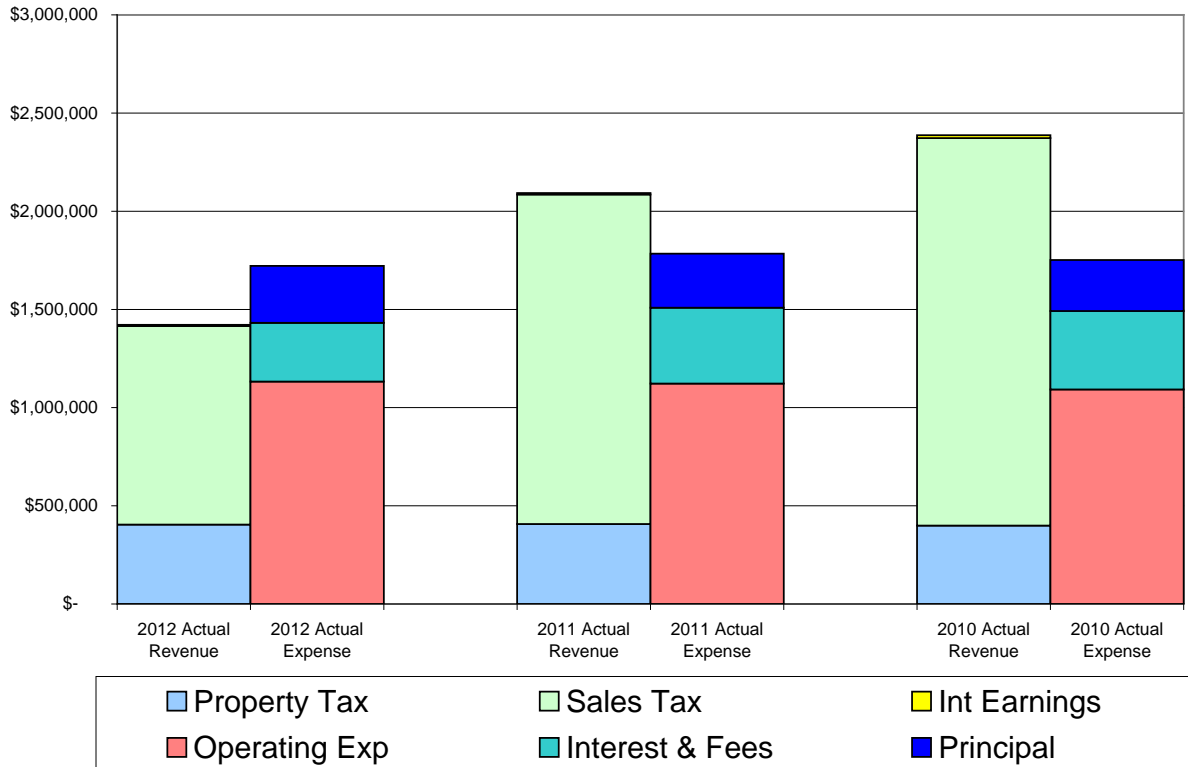
Description	2012	2011	Change
Property tax increment	\$ 5,546,020	\$ 5,482,691	\$ 63,329
Interest Earnings	31,868	93,556	(61,688)
Operating Exp	299,337	333,282	(33,945)
Principal	-	2,215,000	(2,215,000)
Interest and Fees	6,012,039	2,664,608	3,347,431

