



WESTMINSTER

Staff Report

TO: The Mayor and Members of the City Council

DATE: April 1, 2015

SUBJECT: Study Session Agenda for April 6, 2015

PREPARED BY: Don Tripp, City Manager

Please Note: Study Sessions and Post City Council meetings are open to the public, and individuals are welcome to attend and observe. However, these meetings are not intended to be interactive with the audience, as this time is set aside for City Council to receive information, make inquiries, and provide Staff with policy direction.

Looking ahead to next Monday night's Study Session, the following schedule has been prepared:

A light dinner will be served in the Council Family Room 6:00 P.M.

CITY COUNCIL REPORTS

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

PRESENTATIONS

6:30 P.M.

1. Council Chambers and Board Room Renovation Update and Information Gathering
2. Sustainable Communities Initiative – Northwest Corridor Blueprint

EXECUTIVE SESSION

1. Discuss strategy and progress on negotiations related to economic development matters for the Westminster Urban Center Redevelopment, disclosure of which would seriously jeopardize the City's ability to secure the development; discuss strategy and progress on the possible sale, acquisition, trade or exchange of property rights, including future leases; and provide instruction to the City's negotiators on the same as authorized by WMC Sections 1-11-3(C)(2), (4), and (7) as well as Colorado Revised Statutes, Sections 24-6-402 (4)(a) and 24-6-402(4)(e) - *Verbal*

INFORMATION ONLY ITEMS

1. Information Technology Department Strategic Plan 2015
2. American Institute of Certified Public Accountants (AICPA) Statement on Auditing Standards (SAS) No. 114, "The Auditor's Communication with Those Charged with Governance"
3. Chicken Husbandry & Beekeeping within Residential Zoning Districts

Additional items may come up between now and Monday night. City Council will be apprised of any changes to the Study Session meeting schedule.

Respectfully submitted,

Donald M. Tripp
City Manager

NOTE: *Persons needing an accommodation must notify the City Manager's Office no later than noon the Thursday prior to the scheduled Study Session to allow adequate time to make arrangements. You can call [303-658-2161](tel:303-658-2161) /TTY 711 or State Relay) or write to mbarajas@cityofwestminster.us to make a reasonable accommodation request.*



WESTMINSTER

Staff Report

City Council Study Session Meeting
April 6, 2015



SUBJECT: Council Chambers and Board Room Renovation Update and Information Gathering

PREPARED BY: Barbara Opie, Assistant City Manager
Mark Ruse, Facilities CIP and Operations Manager

Recommended City Council Action:

Provide feedback to the architect and Staff on master planning and design for the City Council Chambers and Board Room.

Summary Statement

- Bids were issued last Fall to master plan and develop cost estimates for the City Council Chambers and Board Room renovation. The architectural firm of Anderson Hallas Architects, PC (Anderson Hallas) was selected. Their project team includes: K2 Audio, Inc for audio/acoustics; JVA, Inc for structural engineering; Three Sixty Engineering, Inc for mechanical engineering; AEDG, Inc for electrical engineering and IT; and Parametrix, Inc for cost estimating.
- The purpose of Monday's presentation is to obtain feedback from City Council on their needs, priorities, and expectations for these rooms. Elizabeth Hallas with Anderson Hallas will be on hand to gather the information and provide a rough schedule of when we will return with design options, including project cost and potential phasing.

Expenditure Required: \$395,000 appropriated, of which \$48,174 is contracted for master planning and cost estimating

Source of Funds: General Capital Improvement Fund

Policy Issues

- Does City Council concur with this project moving forward with the proposed scope as outlined?
- What are City Council's priorities with this proposed renovation?

Alternatives

- Direct Staff to close this project and not complete a master planning effort nor implement any improvements to the Council Chambers or Board Room.
- Direct Staff to focus the scope and reduce the budget for this project only to the City Council Chambers, leave the Board Room as is, and complete a scope of work in the City Council Chambers that would be minor AV improvements, security enhancements, and Americans with Disabilities Act (ADA) improvements only, or more combinations of these.
- Direct Staff to focus the scope and reduce the budget for this project only to the City Council Board Room, leave the Council Chambers as they exist, and complete a narrower scope of work in the Council Board Room that might be limited to security enhancements only, minor AV improvements only, or some variation of these.

Background Information

Westminster City Hall opened in 1988 and included state-of-the-art technology and audio-visual (AV) equipment at the time. Minor updates to AV adjustments have been made to the City Council Chambers and Council Board Room over the last 27 years. Conducting meetings with AV needs provides significant challenges as the technology is unreliable. Developers, other presenters or Staff will often arrive early for City Council or Study Session meetings to set up their presentations and ensure the technology will handle their power point presentations, video and sound. A common frustration is that these items will work during the testing period but when the actual presentation is set to commence, one component or another in either the Council Chambers or Board Room will not operate and Staff has to work quickly to try to rectify the situation. Staff believes these facilities are in need of significant reinvestment to maintain the functionality and professional image desired and expected at City Council meetings, City Council Study Sessions, and Board and Commissions meetings and hearings.

Based on requests for improved AV services = received from City Council, Board members, Commission members, business members and staff, funds were included within the 2013 and 2014 Budget for the proposed renovation of the City Council Chambers and Council Board Room; a total of \$395,000 is budgeted currently. The funded project was for initial costs to renovate these rooms including security, flooring, furnishings, finishes and enhanced multimedia equipment and to improve the working environment and personal safety of the public, City Council and staff. Furnishings are recommended to be replaced at the time the renovation project moves forward as it is worn and in bad shape. Examples include audience seating with patched rips in the Chambers (the material is no longer available), the Board Room table is scratched, dented and has water damage, etc.

Staff presented City Council with this proposed project in March 2014. The Staff Report and power point presentation is attached to this Staff Report as background information.

Based on feedback from the three architectural firms interviewed to assist with this project, Staff is realistic that the current budget will likely be insufficient to complete all desired components of this renovation and that a critical component of master planning the space will be to prioritize needed improvements and desired modifications.

Bids were issued late last year for the master planning and development of cost estimates for the City Council Chambers and Board Room renovation. Three firms submitted proposals and the architectural firm of Anderson Hallas Architects, PC was selected. Their project team includes: K2 Audio, Inc for audio/acoustics; JVA, Inc for structural engineering; Three Sixty Engineering, Inc for mechanical engineering; AEDG, Inc for electrical engineering and IT; and Parametrix, Inc for cost estimating. Their experience includes a broad spectrum of facilities and meeting rooms from town halls and libraries to the Colorado State Capitol House and Senator Chambers. Their AV experience includes the Colorado State Capitol House and Senator Chambers, several federal offices, included the US House of Representatives Chamber in Washington, DC. The cost for master planning and cost estimating the City Council Chambers and Board Room totals \$48,174. This leaves approximately \$350,000 towards the construction documents and renovations for the two rooms, which based on the feedback received from all three firms bidding on this project is likely to be insufficient. When the master planning portion of the project is complete, staff will return to City Council for consideration of proceeding with the construction drawings and overall scope of the final renovation project, including potential phasing or delaying this project until sufficient funding is available.

A kick off meeting with Anderson Hallas was held the first week of March with a steering committee. The steering committee is comprised of representatives from the following departments/divisions: Police, Information Technology, General Services-City Clerk's Office, General Services-Building Operations & Maintenance, City Manager's Office-Communication & Outreach, City Manager's Office-Management & Budget, and Community Development. The committee reviewed what is working well and what needs improvements in both the Council Chambers and Board Room. In addition, the committee discussed the timeline and feedback process. Monday's review with City Council is an important part of this feedback process to help define and identify issues, needs, priorities and expectations for these rooms.

In addition to Monday's discussion with City Council, staff plans to conduct a focus group facilitated by Anderson Hallas with key users from throughout the City, including Boards & Commission representatives. From this feedback, Anderson Hallas will prepare options for consideration for renovations to both the Council Chambers and Board Room based on the feedback and priorities identified. City Council will then provide feedback on those options and provide direction to complete the preferred design and cost estimate.

Elizabeth Hallas with Anderson Hallas and staff will be in attendance on Monday night to gather the information and provide a rough schedule.

Should City Council not want to proceed with the full renovation project at this time, Staff does recommend completing the master planning of the renovation in order to better identify scope and cost associated with a potential future project. Staff anticipates that any master planning would establish the most effective approach for future renovations.

The City Council Chambers and Board Room renovation project supports the following Strategic Plan goals: Comprehensive Community Engagement by providing facilities that are inclusive and welcoming for residents and businesses to attend and participate in Council meetings; Beautiful, Desirable, Environmentally Responsible City by ensuring City Hall remains a special place and provides the appropriate setting for people to participate in their government; and Excellence in City Services by retaining “the Westy Way” in the quality of facility and ability for developers, businesses and residents to present and participate in their local government.

Respectfully submitted,

Donald M. Tripp
City Manager

Attachments:

- Proposed City Council Chambers and Board Room Renovation Staff Report (dated 3/10/2014)
- Proposed City Council Chambers and Board Room Renovation power point presentation (dated 3/10/2014)



Staff Report

Post City Council Meeting
March 10, 2014



SUBJECT: Proposed City Council Chambers and Board Room Renovation

PREPARED BY: Barbara Opie, Assistant City Manager

Recommended City Council Action

Provide direction to Staff on whether to pursue renovation of the City Council Chambers and Board Room and what the extent of this renovation should be.

Summary Statement

Included within the 2013 and 2014 Budget are funds for the proposed renovation of the City Council Chambers and Board Room. These rooms have received minor audio-visual (AV) adjustments over the years, but not a comprehensive review and update since the City Hall facility originally opened in 1988. The proposed project includes renovation of interior spaces including security, flooring, furnishings, finishes and enhanced multimedia equipment and function. This project seeks to upgrade the facilities to improve the working environment and personal safety of the public, City Council and City Staff.

Staff is eager to commence work on this project, including the issuance of an RFP for an architect, security and/or AV expert to assist in designing this renovation to retain the executive board experience expected in the Council Chambers and for ancillary presentations in the Council Board Room upstairs. These spaces also are utilized by the City's Boards and Commissions as they complete their respective missions for the City. Prior to moving forward, Staff is touching base with Council to ensure that the original scope remains acceptable by City Council.

Expenditure Required: \$395,000 – The cost estimates provided in this Staff Report are preliminary. The current budgeted amount for this project, \$395,000, is not adequate to accomplish all of the elements identified in this Staff Report. If directed by City council to continue this effort, these costs will be refined to assure that any work pursued will remain within funds available.

Source of Funds: General Capital Improvement Fund – City Council Chambers and Board Room Renovation Project

Policy Issue

Does City Council concur with this project moving forward with the proposed scope as outlined?

Alternatives

- Direct Staff to close this project and not implement any improvements to the Council Chambers or Board Room.
- Direct Staff to focus the scope and reduce the budget for this project only to the City Council Chambers, leave the Board Room as is, and complete a narrower scope of work in the City Council Chambers that might be limited to security enhancements only, minor AV improvements only, Americans with Disabilities Act (ADA) improvements only, or some variation of these.
- Direct Staff to complete a full renovation of the City Council Chambers and complete AV improvements only to the Council Board Room.
- Direct Staff to focus the scope and reduce the budget for this project only to the City Council Board Room, leave the Council Chambers as they exist, and complete a narrower scope of work in the Council Board Room that might be limited to security enhancements only, minor AV improvements only, or some variation of these.

Background Information

The current Westminster City Hall opened in 1988 and included state-of-the-art technology and audio-visual (AV) equipment at the time. However, over the last 26 years, only minor updates to AV adjustments have been made to the City Council Chambers and Council Board Room. The ability to conduct meetings with confidence that the AV will operate provides significant challenges. Staff does not believe we can stretch the life of these facilities much further without significant reinvestment to maintain the level of professional image desired and expected.

Separately, the need to evaluate and implement security features within these public meeting spaces has become an increasing priority. Primary examples of violence in public spaces include the following: the February 2008 shooting at the public meeting of the Kirkwood (Missouri) City Council, where six people were killed and two others injured; the December 2010 Panama City (Florida) School Board shooting, where shots were fired but only the gunman was killed; and the December 2012 Sandy Hook (Connecticut) Elementary School shooting, where twenty children and six adults were killed. There are no known threats to Westminster, but in light of these tragedies, Staff believes it prudent to review security measures in place and look for ways to improve the security of the public, City Council and Staff while retaining a level of openness and accessibility in this public facility.

The City Council Chambers is the area located on the main floor of City Hall where formal City Council meetings are conducted and most interaction with the public occurs (maximum number of occupants for the room is 250). The Council Board Room is the smaller room located on the upper level of City Hall beside the City Manager's Office where Study Sessions and briefings with City Council before and after City Council meetings occur (the room seats a total of 29). Many Boards and Commissions use these rooms in conducting their business on behalf of the City as well. Ancillary to the Board Room is what is generally called the "family room" where City Council eats meals prior to

City Council and Study Session meetings. A stairwell leads up from the City Council Chambers into the family room and Council Board Room.

Funds were included within the 2013 and 2014 Budget for the proposed renovation of the City Council Chambers and Council Board Room. The project includes renovation of interior spaces including security, flooring, furnishings, finishes and enhanced multimedia equipment. This project seeks to update and upgrade the facilities to improve the working environment and personal safety of the public, City Council and staff.

City Council Chamber Challenges

The current facilities do not provide comfortable public access to City Council or Boards and Commissions. The technology is outdated and hinders effective communication between the City Council, Boards, Commissions and the public. The design reduces the welcoming effect of the overall City Hall facility and does not allow for a specific design for evacuation in an emergency. Balancing the desire for public access while ensuring security remains a challenge. The items below are just a few of the issues with the Council Chambers identified by Staff. City Council and/or a consultant may identify other issues. Staff estimates that cost to renovate and modernize the Council Chambers will cost \$250,000-\$325,000, depending on how significant the modifications are (such as realigning the audience seating and potential security upgrades).

