



WESTMINSTER

Staff Report

TO: The Mayor and Members of the City Council

DATE: February 8, 2012

SUBJECT: Briefing and Post-City Council Briefing Agenda for February 13, 2012

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.

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

PRESENTATIONS

1. Employee Wellness Clinic
2. Proposed Core Services & 2013/2014 Budget Review Process

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 2012

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



Staff Report

City Council Study Session Meeting
February 13, 2012



SUBJECT: Employee Wellness Clinic

PREPARED BY: Debbie Mitchell, General Services Department
Lisa Chrisman, Employee Development and Benefits Manager
Dee Martin, Workforce and Compensation Manager
Nicki Leo, Wellness Coordinator

Recommended City Council Action:

Concur with Staff recommendation on finding an Employee Wellness Clinic that will mitigate healthcare cost trends and further enhance the organization's proactive approach to healthcare management.

Summary Statement

City Council has prioritized healthcare cost containment efforts through a long-term planning strategy. Staff has taken a multi-faceted strategic approach to ensure the City's ability to provide sustainable healthcare to employees. One very new strategy is the proposed implementation of an Employee Wellness Clinic.

- Staff is recommending the implementation of an Employee Wellness Clinic as a practical and proactive strategy to mitigate healthcare costs and risk in the self-insured medical plan. Clinic models project up to a 50% healthcare cost trend reduction. Additional expenditure savings are anticipated through direct provision of various medical services through the clinic.
- An Employee Wellness Clinic would allow staff to consolidate and integrate all participant information, increasing the City's ability to analyze and maximize available benefits. This would allow better utilization of our healthcare dollars by reducing office visit and prescription costs as well as providing an effective avenue to manage chronic disease concerns.
- The clinic provides opportunities for enhancing our City Wellness Program efforts. It encourages employees to address their medical issues through preventative initial screenings and referral. The clinic would reinforce our culture of well-being and personal accountability to health.
- The clinic would be available to employees and dependents covered by the City's health insurance. It is a convenient, no cost service that ultimately reduces catastrophic claim costs through preventative actions.
- The Employee Clinic model has proven to be an effective cost mitigation tool that is embraced by both public and private sector employers and their employees.

- Further details on how the Clinic would function are included in the background section and will be provided at Monday night's Study Session presentation (a copy of the PowerPoint is attached).

Expenditure Required: \$687,000 (Maximum first year development and operation costs)

Source of Funds: Medical/Dental Fund

Policy Issue

Should City Council authorize the development of an Employee Wellness Clinic and authorize the City Manager to contract with a vendor to operate an Employee Wellness Clinic?

Alternatives

1. Continue preventative efforts through current strategies including plan design evaluation and marketing, City Wellness Program efforts, and employee communication encouraging consumerism and personal accountability.
2. Further reduce the level of coverage provided in the healthcare plans, thereby reducing the overall cost of the City medical/dental benefit budget.
3. Follow the course of action being taken by organizations around the country; continue increasing employee and employer contributions to address rising health care costs.

These alternatives are not recommended over the Employee Wellness Clinic option because they have limited or no impact on cost. The clinic will maintain a proactive cost containment approach reducing overall healthcare cost increase trends for long-term cost impact.

Background Information

In 1985, the City of Westminster implemented an employee Wellness Program administered by the Human Resources Division in the General Services Department. The ultimate goal of the program is to create an environment that assists individuals in sustaining healthy lifestyles and behaviors, thus reducing insurance costs for the employee and the City as an organization. The program is intended to create an awareness of preventive care, healthy lifestyle habits, and safety, with concentrated and purposeful efforts being aimed at increasing employee knowledge, engagement and individual accountability. Additional benefits include increased positive employee morale, increased productivity, decreased absenteeism and an improved quality of life.

The City recognizes the importance of supporting healthy employee wellness habits and the impact of these habits on employees, family members, and ultimately, the organization. Staff continues to address rising healthcare costs by modifying the City's benefits package design, competitive bidding, targeted wellness initiatives based on health information and driving consumer awareness and personal involvement in health care decisions. The organization is frequently looking ahead to find cost effective benefit options that meet the needs of our quality workforce.

The City of Westminster began working with Hays Companies, a new benefits consultant, in 2009 in an effort to develop a five year medical/dental benefits strategy with the main objective of addressing long-term sustainability of medical benefits for City employees and dependents. Over the past three years, the City and Hays has marketed our medical/dental benefits, resulting in reduced rate renewal costs. Hays also negotiated lower administrative costs for our self-insured (CIGNA) plan, as well as negotiated a substantial reduction in our pharmaceutical costs in the self-insured plan. In 2011, the City's efforts were rewarded with a no increase renewal from CIGNA and Kaiser as well as a substantial reduction in life, long-term disability and survivor income benefit coverage. This was based on competitively bidding our plans as well as a solid year of low claims experience. These preliminary years have put us in a position where we have added to the medical/dental fund balance and are prepared to take on the initial expense of an employee clinic if that direction is chosen.

As part of a multi-year approach, staff is considering various strategies including the possibility of unbundling health care services, as well as opening an Employee Wellness Clinic. Initial analysis and research conducted by Hays Companies determined the City would benefit from implementing an

employee health clinic. Research results project a profitable return on investment for the City, reducing claims and the healthcare trend factor by up to 50%. Preliminary price modeling of a clinic has been researched by staff and Hays with a presentation by one vendor to better understand the model for employee health clinics. Initial cost estimates for one year operation is \$397,092 with an additional expense of one time build-out and leasing of \$290,000. The cost avoidance is estimated at \$394,471 after one year. At least one vendor provides a guaranteed return on investment after 18 months. (See attachment cost and recovery estimates on page 18). In addition, City staff met independently with other local agencies currently utilizing an employee health clinic. Those organizations included the cities of Loveland and Greeley, as well as Larimer and Weld County Colorado. Each of these implemented an employee health clinic as part of an effort to mitigate rising healthcare costs. Larimer County experienced a return on investment of over \$1.7 million dollars in the first 18 months (see attachment page 19). Each organization had a slightly different approach and set of objectives. All of the organizations are pleased with their clinics and expect or are experiencing cost savings as a result of the implementation.

Strategies

Staff is proposing to utilize an Employee Wellness Clinic as a practical and proactive strategy to mitigate healthcare costs and risk in the self-insured medical plan. Six key objectives are:

1. To reduce healthcare cost trend by 50%.
2. To provide an opportunity for employees and dependents to address ongoing chronic health conditions.
3. To enhance wellness efforts to support proactive healthcare management.
4. To continue to enhance our culture of health and well-being emphasizing personal accountability.
5. To establish a more effective way for employees to share health information with health care providers.
6. To consolidate and integrate all participant information into City claims data to be analyzed and used for maximum benefit.