- Incremental assessed valuation increased in 2012 from 2011 resulting in higher property tax increment in 2012 from 2011.
- The sales tax pledge was 1% from June 2009 through February 2010. From March 2010 through current, the pledge decreased to 0%, as funds already on deposit with Compass Bank along with anticipated property tax increment were sufficient to meet debt service requirements. Therefore, all sales tax revenue received from this URA was retained by the City.
- Interest earnings decreased in 2012 from 2011 as a result of an error in the rate of interest paid by the Trust in 2011. The correction reduced the amount of interest paid by the Trust in 2012.
- Total operating expenses decreased in 2012 from 2011 due to the completion of an economic development agreement (EDA) in 2011, lower intergovernmental cooperation agreement (ICA) payments in 2012, somewhat offset by an increase in the collection fee paid to the county treasurer, consistent with the increase in property tax increment revenues.
- In August, 2012 the North Huron loan was refinanced to a fixed rate loan and the associated swap agreement was terminated. Principal and interest expenditures under the new debt schedule are lower in 2012 from 2011 due to decreased principal and interest payments. However, fees in 2012 are substantially higher than in 2011 due to the swap termination fee. As a result of the refinancing, the URA will realize significant savings over the remaining life of the loan as well as benefit from an established debt service schedule through maturity in 2028.

- As part of the refinancing, project funds of \$6.5M were secured for the Orchard Parkway project. The project is budgeted in the City’s general capital improvement fund and managed by the City with WEDA making monthly reimbursements for costs incurred. As of the end of 2012, no reimbursements had yet been made. Therefore, the funds will remain in fund balance and will be appropriated in future years as cost reimbursements are made.

South Sheridan URA

South Sheridan URA Comparative Revenues vs Expenses as of 12/31/12



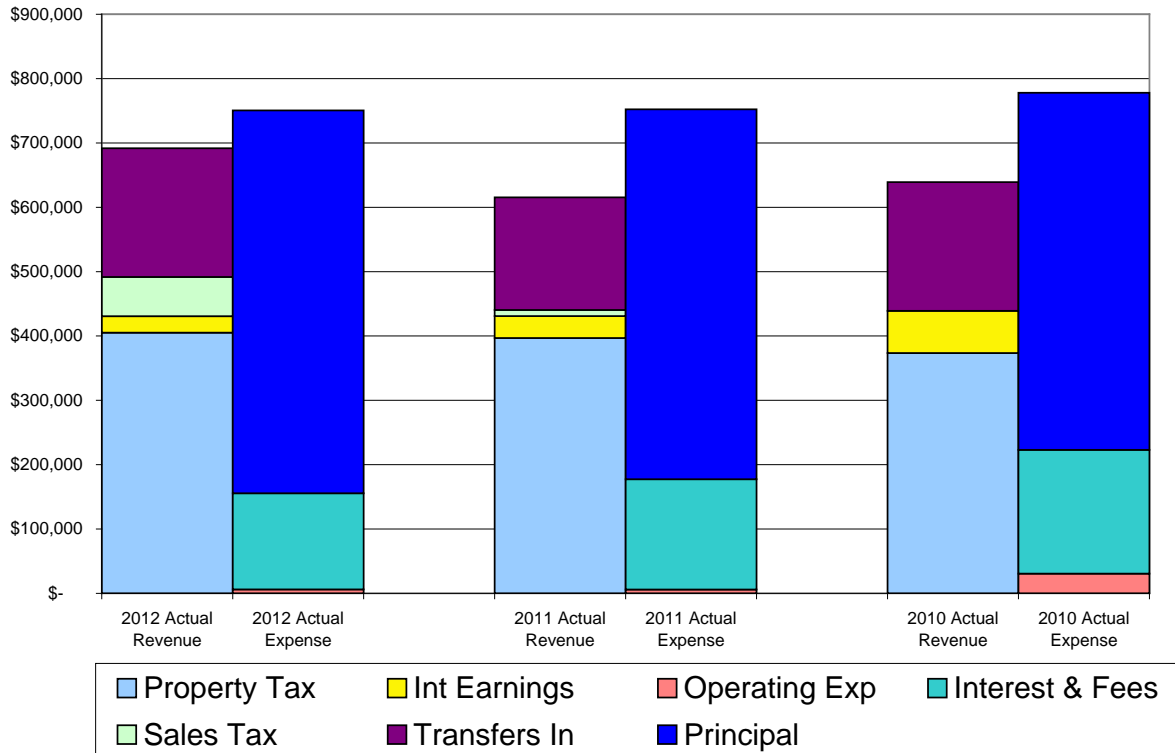
Description	2012	2011	Change
Property tax increment	\$ 404,617	\$ 407,179	\$ (2,562)
Sales tax increment	1,010,480	1,677,941	(667,461)
Interest Earnings	8,217	8,258	(41)
Operating Exp	1,132,978	1,122,579	10,399
Principal	290,000	275,000	15,000
Interest and Fees	298,545	386,265	(87,720)

