



## WESTMINSTER

### Staff Report

TO: The Mayor and Members of the City Council  
DATE: February 10, 2011  
SUBJECT: Briefing and Post-City Council Briefing Agenda for February 14, 2011  
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 ( <i>The public is welcome to attend.</i> )	6:30 P.M.
CITY COUNCIL MEETING	7:00 P.M.
POST BRIEFING ( <i>The public is welcome to attend.</i> )	

#### PRESENTATIONS

1. Memorandum of Understanding with RTD re Westminster Center Station
2. Community Recycling Project Update
3. Legislation Update from Danny Tomlinson (*Verbal*)

#### CITY COUNCIL REPORTS

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

#### EXECUTIVE SESSION

1. Obtain Direction from City Council re Proposed Amendments to Economic Development Incentive Agreement with Church Ranch Hotel Companies Pursuant to WMC 1-11-(C)(4), WMC 1-113(C)(7) and CRS 24-6-402(4)(e)

#### WESTMINSTER ECONOMIC DEVELOPMENT AUTHORITY

1. Consideration of the Authority's position relative to future negotiations related to the redevelopment of the Westminster Mall site and instructing the Authority's negotiators, as allowed by CRS 24-6-402(4)(e). (*EXECUTIVE SESSION - Verbal*)

#### INFORMATION ONLY

1. IT Department Strategic Plan 2011
2. Wellness Program Update



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

Respectfully submitted,

J. Brent McFall  
City Manager



# WESTMINSTER

## Staff Report

City Council POST Meeting  
February 14, 2011



**SUBJECT:** Draft Memorandum of Understanding with Regional Transportation District regarding the addition of a Westminster Station

**Prepared By:** Matt Lutkus, Deputy City Manager

### Recommended City Council Action:

Direct Staff to schedule formal consideration of the Memorandum of Understanding between the City and the Regional Transportation District for an upcoming City Council meeting.

### Summary Statement:

- When the FasTracks Transit System was placed on the ballot and approved by voters in 2004, the proposed Northwest Commuter Rail Line consisted of seven stations along the 41-mile line that begins at Denver Union Station and terminates in downtown Longmont. In subsequent discussions and decisions of the Regional Transportation District (RTD) Board, four additional stations were added including a station at approximately 88<sup>th</sup> & Harlan. There is no funding available for the construction or maintenance of these four stations either in the current FasTracks budget or within the revenues that would be available from the proposed FasTracks tax increase.
- The City Council and City Staff, as well as prospective developers of the Westminster Urban Revitalization Project (WURP), believe that a commuter rail station adjacent to the present Westminster Mall is vital to the long-term plans for redevelopment of the area.
- Early in 2010, City officials met with the RTD General Manager and key staff members to emphasize the importance of the station at Westminster Center and City's commitment to provide for the incremental cost of adding such a station. RTD's "Station Addition Policy" adopted in 2009, provides the criteria and the process to be used for requesting the addition of a rail station.
- As a follow-up to the 2010 meeting, City Staff prepared a draft Memorandum of Understanding that has since been reviewed and edited by RTD Staff. The Memorandum of Understanding essentially puts into writing the City's commitment to obtain non-FasTracks funds from public and private sources to build the station while RTD agrees that once this funding has been identified and is available, they will initiate the review and approval process.



Staff Report – Draft Memorandum of Understanding with Regional Transportation District regarding  
the addition of a Westminster Station

February 14, 2011

Page 2

- RTD's legal department is still reviewing the MOU; therefore, there may be some minor additional edits to the document attached to this Staff Report.

**Expenditure Required:** \$6 million to \$12 million for the station itself not including parking and pedestrian, bus and automobile access facilities and other ancillary facilities

**Source of Funds:** City funds, potential grants and private development funding

**Policy Issue:**

Should the City enter into a Memorandum of Understanding with the Regional Transportation District regarding the City's and the RTD's commitments to pursue the construction of a Northwest Rail station at Westminster Center?

**Alternative:**

- City Council could decide to take no action with regard to having Westminster Center Station added to the FasTracks Northwest Rail plan.
- City Council could determine that it should take a more aggressive position with regard to obtaining a full or partial FasTracks funding for Westminster Center Station.

City Staff believes that neither of these alternatives is appropriate at the current time. It is clear to Staff that the City needs to take a proactive role if it hopes to reach an objective of having a Westminster Center Station open at the same time as the rest of the Northwest Rail Corridor system. However, a request for using FasTracks funding to build the station would have little support from either RTD elected officials and staff or the other communities located along the rail corridor.

**Background Information:**

When the FasTracks system was placed on the ballot and approved by the voters in the Regional Transportation District in November 2004, the Northwest Rail Line consisted of a 41-mile track connecting Denver Union Station with seven stations from south Westminster to downtown Longmont. During the years that followed the election, four additional stations were identified as being desirable on this rail line. These included a station in Westminster at approximately at 88<sup>th</sup> & Harlan Street. It is noteworthy that the projected ridership analysis completed for the corridor showed that a station located at Westminster Center would have the second highest ridership of any station located along this corridor.

As the projected costs for building the FasTracks system increased, the projected revenues for the system generated by the FasTracks tax steadily declined in each successive annual projection. At that point, it was determined that the additional four stations could not be funded through the FasTracks program.

The Westminster Center Station and the other three "unfunded" stations were included in the environmental analysis that was done as part of the Environmental Assessment (EA) submitted to the United States Army Corp of Engineers in May 2010. The unfunded stations were, however, not included in the 30% design drawing for which RTD contracted subsequent to the completion of the EA. Moreover, it has not been the RTD Staff's intent to include the "unfunded" stations in any future studies and engineering for the corridor.

City elected officials and staff have made it clear during the past several years that the City is committed to seeing that the Westminster Center Station opens simultaneously with the rest of the Northwest Corridor. From the perspective of City Staff and potential developers of the Westminster Center Urban Revitalization Project (WURP), the construction of a rail transit station adjacent to this site is vital for the development of the area as a retail, office, entertainment and high density residential area.