Specific approaches that would be utilized to drive the key objectives are:

- Develop incentives that hold all participants accountable for pro-active health care.
- Develop wellness participant requirements that encourage dependent involvement.
- Continue to require a health risk assessment and blood lipid profile.
- Require an initial consultation with the Physician's Assistant at the clinic.
- Develop individual action plans with minimum requirements.

Employee Wellness Clinic Structure

The Employee Wellness clinic would be operated by an independent contractor. The clinic would be staffed by a Physician's Assistant and a Medical Office Assistant for 28-32 hours per week, based on need. The facility would house two exam rooms, a blood workup lab, offices, training and conference space as well as possible expansion for physical therapy or exercise. Space would be leased in Westminster or in a vacant City-owned property. The employees of the clinic would be employed by the vendor providing clinic services ensuring confidentiality of patient information. The City's Wellness Coordinator would work with clinic staff and consolidated health trend data to target specific employee health needs through the Wellness program.

Employees and dependents enrolled in the City medical plan would be eligible to access services at no cost. One important decision point is whether to allow employees in the Kaiser fully funded medical plan to utilize the clinic. The additional cost annually for Kaiser participation is estimated at \$67,000.

There is no direct cost avoidance for utilization by employees in Kaiser. The clinic is a tool to assist employers with cost avoidance when they are self-insuring their claims expense and can profit from a reduction in those claims. Current estimated costs reflect inclusion of Kaiser participants, however this is still under review. Clinic services would include but not be limited to:

- Routine Exams, Screenings and Immunizations
- Acute Care including ear infections, cold, flu, muscle strain, respiratory infections, strep, laceration repair
- Limited free prescriptions
- Chronic care maintenance follow-up
- Individualized plans to reduce risk factors
- School/sports/camp physicals

The clinic would be used to encourage health consumer accountability and responsibility. The City is in a unique position to capitalize on clinic savings opportunities because of the comprehensive wellness program and culture we have established over many years. The City would be able to incorporate the medically based evaluations at the clinic with a purposeful laser-like approach in Wellness Program efforts. Programs would focus on identified key areas. Coaching and Counseling, Educational Classes, and Support Groups are all vehicles to address some of the following known employee health concerns and risk factors: Weight Management; Nutrition; Chronic Disease Management (i.e., Diabetes, Blood Pressure, Cancer); Fitness; Medication Compliance; Musculoskeletal Disorders; Physical Therapy; Alternative/Holistic Medicine; and Mental Health.

If City Council supports the pursuit of developing and implementing the Employee Wellness Clinic, staff estimates that the project would take approximately 9 to 12 months to complete. Steps would include a request for proposal for a clinic provider, selection of a clinic location, employee communication and education, build-out of the site, operational set-up, health risk assessments for employees and adult dependents and facility opening. The award of the contract for the Employee Wellness Clinic will be brought back to City Council for action later this year. The fund balance in the Medical/Dental Fund is sufficient to cover the initial expense of the program and still leave a very healthy self insured fund balance. The fund balance is currently \$4.4 million dollars.

The health conscious culture of this organization is one that has benefited the employees, the City, and ultimately the taxpayers. The Benefits and Wellness Programs are visible and appreciated organizational efforts that directly impacts our ability to meet our Strategic Goal of being a financially sustainable city government providing exceptional services by maintaining and enhancing employee morale, productivity and cost containment. The Employee Wellness Clinic provides an opportunity to meet this goal by protecting and enhancing a valuable component of the City's comprehensive compensation package in a fiscally responsible manner. It positions the City as an employer of choice for current and future employees.

Respectfully submitted,

J. Brent McFall
City Manager

Attachment: Employee Wellness Clinic PowerPoint Presentation

Employee Wellness Clinic

1

**Overview and Proposal
Employee Healthcare Cost Containment
Option
February 13, 2012**

Overview

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- **Why an Employee Wellness Clinic?**
- **What has the City of Westminster done thus far/background?**
- **What is an employee health clinic and what are the objectives?**
- **Who has employee health clinics and what are their results?**
- **Is there a business case for the City of Westminster?**
- **How does this concept uniquely fit City goals and objectives?**

Mission Statement

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To continue a proactive approach to healthcare management with cost containment strategies to ensure sustainability by reducing cost trends.

“The cost of health insurance for many Americans this year climbed more sharply than in previous years, outstripping any growth in workers’ wages and adding more uncertainty about the pace of rising medical costs. ...” – *The New York Times*, September, 2011.

Wellness Clinic Considerations

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- Completed research & feasibility study
- Shows return on investment for the City
 - Reduces claims cost and trend
 - Increases productivity
 - Aligns with City culture of accountability
 - Compliments proactive Wellness efforts
- Have adequate funding and facilitates long term cost containment strategy

Background: What Has Westminster Done Thus Far?

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- **2009**
 - RFP for healthcare consultant
 - Development of three year strategic plan
 - Obtain health claims data
 - Explore clinic option and viability
- **2010/2011**
 - Meet with clinic vendor
 - Conduct site visits with other clinics
 - Market medical plan
 - Market other insurance plans (Life, LTD, SIB)
 - Refocus Wellness program to address trends
 - Consider unbundling of health care products
 - Initiate employee communication campaign

The Clinic – Part of the Big Picture

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Clinic Objectives

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- **Reduce healthcare cost trend by 50%**
- **Enhance wellness efforts by supporting proactive healthcare management**
- **Continue to enhance our culture of health and well-being**
- **Consolidate and integrate all participant information into health plan data for purposeful Wellness efforts**
- **Integrate medical records for employees and dependants making health information available to providers**

Clinic Set-up

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- **Staff**
 - **Physician's Assistant (PA)**
 - **Medical Office Assistant (MOA)**
- **Eligible Employees**
 - **Employees & Dependents on Medical Insurance Plan**
 - **Retirees participating in City plan?**
- **Days / Hours of Operation**
 - **28-32 hours week**
- **Location**
 - **Convenient Westminster location**

Clinic Services

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- Health Risk Assessments
- Exams, Screenings & Immunizations
- Free exams and RX
- Routine Exams
 - Thorough evaluation of “high risk” individuals
 - Develops plan for reduction of risk factors
- Prescribe and distribute prescriptions
- Order labs/x-rays & diagnostic services
- Acute Care:
 - Ear infection, cold, flu, muscle strain, respiratory infection, strep, laceration repair, suturing, removal of stitches, etc.
- Hands-on Chronic Disease Management (asthma, depression, diabetes, hypertension, etc.)
- Collaborate with primary care providers not replace; increase the primary care provider and employee interaction to a more managed state

Clinic Coordination with the City's Wellness Program

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- Direct integration with the City's current Wellness program
- Modify premium incentive requirements
- Disease Management
 - User friendly Point of Contact
 - Give Referrals
 - Accountability
- Assist with Education Classes
- Collaboration with medical trends