- Incremental assessed valuation decreased in 2012 from 2011 resulting in slightly lower property tax increment collections in 2012 from 2011.
- The sales tax pledge was 3% in January and February 2011. From March 2011 through February 2012, the pledge decreased to 2.3% resulting in a decrease in sales tax increment. Beginning when the sales tax base was met in May 2012, the pledge decreased to 1.2% and the City retained 1.8% of the sales tax collections, thereby further reducing the sales tax increment in the URA.
- Interest earnings remained consistent in 2012 from 2011.
- Operating expenses increased due to increased (EDA) expenses.
- In September 2012, the South Sheridan loan was refinanced with a variable rate structure due to the expiration of the then existing loan agreement. Currently, the interest rate on the new loan is fixed at 2.8% until September 2017. At that time, Staff will reevaluate resetting the rate.

Financing is secured through the original term in 2028, with periodic interest rate resets. Under the new debt service schedule, debt service expenditures decreased in 2012 from 2011.

South Westminster URA

South Westminster URA Comparative Revenues vs Expenses as of 12/31/12

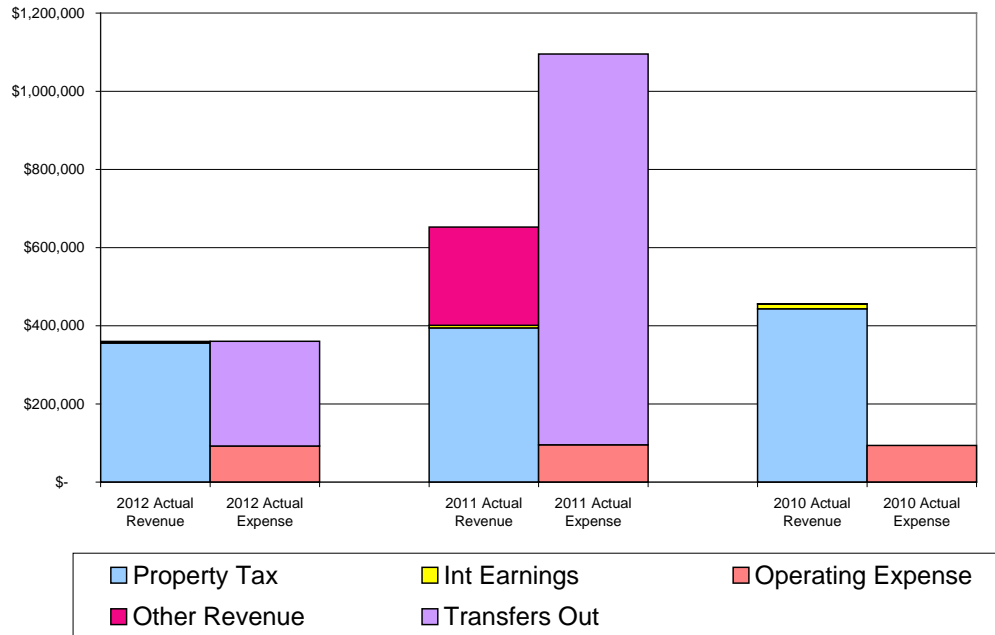


Description	2012	2011	Change
Property tax increment	\$ 405,190	\$ 396,756	\$ 8,434
Sales tax increment	61,045	9,579	51,466
Interest Earnings	25,478	34,124	(8,646)
Transfers in	200,000	175,000	25,000
Other Revenue	12,627	13,360	(733)
Operating Exp	6,078	5,951	127
Principal	595,000	575,000	20,000
Interest and Fees	149,530	171,380	(21,850)