Flooring, furnishings, and finishes

- Carpet – The carpet throughout the Council Chambers, stairwell, family room and Board Room is the original wool teal carpet. Staff has worked diligently to maintain the carpet to extend its useful life over the past 26 years. However, it is fraying along the edges, worn, and creating trip hazards. Staff has worked to minimize trip hazards by covering fraying areas with rugs, etc., but this has limited effectiveness. In addition to regular carpet cleanings, the carpet has to be treated occasionally to minimize the static electricity that can negatively impact the electronics in these rooms. Candidly, if any component of the room is modified, moved or rearranged, the carpet will need to be replaced. Replacing carpet throughout (i.e., the Council Chambers, up the back stairs, in the family room and Council Board Room) is estimated to cost \$30,000-\$40,000; the Council Chambers alone is estimated to cost \$12,000-\$15,000.
- Audience seating – The seating area for the public is the original set (112 chairs). The cushions have disintegrated and provide limited comfort or support. The material is beginning to dry rot and rips easily. The material is being mended where possible but is no longer available. Originally, most of the seats in the front row had small tablet arms (a mini flip desk). Over the years, most of these have broken and been removed; only five of the seats still have these flip desks. The cost to re-upholster and replace foam cushions is estimated to cost \$17,000-\$20,000. Replacing all of the rows of assembled chairs is estimated to cost \$70,000-\$80,000.
- Wall coverings – The walls within the Council Chambers and stairwell are covered with a cloth material. This was done as a means to provide a level of buffering and sound quality control (minimize echoes) as well as provide a level of elegance and professionalism to the room. The material is stretched over a frame but when it becomes humid, while a rare occurrence in Colorado, the wall material loosens and sags. This does not properly portray the professional image of the City. Any modifications to the walls (additions, realignments, etc.) within the room would require replacement covering as this material would be difficult to match. Staff would investigate options to ensure proper sound control is addressed in the room.
- Back podium – When citizens enter the Council Chambers, they are greeted by a podium where copies of the agenda are provided. This podium ends up being utilized more as a trash receptacle

due to poor design. The structure feels more like a barrier when entering the Council Chambers and is not welcoming.

Audio-visual equipment and lighting

- Sound equipment – The current microphone system is no longer manufactured and any work completed to maintain or support the current microphones is custom work. The only individual who services this system is retired and has assisted the City as a courtesy in working with us over the years. The parts for the system are no longer manufactured and results in custom, creative fixes. As City Council is aware, the microphones are temperamental. The device that manages the speakers is housed within the small closet behind the staff table where the projector resides. It is large (takes up the entire space), overheats, and is challenging to operate; often the best solution to fixing the microphones and speakers during a meeting is to do a complete system shutdown that is time consuming and unreliable.
- Audio recording system – City Council, Boards and Commissions meetings need to be recorded in compliance with the Colorado Open Meetings Law (also known as the Colorado Sunshine Law). In order for voices to be recorded, the person speaking must have their microphone on and speak loudly and directly into it. This is especially challenging with the Boards and Commissions that conduct business in the City Council Chambers; Staff must remind board or commission members to speak loudly and directly into the microphones. Despite these efforts, the recordings are not clear. A transcriber would be challenged to create a transcript of a board or commission meeting. Getting a clear recording of any resident or business person speaking at the podium in front of the dais is also challenging. In addition, the City Council meetings are audio cast live during the meetings as well as recorded and posted after City Council meetings. Staff has been utilizing two separate technologies (alternating between the two, depending on which one is working better that evening) in attempts to ensure meetings are audible for the webcasts.
- Presentation visibility – The current presentation system projects images from a projector on the west wall (behind the staff desk) across the room to the east wall (behind the City Clerk) onto a drop down screen that requires a significant projector lens and amount of lumens (measure of light) that is insufficient. Presentations are pale and difficult to view in general. The audience has to awkwardly turn to their right to view images projected. City Council on the east side of the room has to significantly turn to view any images projected.
- Voting system – The current system is the original voting system. Newer systems available are easy to use, are computerized, can provide instant vote tallies on screen and record votes more easily.
- Complete removal of outdated wiring and technology – Over the years as minor modifications have been made to these rooms, especially in the Council Chambers, old wiring for equipment was left behind (rather than removing it) and new wiring pulled as necessary. This results in serious challenges in attempting to fix existing equipment (trying to trace a wire is especially challenging), not to mention is a hazard and unsightly. Staff literally has utilized rubber bands to hold power cords together to ensure AV does not accidentally become disconnected during a City Council meeting. In addition, the Council Chambers has unique features that were incorporated into the original design that are outdated. For example, at the staff desk, a carousel slide projector is located in the center console which rises up from the front portion of the desk. This has not been used in years. Additionally, the closet behind the staff desk houses similar outdated and unused equipment.
- Lighting – Lighting in the Council Chambers is poor and does not meet current standards for public facilities. When a presentation is made to the audience, such as a proclamation for business appreciation week, the presenting Council member and recipient step up to the stage area in front of the dais and can be blinded with the full stage lighting in order for the audience to see

the presenters. Separately, the lighting on the sides of the room presents challenges, especially on the east wall when the projector and screen is in use. The lighting adds to the challenges in viewing any presentations on the screen; while the lights may be dimmed, they still reflect off the screen, making the images paler. Finally, lighting in the audience is spotty and uneven – some seats have a spot light on them from above while others have such minimal lighting that it may be difficult to read the agenda.

- Staging for presentations – The stage area is difficult for presentations. The area is limited in size and awkwardly arranged, so if large groups (i.e., any over 6-8 people) attempt to get on stage with Council, especially if the full Council joins them on stage, people are stepping up and down the stairs and need to remain fully aware of where they are stepping to avoid falling. In addition, for anyone with walking or standing challenges, either from injury, age or disability, getting up and down the stairs is a challenge.

Security

Previous City Councils have discussed security measures for these two rooms over the years. Some modifications have been made under the supervision of the Police Department. However, Staff recommends evaluating additional security enhancements in concert with the proposed renovation. The less imposing and reasonably easy modifications have been implemented; approximately \$58,000 was spent on the security modifications implemented to date. If further considerations that might enhance rapid exit capabilities of the public, City Council and Staff are to be evaluated, these items will have greater ripples on the room (for example, if an exit were to be relocated, doing so may impact wall covering, carpeting, etc., that may result in updating one component that then flows throughout, such as carpeting). Considerations to enhance security might include relocating the podium, installing railing on both sides of the dais as a partial barrier, modifying the columns located on both sides of the dais to allow for easier ability to vacate the dais, extending the wall located on the east side of the room by the City Clerk's Office, relocating the City Clerk to the Staff table, etc. Staff recommends utilizing the expertise of the Police Department, potentially an outside security expert, and working with an architect who could help ensure that the design objectives of these rooms remain intact while enhancing security.

ADA Accessibility

Staff recommends completing a review of the Council Chambers to ensure ADA compliance. In efforts to provide reasonable accommodations for individuals needing assistance, this review would work to implement the maximum flexibility for any enhancements installed to the Council Chambers as technology evolves. This might include greater wheelchair accessibility in the room as well as technology to ensure effective communication so that individuals with disability can more easily participate as desired.

City Council Board Room Challenges

Many of the issues identified for the Council Chambers also apply to the Council Board Room. The AV equipment and other technology set up in the room is awkward and cumbersome to use. A key goal on the technology front, for both the Council Chambers and Council Board Room, is ease of use and improved visibility for attendees. City Council or a consultant may identify other issues for the Board Room than what is outlined below. To renovate and modernize the Board Room, Staff estimates that it will cost \$50,000-\$145,000, depending on how significant the modifications are (such as realigning the Board Room table, audience seating and potential security upgrades).

Flooring, furnishings, and finishes

- Carpet – As noted, the carpet throughout the Council Chambers, stairwell, family room and Board Room is the original wool teal carpet. It is fraying along the edges, worn, creating trip hazards and in need of replacement.
- Audience seating – The room has side seating available for 11 people beside the Board Room table; the Board Room table is reserved for City Council and presenting staff or consultants. Often the audience seating is filled with staff members awaiting questions at Council briefings prior to City Council meetings or their items to be presented at the Study Session. Many times, there is not sufficient seating available for the public or staff, especially at briefings prior to Council meetings. The high-back seats at the board table make it difficult to see what staff and public are in attendance at these meetings, interfering with Council accessibility and posing potential security risks (inability to see who is in the room and what they might be doing). It also makes the room unwelcoming to members of the public wishing to sit in on presentations. If the room were reconfigured, including the possibility of expanding into the Family Room, there might be an ability to rearrange the space to improve visibility, participation (when appropriate) and seating.
- Table – The Board Room table was purchased in 1988. While it has weathered well, it is showing wear; it has had water damage, has dents/missing wood laminate along the table edges and is not technology friendly. Newer tables provide electric and network insets that minimize cords being draped throughout the room, which present trip hazards and look unprofessional. Staff received quotes in 2011 to replace the table; they ranged from \$25,000-\$40,000 depending on size and style of the table.
- Wall coverings – The walls within the Council Board Room are like the Council Chambers and covered with a cloth material, posing the same challenges noted previously. The material is worn and dated.

Audio visual equipment and lighting

- Video conferencing capability – The City does not currently have any video conferencing capability. Staff has utilized Skype, Facetime and other technologies but they have limited capabilities and functionality. Staff would like to investigate the possibility of adding a video conferencing capability to this room to use when City Council members are traveling and want to participate in meetings (which occurred frequently during the third quarter of 2013), and for interviews, webinars, etc. A video conferencing capability might permit the person on the other end to be able to more easily view not only the individuals in the room participating in the discussion but also the presentation on screen.
- Presentation system – The current presentation system utilizes two television sets – one large television on the east end and a small television on the west end, which is an improvement from the former projector on the west wall (closest to the City Manager's Office) throwing images across the room to the east wall onto a drop-down screen. However, the images on the television are not large enough to be visible from all parts of the room, especially when any level of visual detail (pictorially, in tables or in charts) is included in the presentation. A smaller television set is located on the other end of the room (west) but it provides limited visibility. The City Council must position themselves to see around the high-back chairs and other Council members to view the large-screen television.
- Lighting – Lighting in the Council Board Room is challenging. When a presentation is made, Staff must decide if it is worth turning off a significant amount of lights in the room to reduce the glare on the large television set. Additionally the bright direct lighting over the Board Room table makes reading from an iPad or other computer device difficult as the light reflects off the screen and glass table top.

- Presenters – The location for conducting presentations is challenging. Staff traditionally sits on the west end of the room nearest the City Manager's Office during presentations while referencing the television on the east end of the room. City Council often bounces back and forth between looking at the presenter to the west and the presentation to the east. Staff has started to relocate to the east end of the table during presentations but this blocks views for City Council and any public in attendance. In addition, if the group presenting is larger than 3-4 staff members or consultants, space becomes constrained and awkward. The potential to realign the room might improve the presentations and ease the viewing ability for all in attendance.

Security

As noted, some modifications have been made under the supervision of the Police Department to the Board Room. However, Staff recommends evaluating additional security enhancements to these areas in concert with the proposed renovation. The less imposing and reasonably easy modifications have been implemented. The Board Room truly serves as the corporate headquarters primary meeting room for the City's board of directors. Staff has great sensitivity to ensure security while maintaining the professional integrity of this room and would like an outside evaluation of this room.

ADA Accessibility

Staff recommends completing a review of the Council Board Room to ensure ADA compliance. In efforts to provide reasonable accommodations for individuals needing assistance, this review would work to implement the maximum flexibility for any enhancements installed to the Council Board Room as technology evolves.

Direction Requested

Staff is eager to commence work on this project. Initial contacts with other cities that have recently updated their Council Chambers or board rooms have been made; Staff toured the City of Arvada to get an initial idea of what might be possible. Based on Arvada's efforts over the last ten years, they have spent approximately \$160,000 in AV upgrades to their City Council Chambers alone (sound, microphone, voting, and projector systems), which Staff anticipates to be a significant cost in this project because the AV has not experienced significant upgrades in 26 years.

Staff will pursue site visits at other cities, counties and private-sector businesses to generate ideas of ways to make the City Council Chambers and Board Room technologically viable, safe but accessible for the public and cosmetically ready for another 26-plus years. A small committee with representatives from the following departments/divisions has been convened should this project proceed: Public Information staff from the City Manager's Office, Police Department, Information Technology, Building Operations & Maintenance, and City Clerk's Office. Staff anticipates tapping the Building Division on building code requirements. If City Council concurs with this project moving forward, Staff anticipates returning to City Council at key points to ensure alignment with City Council's vision for these spaces since this is such a visible public space for the City Council, Boards, Commissions, and the community to interact.

Staff also recommends working with the consulting team selected to identify a replacement/update schedule for these two rooms. This is recommended to avoid major overhauls but rather implement incremental improvements over the years to lengthen the overall useful life of these rooms while maintaining a high level of professionalism to conduct presentations, etc. Staff especially would like to develop an AV replacement/upgrade program to ensure the technologies in these rooms remain functional, easy to use and professional.

Another key item that will be part of any renovation will be timing and how to minimize impact on City Council and other meetings that are conducted in the Council Chambers and Board Room. Staff will coordinate with the consultants and construction team to minimize the impact but anticipates having to relocate City Council meetings and Study Sessions for a period of time during the renovation. These types of details would be discussed with City Council and communicated with the public to minimize confusion and inconvenience.

Prior to moving forward, Staff is touching base with Council to ensure moving forward with the original scope remains acceptable by City Council. Based on City Council's direction, Staff would like to issue an RFP for an architect, security and AV expert to assist in designing this renovation to retain the executive board experience expected in the Council Chambers and for ancillary presentations in the Council Board Room upstairs.

Staff will be in attendance at Monday's Post City Council meeting with a brief presentation and to receive feedback from City Council.

The proposed renovation to the City Council Chambers and Board Room supports the City Council's Strategic Plan goals of Safe and Healthy Community by helping citizens feel safe anywhere in the City and maintaining safe buildings and a Financially Sustainable City Government Providing Exceptional Services by investing in well-maintained and sustainable city facilities and by investing in the tools and technology to increase organization productivity and efficiency.