Possible Action Steps

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- Weight Management
- Nutrition
- Dietician
- Blood Pressure Checks
- Fitness
- Chronic Disease Mgmt
- Medication Management
- Associated Mental Health concerns
- Immunizations
- Health Screenings
- Musculoskeletal concerns
- Physical Therapy
- Alternative Medicine
- Well-being Educational Classes
- Smoking Cessation
- Focused promotional opportunities
- Library resource

Clinic Evaluation & Reports

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- Aggregate Health Risk Assessment Report
- Monthly Clinic Activity Reports
- Quarterly Clinic Activity/Utilization Report
- Quarterly Compliance Report
- Quarterly Health Care Trend Analysis & Executive Summary
- Quarterly Predictive Modeling Report
- Annual Small Changes Report: Risk Change Year to Year

Who Has Employee Clinics? Sample List

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- City of Loveland, CO
- City of Greeley, CO
- El Paso County, CO
- Weld County, CO
- Larimer County, CO
- County of Santa Barbara, CA
- City of Charleston, WV
- City of Lakeland, FL
- New Hanover County, NC
- Durham County, NC
- Montgomery County, VA



Montgomery County, Virginia



Clinic: Costs and Potential ROI

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- **Access to the Clinic Options:**
 - I. **Clinic available to only PPO population (retain PPO and Kaiser plans)**
 - II. **Clinic available to all employees in a consolidated PPO plan (eliminate Kaiser and offer one PPO plan)**
 - III. **Clinic available to PPO participants and allow Kaiser plan members to use clinic as an option**

1 Clinic Using 2 Exam Rooms

- Clinic Set Up Cost: \$19,100
- Pharmacy Set Up Cost: \$8,160
- Health Risk Assessment Cost: \$25,320
- Recurring Cost: \$314,512
 - Staffing, labs, pharmacy, medical supplies, administration

Total 1st Year Estimated Cost

\$397,092

Facility Cost

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- Leased Space Recommended
Up to 3,000 square feet
- Estimated Annual Cost of Lease:
\$35,000 to \$50,000
- One Time Capital Costs (facility build-out & equipment):
\$140,000 mid-range to \$250,000 high-end

* Estimate based on experience with other clients

Feasibility Study City of Westminster

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Keep Current Plans - Kaiser Employees Have Access to Clinic

Description	Year 1 Mid	Year 1 High	Recurring Costs
Clinic Staffing & Operations	\$397,092	\$397,092	\$344,512
Facility Build-Out & Lease	<u>\$180,000</u>	<u>\$290,000</u>	<u>\$40,000</u>
Total Expected Clinic Costs	\$577,092	\$687,092	\$384,512

Feasibility Study City of Westminster

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Keep Current Plans - Kaiser Employees Have Access to Clinic

Cumulative, Mature Year Projections	Year 1 Projection	2-Year Projection	3-Year Projection
Cost Avoidance (Medical Savings)	\$394,471	\$1,242,927	\$2,610,986
Clinic Costs: Mid-Range Expected (staffing, operations, build-out & lease)	<u>(\$577,092)</u>	<u>(\$988,552)</u>	<u>(\$1,428,564)</u>
Gain/(Loss) with Medical Savings Only	(\$182,621)	\$254,375	\$1,182,422

Larimer County (1,500 employees)

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	18-Month Results
Cost Avoidance (Medical Savings)	\$2,677,165
Clinic Costs (staffing, operations, build-out & lease)	<u>(\$942,084)</u>
Gain/(Loss) with Only Medical Savings	\$1,735,081

“The Physician’s Assistant was professional, competent, thorough and personable, she put my mind at ease and showed a great amount of care and professionalism. I have no reservations about going to the clinic nor the way in which my personal healthcare is handled there.” - *Licensed Nurse and Member of Larimer County’s Medical Plan*

City of Charleston, WV (1,200 employees)

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	24-Month Results
Cost Avoidance (Medical Savings)	\$2,413,680
Clinic Costs (staffing, operations, build-out & lease)	<u>(\$1,011,887)</u>
Gain/(Loss) with Only Medical Savings	\$1,401,793

“Our Clinic was instantly accepted and embraced by nearly every City employee and has exceeded all expectations.” – *Human Resources Director, City of Charleston*

Implementation Timeline

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Time Estimate

Decision

**9-12
Months**

Clinic Implementation

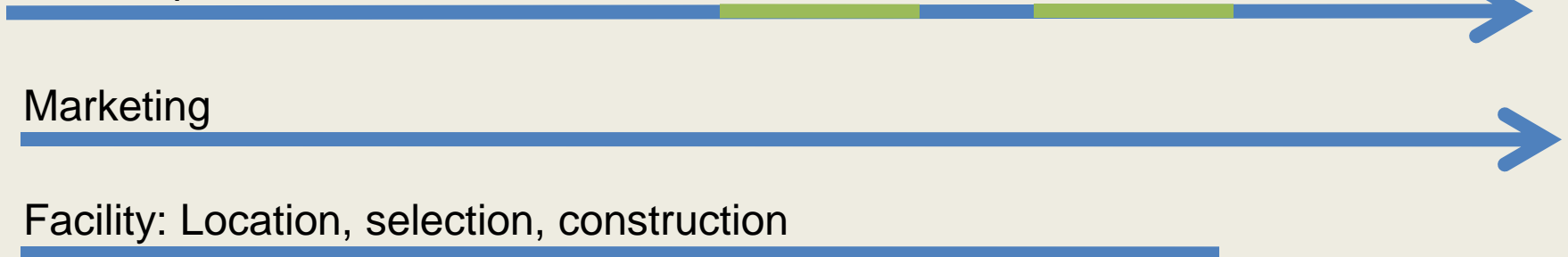
*Employee
Meetings*

HRA Event

Marketing

Facility: Location, selection, construction

Clinic Opens



Summary

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- **Benefits the City**

- Healthier workforce
- Reduction in healthcare cost trend
- Enhances and integrates with the City's current Wellness Plan
- Increased employee productivity
- Recruitment and Retention tool

- **Benefits Employees**

- Easy access to care
- Reduction in healthcare cost trend
- No office visit co-pays
- Reduced use of general leave for employee office visits
- Builds a healthcare partnership with employees and their primary care physicians



WESTMINSTER

Staff Report

Post City Council Meeting
February 13, 2012



SUBJECT: Proposed Core Services & 2013/2014 Budget Review Process

PREPARED BY: Barbara Opie, Assistant City Manager

Recommended City Council Action:

Review the proposed process and schedule for the Core Services and 2013/2014 Budget development and review. Provide Staff with direction on any modifications to the process and/or schedule as desired by City Council.