- Incremental assessed valuation increased in 2012 from 2011. Therefore, property tax increment increased slightly in 2012 from 2011.
- Sales tax increment increased in 2012 from 2011 due to increased sales at some of the larger businesses within Phase I of the URA.
- Interest earnings decreased in 2012 from 2011 as a result of a lower cash balance in the URA.
- The collection fee paid to the county treasurer increased in 2012 from 2011, consistent with the slight increase in property tax increment revenues.
- Transfers-in increased slightly in 2012 from 2011 due to additional funds available in 2012 from General Fund carryover to assist this URA in fulfilling its obligations in 2012.
- Year-to-date debt service expenditures were slightly lower in 2012 from 2011 consistent with a lower scheduled interest payment reflective of a reduced principal balance.

Westminster Center East URA

Westminster Center East URA Comparative Revenues vs Expenses as of 12/31/12

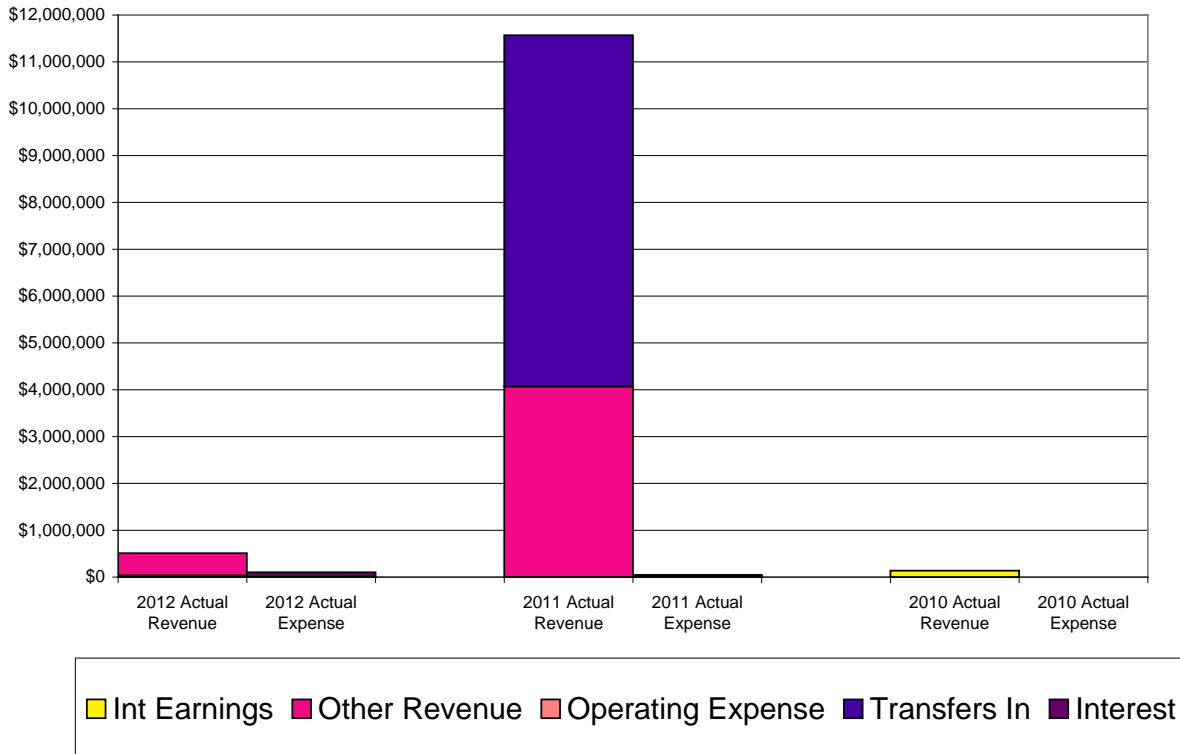


Description	2012	2011	Change
Property tax increment	\$ 355,722	\$ 394,564	\$ (38,842)
Interest Earnings	3,658	6,718	(3,060)
Other Revenue	150	251,191	(251,041)
Operating Exp	92,309	95,348	(3,039)
Transfers out	268,000	1,000,000	(732,000)