Respectfully submitted,

J. Brent McFall
City Manager

ATTACHMENT B

Proposed City Council Chambers & Board Room Renovation

Post City Council Meeting
March 10, 2014

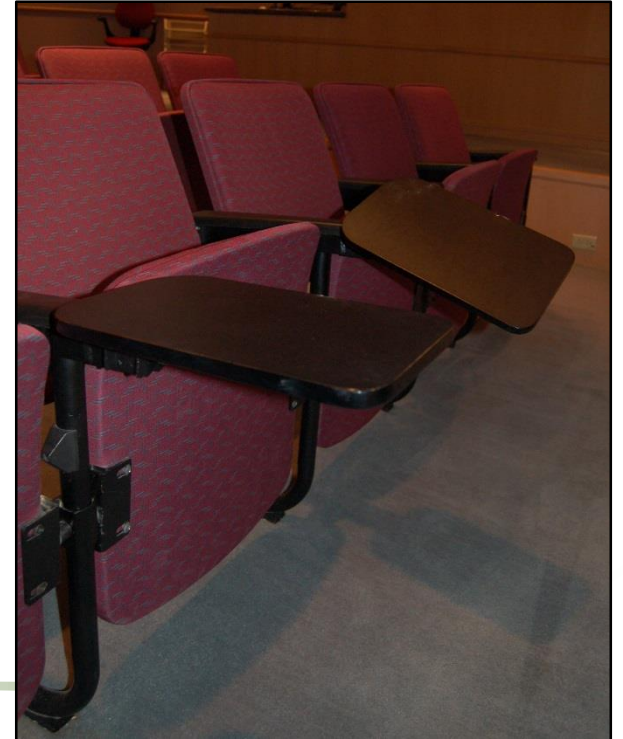
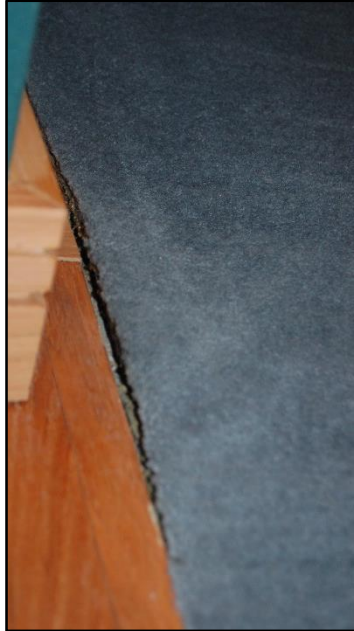
City Hall

- Opened for business fall 1988
- City Council Chambers and Board Room have not had significant update/renovation in the last 26 years
- Funds were appropriated in the 2013/2014 Budget for this renovation (\$395,000 for both rooms)

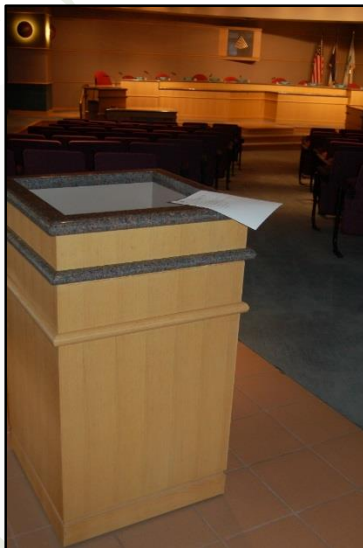
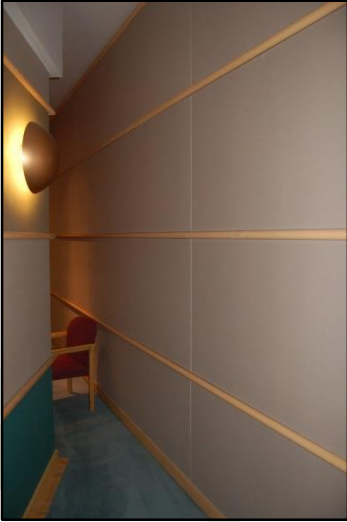
City Council Chambers - Challenges

- Carpet
- Audience seating
- Wall coverings
- Podium locations
- Sound equipment
- Audio recording system
- Presentation visibility
- Voting system
- Outdated wiring and technology
- Lighting
- Presentation staging
- Security
- ADA accessibility

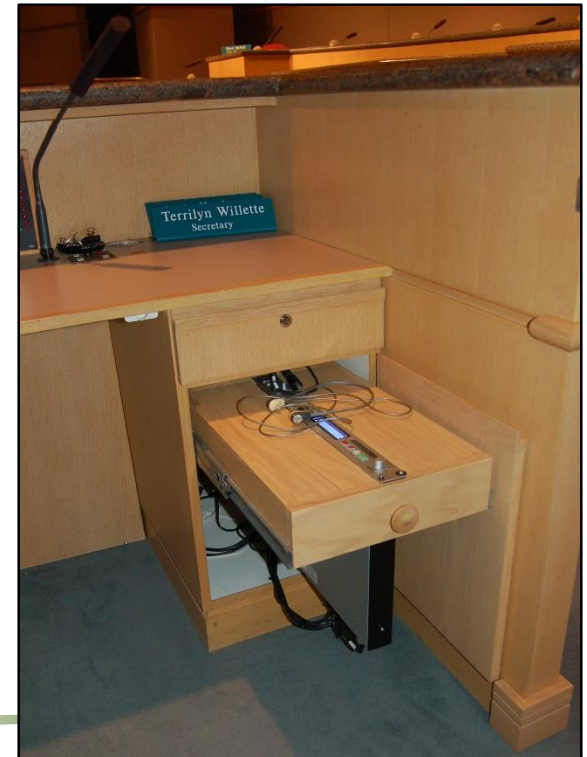
Carpet & Audience Seating



Wall Coverings & Podium Locations

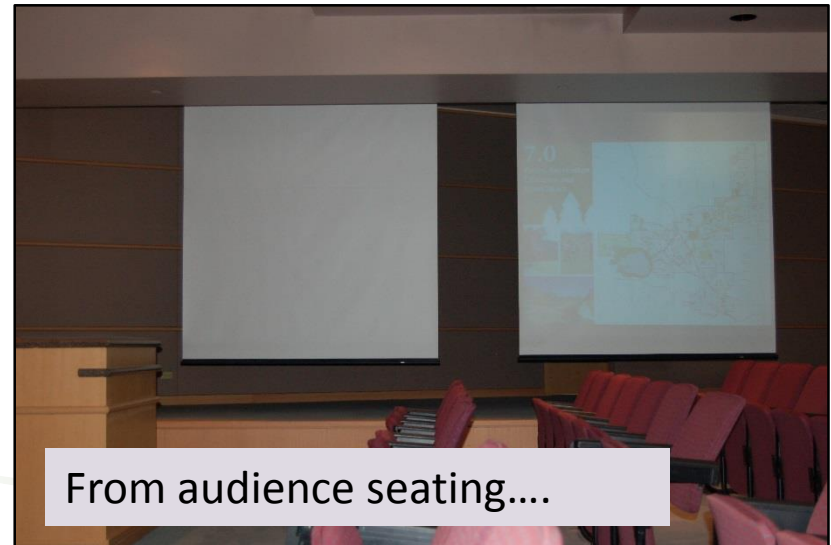


Sound Equipment & Audio Recording System



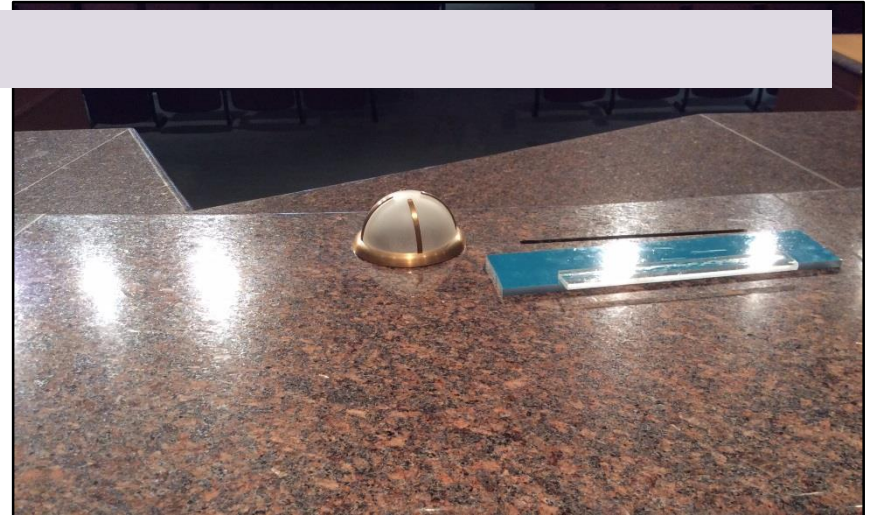
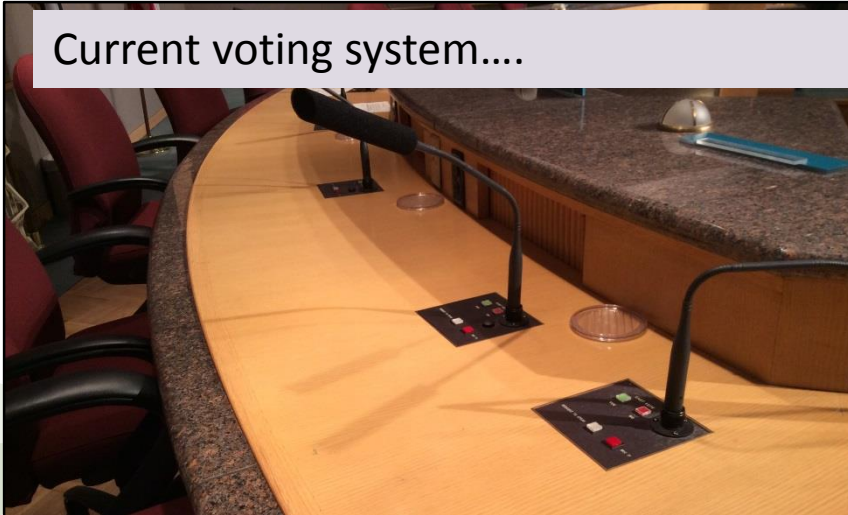
Presentation Visibility

Views from within the room....



Voting System

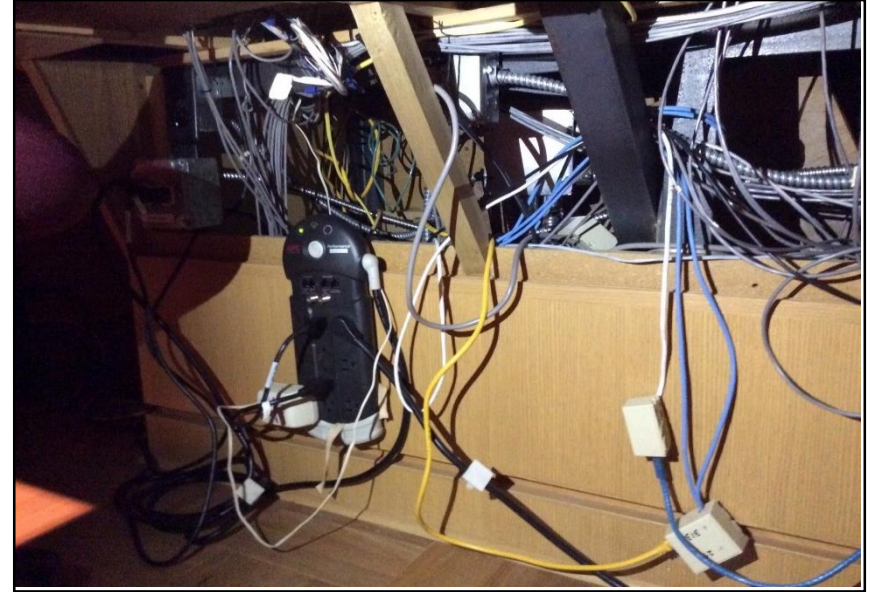
Current voting system....



Possible updated voting system....



Outdated Wiring & Technology



Lighting & Presentation Staging



City Council Board Room - Challenges

- Carpet
- Audience seating
- Table
- Wall coverings
- Presentation system
- Lighting
- Presenters
- Security
- ADA accessibility
- Video conferencing

Carpet & Wall Coverings

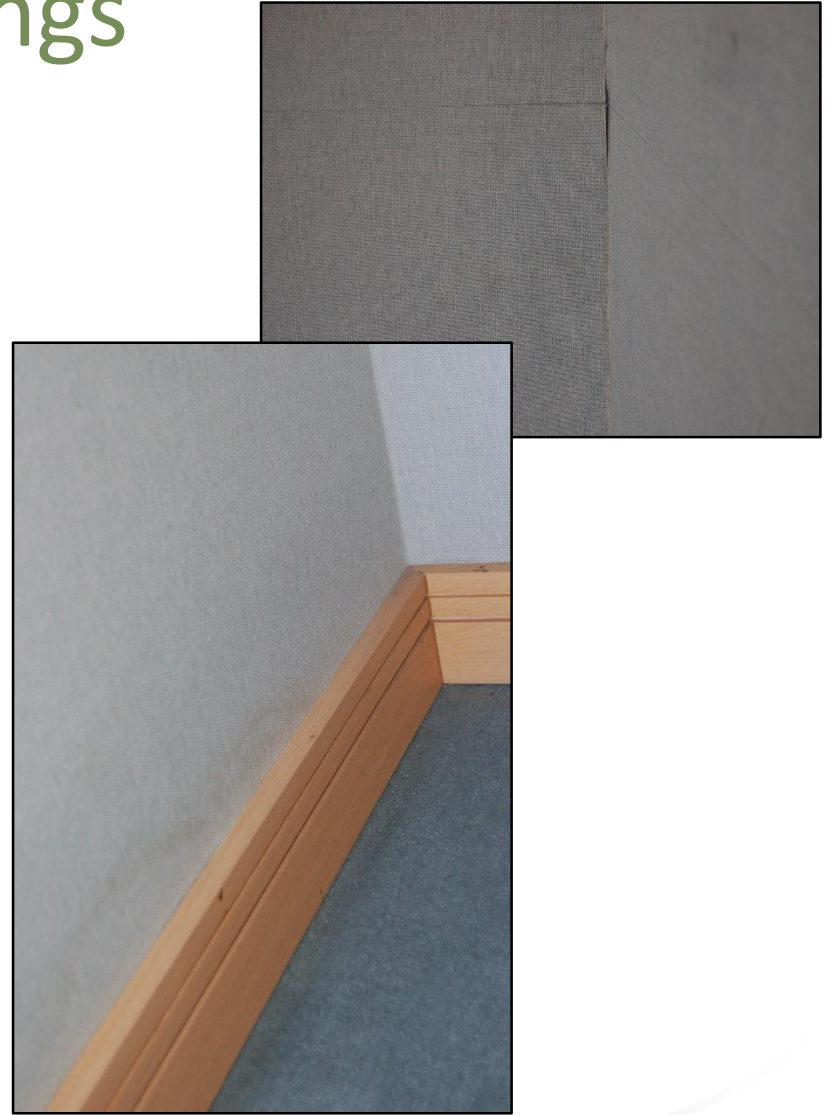
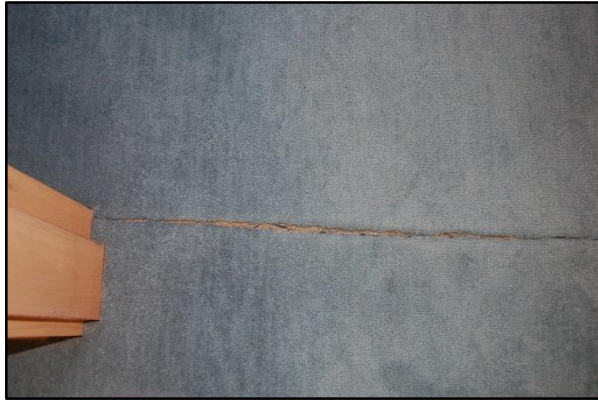