Summary Statement

As part of the two-year budget development process, Staff will begin development of the Proposed 2013/2014 Budget over the next several months. Commencing in 2010, City Council and Staff utilized the Core Services process to inventory and prioritize the programs and services provided to Westminster residents and businesses. This inventory continues to be a valuable tool in managing the City's limited resources. For 2013/2014, Staff is proposing a level of service analysis utilizing the Core Services inventory to facilitate budget development and planning of programs and services.

Staff will utilize the Core Services inventory, level of service analysis, City Council's Strategic Plan goals and objectives, and citizen requests/feedback throughout the course of developing the Proposed 2013/2014 Budget. As in past years, Staff proposes to update City Council throughout the summer to provide Council and public input at earlier opportunities in the development of the proposed budget.

Staff requests feedback from City Council on the proposed review process and schedule for the Core Services level of service analysis and the proposed 2013/2014 Budget outlined in this Staff Report.

Expenditure Required: \$0

Source of Funds: N/A

Policy Issue

- Does City Council concur with Staff's recommended review process and schedule outlined within this Staff Report as it relates to the Core Services level of service analysis and the proposed 2013/2014 Budget development?

Alternatives

- City Council could provide a different time line for the review process. Staff recommends concluding the review and returning for formal action in October, pursuant to the timeline provided in the City Charter for budget adoption (the budget must be adopted by the fourth Monday in October per the City Charter). The timeline proposed within this Staff Report is intended to provide City Council time to review and contemplate any recommended changes while meeting this October deadline.
- City Council could provide a different process for the Core Services level of service analysis and/or 2013/2014 Budget development. In the schedule proposed, the City Council reviews of the proposed Core Services level of service analysis, Human Services Board recommended funding, Proposed 2013 Operating Priorities, City Council's proposed 2013/2014 Budget, etc., may be moved forward or back by one or two weeks without significant ramifications if those dates work better for City Council. Overall, Staff believes the process outlined for the Core Services level of service analysis reflects feedback received from City Council through the inventory update and review during 2011. The schedule has the Core Services level of service analysis returning with the proposed updates early in the summer, allowing Council time to review and contemplate the changes prior to final decisions needed associated with any budget adjustments in July and August; it also allows time for Staff to conduct further research on items should Council desire additional information.

Background Information

Core Services

In November 2009, the City commenced a "Core Service" inventory and discussion. Staff prepared an inventory of City-provided services and programs for City Council's review, which was then prioritized with City Council during 2010. This prioritized inventory assisted City Council in adopting a balanced 2011 and 2012 budget, positioning the City in a sustainable financial position for the future. The goal of this work was to more clearly identify what services are essential to the community and what services can no longer be afforded with the current limited resources. This process was made more difficult with the organization already being lean as a result of ongoing reductions throughout the past decade. The initial Core Services process included a comprehensive inventory of services and programs provided by the City of Westminster as well as identification of criteria to utilize in prioritizing the Core Services inventory. The Core Services assessment was completed in concert with the strategic planning process, allowing City Council and Staff to ensure services were appropriately aligned with the Strategic Plan. Based on direction received from City Council during the 2010 summer, Staff provided options for City Council's consideration in balancing the 2011/2012 Budget.

In order to balance the 2011 budget, the City had to reduce staffing by 72.833 FTE (or 7.4%) and made some service adjustments. The budget decisions and adjustments made in 2010 for the 2011 budget and beyond were designed to put the City into a sustainable budgetary position. That is exactly what has happened. The revenue outlook for 2012 looks positive and is projected to cover operating costs. Further staffing reductions and layoffs are not anticipated.

While adjustments to staffing levels and services were difficult, one thing for the City remains – the emphasis on the City’s mission to deliver exceptional value and quality of life. This remains constant for the organization. While there were very difficult decisions to make, the Core Services prioritization process assisted City Council and Staff in being strategic with the City’s limited resources.

Per City Council’s objective “Institutionalize the core services process in budgeting and decision making” under the Financially Sustainable City Government Providing Exceptional Services goal, Staff updated the Core Services documents and reviewed them with City Council during 2011 as part of the mid-year budget review for the Adopted 2012 Budget. The update to the Core Services document ensured that it remains accurate in reflecting services and programs provided by the City.

The Core Services work is being integrated into the organization as funding and resource allocation decisions are made now and into the future. The City needs to remain nimble in addressing changing community needs, federal or state mandates, and limited financial and staff resources. The Core Services process is not a one-time project.

Staff is commencing a level of service analysis in preparation for the 2013/2014 Budget. The following components will be included within this analysis:

- Staff is reviewing the current Core Service inventory document to ensure it still accurately reflects City services and programs. Any proposed updates to this document will be brought before City Council for consideration.
- Staff is currently identifying programs/services provided within the Core Service inventory to conduct a level of service analysis. These analyses are intended to look forward to 2013/2014 service demands, evaluate current funding levels and determine if modifications might be needed given the City’s limited resources (both financial and staffing). A summary of these analyses will be shared with City Council per the proposed schedule outlined within this Staff Report. Any proposed changes to levels of service will be presented to City Council for consideration. This will provide City Council an opportunity earlier in the budget development process to consider any proposed programmatic level of service changes (if any) and/or proposed reallocation of resources (if any) and provide Staff with feedback and/or request additional research.

Proposed Core Services Level of Service & Proposed 2013/2014 Budget Review

As development of the 2013/2014 Budget commences, Staff is working to ensure timely and adequate opportunities for City Council and the public to provide input. The public will continue to have several opportunities to provide input throughout the development process. In addition to the formal budget development process and associated public meetings/hearings, citizens will also have the opportunity for input throughout the year including the following:

- Conversations with the Mayor and City Council at Mayor and Council outreach events (such as We’re All Ears, Mayor/Council desserts and/or breakfasts, etc.);
- Telephone calls with the Mayor, City Council or the City Manager’s Office;
- Traditional mail communications (c/o City Manager’s Office, 4800 W. 92nd Avenue, Westminster, CO 80031); or
- E-mail communications with the Mayor, City Council or the City Manager’s Office (c/o westycmo@cityofwestminster.us); and
- City Web page and Facebook communication.

For the Core Services level of service analysis and 2013/2014 Budget development, Staff recommends the following process and schedule. All of the dates below are on regularly scheduled Monday night City Council Meetings or Study Sessions. Staff is seeking City Council's input on this proposed timeline and review process.