In April 2010, Mayor McNally, City Manager Brent McFall and Deputy City Manager Matt Lutkus met with the RTD General Manager Phil Washington and other key RTD Staff to discuss how the City's goal for a Westminster Center Station could be achieved. Westminster officials indicated a willingness to commit the funds necessary to add the station while the RTD Staff demonstrated a strong willingness to cooperate with the City to help ensure that the Westminster Center Station was constructed in a timely manner. As a follow-up to this meeting, City Staff drafted and RTD Staff have since edited a

Staff Report – Draft Memorandum of Understanding with Regional Transportation District regarding  
the addition of a Westminster Station

February 14, 2011

Page 4

Memorandum of Understanding (MOU) that articulates the City's and RTD's commitments toward the construction of a Westminster Center Station. The draft MOU has been reviewed and approved by the City Attorney and is currently under review by RTD's legal department. It is hoped that these internal reviews will be completed within the next few weeks so that the respective governing bodies of each organization can consider a formal approval of this document. In this agreement, the City acknowledges the need to obtain a private and non-FasTracks public dollars to construct the station while RTD commits to initiating the review and approval process of the station as soon as funding has been identified. The process will entail City Staff submitting a proposal that addresses the criteria for adding stations in the RTD Board adopted Rapid Transit Station addition policy.

The RTD Board of Directors recently approved expenditure of \$500,000 for an engineering study of the Northwest Rail line. This study will provide a more definitive projection of the cost of the Northwest Rail Line infrastructure. It was not RTD's intent to include in this analysis any of the unfunded stations. However, RTD Staff have indicated a willingness to add the Westminster Station as a supplemental analysis if the City pays the additional cost required to include the Westminster Center Station. Funds have been set aside in the WURP budget for these types of expenditures and City Staff will ask the WEDA Board for formal approval of an expenditure for this study once the scope and projected costs have been identified.

The Mayor and City Staff have had multiple conversations with Westminster's partners along the Northwest Rail Corridor regarding the addition a Westminster Center Station. The elected officials representing these communities have indicated their support for Westminster's addition of a station at Westminster Center and the other unfunded stations on the rail line.

The City's efforts to have a Northwest Rail Station constructed at 88<sup>th</sup> & Harlan are directly related to the City Council's Strategic Planning Goal of a "Strong Balanced Local Economy" and, more specifically, the objectives of developing "A Multi-modal Transportation System That Provides Access To Shopping And Employment Centers" and "Revitalized Westminster Center Urban Redevelopment Project Area." These efforts are also consistent with the Strategic Goal of "Vibrant Neighborhoods in One Livable Community" and, more specifically, the objective of "Developed Transit-oriented Development Around Commuter Rail Stations."

Respectfully submitted,

J. Brent McFall  
City Manager

Attachment

## **Memorandum of Understanding between the City of Westminster and RTD regarding the addition of the Westminster Center Station**

WHEREAS, in November 2004, voters in the Regional Transportation District (RTD) approved the funding and the construction of the FasTracks Mass Transit System that included the Northwest Rail Corridor line from Denver Union Station to Longmont, and

WHEREAS, the station to be located at Westminster Center was not included during the preparation of the ballot issue but was considered in the Environmental Impact Statement/Environmental Evaluation Process, and

WHEREAS, funding for the Westminster Center Station is currently not included in the FasTracks financial plan due to fiscal constraints, and

WHEREAS, since 2004, the Westminster Urban Reinvestment Project, also currently known as the Westminster Mall, has evolved as a significant redevelopment area that will include commercial office, retail and high density residential uses, and

WHEREAS, the projected ridership at the Westminster Center Station is one of the two highest on the Northwest Corridor, and

WHEREAS, the Westminster Center Station and other stations were included in the Environmental Evaluation for the Northwest Rail Corridor approved by the RTD Board of Directors in May 2010, and

WHEREAS, it is anticipated that if and when additional funding is requested and approved through a regional ballot election, the four stations along the corridor that are currently designated as “unfunded” will not be included for funding, and

WHEREAS, the City will submit a proposal that will address the specific requirements and intent of the attached Rapid Transit Station Addition Policy adopted by the RTD Board of Directors in June 2009, and

WHEREAS, the US 36 Mayors and Commissioners Coalition (MCC) supports the addition of the unfunded stations,

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF WESTMINSTER AND THE RTD BOARD OF DIRECTORS AGREE TO THE FOLLOWING:

1. The City of Westminster shall procure sufficient non-FasTracks funds from public and private sources to ensure that the Westminster Center Station will be constructed and ready for full operation at the same time as the Northwest Commuter Rail System (excluding the South Westminster Electrified Segment) becomes operational.



2. The RTD Board agrees that once the RTD Staff are confident that sufficient funding has been identified and is available for the construction of the Westminster Center Station and the required ancillary facilities, the RTD Staff will promptly initiate the review and approval process outlined in the Rapid Transit Station Addition Policy.

PASSED AND ADOPTED this            day of            , 20\_\_.

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Regional Transportation District  
Board of Directors

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Mayor, City of Westminster

ATTEST:

APPROVED AS TO LEGAL FORM:

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City Clerk

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City Attorney



## WESTMINSTER

### Staff Report

City Council POST Meeting  
February 14, 2011



**SUBJECT:** Community Recycling Project Review

**Prepared By:** Matt Lutkus, Deputy City Manager  
Rachel Harlow-Schalk, Environmental & Administrative Services Officer

### Recommended City Council Action

Discuss alternatives for achieving the City Council Strategic Plan objective of convenient recycling for citizens and provide direction to City Council liaisons to the Environmental Advisory Board and City staff regarding the recycling study that is currently underway.