- Incremental assessed valuation decreased in 2012 from 2011, resulting in a decrease in property tax increment in 2012 from 2011.
- No sales tax increment was realized in the third quarter of 2012 or 2011, since the base sales tax amount for this URA has not been met. Property tax increment was sufficient to meet the URA's annual obligations.
- Interest earnings decreased in 2012 from 2011 due to the lower cash balance in the URA.
- Other revenue decreased substantially in 2012 from 2011. This decrease resulted from the return of funds in 2011 that were previously rebated under an EDA because the business ceased operations in the City prior to the required length of time stipulated in the EDA.
- Operating expenses decreased slightly in 2012 from 2011 due to the reduction of collection fees paid to the county treasurer, consistent with the decrease in property tax increment revenues.
- Transfers-out decreased due to reduced scheduled payments in accordance with an ICA with the City.
- This URA has no bonded debt obligations.

Westminster Center Urban Reinvestment Project Area

Westminster Center Urban Reinvestment Plan Area Comparative Revenues vs Expenses as of 12/31/12



On April 13, 2009, City Council approved Resolution 12, Series 2009, which established the Westminster Center Urban Reinvestment Project Area (WURP) and the Reinvestment Plan. Tax increment financing approval was not requested at that time.

- While the above chart reflects only operating activity in this URA, it is important to note that City participation funds of \$31,312,408 have been transferred to the WURP URA for redevelopment capital project expenditures. Currently, there is \$2,901,574 available in the WURP capital project.
- This URA has received revenue and other financing sources consisting of interest earnings, rent from tenants, additional participation funds from the City and a loan for property acquisitions made during the year. A portion of these revenues was appropriated to the redevelopment project during the first quarter of 2012.

This financial update assists the City in meeting the following Strategic Plan Goals: Strong Balanced Local Economy, Financially Sustainable City Government Providing Exceptional Services, Vibrant Neighborhoods in One Livable Community, and Beautiful and Environmentally Sensitive City by reporting to the Board the changes in the revenues and expenses in the URAs in order to monitor the development and redevelopment efforts in the City.

Respectfully submitted,

Stephen P. Smithers
 Acting Executive Director

Attachments

- WEDA Unaudited and Unadjusted Financial Statements for period ending 12/31/12
- WEDA Obligations at 12/31/12

**Westminster Economic Development Authority
Obligations at 12/31/12**

	URA	Outstanding Balance as of 1/1/12	2012		Outstanding Balance as of 12/31/12
			Add	(Delete)	
<i>Debt-Principal only</i>					
2009 WEDA Bonds	South Westminster	\$ 3,935,000	\$ -	\$ (595,000)	\$ 3,340,000
2009 WEDA Loan (refinanced)	North Huron	56,865,000	-	(56,865,000)	-
2009 WEDA Loan (refinanced)	South Sheridan	7,420,000	-	(7,420,000)	-
2009 WEDA Bonds (refinanced)	Mandalay	33,520,000	-	(33,520,000)	-
2012 WEDA Loan (new)	N Huron	-	59,000,000	-	59,000,000
2012 WEDA Bonds (new)	Mandalay	-	28,900,000	(1,150,000)	27,750,000
2012 WEDA Loan (new)	South Sheridan	-	7,420,000	(290,000)	7,130,000
2012 WEDA Loan (new)	WURP	-	4,200,000	-	4,200,000
Total Debt		<u>\$ 101,740,000</u>	<u>\$ 99,520,000</u>	<u>\$ (99,840,000)</u>	<u>\$ 101,420,000</u>

Interfund loans

Gen Capital Improv Fund	Holly Park	\$ 1,125,000	\$ -	\$ -	\$ 1,125,000
General Fund	Holly Park	120,000	-	-	120,000
Utility Fund	South Westminster	1,825,000	-	(200,000)	1,625,000
Total Interfund loans		<u>\$ 3,070,000</u>	<u>\$ -</u>	<u>\$ (200,000)</u>	<u>\$ 2,870,000</u>