- May 14 – Post City Council Meeting: Core Services Update/Level of Service Review – The purpose of this Core Services update is to ensure the inventory accurately reflects the current services/programs offered; this allows an opportunity to review any proposed changes, if applicable. The Level of Service review is intended to provide City Council an overview of program/service analyses conducted and review any recommended changes in services, if any. Staff would like to review recommended updates and service delivery changes (if applicable) with City Council at this May 14th Post City Council Meeting and receive guidance from City Council on proposed changes. At this meeting, Staff will highlight any proposed program/service delivery changes that might be appropriate to highlight at the first public meeting on the proposed budget on June 11 to obtain community feedback. Staff will seek City Council's feedback on items to highlight at that June 11 public meeting. This review is proposed at the Post Council meeting due to key staff being out of town on the regularly scheduled May 7th and May 21st Study Sessions. (Staff plans to provide this Staff Report to City Council and the public a week early to allow additional review time.)
- June 11 – City Council Meeting: First Public Meeting on the Proposed 2013/2014 Budget – This is the first opportunity for residents and businesses to provide input on and/or make requests for the Proposed 2013/2014 Budget at a City Council meeting. Traditionally, no formal presentations have been made by Staff at this meeting. However, in light of the Level of Service analysis process, Staff recommends a brief presentation to include the following: brief financial update, overview of the Core Services process and how Level of Service analyses complements it, and then highlight a few proposed program/service delivery changes (if applicable) to obtain community feedback. Should no program/service delivery changes be identified at the May 14 Post Council Meeting, then no formal presentation is proposed for this June 11 public meeting.
- July 16 – Study Session: Review Proposed 2013 Operating Priorities, Human Services Board (HSB) Recommendations, and City Council's Proposed 2013 Budget – During the traditional two-year budget development process, Staff brings to City Council in July the proposed operating priorities identified for the first year of the proposed two-year budget. This allows City Council an opportunity early in the budget development process to provide feedback to Staff on the proposed operating budget. Additionally, the HSB will complete their review of funding requests and have recommendations for City Council's consideration for the 2013 funding cycle by this date. Staff also proposes to bring the City Council's Proposed 2013 Budget for consideration and feedback.
- July 23 – City Council Meeting: Second Public Meeting on the Proposed 2013/2014 Budget – This is the second opportunity for residents and businesses to provide input on and/or make requests for the Proposed 2013/2014 Budget at a City Council meeting. No formal presentations are proposed for this meeting. Staff will simply gather community feedback and research accordingly.

- August 20 – Study Session: Review Proposed 2014 Operating Priorities, Proposed 2013/2014 Capital Improvement Program (CIP) Priorities and City Council’s Proposed 2014 Budget – Staff proposes to bring to City Council in August the proposed operating priorities identified for the second year of the proposed two-year budget. This allows City Council to take into consideration proposals associated with the second year of the budget based on knowledge of the first year’s proposed budget and provide feedback to Staff. Staff also plans to bring to City Council the proposed CIP identifying capital projects for 2013/2014 and obtain feedback. Finally, Staff proposes to bring the City Council’s Proposed 2014 Budget for consideration and feedback at this Study Session.
- August 30 – Delivery of the Proposed 2013/2014 Budget Document – The proposed budget document will be made available to City Council and the public. Staff will provide City Council a printed copy or provide the document electronically.
- September 10 – City Council Meeting: Public Hearing on the Proposed 2013/2014 Budget at the City Council Meeting – This is the final formal opportunity for residents and businesses to provide input and/or requests on the Proposed 2013/2014 Budget. As noted previously in this Staff Report, while this provides the final formal hearing for input, public input is welcomed throughout the year as it relates to the upcoming budget/fiscal year. At this meeting, Staff will provide a brief power point presentation on the Proposed 2013/2014 Budget and share with City Council and the public any relevant updates on the City’s current financial status.
- September 17 – Study Session: City Council Review of the Proposed 2013/2014 Budget – Based on the budget review process utilized over the summer months, Staff recommends concluding the budget development process with a condensed budget “retreat” at a regularly scheduled City Council Study Session. Pursuant to items traditionally covered at the budget retreat, Staff recommends reviewing the following at this Study Session:
 - Financial update on the City’s revenue projections for year-end 2012 and projections for 2013/2014;
 - Human resources materials on the proposed 2013/2014 Pay Plan, proposed reorganizations, position reclassifications and benefits, as applicable;
 - Proposed operating priorities for 2013 and 2014, particularly highlighting any changes pursuant to Council feedback during the summer (if any);
 - Proposed Capital Improvement Program priorities for 2013 and 2014, particularly highlighting any changes pursuant to City Council feedback from August (if any);
 - Any citizen requests received throughout the year by City Council and Staff, including those made at the September 10 public hearing on the Proposed 2013/2014 Budget.

During the full two-year budget development process, City Council has previously held the Budget Review as a full-day retreat. However, in 2010, due to the early discussions that commenced through the Core Services inventory review similar to that proposed in this Staff Report, City Council conducted the Budget Review on a regularly scheduled Monday Study Session since most of the information covered at the Budget Retreat had been previously presented and discussed with Council. Staff is sensitive to requesting additional time, particularly a weekend day, from City Council given their very busy schedules. For the 2013/2014 Budget, Staff is proposing to return to City Council at a regularly scheduled Study Session to conduct a review of the budget and any proposed modifications as the majority of the information will have been submitted to City Council and the public over the summer

months. Alternatives to conducting the City Council Review of the Proposed Budget at a regularly scheduled Study Session in September follow:

- Tuesday, September 18 – starting at 6:30 PM
- Thursday, September 20 – starting at 6:30 PM
- Saturday, September 22 – full or half day
- Wednesday, September 26 – starting at 7:00 PM (after the Open Space Advisory Board meeting)
- Saturday, September 29 – full or half day

Staff requests Council direction on an alternative date should the September 17 Study Session Review of the Proposed Budget not meet City Council's needs.

- October 8 – City Council Meeting: Resolution and First Reading of the Budget Ordinance Adopting the 2013/2014 Budget – Based on the direction Staff receives from City Council at the Proposed 2013/2014 Budget Retreat in September, Staff will prepare a resolution and ordinance to adopt the 2013 and 2014 Budgets. First reading is proposed for this first meeting in October.
- October 22 – City Council Meeting: Second Reading of the Budget Ordinance Adopting the 2013/2014 Budget – Assuming City Council approves on first reading the ordinance adopting the 2013 and 2014 Budgets, the second reading is proposed for the second meeting in October.

Staff will be in attendance at Monday's Post City Council Meeting. Staff is seeking feedback from City Council on the proposed review process for the Core Services update/Level of Service analysis and the proposed timeline and process for the Proposed 2013/2014 Budget development as outlined. Action on the budget meets all five of the City's Strategic Plan goals.