### Summary Statement

- City Council's Strategic Plan goal of a Beautiful and Environmentally Sensitive City includes Council's objective of a convenient recycling program for businesses and residents with a high level of participation. Staff has been working with the Environmental Advisory Board's (EAB) community recycling study committee to develop recommendations to help Council move toward accomplishment of this objective.
- After completing research on trash and recycling services in the City, four of 25 previously identified opportunities to help reach Council's recycling objective are being evaluated by the committee.
- The four opportunities that the EAB recommended for further study are: (1) set a recycling diversion rate goal for Westminster; (2) require all licensed trash collectors to offer recycling to multi-family units; (3) require that all licensed trash collectors offer recycling to commercial customers; (4) establish a pay-as-you-throw trash collection system for all single family residences.
- The EAB's recycling study committee includes various stakeholders including a homeowners association management company representative; a citizen living in a group trash collection area; three non-HOA/group trash collection residents; a multifamily resident; a "maintain the status quo" resident; all residential licensed trash collection companies (13); a representative of strip mall management company/developer; another business representative; and Environmental Advisory Board members.



- Based on feedback received from some of the members of the committee and on-line comments received from citizens regarding their recycling method preferences, Staff believes that the charge for the committee should be broadened to provide an opportunity for other ideas beyond the four currently under study for promoting recycling to be considered.

**Expenditure Required:** \$0

**Source of Funds:** N/A

### **Policy Issue**

Should Council expand options for achieving their objective of a “convenient recycling program”?

### **Alternatives**

- Decide that the direction previously provided to the EAB and City Staff is still appropriate and that the EAB Recycling Committee should continue to pursue the four opportunities including a pay-as-you-throw system with embedded fees.
- Direct the EAB and City Staff to delay further work on the development of an enhanced recycling program until a stronger community-wide consensus on recycling programs develops.

City Staff believes that the best option at this point is to continue studying various options to enhance recycling with greater flexibility than only the four options currently under review.

### **Background Information**

In August 2008, City Council received the results of the 2008 Citizen Survey. In that survey, 72% of respondents reported not using curbside recycling. In a follow-up question on the survey, 30% of respondents said that they did not recycle at the curb because it was not provided by their hauler and an additional 27% said that they did not participate in curbside recycling because of cost. An additional 22% of respondents were unaware that recycling was available to them at the curb. At the time of the survey, the Solid Waste Collection Code required all haulers to offer recycling to residential customers, except for those residents who lived within subdivisions that had organized homeowners’ associations and the HOA contracted for trash collection for all properties in the HOA.

In 2009, City Council incorporated into their Strategic Plan their objective of a convenient recycling program for both residents and businesses. To accomplish this objective, the Environmental Advisory Board (EAB) recommended that the City hire Skumatz Economic Research Associates (SERA) to complete an analysis of the trash and recycling services in the community and identify opportunities to improve recycling options.

From SERA’s research, the City learned that recycling by Westminster residents and businesses is lower than the rate for Colorado overall, 11% compared to 19.5%, that there is wide-spread misunderstanding of what can be recycled at the curb, and that there are no financial incentives to recycle. Many citizens are charged a base rate for trash pickup at varying prices and separately charged to recycle. To clarify the recycling objective, Council agreed with the EAB and Staff that the most convenient place to recycle is at the curb. As a result, Staff and the EAB have been focusing efforts on improvements to recycling at the curb.

Council agreed to create a committee of the EAB to study four of the 25 opportunities that were identified to help achieve Council’s recycling objective and to make recommendations on amendments to the Solid Waste Collection Code.

The four options being studied are:

- Setting a recycling diversion rate goal for all of Westminster,
- Requiring that all licensed trash collectors offer recycling to multifamily units,
- Requiring that all licensed trash collectors offer recycling to commercial customers,
- Establishing a pay-as-you-throw trash collection system for all single family residences.

Since the beginning of this project, Staff and the EAB have maintained that they will not consider recommending a single-hauler or districting trash collection program in Westminster. Westminster residents will still be given the option of choosing any licensed hauler they wish.

The EAB's Recycling Study committee includes various stakeholders including a homeowners association management company representative (Todd Fakler, Management Specialists); a citizen living in a group trash collection area (Steve Mack, Westcliff HOA President); four non-HOA/group trash collection residents (Shirley Garcia, Roman Kohler, Jill McLoughlin, Barbara Garrett); a multifamily resident (Ken Scruggs); a "maintain the Status Quo" resident (Gloria Fisher); all residential licensed trash collection companies (13); a representative of strip mall management company/developer (Dino Valente, Valente's Deli Bakery); another business representative (Peter Smith, Smith Environmental & Engineering); and Environmental Advisory Board members (Nick Pizzuti, EAB Chairperson and Lisa Bressler).

After holding public meetings and receiving comments from residents through voice mails, e-mails and Facebook, Staff has found that the majority of comments are related to improvements or changes to the City facility drop-off locations. Some residents have noted that the facility drop-offs are the most convenient because residents do not have to pay for recycling at the curb and can take their materials when it is most convenient for them. Although the drop-offs were evaluated by SERA, no changes to these locations are currently being discussed because the focus has been on providing residents with the convenience of at-the-curb pickup. Staff now believes that improvements to the community recycling "drop-off" program should be considered by the EAB Recycling Committee given the feedback that has been received from citizens. During the discussion of this topic, deficiencies in the current community recycling drop off program could be addressed.

Therefore, Staff is recommending that City Council authorize the EAB Recycling Committee to consider a variety of options to encourage recycling in the City and to report their recommendations to the City Council at a future date.

The approach described in this report is consistent with the City Council's Strategic Plan Goal of a Beautiful and Environmentally Sensitive City and, more specifically, the Council's objectives of a convenient recycling program for businesses and residents with a high level of participation.

Respectfully submitted,

J. Brent McFall  
City Manager



W E S T M I N S T E R

## Staff Report

Information Only Staff Report  
February 14, 2011



SUBJECT: Information Technology Department Strategic Plan 2011

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 2011 and includes the following information:

- Trends in Information Technology
- Guiding Principles for the Information Technology Department
- Performance Measures
- Technical Project Planning
- Technology Standards
- Services
- System Security and Disaster Recovery
- Technology Acquisition
- Major Technology Projects Scheduled for 2011 – 2013
- 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 and electronic version of this document on the City's web site at

<http://www.ci.westminster.co.us/files/strategic.pdf>.