	URA	Maximum Payable per EDA	2012 Expense	Outstanding liability as of 12/31/12
<i>Economic Development Agreement (EDA)</i>				
Shoenberg Ventures assigned to Wal-Mart	South Sheridan	\$ 1,210,217	\$ (1,126,059)	\$ 84,158
Total EDA		<u>\$ 1,210,217</u>	<u>\$ (1,126,059)</u>	<u>\$ 84,158</u>

Westminster Economic Development Authority
Unaudited and Unadjusted Financial Statements
For the period ending December 31, 2012

	Holly Park	Mandalay Gardens	North Huron	South Sheridan	South Westminister	Westminister Center East	Westminister Center Urban Reinvestment Area	Total
Revenues								
<i>Property Tax</i>	\$ -	\$ 1,898,968	\$ 5,546,020	\$ 404,617	\$ 405,190	\$ 355,722	\$ -	\$ 8,610,517
<i>Sales Tax</i>	-	-	-	1,010,480	61,045	-	-	1,071,525
<i>Interest</i>	648	3,088	31,868	8,217	25,478	3,658	38,412	111,369
<i>Miscellaneous</i>	-	-	-	-	12,627	150	470,749	483,526
<i>Intergovernmental</i>	-	57,000	-	-	-	-	-	57,000
<i>Other Financing Source*</i>	-	30,589,169	59,000,000	7,420,000	-	-	4,200,000	101,209,169
<i>Transfers In</i>	-	-	-	-	200,000	-	250,000	450,000
Total Revenues	648	32,548,225	64,577,888	8,843,314	704,340	359,530	4,959,161	111,993,106
Expenses								
<i>Operating</i>	-	30,622	299,337	1,132,978	6,078	92,309	6,598	1,567,922
<i>Capital Project -proj exp</i>	3,892	-	80,506	3,063	-	-	5,360,778	5,448,239
<i>Principal</i>	-	5,770,000	-	290,000	595,000	-	-	6,655,000
<i>Interest & Fees</i>	-	673,592	6,012,039	298,545	149,530	-	95,312	7,229,018
<i>Other Financing Uses*</i>	-	29,114,191	56,935,000	7,498,325	-	-	-	93,547,516
<i>Transfers Out</i>	-	-	-	-	-	268,000	-	268,000
Total Expenses	3,892	35,588,405	63,326,882	9,222,911	750,608	360,309	5,462,688	114,715,695
<i>Revenues Over(under) Exp</i>	(3,244)	(3,040,180)	1,251,006	(379,597)	(46,268)	(779)	(503,527)	(2,722,589)
Beginning Fund Balance	(333,208)	7,756,747	14,778,978	2,388,175	221,337	240,982	28,993,610	54,046,621
Ending Fund Balance**	\$ (336,452)	\$ 4,716,567	\$ 16,029,984	\$ 2,008,578	\$ 175,069	\$ 240,203	\$ 28,490,083	\$ 51,324,032

*Other Financing Sources and Other Financing Uses represent all amounts necessary to complete refinancing the previous debt including interest, fees, paydown of principal and payment to the refunding agent to payoff the previous outstanding debt. These amounts are not reflected in the operating tables throughout the Staff Report.

**Ending fund balance includes the following reserved amounts that can be spent only as indicated in the line description below:

Restricted: Debt Service	\$ -	\$ 4,688,591	\$ 8,204,471	\$ 1,888,791	\$ 175,069	\$ -	\$ 156,782	\$ 15,113,704
Restricted: Capital Improvements	-	-	7,816,728	63,790	-	-	-	7,880,518
Committed: Urban Renewal	20,629	-	-	-	-	-	2,744,792	2,765,421
Nonspendable: Inventory	850,000	-	-	-	-	-	25,050,523	25,900,523
Total Earmarked Fund Balance	\$ 870,629	\$ 4,688,591	\$ 16,021,199	\$ 1,952,581	\$ 175,069	\$ -	\$ 27,952,097	\$ 51,660,166