Table & AV

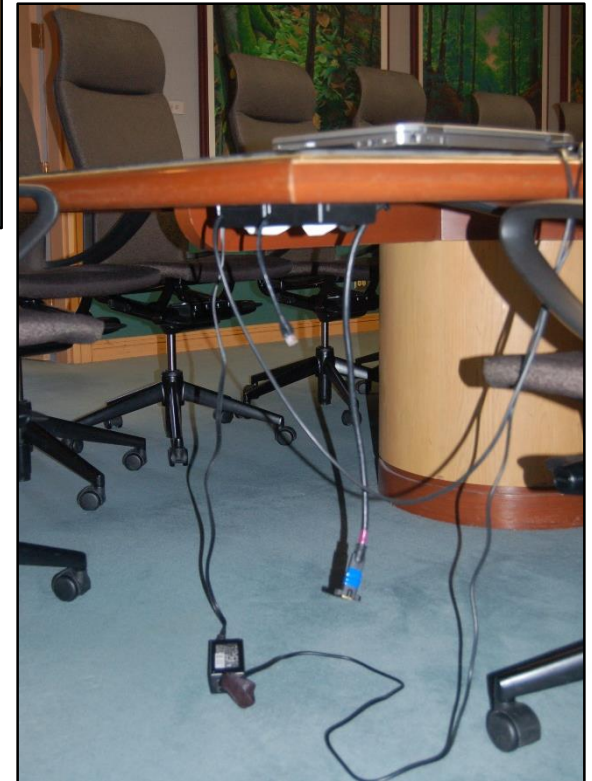
Water damage...



Edge/seating damage...



- Adaptations for AV/ electrical over the years – cluster of miscellaneous wiring under the table
- Damage to table base



Presentation System & Lighting



Audience Seating



Next Steps...

- Budget is purely an estimate; scope of potential issues could easily cost twice the current budget if we attempted to address everything
- Recommend hiring an architect, security consultant and AV consultant to commence review of the rooms and identify what might be possible within current budget

Potential Timeline

- Hire architect, security consultant and AV consultant during the spring/summer 2014
- Return to City Council late fall 2014 with outline of issues and prioritized list of recommendations (of what can be accomplished within budget); review proposed renovation and get approval to proceed
- Commence construction winter 2014
 - anticipate need to relocate City Council meetings and study sessions for at least 1-2 months
 - likely host City Council meetings and study sessions in City Hall's Multipurpose Room during construction

Recommended Priorities & Focus

- Recommended priorities in working with the consultants:
 - Security upgrades
 - Audio Visual upgrades
 - ADA improvements
- Heavy emphasis on aesthetic components throughout
- Recommended focus (based on available funding) for renovation:
 - Council Chambers – AV, carpeting and seating, ADA and security enhancements

Council direction – proceed as proposed?



WESTMINSTER



WESTMINSTER

Staff Report

City Council Study Session Meeting
April 6, 2015



SUBJECT: Sustainable Communities Initiative – Northwest Corridor Blueprint

PREPARED BY: Aric Otzelberger, Assistant to the City Manager
Grant Penland, Principal Planner

Recommended City Council Action

Receive report from Denver Regional Council of Governments (DRCOG) Staff and City Staff on the outcomes of the Sustainable Communities Initiative (SCI) efforts in the Northwest Corridor. This is an informational item and no specific action is required.

Summary Statement

- DRCOG was awarded \$4.5 million in grant funding from HUD as part of the Sustainable Communities Initiative (SCI) program. The goal of the program is to align investments, programs and policies to maximize the region's investment in transit (FasTracks). Project efforts for the Northwest Corridor totaled \$450,000. Per grant guidelines, these funds were limited to planning activities only.
- Specific efforts included a “catalytic project” for the Adams County Housing Authority (ACHA) properties and adjacent parcels in the South Westminster Transit Oriented Development (TOD) area, along with further implementation of the U.S. 36 Bus Rapid Transit (BRT) First and Final Mile Study recommendations (bicycle/pedestrian connections, wayfinding, bike share strategies and Bus then Bike shelters).
- The DRCOG-led SCI effort is wrapping up and the final product will result in what is being called a “Northwest Corridor Blueprint.”
- DRCOG Staff will be present on Monday evening to discuss the Northwest Corridor Blueprint and City Staff will provide a brief overview of specific project outcomes.

Expenditure Required: \$0

Source of Funds: N/A

Policy Issue

N/A – This item is informational in nature and no specific policy action is necessary at this time.

Alternative

No alternatives identified.

Background Information

In November of 2011, DRCOG was awarded \$4.5 million in grant funding from HUD as part of the Sustainable Communities Initiative (SCI) program. The goal of the program is to align investments, programs and policies to maximize the region's investment in transit (FasTracks). Project efforts for the Northwest Corridor totaled \$450,000. Per grant guidelines, these funds were limited to planning activities only. Specific efforts included a "catalytic project" for the Adams County Housing Authority (ACHA) properties and adjacent parcels in the South Westminster Transit Oriented Development (TOD) area, along with further implementation of the U.S. 36 Bus Rapid Transit (BRT) First and Final Mile Study recommendations (bicycle/pedestrian connections, wayfinding, bike share strategies and Bus then Bike shelters). As part of these SCI efforts, DRCOG staff and its partners conducted extensive outreach to community groups and people who live and work in the corridor.

City of Westminster Staff participated in these planning efforts along with numerous other corridor stakeholders. For the catalytic project, ACHA was the "client" and the City participated as a stakeholder. The final report for the catalytic project reflects survey work, a geotechnical evaluation, market analysis, physical analysis, conceptual design and associated cost estimates for four sites owned by ACHA. This final report reflects study outcomes and is not intended to represent final design decisions or plan approval by the City of Westminster. The catalytic project provided an excellent opportunity for ACHA and the City to collaborate on phased development plans in the area and better positioned ACHA for future plan submittals to the City. Several concepts identified in the report will need further refinement in the future. The final report is attached.

First and final mile efforts related to U.S. 36 BRT stations and Westminster Station (rail) are summarized in the attached summary report. Study efforts determined a unified, attractive and simple design concept for wayfinding signage in the BRT station areas. For secure bicycle storage, the study determined a design concept for bicycle shelters and determined preliminary locations for these shelters at each BRT station. For bicycle/pedestrian connections in Westminster, the study performed basic design work for one connection related to the Sheridan BRT station, the Church Ranch BRT station and Westminster Station (rail). For Sheridan BRT station, the concept looked at the addition of bicycle lanes on 88th Avenue from Wagner Drive to the station. At Church Ranch, the design concept looked at a connection between 108th Avenue and Wadsworth to the forthcoming U.S. 36 Bikeway. Westminster Station's connection examined bicycle and shared use lanes on Lowell Boulevard from U.S. 36 to 68th Avenue. Study efforts also examined bicycle share strategies appropriate to each station area. All of the work through this SCI effort was planning/design and intended to better position corridor communities for potential implementation in the future. No dollars have been identified at this point in time to construct any of the identified improvements and further refinement of this preliminary design work would be necessary in the future.

The DRCOG-led SCI effort is wrapping up and the final product will result in what is being called a "Northwest Corridor Blueprint." This includes a vision statement, goals, and a profile for the Northwest Corridor. The Blueprint also offers recommendations for next steps for implementation of identified strategies to support mobility at mixed-use, multi-modal urban centers along transit lines. A copy of this

Staff Report – Sustainable Communities Initiative – Northwest Corridor Blueprint
April 6, 2015
Page 3

document is attached. DRCOG Staff will be present on Monday evening to discuss the Northwest Corridor Blueprint and City Staff will provide a brief overview of specific project outcomes.

The City of Westminster's participation Vibrant and Inclusive Neighborhoods, Proactive Regional Collaboration and Ease of Mobility.

Respectfully submitted,

Donald M. Tripp
City Manager

Attachments - Northwest Corridor Catalytic Sites: ACHA Properties at Westminster Station
Northwest Corridor Bicycle and Pedestrian Accessibility Study
Sustainable Communities Initiative – Northwest Corridor Blueprint



NORTHWEST CORRIDOR CATALYTIC SITES: ACHA Properties at Westminster Station

FINAL REPORT 12/31/14



WESTMINSTER

prepared by:

 TORTI GALLAS AND PARTNERS
Architects of Sustainable Community

ENTELECHY
JAMES REAL ESTATE SERVICES
MARTIN/MARTIN
CTL|THOMPSON
PINKARD CONSTRUCTION

Credits

Adams County Housing Authority

Donald May, Executive Director
Christopher Auxier, Director of
Development
Steven Kunshier, Project Manager

City of Westminster

Aric Otzelberger, Assistant to the
City Manager
Mac Cummins, Planning Manager
Grant Penland, Principal Planner
Michelle Stephens, Senior Planner
Tony Chacon, Senior Projects
Coordinator

Denver Regional Council of Governments

Paul Aldretti, SCI Coordinator
Michele Anderson, Planner

Tri-County Health Departments

Sheila Lynch, Land Use Program
Coordinator

Consultant Team

Torti Gallas and Partners

Neal Payton, Principal in Charge
Feng Xiao, Principal
Martin Leitner, Project Manager
Kelsey Lew
Alison Collins

Entelechy

Deana Swetlik, Principal

James Real Estate Services

William M. James, Principal
Stephen Ross, Director
Denise Moore, Director
Eric Karnes, Director

Martin/Martin

Raymond Tuttle, Principal
David Lovato, Associate

Pinkard

Jim Mellor, Vice President
Brandon Gentrup

CTL|Thompson

Marc Cleveland, Principal
Benny Lujan

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Executive Summary

Project Overview

The Northwest Corridor Catalytic Project: Adams County Housing Authority (ACHA) Properties at Westminster Station (Project) is part of a HUD Sustainable Communities Initiative grant awarded to DRCOG. This \$4.5 million Regional Planning Grant was awarded in November 2011 to maximize the benefits of the region's investment in transit by:

- Providing greater access to job opportunities;
- Lowering combined transportation and housing costs;
- Reducing consumption of fossil fuels and strain on natural resources; and
- Developing mixed-use, pedestrian, and bicycle-friendly communities along transit lines that allow residents to easily access their daily needs without having to get into a car.

The Project is located on the Northwest Corridor of the Regional Transportation District's (RTD) planned commuter rail line, to open in 2016. The Northwest Corridor Working Group, a consortium of representatives in the Northwest Corridor, chose the ACHA lands (Site) adjacent to Westminster Station as the Catalytic Project for the Northwest Corridor.

The Project scope included an ALTA survey, geotechnical evaluation, market analysis, physical analysis, and concept design and associated cost estimates for four sites.

Process

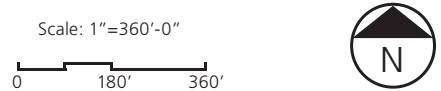
The Project began in July of 2014 with a kick-off workshop held at ACHA offices and an associated site tour. The market analysis, ALTA survey, geotechnical evaluation, and evaluation of the existing physical context began at this time.

Two team workshops were held throughout the process, one in August and one in October. These two-day workshops allowed the consultant team and client group to collaborate, hear results from analyses, and conceptualize ideas for redevelopment of the Project Site.