**Background Information**

Over the past 23 years, the Information Technology Department (previously Data Processing Division) has established technology plans and policies that have been instrumental in helping all city Departments achieve City goals and objectives. In 2003, the Department established a formal strategic plan to provide Departments, City Council and others with a clear, comprehensive document to communicate the City's technology direction, priorities and strategy.

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

Respectfully submitted,

J. Brent McFall,  
City Manager

Attachment (City Council only)



**WESTMINSTER**  
**COLORADO**

**Information Technology Department  
Strategic Plan  
January 2011**



*Prepared by:  
David Puntteney  
Information Technology Director*



## TABLE OF CONTENTS

<i>Table of Contents</i> .....	2
<i>Plan Purpose, Background and Introduction</i> .....	3
<i>City of Westminster Information Technology Awards and Recognitions</i> .....	4
<i>City Mission, Strategic Plan and City Council Goals</i> .....	6
<i>Information Technology Mission Statement</i> .....	8
<i>Guiding Principles</i> .....	8
<i>Information Technology Department Customers</i> .....	10
<i>Trends in Information Technology</i> .....	12
<i>Performance Measures</i> .....	15
<i>Technology Standards</i> .....	18
<i>Information Technology Department Services</i> .....	18
<i>Human Resources For Information Technology</i> .....	20
<i>System Security</i> .....	21
<i>Technology Acquisition Process</i> .....	24
<i>New Systems Strategic Implementation Planning and Prioritizing</i> .....	24
<i>Digital Divide and Opportunities</i> .....	25
<i>Environmental Sensitivity and Sustainability</i> .....	26
<i>Inter and Intradepartmental Technology Committees and Teams</i> .....	29
<i>Attachment A: Technology Architecture, Standards and Security</i> .....	31
<i>Attachment B: Major Projects – Three Years</i> .....	33
<i>Attachment C: Five Year Staffing Projections</i> .....	35
<i>Attachment D: Supported Technology Environment</i> .....	36
<i>Attachment D: Supported Technology Environment</i> .....	36
<i>Attachment E: Information Technology Department Organization Chart</i> .....	40
<i>Attachment F: Workload Indicators and Resources</i> .....	41
<i>Attachment G: Information Technology Department Operating Budget Summary</i> .....	42

## **PLAN PURPOSE, BACKGROUND AND INTRODUCTION**

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

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

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

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

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

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

## **CITY OF WESTMINSTER INFORMATION TECHNOLOGY AWARDS AND RECOGNITIONS**

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

### Digital Cities Survey Awards:

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

- 2002 – 5<sup>th</sup> place
- 2003 – 7<sup>th</sup> place
- 2004 – 7<sup>th</sup> place
- 2005 – 6<sup>th</sup> place
- 2006 – 5<sup>th</sup> place
- 2007 – 4<sup>th</sup> place
- 2008 – 7<sup>th</sup> place
- 2009 – 7<sup>th</sup> 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

## **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**

**2010-2015**

### **Goals and Objectives**

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#### **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

#### **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 people, homes and buildings from flooding through a 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

**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



**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 respectable manner.

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

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

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

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

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

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

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

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

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

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

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

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



## **INFORMATION TECHNOLOGY DEPARTMENT CUSTOMERS**

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

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

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

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

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

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

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

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

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

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

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

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

## **TRENDS IN INFORMATION TECHNOLOGY**

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

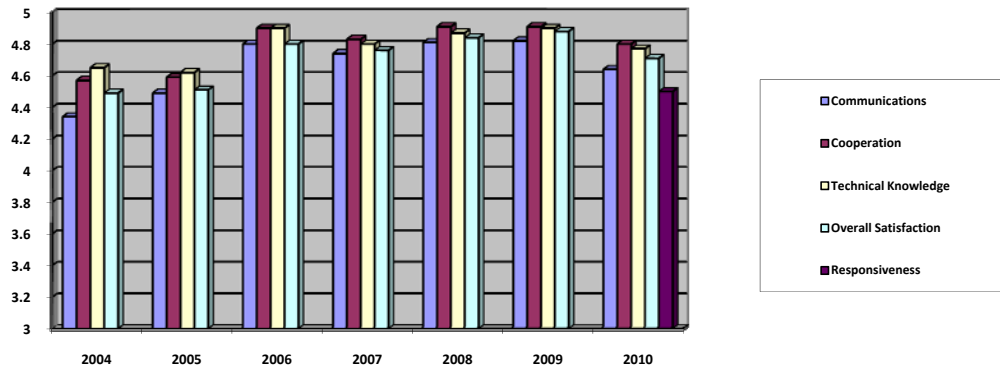
While the majority of customer ratings are excellent, the department occasionally receives ratings that are fair or poor. IT uses these opportunities to meet with customers to evaluate and improve service strategies and processes. These meetings were conducted on several occasions during 2010. This process 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%.

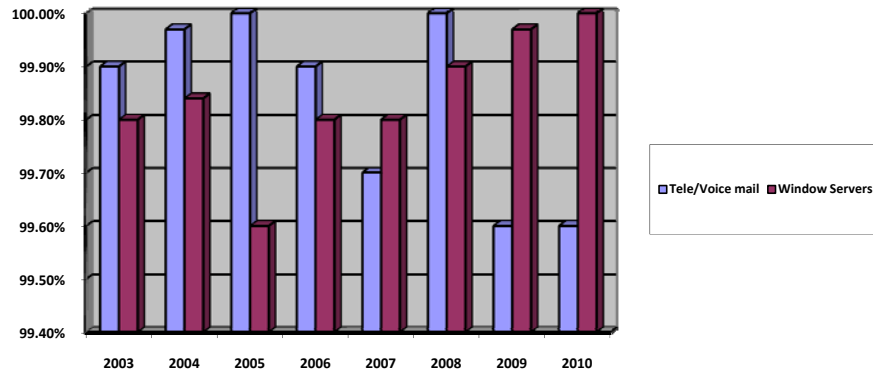
#### Relationship to Westminster Strategic Goals/Objectives:

- *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*
- *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 21 years.