Respectfully submitted,

J. Brent McFall
City Manager



WESTMINSTER

Staff Report

Information Only Staff Report
February 13, 2012



SUBJECT: Information Technology Department Strategic Plan 2012

PREPARED BY: David Puntteney, Information Technology Director

Summary Statement:

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

In 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 2012 and includes the following information:

- Trends in Information Technology
- Guiding Principles for the Information Technology Department
- Performance Measures
- Workload Indicators
- Technical Project Planning
- Technology Standards
- Information Technology Services
- Environmental Sensitivity and Sustainability
- System Security and Disaster Recovery
- Technology Acquisition
- Major Technology Projects Scheduled for 2012 – 2014
- Technology Awards and Recognitions
- 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 an 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 24 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, standards 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 2012



*Prepared by:
David Puntenny
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 nine out of ten 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
- 2011 – 8th 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
Electronic Pay Stub Team
Backup Replacement Evaluation and Implementation Team
System Wide SCADA Enhancements Project Team
2011/2012 Budget Team
Apply Yourself Recruitment Slide Show Team
Westminster Public Library Online Access Expansion Grant Team
Web Content Management System Technical Evaluation and Implementation Team
Westminster Mall Demolition
IT Service Center / IT Service Request System Team
City of Westminster Centennial Legacy Award Winner – Westminster Website

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. Department Heads, City Manager, Assistant City Manager and City Council engage in an annual 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.

S t r a t e g i c P l a n

2011-2016

Goals and Objectives

FINANCIALLY SUSTAINABLE CITY GOVERNMENT PROVIDING EXCEPTIONAL SERVICES



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

STRONG, BALANCED LOCAL ECONOMY



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

SAFE AND SECURE COMMUNITY

- Citizens are safe anywhere in the city
- Public safety departments: well equipped and authorized staffing levels 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
- Maintain safe buildings and homes
- Protect residents, homes and buildings from flooding through an effective stormwater management program



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
- Have homeowners associations and residents taking responsibility for neighborhood private infrastructure
- Develop Westminster as a cultural arts community
- Have a range of quality homes for all stages of life (type, price) throughout the city
- Strong community events and active civic engagement



BEAUTIFUL AND ENVIRONMENTALLY SENSITIVE CITY

- Have energy-efficient, environmentally sensitive city operations
- Reduce energy consumption citywide
- Increase and maintain greenspace (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 professional 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 use technology to support organization goals and objectives.

Principle 12 – Staff will purchase and implement off-the-shelf software, or use SAAS for major applications as opposed to developing custom software when off-the-shelf software or cloud providers can meet the majority of the City’s functional, business fit and security 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 specific 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 and advances 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, social networking and other web based services will be implemented as deemed appropriate and beneficial for the City in meeting objectives.

- Wireless Local Area Networks (WLAN)

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 continuing to monitor 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.

- 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:

- **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. The City will be implementing at least one additional SaaS application in 2011.
 - **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.
 - **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.
 - **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.
 - **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/standardization will help the City to further streamline operations and enhance services.

- 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.

Green Initiatives

IT has the opportunity to assist departments in various green initiatives that have the potential to greatly enhance the City's green credentials. Common green initiatives include the use of e-documents, reducing travel and teleworking. IT can also provide assistance in evaluating and supporting the technology that others in the City may use to reduce energy consumption.

- Flash/Solid State Memory Advances

Flash memory is not new, but it is moving up to a new tier in the storage echelon. Flash memory is a semiconductor memory device, familiar from its use in USB memory sticks and digital camera cards. It is much faster than rotating disk, but considerably more expensive, however this differential is shrinking. At the rate of price declines, the technology will enjoy more than a 100 percent compound annual growth rate during the next few years. As a result, this technology may become more strategic in City IT areas as it will offer a new layer of the storage hierarchy in servers and client computers that offer key advantages including reduced space requirements, energy efficiency, lower heat output, improved performance and ruggedness.

- Mobile Technology and Application Advancement

Capabilities, options and performance of mobile computing hardware continue to grow. Mobile hardware capabilities, combined with an ever increasing and useful choice of mobile based software applications and higher speed networks, will play an increasingly important role in streamlining organizational operations and provide the tools needed to help achieve established goals. In 2010, Information Technology evaluated and added several new mobile devices to the supported technology list, including the Apple IPAD.

- Application Virtualization and System Management Appliances

Application virtualization includes software technologies that improve portability, manageability and compatibility of [applications](#) by encapsulating them from the underlying [operating system](#) on which they are executed. A fully virtualized application is not installed in the traditional sense although it is still executed as if it were. While not new technologies, recent and developing advances in application virtualization and system management appliances may help the City to streamline deployment and management while reducing support costs associated with the more than 1,000 computers used for City operations.

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, Responsiveness 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.

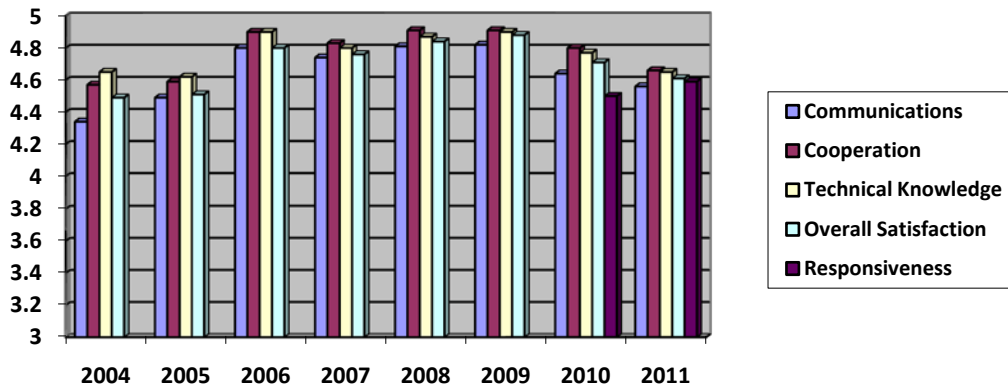
While the majority of customer ratings are excellent, the department occasionally receives ratings that are fair or poor. IT uses these opportunities to meet with customers to evaluate and improve service strategies and processes. These meetings were conducted on several occasions during 2010. This process has helped the department increase the overall ratings as shown in the historical trend graph below.

Relationship to Westminster Strategic Goals/Objectives:

- *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



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 between 99.1% – 99.9%.

Relationship to Westminster Strategic Goals/Objectives:

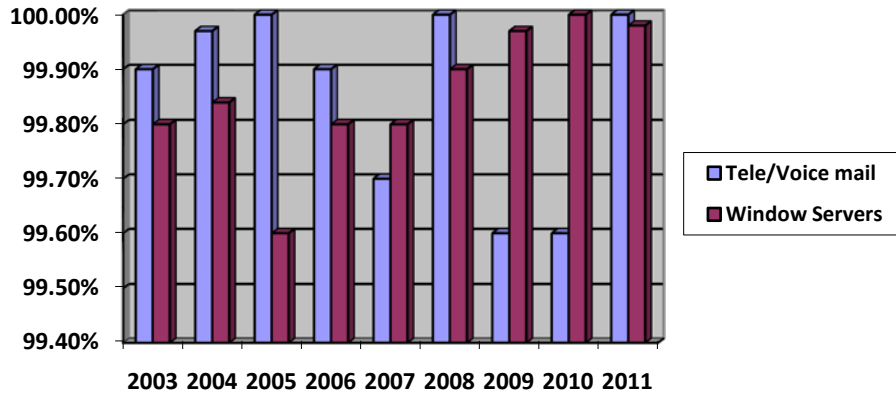
- *Safe and Secure Community: Timely response to emergency calls*

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.