RTD Northwest Rail Line
 Fixed rail alignment from Union Station to Longmont via Westminister Station.
 Source: RTD

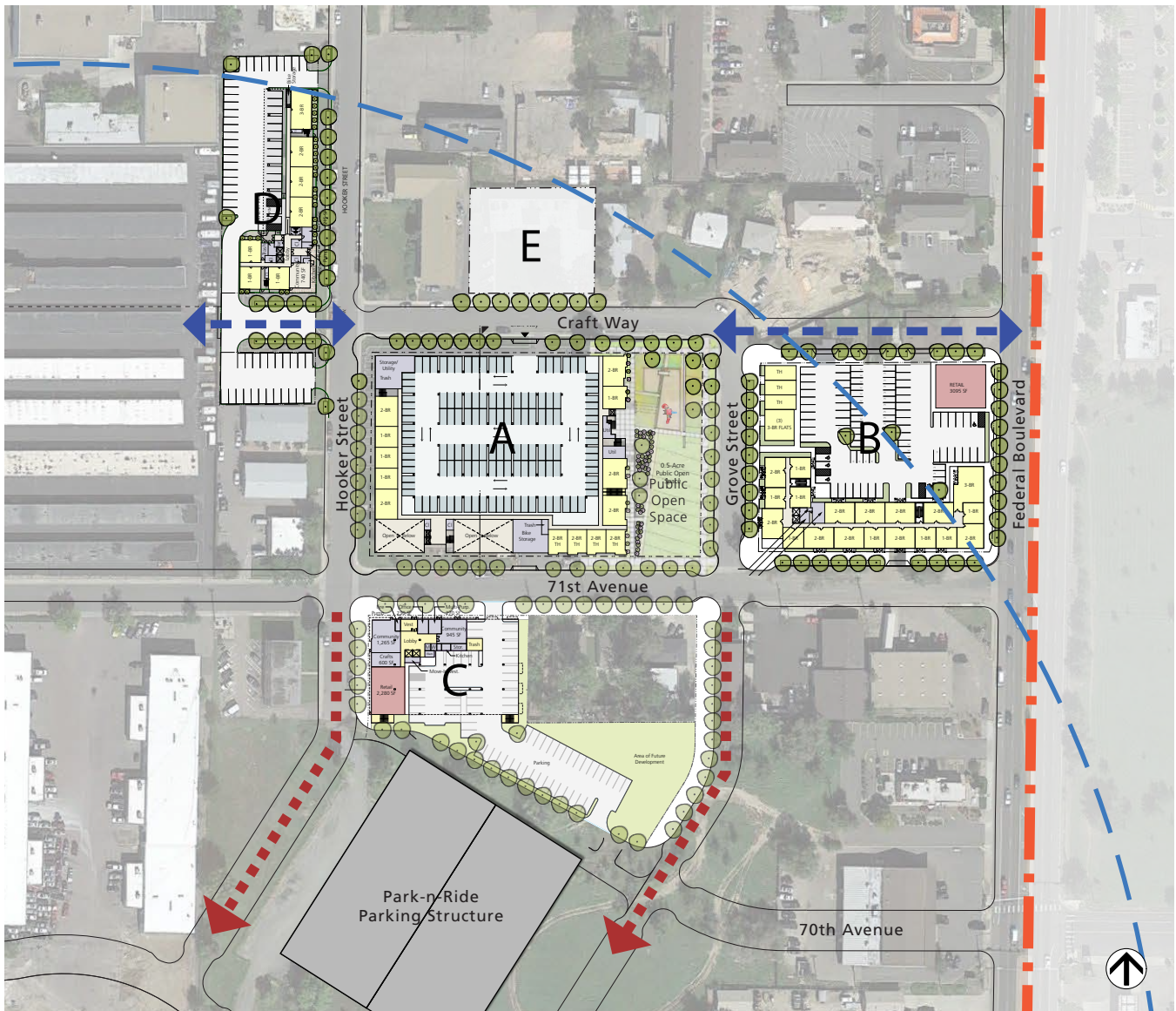
ACHA Holdings in the Station Area
 An aerial view of ACHA holdings. All properties are within a five-minute walking radius of the station.



Market Analysis

A supplemental market analysis by James Real Estate Services, Inc. (JRES) has researched and analyzed the markets for multifamily and commercial development in the vicinity of Westminister Station. The report found:

- Strong demand for one- and two-bedroom low-income and workforce units;
- Modeling indicates a market for 250 to 300 market-rate units per year;



Redevelopment Plan

Ground-floor plan of the redeveloped sites.

- Limited potential for office development; and
- Limited demand for small mom & pop retail space.

JRES indicates some uncertainty regarding the potential for a turn-around of the station area, which is largely characterized by industrial uses and older residential and retail development.

Schematic Design & Redevelopment Plan

The proposed redevelopment site plan builds on the City of Westminster's (City) vision of a higher-density, walkable neighborhood with a tight network of interconnected streets and small city blocks. By assessing the existing ACHA holdings and conditions, such as terrain changes, the site plan:

- Provides street dedications to accommodate wider pedestrian-oriented streets and sidewalks using the City's draft street sections;
- Extends Craft Way to Federal Boulevard (requires property acquisition and collaboration of City Inn motel);
- Identifies a City-owned triangular remnant parcel adjacent to Site C and proposes to utilize it for ACHA development;
- Provides a new half-acre public open space as a neighborhood amenity adjacent to Site A.

On the resulting five development sites, the redevelopment plan proposes the following development:

- Site C was identified as a "phase one" tax credit affordable senior housing project with retail and community space on the ground floor;
- Site A, Option 1 is an affordable housing project with one level of structured parking and a variety of unit types above the podium;
- Site A, Option 2 proposes a market-rate or mixed-income housing development with two levels of structured parking and corridor residential units above the podium;
- Site B, Option 1 is a corridor residential building with surface parking and two retail sites fronting Federal Boulevard;
- Site B, Option 2 provides a variety of residential product types with ground-floor retail fronting 71st Ave. This option provides one retail site fronting Federal Boulevard;
- Site D proposes a corridor residential building with surface parking;
- The existing development on Site E will be retained.

The consultant team prepared the following additional studies, which can be found in the appendix:

- Supplemental market analysis;
- Preliminary geotechnical investigation;
- Engineering site assessment and draft utility plan;
- ALTA Survey;
- Preliminary construction cost estimate.

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Background Information & Interviews

The consultant team conducted a series of interviews with ACHA and City of Westminster staff in July and August of 2014.

Adams County Housing Authority

Donald May, Executive Director, ACHA

Chris Auxier, Director of Development, ACHA

Steve Kunshier, Project Manager, ACHA

Previous site studies:

- Have tried numerous schemes;
- Quick studies were produced by others in anticipation of recent tax credit application;
- Not satisfied with earlier schemes.

Site plan considerations:

- Interested in two-sided gateway opportunity on 71st Ave, ACHA will look into acquiring/options for auto-shop at Federal or parcels at 71st Ave & Hooker.

Development activity in vicinity:

- ACHA sees competing residential development as problem for several reasons: market rate at this location will likely charge rents similar to affordable; problematic for tax credit application (absorption rate);
- Timeline for project will be key: submit tax credit application before other development comes in;
- Alternately ACHA could focus on different product types (e.g. senior).

Relationship with City of Westminster:

- ACHA needs clarity on City plans including regulations, goals, and timelines;
- ACHA thinks short-term potential (0-5 year horizon) for mixed-use development at the site is limited. City mandate for mixed-use may be difficult to meet;
- Generally speaking, the ACHA board has concerns that the City

BACKGROUND INFORMATION & INTERVIEWS

may not approve a project that meet ACHA goals.

Mixed use:

- Open to mixed-use development. Peer agencies, like DHA, hold retail (restaurant) spaces that generate income.

Partnering opportunities:

- Generally open to partnering where it makes sense; this may be for commercial components or for large, fast affordable developments that exceed ACHA capacity.

City of Westminster 1

Tony Chacon, Senior Projects Manager, City of Westminster

Sarah Nurmela, Senior Urban Designer, City of Westminster

City goals:

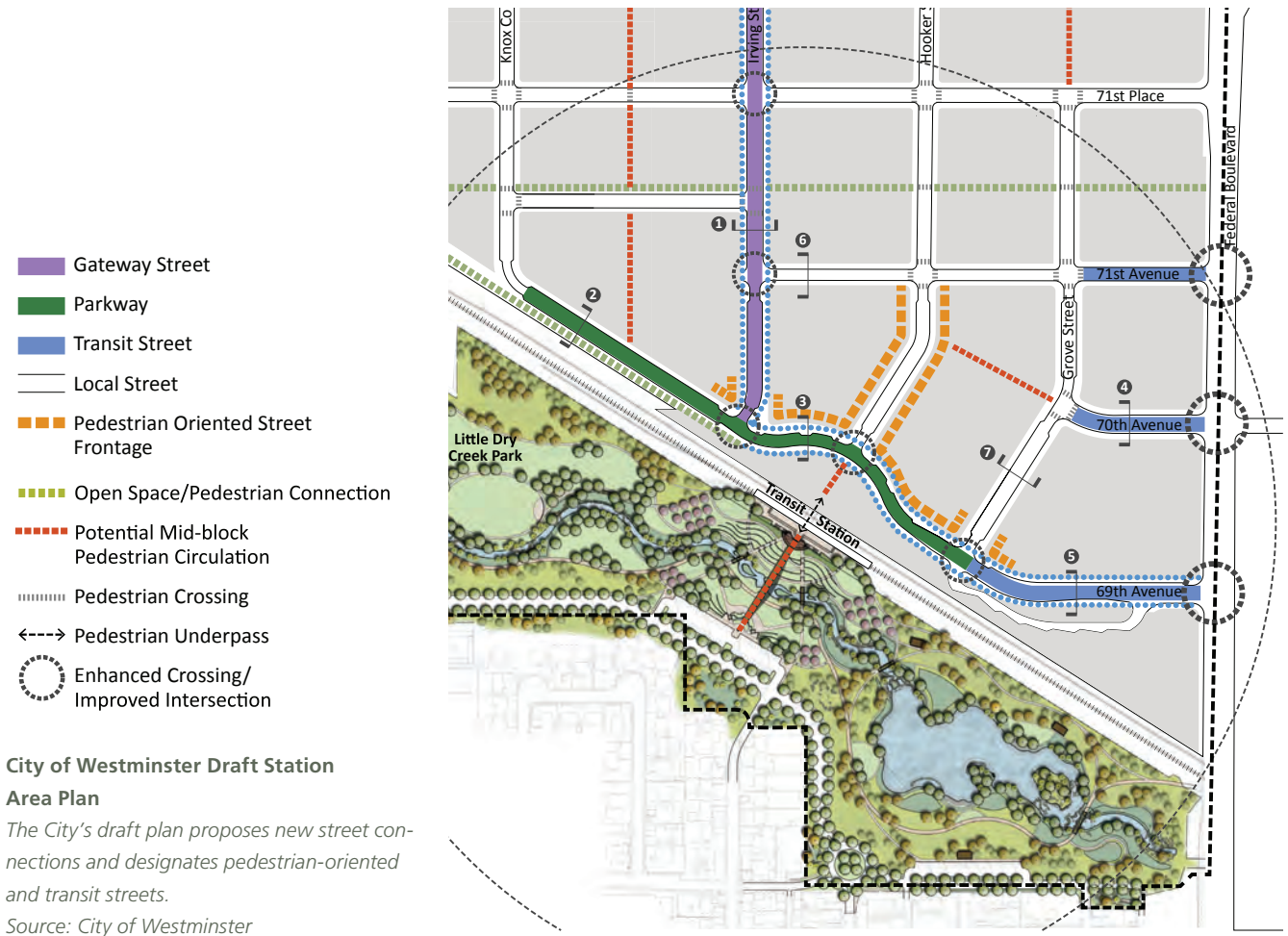
- City wants some sort of small public open space;
- City wants financially viable project, recommends keeping affordable housing costs low.

Park/open space requirement:

- City policy: provide pocket parks throughout the neighborhood;
- Anticipated density of ACHA development should allow for some sort of open space;
- The final TOD station area plan won't designate a specific park location; Comprehensive Plan diagram showing park is optional, not literal;
- Opportunity for an arrangement based on the development intensity. This could either be a built park or an in lieu fee. City would prefer a built park;
- City knows ACHA wants to provide amenities for residents (e.g. playground);
- City recommends proposed open spaces to be public;
- Park location is flexible; size 0.5-1 acceptable depending on programming.

Land swap for open space

- City is generally open to a land swap across 71st Ave.



Grove St./Craft Way alignment

- Existing recording studio located south of 71st Ave at proposed street location;
- New Grove St. will likely follow alignment of existing Craft Way to avoid buying out sound studio. Additional benefit: utilities are in place

City's perspective on ACHA development:

- Assumes ACHA wants first development phase adjacent to proposed City parking garage;
- City knows of but has not reviewed ACHA's previous development proposals (earlier schemes done by others);
- City discourages to commercial pad sites on Federal Blvd.

City parking garage/RTD plans

- In first phase RTD requires 350 spaces in garage, final build-out of station 925 spaces, need not all be in same parking structure. City may in the future decide to challenge RTD's 925 space require-

BACKGROUND INFORMATION & INTERVIEWS

ment, which they believe may be too high;

- City parking structure will have 500-550 spaces in phase 1, up to 700 possible in phase 2;
- Vague indication that certain parking spaces have been reserved for market rate developer in deal with City;
- Bus traffic anticipated to enter on 71st Ave, continue south on proposed Grove St., return to Federal on 69th. Secondary bus traffic from Irving. Assume bus line on 71st Ave past ACHA site will remain.

City's vision for TOD area:

- City sees structured parking as important for achieving their vision of urban station area;
- Dry Creek Park will provide stormwater detention for entire TOD area, projects will still need to comply with water quality standards (BMPs).

Federal Blvd:

- Connections across Federal Blvd with signals at 71st Ave & 69th Ave, potential pedestrian tunnel at 71st Ave (use grade change just north of Nancy's restaurant), signal at 70th will be removed;
- Pedestrian safety crossing Federal is major concern, Federal Blvd is state highway, not confident CDOT will provide good street crossings;
- Federal Blvd sidewalks and landscaping will be determined by City;
- CDOT doesn't require acceleration/deceleration lanes on Federal, but City has required them in the past. City is generally open to not providing these lanes;
- 25 to 30-foot setback from curb along Federal for sidewalk, landscaping.

Zoning assumptions:

- For ACHA project assume the TOD plan zoning will be in place;
- TOD will require three stalls per 1,000 sq. ft. for commercial uses and create a parking district;
- Residential parking ratios are not yet determined but will need to be provided on site; draft residential ratios will be available in 1-2 weeks (but as of this date, they are not yet available).

Utilities:

- Review locations of overhead power lines in site area;
- Currently the ACHA parcel fronting Federal receives water service from Crestview. An arrangement will transfer this water service to the City. The City would prefer bringing the water connection in from 71st, not to place it in Federal;
- Water Tap Permits are now based on fixture count; City suggests factoring this in for affordable units. City will not waive Water Tap fees.

City view on finances/land acquisition/incentives:

- At the moment City has no resources for land acquisition;
- City assumes ACHA would prefer being tax exempt;
- City needs some sort of tax base in station area, ACHA project needs to generate some sort of tax revenue, therefore City wants mixed-use;
- City intends to issue bonds for further land acquisition, City is purchasing land for station area improvements;
- City's financing for improvements not yet clear and cannot make any commitments;
- Dry Creek Park is not yet fully funded.