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

## **SYSTEM SECURITY**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**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.

#### Disaster Recovery/Business Continuity

As dependence on technology for service delivery and internal operations has expanded, so has the need for a comprehensive disaster recovery/business continuity plan. Recovery plans are fully documented and updated each year. Comprehensive testing is conducted annually. In 2003, uninterrupted power supplies, network hardware and servers were set up at a City-owned disaster recovery/business continuity site to provide for rapid recovery following a disaster or damage to the computer facility and equipment

at City Hall. The servers are now located at the facility and are connected to the City's fiber network for remote connectivity. The disaster recovery/business continuity site location has T1 Internet connectivity for web access and related services. The GIS, Sales Tax, Maintenance Management, Court Administration, Utility Billing and ERP servers and applications are in place and ready to be employed in the event of a disaster. In addition to normal backups, data is also moved from the production systems to the recovery servers on a nightly basis. In 2007, the disaster recovery/business continuity equipment and servers was relocated to a safer and more appropriate location providing the physical space, environmental controls and security needed for the future. Additional internet access is also provided to the disaster recovery facility to provide redundant access for basic inbound and outbound web traffic.

## **TECHNOLOGY ACQUISITION PROCESS**

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

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

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

## **NEW SYSTEMS STRATEGIC IMPLEMENTATION PLANNING AND PRIORITIZING**

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

Information Technology Department in establishing priorities for new major system implementations on an as-needed basis.

## **DIGITAL DIVIDE AND OPPORTUNITIES**

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

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

The City has also partnered with the local 7:10 Rotary Club to support the “Computers 4 Kids” (C4K) program. The purpose of this Rotary sponsored program is to refurbish and prepare used computer equipment for distribution to nonprofit agencies and eligible students for use in their homes or schools. Over the last eleven years, the City has contributed more than 1,300 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. 2011 classes include: “Microsoft Windows”, “Mouse Skills”, “Special Applications”, “Internet Skills” and “Computers for Absolute Beginners”.

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](http://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.

### **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 2) *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](http://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.

#### Future Initiatives

- Assist as needed in the purchase and implementation of an Energy Management Software System to track and manage city-wide energy consumption. (2010-2011)
- Participate in a city-wide printer inventory effort and evaluate opportunities to strategically reduce the number of standalone printers over the next several years (2011)
- 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)
- Evaluate PC utilization and eliminate unnecessary PCs from departments (2010-2011)

## **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 remaining ESI and Comdial switches are replaced during remodels of the building and as the replacement project moves forward. The City is deploying Voice Over IP (VOIP) and is standardizing on the Avaya solution for this technology.

### **Servers**

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

### **Workstations**

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

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

### **Handhelds**

The City has standardized on the Apple iTouch, iPhone and iPad, and Blackberry handhelds. The standard operating system for the iTouch, iPhone and iPad is 4.1. The standard operating system for Blackberry is 4.0 or 4.2.

### **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 ASP.NET for interactive applications and backend database access. The Information Technology Department installs and maintains web servers used to host all City information and services. Open Text (RedDot) Content Management software is used to provide content contributors with the ability to update departmental information on the Internet.

### **Application Development Tools**

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

### **System Hosting and Support**

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

## **ATTACHMENT B: MAJOR PROJECTS – THREE YEARS**

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

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

**Security Audit** – Information Technology Staff will work with an outside vendor to conduct the annual comprehensive network and server security audit and implement changes to systems, policies and practices as required to further fortify City systems. This audit will be conducted during the summer of 2011.

**Enterprise Resource Planning System Upgrade** – The City will dedicate resources to a major upgrade (version 9.0) and enhancements to the JDE system in 2011.

**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 has 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.

**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.

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

**Mobile Computer/PDA 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.

**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 2011, including the upgrades to GIS (ESRI 10.0 and SQL 2008), JDE Tools 8.98, Accela



Mobile Office and Accela Citizens Access. Additionally, a new fire reporting system from Alpine will be implemented.

**Microsoft Exchange and Outlook Upgrades** – The Information Technology Department will be completing the upgrade of all systems to Microsoft Exchange Outlook 2007.

**IP PBX Phone System** – In 2009, the Information Technology Telecommunications / Networking Team began implementing a new Avaya based IP PBX based phone system designed to consolidate the management and vendor deployment of all voice systems and add advanced functionality for all City facilities. This project will result in standardized 4-digit dialing and will eliminate the multiple disparate systems as well as other issues that exist with the current systems. Funds for this project were approved over a three year period, beginning in 2009. Completion of the third and final phase of this project is scheduled for 2011.

**Court System Upgrade** – In 2011, 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 Intergen 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.

**2010** – None

**2011** - None

**2012** – None

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

.5 FTE Senior Technical/Administrative Projects Manager

**2014** – None

2015 - .5 FTE Senior Technical/Administrative Projects Manager

## **ATTACHMENT D: SUPPORTED TECHNOLOGY ENVIRONMENT**

### **Software and Web Engineering Team**

#### *Web Development and Statistics*

- Over 154,484 citizens, businesses and others visit the City's web site each month, representing more than 1,065,896 viewed pages and images (hits) monthly.
- City Web site job postings and applications, library and recreation pages, utility billing payment pages, and event calendar pages continue to be the most popular areas of the site.
- The Intranet (Employee Information Center) has over 38,515 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 7,000 pages, 2,500 associated programs, over 12,000 graphic images and 3,600 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 6,091 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 the Intergraph Police/Fire web applications, CAD and RMS, Alpine Fire Records System, JDE EnterpriseOne ERP, Accela Utility Maintenance Management and Permit, JSI Court Administration, Advanced Utility Billing, GIS and Sales Tax systems. Software Engineers are responsible for developing interfaces and custom modules to operate with these applications.