- *Financially Sustainable City Government Providing Exceptional Services: Investing in tools, training and technology to increase organizational efficiencies and productivity*

- *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.



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. 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. 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, Court Systems), and many stand alone databases. The Team also develops interfaces to enable data sharing between applications, provide single data entry points to reduce errors and save staff time. 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 with the city 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 Service Center 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 22 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.

Third Party Patch Management – In 2011, the City purchased LANDesk Management Suite to help automate patch management for third party applications such as Adobe, Java, etc.

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. AES, WPA2 and/or 802.1x 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.

Automated Email Archiving – In 2010, the City implemented a cloud based email archiving service. This service provides email archiving for inbound and outbound email as well as internal email for a retention period of three years.

Change Management – All changes to the domain and email environment are proactively tracked, audited and real-time alerts of configuration changes are sent to key staff.

Disaster Recovery/Business Continuity – The City has a dedicated warm facility for disaster recovery. Critical applications and virtual servers are replicated to this facility on a daily basis.

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 29 desktops and 7 laptop 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 nonprofit agencies and eligible students for use in their homes or schools. Over the last eleven years, the City has contributed more than 1500 decommissioned desktop and laptop computers to the program for distribution to students in Westminster and surrounding communities. .

Additionally, the City of Westminster Parks, Recreation and Libraries Department offers free ongoing educational Internet and computer classes, taught in both English and Spanish. 2012 classes include: "Basic Computer Skills", " Just for Brand New Beginners", "What I Need to Know About My Computer", "Welcome to Windows", "Where Did that File Go", "Word Processing Made Simple", "Internet Essentials", "Organizing the Mess in Your Computer" and "Introduction to Facebook".

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 2011.
- 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.
- In 2010, the Information Technology re-evaluated environmental requirements for centralized servers, network and telecommunications equipment to determine if the central computer room temperature could be increased to reduce cooling costs. As a result of this study, the temperature was increased by two degrees resulting in energy savings.
- In 2011, the City increased operating temperature in the computer room from 68 to 72 degrees in an effort to reduce energy consumption associated with cooling.

Environmentally Sensitive Practices in Information Technology

Contained within the Westminster City Council strategic goal of “*Beautiful and Environmentally Sensitive City*” are two objectives supported by the Information Technology Department. Those objectives include; Have *energy-efficient, environmentally sensitive city operations*, and *Reduce energy consumption citywide*. Several current and future IT initiatives and activities supporting these objectives are listed below:

Increasing utilization of resources and reuse of equipment

- Consistent with the City Council strategic plan, 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.

Reducing printing costs and paper wastes

- In 2009, the City reduced printing costs and reduced paper consumption through eliminating unnecessary printing, providing more capacity for storage

of electronic documents, and standardizing on duplex printing on capable printers throughout the City. Additionally, all new printers are required to support duplex printing and provide for shared use to reduce the number of standalone printers.

- Through the use of new technology (Apple iPad2s and software), the City implemented electronic council packets in 2011. This project reduced printing and paper waste by more than 49,000 pages per year.

Future Initiatives

- Purchase and implement energy monitoring tools to track specific energy use for certain areas, including the City's primary data center. (2012)
- Participate in a city-wide printer inventory effort and evaluate opportunities to strategically reduce the number of standalone printers over the next several years. (2012)
- Replace existing Storage Area Network (SAN) equipment with new energy efficient equipment that takes advantage of inline de-duplication and file aging. (2013)
- Evaluate and purchase a more energy efficient Uninterrupted Power Supply (UPS) system for the central computer room. (2013)
- Upgrade the central computer room incorporating new energy efficient design such as the possible use of outside air for cooling to significantly reduce energy costs associated with A/C cooling. (2015)

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 VoIP telephone systems. 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 City uses Voice Over IP (VOIP) and has standardized 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 or 2008 R2. The department installs standard anti-virus software 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 7. 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 8.0 or 9.0, Adobe Acrobat Reader 9.0 and LANDesk Desktop Manager. 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, iPhone and iPad handhelds. The standard operating system for the iTouch, iPhone and iPad is iOS 5.

Databases

The City has standardized on Microsoft SQL server 2005 and 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 .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. DotNetNuke 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, C#.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 summer of 2012.

Enterprise Resource Planning System Upgrade – The City will dedicate resources to an upgrade to SQL 2008 and several enhancements to the JDE system in 2012.

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).

Teleworks Upgrade – The City approved funds in the 2011 capital improvement project budget to upgrade the Teleworks system, used for web and telephone based account inquiry and payment processing. Modules including UtilityWorks and AlertWorks have been implemented, with the final module BuildingWorks scheduled for full implementation in 2012.

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.

Mobile Computer Implementations – Additional mobile computing devices, such as the Apple iPad and Toshiba Netbook were approved by the Information Technology Department in 2010. IT staff will be deploying and supporting this new technology in 2011, while continuing to evaluate and test new devices such as Android based tablets.

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 2012, including the upgrades to the police CAD (computer aided dispatch) system and Accela maintenance management system. Additionally, the final modules for the City’s new fire reporting system, installed in 2011, will be fully implemented.

Court System Upgrade – In 2012, the City will implement a major upgrade to the City’s JSI Court application.

Storage Area Network (SAN) replacement – In 2013, the City will replace the SAN purchased in 2009 with a higher capacity, higher performing SAN.

Computer Room Fire Suppression – The City will be evaluating new technologies and replacing the Interger fire suppression system installed in the City’s central computer facility at City Hall. This project is planned as part of the 2014 Capital Improvement Project program.

Uninterrupted Power Supply Replacement – The City will be evaluating new UPS technology and replacing the UPS for the central computer room to achieve higher reliability and greater energy efficiency. This project is planned as part of the 2013 Capital Improvement Project program.

City-Wide Wireless Network Upgrade – In 2013, the City will replace all wireless network access points throughout the City with more current technology. This project is planned as part of the Capital Improvement Project program.

Central Computer Room Refresh – The computer room, constructed in the City Hall building in 1988, will be updated to more current needs, while incorporating energy efficient design such as possible use of outside air for cooling. This project is planned as part of the 2015 Capital Improvement Project program.

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 2012-2015 are subject to City Manager's Office review and City Council authorization.