City project approval process:

- PDP not required, TOD plan provides base zoning. Traditional MU development guidelines will not apply;
- OPD technical review only (two rounds of review), project must comply with TOD plan;
- The City hoped to have the master plan for Westminster Station approved by Council by December, 2014. As of this date this has not happened. (Consultant Note: This is a critical path issue for this project, as LIHTC applications are due in May, 2015, and zoning must be in place for an application to be eligible).

Planning/development activity in vicinity:

- SFDs and SFAs planned for Northgate development site east of Federal Blvd, will start soon.



Rendering of Station Area Development

A view looking southwest with the station plaza and underpass to Little Dry Creek Park in the foreground.

Source: City of Westminster

City of Westminster 2

Grant Penland, AICP Principal Planner

TOD Station Area Plan:

- There is some flexibility in the TOD station area plan; the plan has not been yet been adopted;
- Plan adoption is likely to happen in December (though as of the date of this report this has not happened), timeline concurrent with ACHA project;
- There is some flexibility with open space designation on ACHA property; the city recognizes that the ACHA properties are private property;
- Recommends continued dialogue about open space with Sarah Nurmela, John Carpenter, Don Tripp, and Chris Auxier to dialogue about the park issue;
- The plan will replace current zoning.

Comprehensive Plan:

- Adopted November 2013;
- The goals and principles of the comprehensive plan govern the site;
- Traditional mixed-use neighborhood development guidelines apply to site until TOD plan is passed.

Planning activity on adjacent parcels:

- Other landowners are not currently putting forward proposals.

RTD park-n-ride garage:

- The garage project is well under way. A design-build contract is in place.
- It is understood that RTD has 100% of the parking rights from 6 am to 6 pm, 33% at other times (to be confirmed).
- Parking is governed by an intergovernmental agreement between the City of Westminster and RTD.
- The parking structure is owned by the City of Westminster.
- There may be an agreement to provide parking for private multi-family parking.

TOD area

- High priority redevelopment and development area;
- Ability to implement plans is key.

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3

Client & Neighborhood Meetings

Kick-Off Meeting Summary

On July 10, 2014 the Project team met for a kick-off meeting at the Adams County Human Services Building. Representatives from DRCOG, ACHA, the City of Westminster, Adams County, and the consultant team participated. At this meeting the Project team discussed project expectations and provided relevant background to the consultant team.

Project Expectations

DRCOG: Paul Aldretti, Michele Anderson

- Smooth process;
- Outcomes should flow into Metro Vision 2040 planning process;
- Meet needs of primary recipients: ACHA & City of Westminster; and
- Showcase innovative practices, with particular emphasis on healthy living.

ACHA: Donald May, Chris Auxier

- Produce actionable plan, do redevelopment;
- Develop tax credit application for March 1, 2015 submittal, project phase 1 (since postponed to May 1, 2015);
- Requirements for tax credit application: schematic designs, cost estimating, zoning in place; no fixed scoring mechanism, ACHA to provide feedback/base requirements from last application; and
- Develop sustainable economic model, mixed-income, multi-year strategy.

City of Westminster: Grant Penland, Tony Chacon, Aric Otzelberger

- Produce approvable project, shared vision for TOD station area;
- Mixed income, mixed household types, mixed-use over time;
- City has invested \$43m;
- Vocal citizens in the community, important to build community support for long-term vision;
- Would like to see ODP-ready project, meet Station Plan vision; and
- Need financially viable model, plan to offset financing gaps.

CLIENT & NEIGHBORHOOD MEETINGS

Adams County

- Incorporate findings from this Plan into the Federal Boulevard Framework Plan health assessment (due to be completed in August 2014);
- Consider community and resident health early; and
- Address pedestrian safety on Federal Boulevard with a particular emphasis on avoiding injuries.

Project Background

City of Westminster

- City is building infrastructure around station.
- Building parking structure late 2014, min. 500-550 parking stalls, may provide 700-800 but depends on funding.
- 5-acre pedestrian plaza provides access to station tunnel, completion early 2015, additional improvements on south side of station.
- City building streets to provide station access (West Station Drive, Hooker Street extension, Grove Street extension).
- 35-acre "Little Dry Creek Park," will provide stormwater detention for the entire plan area.
- Park 70% complete by station opening, remainder over two years.
- Regional bike trail.
- Improvement costs:
Roads, plaza, parking: \$20 million;
Park, stormwater: \$20 million;
Total: \$43 million investment;
- TOD looking for pocket park opportunity in conjunction with higher development density.
- 71st Ave. improvement will require street dedication, could happen in conjunction with ACHA project.
- Verbal agreement with CDOT to remove 70th Ave. traffic signal and relocate to 69th Ave and 71st Ave.
- City is negotiating with market-rate developer at TOD site. Approx. 200 DU with ground floor commercial (4 over 1 type). Rents will start low, increase after station completion..
- Northgate project site: Developer interested in building multi-phase development beginning with single-family/townhouse product (\$300k for SFD). Approx. 200 DU on 22 acres.
- Vacant grocery store will become WalMart neighborhood grocery store.
- City is considering reestablishing "urban renewal district," an urban renewal tax credit, and establishing "general improvement district," may help ACHA leverage for funding.



1st Client Workshop

Client workshop at ACHA offices on August 18, 2014.

- City would like to generate tax revenue and return into district. Tax base will help future bond measures. Note: this could help ACHA.
- City is evaluating opportunities for a parking district.
- Address crossing Federal Boulevard.
- Beyond the currently planned city parking structure, the city sees opportunities for future joint parking development for RTD which could be spread around the site.

ACHA

- Purchased land in anticipation of rail station.
- Economic downturn stalled redevelopment, financing gap increased over time.
- ACHA is unhappy with quality of existing development, would like to replace over time.
- When purchased development was crime/criminal-friendly property, ACHA cleaned up, has full occupancy.
- ACHA is interested in on-site presence.
- Developed community center at Federal Blvd property.
- Some holdings have land restrictions for affordable housing units, small Section 8 contingent.
- ACHA interested in "move-once" strategy.
- Looking for ground-floor uses to be tenant-serving, ACHA offices.
- Desired program: mixed income, mixed product types.
- Three-phase development:
 - Two tax-credit projects (family oriented & senior development) before rail service;
 - Market rate once area has turned around.



2nd Client Workshop

Review of work products at October 1, 2014 workshop.

- ACHA is open to providing public amenity space in lieu of private/gated open space.
- ACHA open to additional land acquisitions in area: Opportunity to control both sides of 71st Ave.
- DRCOG: OK to fold in additional land but want to see an actionable plan.

Neighborhood Meetings

Two public open houses were held throughout the process, one in October and one in November. The first was held on October 1st at the MAC Center on 72nd Ave in Westminster (walking distance of the Project site) to provide an overview of the project and present initial thoughts on approach to architectural and open space design.

A second open house was held on November 12th, again at the MAC Center, to provide an overview of the Project, to present the concept designs, and solicit feedback.

1st Community Meeting Questions & Comments

Questions asked of attendees after the formal presentation on October 1, 2014:

- Q: What will the square footage of the apartments be?
A: They will be approximately: Studio: 560sf, 1 bdrm: 700 sf, 2 bdrm: 900 sf, 3 bdrm: 1100 sf.
- Q: To the City of Westminster: How big will the streets get?
- Q: What is the budget for the station redevelopment?
- Q: How many parking spaces will be in the RTD garage?
A: 500 on opening day
- Q: What is the timing of the garage?
A: 500 spaces will be available on opening day of the line.
- Q: What is the projected ridership of the train?
A: RTD has projections – some of that information is online.
- Q: Will the housing authority units be for-sale or for-rent?
A: For-rent
- Q: What will be the timeframe for starting the ACHA redevelopment?
A: Probably will include identifying financing in 2015, starting construction in 2016, estimating 5-9 years for all properties.

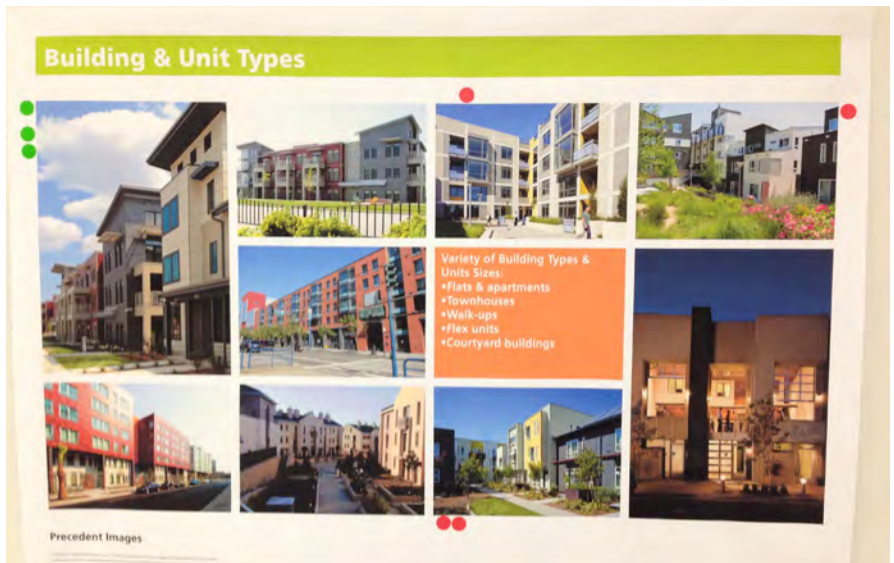
Comments:

- We need an off-leash dog park in the area.



1st Neighborhood Meeting

Consultants describe preliminary plan concepts to stakeholders.



Visual Preference Survey

Stakeholders used colored dots to indicate preferences for different building types.



Comment Stations at Neighborhood Meetings

ACHA staff was present during the workshop and responded to stakeholder comments at themed stations.

12/31/14

2nd Neighborhood Meeting

The consultant team presents background information and design concepts to stakeholders and respond to questions in a Q&A period.



2nd Community Meeting Questions & Comments

Questions asked of attendees after the formal presentation on November 12, 2014:

- Q: How will parking and traffic be affected?
A: Each of the ACHA developments will self-park
- Q: When do you plan on doing this?
A: We need to acquire different sources of funding to make this happen
- Q: Will it all be designated affordable housing?
A: No, ACHA is hoping to do a mix of affordable and market rate
- Q: Will there be greater shared community space (like there is now), or possibly a collaboration with the City?
A: No, ACHA is hoping to do a mix of affordable and market rate
- Q: Will there be greater shared community space (like there is now), or possibly a collaboration with the City? A brick and mortar location that would be a shared vision amongst different agencies?
A: This is a good time to have those discussions with the various agencies.
- Q: A while ago the City promised that taxes wouldn't increase if the zoning changed. Is that still true?
A: That is a question for the City. City representative was not aware of any promise, but also not aware of any short term increases. It is really the county that assesses property.
- Q: What about the special service district that is proposed for this area (that is on the City's website per the inquirer)?



Comment Stations at Neighborhood Meetings

Drawings and diagrams inform stakeholders about existing conditions, the City's station area plan, and how the design concepts fit in.

A: That is a question for the City. City representative was not aware of any special district for this area in the short term.

- Q: What is the index of planned units?
A: For the first phase, the tax credits apply to 60% of Area Median Income (AMI). The Housing Authority will most likely also have units that are at 40% and 50% of AMI. About 70 units in the first phase, the large block will hold approximately 130-200 units, about 400 total units are planned
- Q: Concern on number of Section 8 units.
A: Currently only 10 of 180 units are Section 8 voucher units.
- Q: Will this be a collaborative development process (reference to another non-profit developer)?
A: Yes, the Housing Authority is looking at potential collaborations to help finance and develop the project.
- Q: Will there be daycare or other services?
A: Resident services will be provided on the property itself. Daycare probably will not be provided by the Housing Authority.
- Q: Will there be daycare or other services?
A: Resident services will be provided on the property itself. Daycare probably will not be provided by the Housing Authority.

Comments:

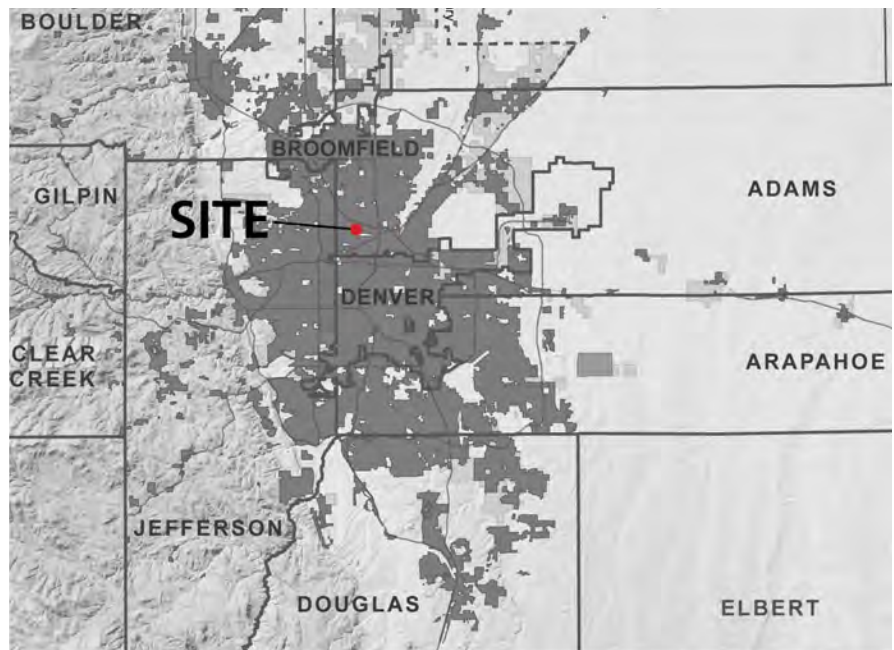
- "I'm excited about this"
- "Something needs to be done (in this area)"
- "The building is impressive"

4

Existing & Future Context

Regional Location

The ACHA properties are located in the north Denver, Colorado suburb of the City of Westminster. Westminster is located in both Adams and Jefferson Counties, with the Site being in Adams County. The City of Westminster is one of several north Denver suburbs that predominately developed beginning in the 1950s.



Regional Location

The Site is located in the City of Westminster within the northwest Denver Metropolitan area.