#### *Stand Alone Applications Supported by Software Engineers*

- The Interactive Voice Response system (IVR) allows citizens to call for information on utility bills 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 35,883 calls and

Web access is processed through this system every month. Approximately 6,091 monthly credit card transactions 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 is responsible for the following:

- Installation, configuration, administration, troubleshooting, security and data integrity for 94 Windows servers and 1085 Windows computers and laptops in over 30 City facilities.
- Consulting services for all departments on existing technologies and strategic direction and project management services for the acquisition, implementation and use of new technologies.
- Administration for 1,225 Windows user accounts and 1,134 Exchange email accounts.
- Maintenance of hot site disaster recovery/business continuity facility.
- Support for wireless hardware and software used by the City's Public Safety departments for all mobile applications including Dispatch, Field Reporting, LPR (License Plate Reader) and AVL (Auto Vehicle Locator).
- Administration of the Lease/Purchase Program for the replacement of City personal computer hardware.
- Software compliance and license management.
- Systems security including virus protection, content screening and spam filtering.
- 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, 365 days a year.
- Data backup and recovery services for all centralized systems.
- Average support calls in excess of 1200 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 one large Avaya IP PBX, five smaller Avaya IP PBX systems, nine Avaya Remote gateway systems, four small ESI telephone switches, four small Comdial telephone switches, a Call Express Unified Messaging and Auto Attendant System and a combination of a City-owned fiber optic and wireless systems and Qwest services at some remote sites. The telephone system currently has 985 extensions and 1080 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 1,342 nodes (devices). Of these 1,342 nodes, there are 1,085 networked personal computers. The Information Technology Department monitors the connection to the Internet to ensure good performance and secure connections. The City's networks are protected by a two tiered security check. All networked PCs have access to the Intranet.

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

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

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

### *Types of Cabling*

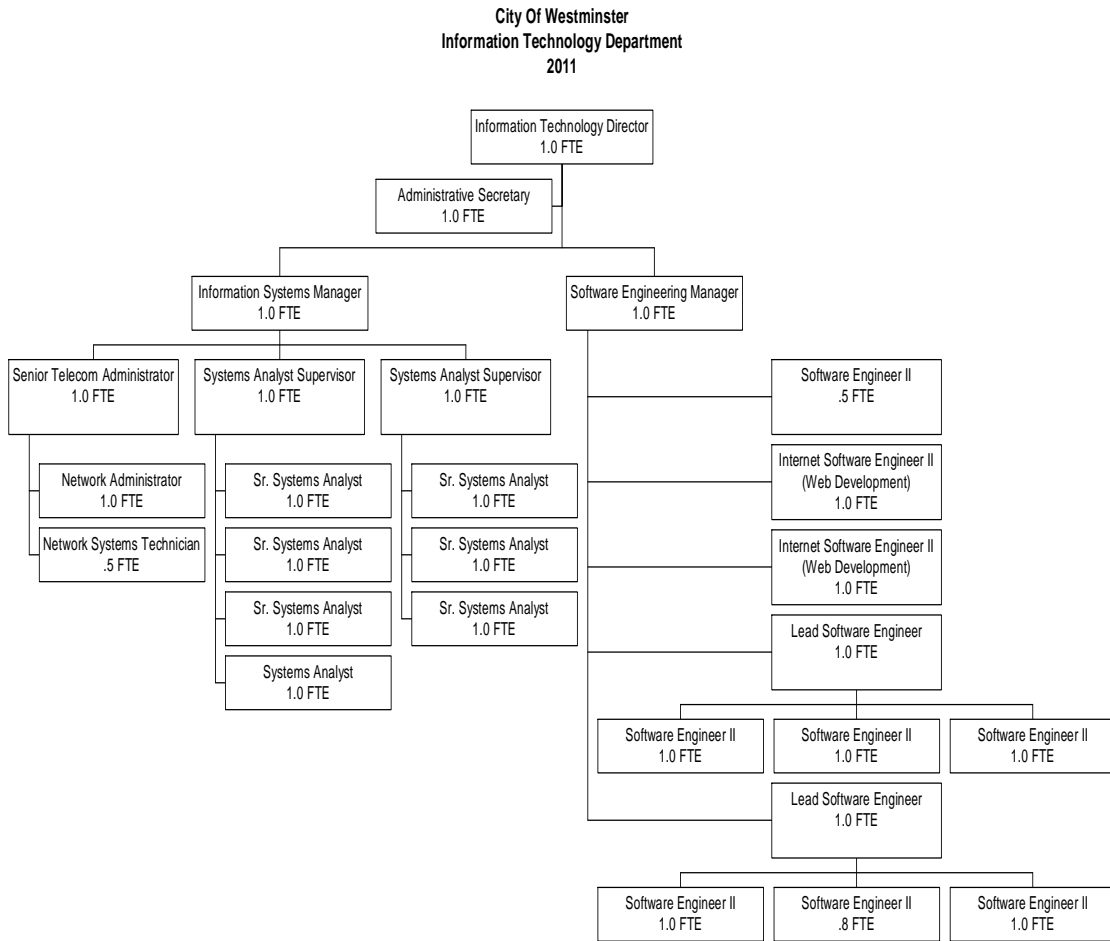
Within buildings and to the desktop:

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

Between buildings:

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

## ATTACHMENT E: INFORMATION TECHNOLOGY DEPARTMENT ORGANIZATION CHART



**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.

<b>Indicator</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
Number of E-mail users supported	1,187	1,254	1,254	1,140
Number of PCs supported	1,014	1,036	1,036	1,029
Number of network nodes supported	1,456	1,637	1,637	1,395
Number of web pages and scripts supported	15,903	12,658	14,388	19,269
Annual approved operating budget	2,632,481	2,808,228	2,844,464	2,821,595
Total Authorized IT Department FTEs	26.7	26.8	26.8	25.8