2012 – None

2013 – Reclassification of 1.0 FTE Systems Analyst to Web Software Engineer or Business Analyst

2014 – None

2015 - .5 FTE Senior Technical/Administrative Projects Manager

2016 - None

ATTACHMENT D: SUPPORTED TECHNOLOGY ENVIRONMENT

Software and Web Engineering Team

Web Development and Statistics

- Over 143,138 citizens, businesses and others visit the City's web site each month, representing more than 1,741,156 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 36,036 visitor sessions per month.
- The most frequently accessed pages on the employee Intranet are Phone Listings, General Leave, IT Service Center, Jobs, Employee Information, classifieds, training, database applications, and the link to the Credit Union.
- The Web Software Engineers support over 5,645 pages, 2,205 associated programs, over 14,785 graphic images and 3,938 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. An average of 6,901 customers per month use the electronic services offered through 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 [content management system DotNetNuke](#), Intergraph Police web applications, CAD and RMS, [Alpine Fire Records System](#), JDE EnterpriseOne ERP, [Accela Automation Asset management](#), [Service Request and Permitting](#), [Justice Systems 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 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 SQL database. An average of 36,025 calls and Web access is processed through this system every month. Approximately 6901 monthly credit card transactions and E-Checks are settled.
- An internally developed Service Center application routes and tracks Information Technology (IT) Service Requests. All IT service requests are entered and tracked through this system. The Service Center 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, innovative methods for citizens and businesses to access information and conduct business with the City.

Systems Management Team

This team's responsibilities include:

- Install, configure, administer, troubleshoot and provide security and data integrity for over 100 Windows servers and 1091 Windows computers and laptops in over 30 City facilities.
- Provide consulting services for all departments on existing technologies and strategic direction and project management services for the acquisition, implementation and use of new technologies.
- Administer 1185 Windows user accounts and 1215 Exchange email accounts.
- Maintain a warm 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.
- Manage software compliance and licenses.
- Manage Systems security including virus protection, content screening and spam filtering.
- Provide an IT Service Center for all City employees who access any of the City's computerized systems.
- Support for mission-critical systems, 24 hours a day, 7 days a week, 365 days a year.
- Perform data backups and recovery services for all centralized systems.
- Track and handle an average support calls volume in excess of 1200 requests per month.

Major Self-Hosted 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 two large Avaya IP PBXs, four smaller standalone Avaya IP PBX systems, twenty-one Avaya Remote gateway systems, a Microsoft 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 1538 extensions and 1215 voice mailboxes serving every department in the City. The wiring system transports both voice and data transmissions to all these users. All 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 1374 nodes (devices). Of these 1374 nodes, there are 1091 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. Twenty-two 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:

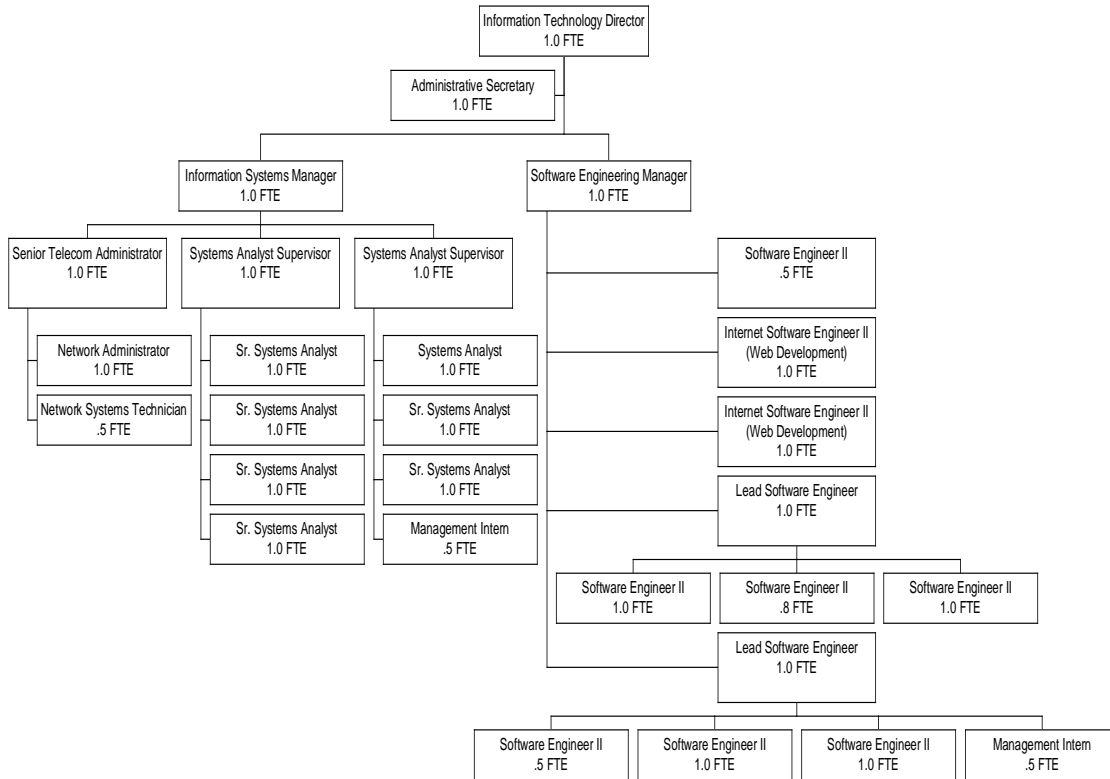
Category 5 Unshielded Twisted Pair (UTP) cable is used to connect the end-user devices to the network. The links between the equipment on each floor and computer room are comprised of either multi-mode fiber or UTP. Category 6 UTP cable is used to connect the City backbone switches with all centralized 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
 2012



ATTACHMENT F: 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	2009	2010	2011	2012
Number of E-mail users supported	1,254	1,254	1,140	1215
Number of PCs supported	1,036	1,036	1,029	1091
Number of network nodes supported	1,637	1,637	1,395	1374
Number of web pages and scripts supported	12,658	14,388	19,269	17,914
Annual approved operating budget	2,808,228	2,844,464	2,821,595	2,708,185
Total Authorized IT Department FTEs	26.8	26.8	25.8	25.8

**ATTACHMENT G: INFORMATION TECHNOLOGY DEPARTMENT
OPERATING BUDGET SUMMARY**

Budget Account Description	2012 Budget Amount
Regular Salaries	1,968,356
Regular Salaries – PST (Public Safety Tax)	76,443
Salaries Overtime	
Salaries Temporary	2,000
Mileage Reimbursement	3,010
Meeting Expense	2,000
Career Development	35,300
Career Development Telecom	3,400
Professional Services	82,400
Professional Services Telecom	35,832
Professional Services PST	13,000
Fleet Rental Charges	4,215
Maintenance/Repair Equipment	144,319
Motor Fuel Charges	74
Maintenance/Repair Equipment Telecom	98,705
Postage	100
Telephone	21,541
PC Replacement Fee	22,090
Lease Payments to others	9,100
Supplies	28,800
Training & Reference Materials	4,000
Office Equipment	3,500
Computer Software/Hardware	120,000
Computer Software/Hardware Telecom	30,000
TOTAL	\$2,708,185