Surrounding Context

The Site is located in the South Westminster neighborhood of the City of Westminster. This neighborhood, which includes roots to the founding of the City in the mid to late 1800s, includes Westminster Station—a planned commuter rail stop. The Site is just under a mile from I-76 to the south and from US36 to the north.

Neighborhood scaled commercial activity exists along West 72nd Avenue and Lowell Boulevard, both north of the Site, with larger commercial box development along Federal Boulevard, or State Route 287. The greater South Westminster neighborhood includes a variety of early to mid-century one-story homes, with several apartment complexes closer to the

EXISTING & FUTURE CONTEXT

noted commercial activities. New development is under construction and/or planned for lands to the east of the Site.

More immediate to the Site, or west of Federal Boulevard and south of West 72nd Avenue, is a mix of smaller retail establishments, a few single family homes, apartments buildings, and light industrial uses. This development occurs within a larger and/or super-block pattern, with minimal attached sidewalks. The South Westminster area is an Urban Renewal District.

Site Vicinity

- Old building stock
- Apparent lack of investment into properties
- Vacant and underutilized properties
- Large parcels next to small single-family parcels
- Remnant green spaces
- Auto-oriented uses, drive-thrus, surface parking lots, jumble of signage

Street Network

- Long blocks, streets terminate at Rail ROW
- Few neighborhood connections



South Westminster Neighborhood

The South Westminster neighborhood includes older parts of the community and is approximately five miles from downtown Denver.



Site Vicinity
A hotel located north of the Site



Site Vicinity
Retail along West 72nd Avenue



Site Vicinity
Housing in the area

EXISTING & FUTURE CONTEXT



ACHA Site
A view looking north along Federal Boulevard from West 71st Avenue



ACHA Site
A view looking northwest from West 71st Avenue towards the largest parcel

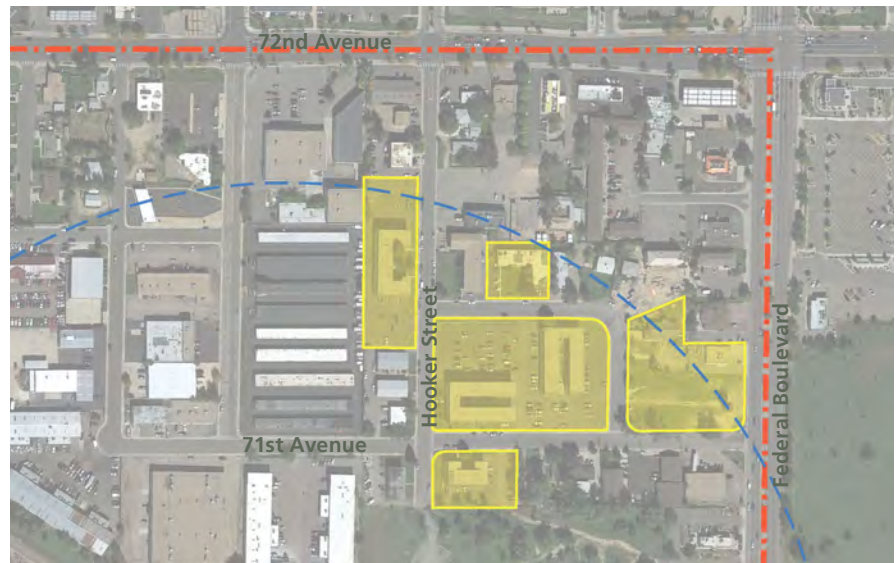


ACHA Site
A view looking south along Hooker Street towards West 71st Avenue

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ACHA Site

The yellow highlighted parcels reflect ACHA ownership. The parcels are all within a five-minute walk of the future Westminster Station.



ACHA Site

The Site includes 6.48 acres of ACHA lands on five properties. A property may include more than one City parcel. The Sites are generally located along West 71st Avenue with two large sites spanning from Federal Boulevard to Craft Way and from Craft Way to Hooker Street (note: the segment of Craft Way running north-south is renamed Grove Street in the City of Westminster TOD Plan). Three smaller sites are located at the southwest corner of West 71st Avenue and Hooker Street and near the intersection of Craft Way and Hooker Street.

Five residential buildings house a total of 199 rental units. Four of the residential buildings are named Terrace Gardens and include three-story masonry buildings with a mansard roof. There are between 23 to 58 units per building. Terrace Gardens was built in 1972 and is surface parked. The fifth residential building is named Susan Kay, built in 1961 with 16 units.

Two other buildings on the Site are utilized for scattered site rental and community use.

ACHA Site

Looking northeast across Craft Way towards the Susan Kay apartments owned by the Housing Authority.

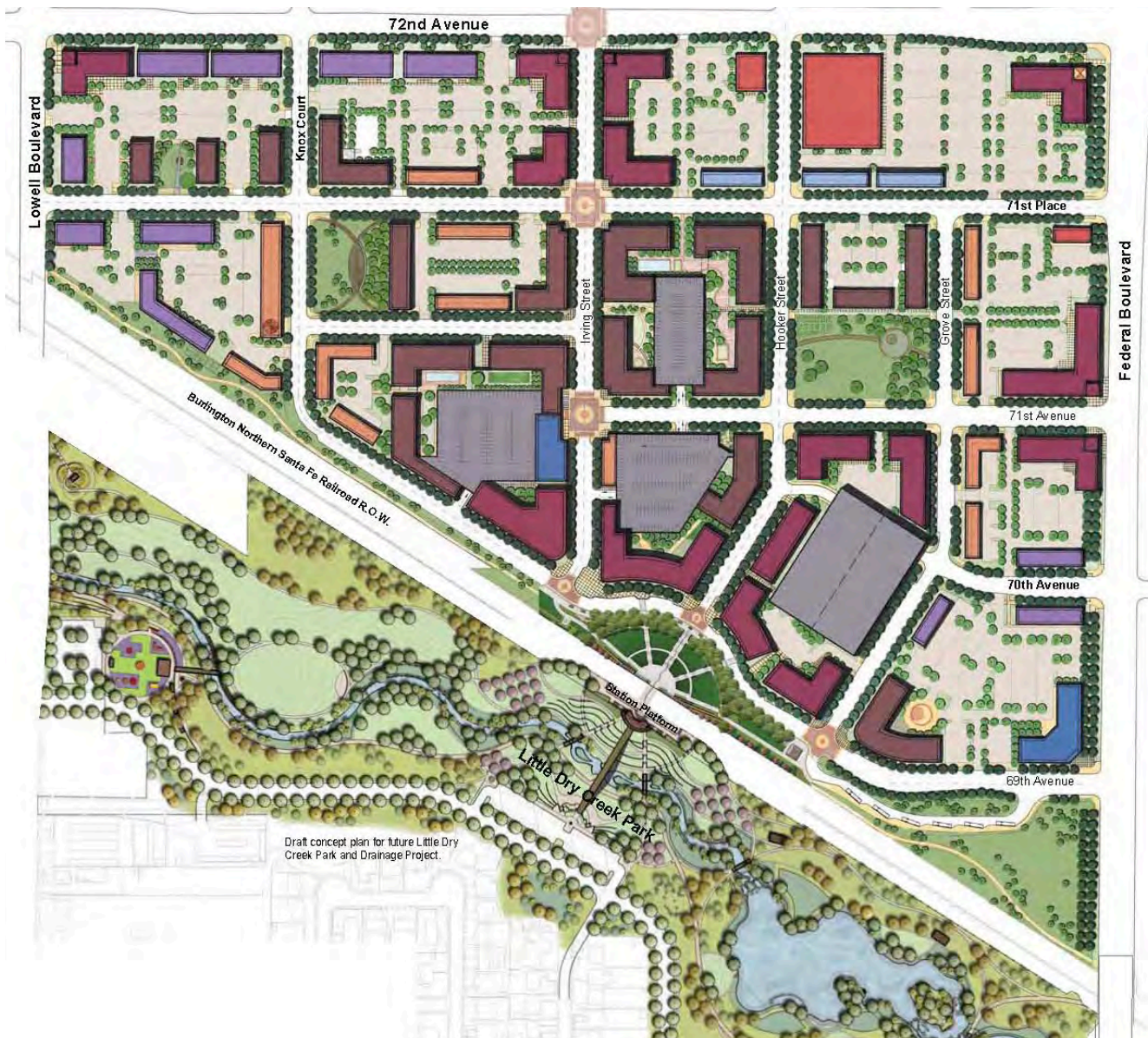


Future Context

Westminster Station includes 135 acres surrounding a planned RTD commuter rail stop of the Northwest Rail Line. The Station area primarily includes the lands south of West 72nd Avenue, west of Federal Boulevard, east of Lowell Boulevard, and straddling (though predominately north) of the commuter rail line. This line will connect from the Union Station transit hub in downtown Denver the 6.2 miles to Westminster Station, and eventually extend north to Longmont. Service is expected to commence in fall of 2016, with 30-minute frequency of service during peak times. In anticipation of this transit service, the City of Westminster initiated a plan-

Future Context

The City of Westminster's plan for development around the future commuter rail line.
Source: City of Westminster



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ning process for the station area, with the intent to transform the district into a vibrant, mixed-use Transit-Oriented Development (TOD). The City's Station Area Plan is envisioned to transform the area into a mixed-use, higher density residential center. The Plan identifies an expanded block system for an area that currently has missing transportation links and superblocks; and includes the Little Dry Creek basin to the south of the rail corridor, which is planned to become a 35- to 40-acre community park with significant recreation and open space amenities, including a regional trail link.

The City and its public partners have committed to invest nearly \$36 million towards completion of the commuter rail station improvements. This initial investment includes the construction of a public plaza adjacent to the train-loading platform, additional streets, a bus transfer facility, a parking garage, and a 35-acre park. These projects are slated for completion by early 2016.

The ACHA Site is within a five-minute walk of the future station, with one parcel abutting the planned parking garage. Hooker Street, which three of the ACHA parcels abut, will be extended and is planned to terminate at the planned station platform.

Future Context

The City of Westminster's vision for the future station area.

Source: City of Westminster





ACHA Site

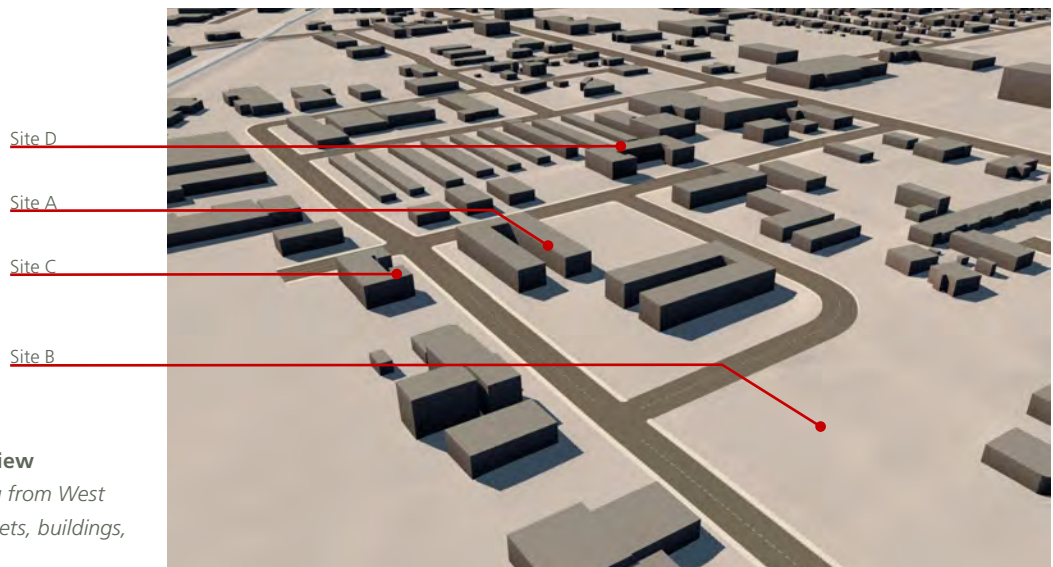
The yellow highlighted parcels reflect ACHA ownership. The parcels are all within a five-minute walk of the future Westminister Station. Little Dry Creek Park, located south of the rail line, is in walking distance to the Site.



Model Showing Conceptual Development

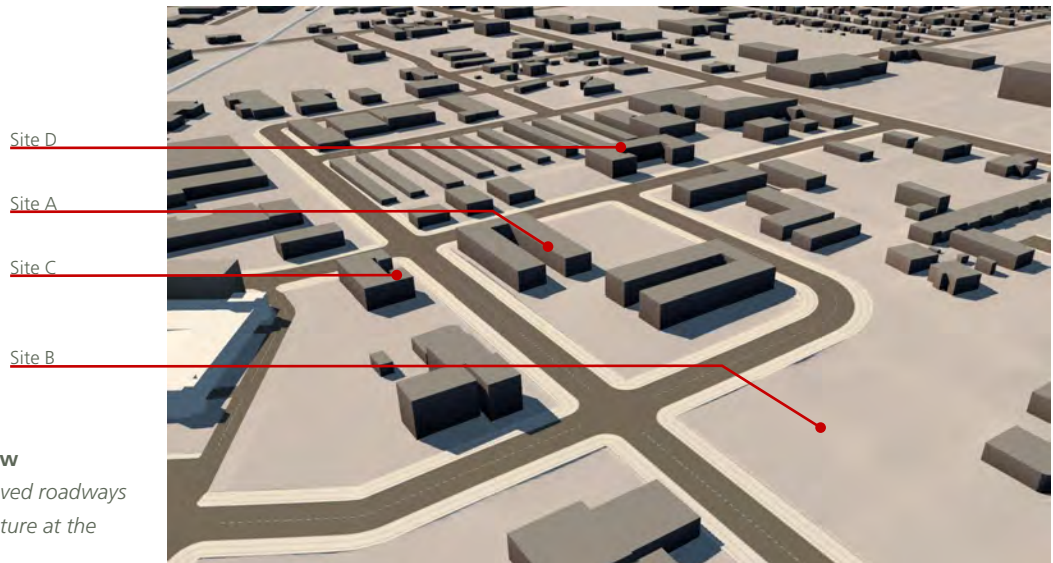
This view of a computer model looks northeast from the approximate location of Westminster Station towards the ACHA sites. The model shows existing buildings and streets as well as station area improvements proposed by the City of Westminster. The station plaza and a new RTD parking structure are located in the foreground; the ACHA sites with new development (in white) are in the background.