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

<b>Budget Account Description</b>	<b>2011 Budget Amount</b>
Regular Salaries	2,063,103
Regular Salaries – PST (Public Safety Tax)	72,472
Salaries Overtime	400
Salaries Temporary	1,500
Mileage Reimbursement	3,010
Meeting Expense	2,000
Career Development	33,300
Career Development Telecom	3,365
Professional Services	57,800
Professional Services Telecom	38,632
Professional Services PST	13,000
Fleet Rental Charges	4,080
Maintenance/Repair Equipment	154,720
Maintenance/Repair Equipment Telecom	104,200
Postage	100
Telephone	17,961
PC Replacement Fee	27,852
Lease Payments to others	9,100
Supplies	32,500
Training & Reference Materials	4,000
Office Equipment	3,500
Computer Software/Hardware	125,000
Computer Software/Hardware PST	0
Computer Software/Hardware Telecom	50,000
<b>TOTAL</b>	<b>\$2,821,595</b>



WESTMINSTER

## Staff Report

Information Only Staff Report  
February 14, 2011



SUBJECT: Wellness Program Update

PREPARED BY: Nicki Leo, Wellness Coordinator  
Lisa Chrisman, Human Resources Administrator

### Recommended City Council Action

This staff report is provided to City Council for information purposes only. No Council action is being requested at this time.

### Summary Statement

The City Wellness Program is an integral part of the organization's efforts to provide a quality work environment with effective employees prepared to deliver quality service to citizens. This report is an update on current activities and impacts of this important City program.

### Background Information

In 1985, the City of Westminster implemented an employee Wellness Program that is 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 organization as a whole. The wellness requirements and activities are intended to create an awareness of illness prevention, healthy lifestyle habits, and safety, with the ultimate goal of decreased medical insurance claim costs and increased effectiveness and productivity in employees. Additional benefits include increased positive employee morale, decreased absenteeism and an improved quality of life. Over the years, the Wellness Program has grown to a nationally recognized level and one that many organizations attempt to emulate. The Wellness Program is a key component of the City's total compensation package, positioning the City as an employer of choice in the job market. Attached is a wellness brochure that explains the program and employee requirements.



The Wellness Program actively solicits involvement of employees in preventative health, fitness and overall wellness activities as demonstrated by program participation of 82-84% over the past 10 years. Major components of the program include an annual questionnaire and a complete blood work profile.

### **I. Preventative Screenings**

Every year at least five or six employees who participate in the Wellness Program are diagnosed early with serious conditions such as diabetes or cancer. Early detection no doubt contains medical costs in the self-funded health plan, decreases employee sick leave and saves lives.

- Preventative screenings continue to be the focus of the current wellness program. In 2010, the City shifted away from a one-day health fair to offering monthly screenings. By doing this, the program was able to screen three times as many employees and save money.
- Preventative screenings provided by the Wellness Program between the years of 1998-2004 have identified 135 employees and/or dependents with increased risk for certain types of disease including diabetes, thyroid disease, hepatitis, heart disease, gout, cancer, rheumatoid arthritis, and lupus; 127 have resulted in diagnosis of disease and employees and/or dependents who are being treated by a personal physician. These preventative screenings have helped to identify at-risk individuals, get them the care they need early on, and potentially eliminate catastrophic claim costs and/or death.
- Most significantly, screenings offered in 2011 included Mobile Mammography, where four women were identified with pre-cancerous conditions and referred on to their physician. Three of these employees underwent further testing, including biopsy and were found to be cancer-free. The fourth employee was identified to have cancer and because it was caught in the earliest stage, this employee was able to treat the cancer and is now in remission.
- Monthly screenings also allow the wellness program to address the specific needs and requests of employees and work groups. For example, on-site skin cancer screenings were offered to staff at Big Dry Creek. This group of employees is highly unlikely to attend the one day Health Fair due to shift schedules and operational needs. Conducting on-site screenings allowed all staff to be tested for the first time in years.
- The Wellness Coordinator continues to work with Fire Department Staff on the annual flu shot program. Eleven clinics were scheduled throughout City facilities, and more than 600 vaccinations were provided for employees and family members. By partnering with the Fire Department, there is a significant cost savings for the City.

### **II. Educational Efforts**

The Wellness Program continues its educational efforts by offering a wide variety of classes throughout the year. Strategic and purposeful efforts are aimed at increasing employee knowledge and individual accountability. Ultimately, the goal is to reduce unhealthy lifestyle behaviors that increase the City's healthcare costs and decrease productivity.

- Employee trainings vary from year to year. Examples of standard course offerings include: Wellness 101, Work/Life Balance, Weight Connections, and Resiliency. In addition, brown-bag lunch sessions focusing on needs identified through preventative screenings and employee surveys are scheduled on a monthly basis. Participation in these classes remains very high.

- In 2010, the City transitioned to a Focused Work Week schedule. To help staff transition smoothly, the Wellness Program distributed educational materials and sponsored a series of classes. Classes included: Daycare Resource Guide and Childcare Network Discussion; Eldercare Network Discussion; Eating for the Extended Work Day; Change in Work Schedule: Coping and Thriving (which resulted in two more classes addressing this specific concern); and Healthy and Quick Food Preparation. Again, interest in these classes was very high, which resulted in additional classes offered in 2010, and planned for 2011.

### **III. Inclusion of Family Members**

Statistics from both of the City's health insurance providers indicate a large portion of healthcare costs result from health issues experienced by employees' dependents. For this reason, the Wellness Program decided to gradually work towards incorporating family members into the Employee Wellness Program. Although family members have always been encouraged to participate, more efforts were made to market the benefits to family members.

- Most recently, the Wellness Program introduced the "Family Health Series". This is a series of classes, screenings, and activities in which family members are encouraged to participate. Examples include blood draws, flu shots, a self-defense class for children, a self-defense class for families, and a training program for the City's Holy-Cow 5K Run. Employees were not only encouraged to bring family members to the sponsored activities, but were also encouraged to recommend future activities to promote health-related behaviors into the home.
- Wellness continues to sponsor the Take Your Child to Work Day program. Each year, this event focuses on exposing children to local government, and to the work world in general. When combined with the focus of what the City does for the community, this knowledge transfer generates interest in government jobs and how each aspect of the government is essential for providing a safe, clean, high quality of life for its citizens.
- Wellness has also partnered with the Parks, Recreation and Libraries Healthy Kids program. This program's focus is to generate interest in developing healthy lifestyles in our youth. Wellness will continue to offer any guidance and/or support that is needed for this very important community program.

### **IV. Cost Containment Strategies**

The City recognizes the importance of supporting healthy employee wellness habits and the possible impact of these habits on employees, family members, and ultimately the organization. Human Resources continues to address sky rocketing health care costs by modifying the City's benefits package and driving consumer awareness and personal involvement in health care through the wellness program. The Wellness Coordinator continually monitors the impact of the program and addresses key health areas based on annual benefits use reports and meetings with our insurance broker. Adjustments to the program are made based on reports, health concerns, and prescription usage, with an added emphasis on consumer awareness, personal responsibility and involvement of family members. The ultimate goal is to continue to improve employee health and wellbeing, and insurance cost containment.

- The City's well-rounded, ever evolving program is believed to be partially responsible for the low number of sick hours used by employees in comparison to comparable cities in the ICMA Center for Performance Measurement benchmark program. The average number of sick leave per 1000 hours worked for all municipalities reporting in the ICMA Center for Performance Measurement is 29.59 hours. At an average of 11.88 hours for 2010, Westminster is well below the average.
- Certain lifestyle choices or behaviors can adversely affect an individual's health. Unhealthy behaviors can be categorized as physical inactivity/sedentary lifestyle, poor nutrition, tobacco use, alcohol and drug use/abuse, and miscellaneous personal activities. These lifestyle choices can often lead to specific health problems. The normal range for claims related to unhealthy behaviors is approximately 7.9% (as a percentage of total claims paid). According to a 2010 report provided by our benefits broker, the City's claims related to unhealthy behavior (as a percentage of total paid) is a very low 6%.

#### **V. Future Objectives**

The health conscious culture of this organization is one that has benefited the employees, the City and ultimately the taxpayers. The Wellness Program continues to meet its goal of assisting employees in sustaining healthy lifestyles and behaviors, thus reducing health insurance costs.

- As a result of the efforts of the Wellness Program, we have been able to improve on or maintain a wide variety of health measures. More employees are being diagnosed, referred to their physician and placed on appropriate treatment plans before health or disease deteriorates to a level that creates higher health claim costs, and/or decreased employee productivity. Human Resources will continue to monitor, adjust and refine the program to meet the objectives as well as the needs of the organization.

The Wellness Program is a very visible and appreciated organizational effort 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 and confidence in City Council and management.

Respectfully submitted,

J. Brent McFall  
City Manager

Attachment  
-Employee Wellness Program Brochure

## Wellness Committee

Employees' suggestions and comments are always welcome. Please contact your Wellness Committee Representative for comments and/or additional information about the Wellness Program.

BDC: Tara Wilson, x2746

CAO/CMO: Mary Joy Barajas, x2001

CD: Mike Normandin, x2143

Court: Tracy Cutshaw, x2269

Recreation Facilities: Pam Cox, x2943

Finance: Chad Smith, x2406

Fire: Bill Work, x4530

IT: Michelle Shjandemaar, x2333

Library: Jan Platte, x 2316

Police: Angel Tygart, x 4380

Judy Grigg, x4067

Parks Operation: Rod Larsen, 720-887-6250

Semper: Reuben Ortiz, x2447

Senior Center: Kate Amack, 426-4310

Streets:

Utilities: J.D. McQuiston, x2548

## PROGRAM ACCOMMODATIONS

If it is unreasonably difficult due to a medical condition for the employee to achieve the standard for the reward under this program, or if it is medically inadvisable for you to attempt to achieve the standard for the reward under this program, please call ext. 2148 and staff will work with the employee to develop another way to qualify for the reward.

## WELLNESS ON THE INTRANET

Some employees prefer a technological approach to wellness. The Wellness Home Page contains all activities, classes, and events scheduled for each quarter. There is also a special section where employees can download health-related articles and paperwork for the exercise challenges.

<http://intranet/EmpResources/Wellness/default.htm>

# Health Is a Habit...



## Employee Wellness Program



WESTMINSTER

4800 W. 92<sup>nd</sup> Avenue  
Westminster, CO 80031  
Phone (303) 658-2148

# MISSION

The City of Westminster values its employees and realizes their contribution to the organization is vital to the community. Employees are the organization's most valuable resource and the City of Westminster is committed to the health and well being of its employees. In support of this initiative, coordinators of the Wellness Program are working to identify the health needs of employees and to provide the appropriate resources to help modify and reduce health risks. The result is a comprehensive wellness program consisting of health screenings, classes, specialty programs, and counseling options.

## ACTIVITIES OFFERED

- Educational Programs
- Group Activities
- Preventative Screenings
- Blood Drives
- Resource Library
- Massage
- Health Monitoring

All benefited City of Westminster employees are eligible to participate in the Employee Wellness Program.

## ANNUAL PROGRAM REQUIREMENTS

In order for the Wellness Program to justify its efforts to reduce health care costs, the following requirements have been established:

1. Completion of Annual Blood Work.
2. Completion of Annual Lifestyle Questionnaire.
3. Participation in one Activity per quarter, for a total of 4 per year.

If annual requirements are not met, Wellness Program benefits may be discontinued for one quarter.

## PROGRAM BENEFITS

- Insurance Premium Reduction of \$10, \$20, or \$30 per month. **Applicable to NON-smokers only.**
- Unlimited access to all City of Westminster Recreation facilities with use of Wellness Card.
- Discounted (50%) recreation memberships for immediate family members.
- Various reduced or free health screenings throughout the year.

## SPECIAL WELLNESS EVENTS

Each year the Wellness Program sponsors special events for the City of Westminster employees. Family members and friends are also encouraged to participate and benefit from your enrollment in the Wellness Program.

- Flu Vaccinations
- Weight Management Program
- Preventative Screenings
- Goal Setting Program
- Seasonal Activities
- Family Wellness Series



*Apply yourself.*