EXISTING & FUTURE CONTEXT



Existing Conditions Model View

A view looking northwest along from West 71st Avenue shows existing streets, buildings, and topography.



Future Conditions Model View

This view shows new and improved roadways as well as the RTD parking structure at the left side of the image.



Proposed Development Model View

The final image shows a conceptual build-out on several ACHA properties. A new public park is located at the intersection of 71st Avenue and Grove Street.

5

Schematic Design Report

In the Project's schematic design phase, the Project team, utilizing the findings of the previous work phases, developed design approaches for ACHA's sites.

The five ACHA sites have substantial differences:

- The parcels range in size from less than half an acre to more than two acres;
- As a result of the topography, which slopes towards the Little Dry Creek – several sites have significant grade changes while others are almost level;
- Frontages and site access differ between sites; from having four street frontage to interior sites with only one.

As a result, there is no “one size fits all” solution, and each site design follows a unique approach based on the particular site conditions of the site.

The City's vision for an urban, transit-oriented neighborhood was the strongest impetus for the proposed designs. The interviews, the Comprehensive Plan, and the draft Station Area Plan presented a vision of an urban, walkable neighborhood developing north of the new RTD station. It would have a mix of uses, many new residences, pedestrian-oriented streets that create a tightly spaced street network, and open spaces of different scales.

The City also indicated that, with the proximity to the new rail station, development would be allowed to provide less parking than required in other parts of Westminster.

Furthermore, the market study supported the development of primarily residential projects with a very limited opportunity for ground-floor retail. It indicated demand for affordable, market-rate, and senior housing in various product types (see appendix).



Existing ACHA Holdings

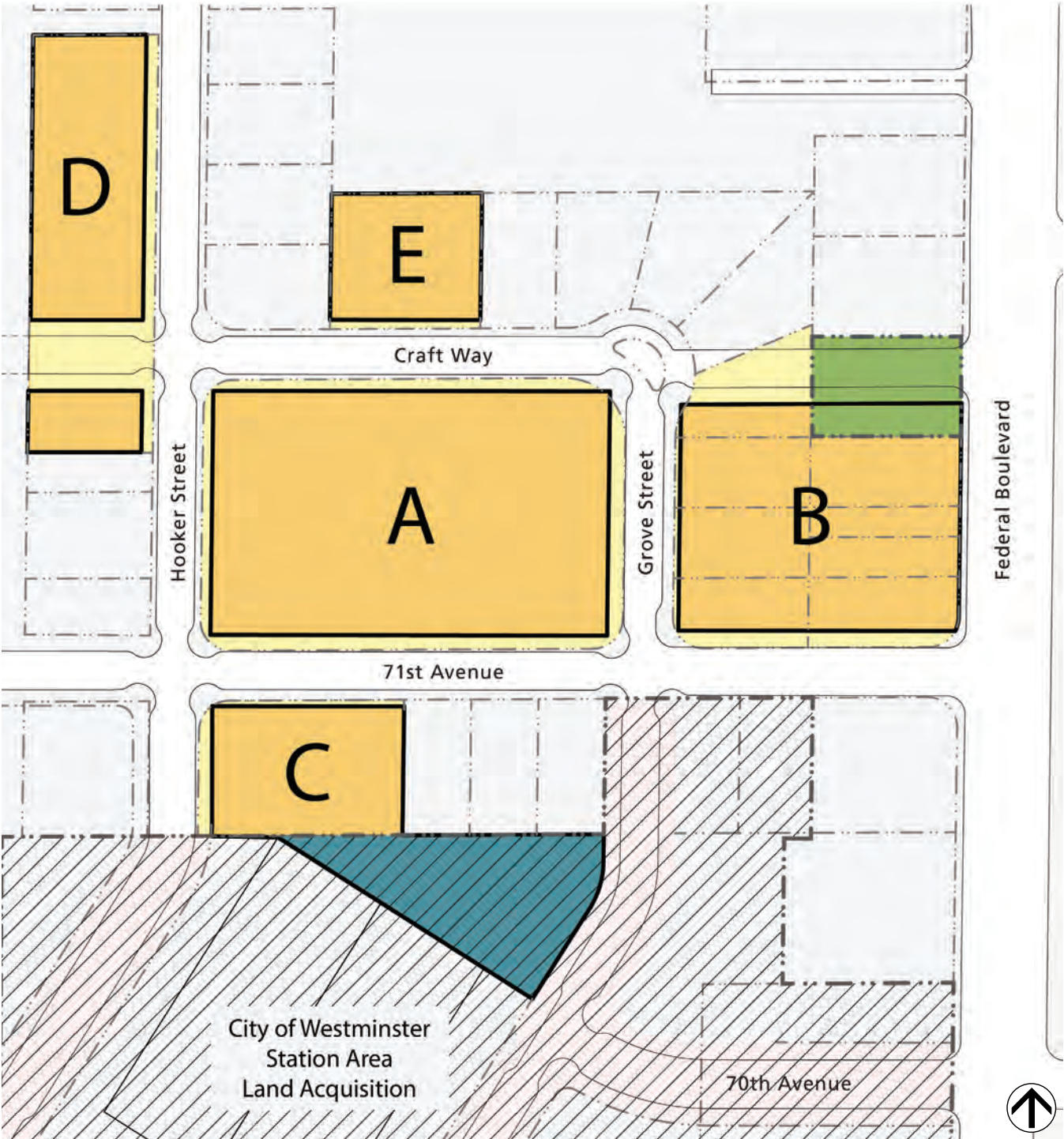
 Housing Authority Holdings

Land Dedication, Acquisition, and Exchange Opportunities

One of the major impacts of the City’s vision for the Station Area are new sections for multi-modal streets with wide sidewalks. Land dedications are required on all parcels with street frontages to accommodate the new street widths. These dedications range from a few feet to well above 10 feet. This report estimates that ACHA would dedicate approximately 0.6 acres to new streets, equating to about 9% of the 6.5 acres currently under control.

The City’s open space concept calls for a public open space near 71st Ave and Grove St. This design proposes a half-acre park be dedicated as public open space spanning from 71st Ave to Craft Way and fronting Grove St.

The draft Station Area Plan identified a new east-west street connection connecting from Lowell Blvd to Federal Blvd. As drawn this new street would cross significant topography and straddle numerous privately held properties. Both conditions complicate the implementation of this align-



ACHA and City of Westminister Land Holdings and Acquisition Opportunities
 This plan shows property holdings, new right-of-way dedications, as well as potential acquisition and synergy parcels.

Key	
	Existing Property Lines
	Housing Authority R.O.W. Dedication
	Housing Authority Development Sites
	Potential Housing Authority Acquisition
	Remnant City Parcel
	New Street R.O.W. per Station Area Plan
	City of Westminister Station Area Land Holdings

SCHEMATIC DESIGN REPORT

ment and would push it into the distant future. The project team identified an alternate east-west connection, a substantial portion of which could be achieved as a part of this Project. The schematic design proposes extending Craft Way east to Federal Blvd and west toward Irving St.

Connecting Craft Way to Federal Blvd would require the collaboration of the City Inn Motel located on Federal Blvd; at the first community meeting the owner has signaled interest in this connection. It would also require acquisition of the privately held parcel south of the City Inn Motel (see figure). Connecting west, ACHA can provide the land to stub out the roadway that would connect to Hooker Street. To complete the connection to Hooker St. the right-of-way would need to pass through the existing mini storage site.

Finally, the Project team has identified a remnant parcel held by the City of Westminster that would immensely benefit development of ACHA's Site C. This remnant is a triangular site that lies north of the new RTD parking structure (under design at the time of this writing). It could be used to park an affordable tax-credit development on Site C (see below).



Station Parking Garage

The proposed city parking garage is located adjacent to ACHA Site C.

Source: City of Westminster

ACHA LAND DEDICATION SUMMARY						
	Existing Site Area [acres]	Street Dedication [acres]	Craft Way Extension [acres]	Public Open Space Dedication	New Site Area [acres]	Gain/Loss [%]
Site A	2.580	0.367		0.500	1.713	-34%
Site B	1.613	0.012	0.379		1.222	-24%
Site C	0.629	0.064			0.565	-10%
Site D	1.197	0.112	0.185		0.900	-25%
Site E	0.465	0.031			0.434	-7%
Total	6.484	0.586	0.564	0.500	4.834	-25%

Site Designs

The following pages present the site designs for ACHA's parcels:

- Site A-1: Affordable Housing Option
- Site A-2: Market-Rate/Mixed-Income Option
- Site B-1: Affordable Housing Option
- Site B-2: Affordable Housing with Retail Option
- Site C: Affordable Senior Housing
- Site D: Affordable Housing

Site E poses multiple challenges for development. It is a comparably small interior site. Several of the units are designated Section 8 housing voucher units. During the design phase it was decided that Site E should remain as is.

Site A

Site A is the largest of the ACHA sites in the project area, and approximately 2.5 acres in size. This site covers a full city block with street frontages on all four sides. There is an approximately 10-foot grade difference between Craft Way to the north and 71st Avenue to the south.

In its comprehensive plan update, the City of Westminster identified a public open space on Site A.

This report provides two site design options for Site A; the first is an affordable housing option; the second is a market-rate or mixed-income option. In response to a need for a public open space, which was identified in the comprehensive plan update, both site design options designate a half-acre public open space at 71st Avenue and Grove Street.

Site A-1: Affordable Housing Option

This design option achieves 135 affordable units in a podium building. Three levels of wood-frame construction sit atop a concrete podium. The podium contains one level of parking that enters off Craft Way. Along Craft Way the podium is one level tall; as the site slopes toward 71st Avenue two levels of residential are exposed and a double-height community space line 71st Avenue.

The podium level is designed as an amenity deck. A monumental stair provides a direct connection from the private amenity deck to the public open space. Flat units are located in a C-shaped building portion to the west. Additional family units are arranged in townhouse and “2 over 1” units that enter directly off the podium. Each of these units has a dedicated entry and functions without a corridor.

This design option for Site A would be built in a single phase in order to make the best use of the site.



Site A-1: Lower Ground Floor

The lower ground floor fronts 71st Ave.



Site A-1: Upper Ground Floor

The upper ground floor enters off Craft Way.

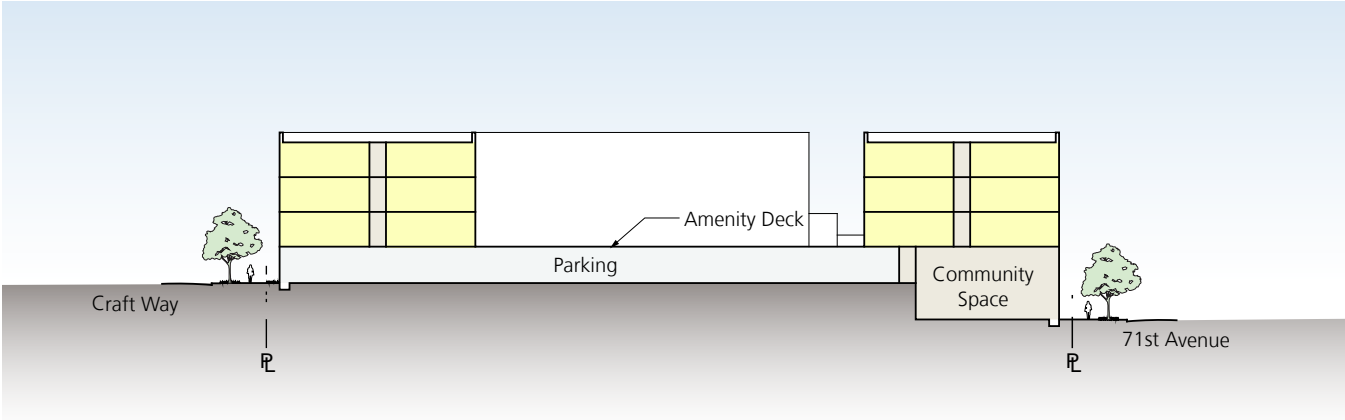


Site A-1: Typical Floor/Podium Level

Townhouse and stacked "2 over 1" units have entrances from the podium level.



Site A-1: 71st Avenue Elevation



Site A-1: Building Section
 The section shows the split podium with a double-height space fronting 71st Ave.

SITE A-1: AFFORDABLE HOUSING OPTION - UNITS	
Unit Type	Unit Count
1-BR	81
2-BR	33
3-BR	3
2-BR TH/Stacked	10
3-BR TH/Stacked	8
Total	135 DU

SITE A-1: AFFORDABLE HOUSING OPTION - PARKING	
Parking Stalls	Parking Count
Standard	89
Compact	32
ADA (thereof van accessible)	6 (3)
Total	127 Stalls

Site A-2: Market Rate/Mixed Income Option

The second design option for site A yields 221 units in four levels of wood-frame construction over a concrete podium. The podium layout makes use of the grade difference between northern and southern property lines: a full level of parking enters off Craft Way and a partial parking level enters off 71st Avenue for a total of 218 parking stalls.

In this design option all units above the podium are flats that enter off corridors. Townhouse liner units enter from the sidewalk at 71st Avenue. At the public open space, liner units in the podium have entries from the adjacent grade. Additional units in the podium line the Hooker Street frontage so that on three sides of the building habitable ground-floor uses front the public street realm.

This design option makes efficient use of the site’s slope by entering each parking level directly from a public right of way and making connecting ramps unnecessary. This solution requires only one curb cut on Craft Way and one on 71st Avenue.

Similar to Option A-1, this design would be built in a single phase.

SITE A-2: MARKET RATE OPTION - UNITS	
Unit Type	Unit Count
1-BR	142
2-BR	75
3-BR	0
2-BR TH/Stacked	4
3-BR TH/Stacked	0
Total	221 DU

SITE A-2: MARKET RATE OPTION - PARKING	
Parking Stalls	Parking Count
Standard	157
Compact	54
ADA (thereof van accessible)	7 (2)
Total	218 Stalls



Site A-2: Lower Ground Floor

The lower parking levels is accessed from 71st Ave.



Site A-2: Upper Ground Floor

Parking is accessed from Craft Way. Liner units front the public open space.



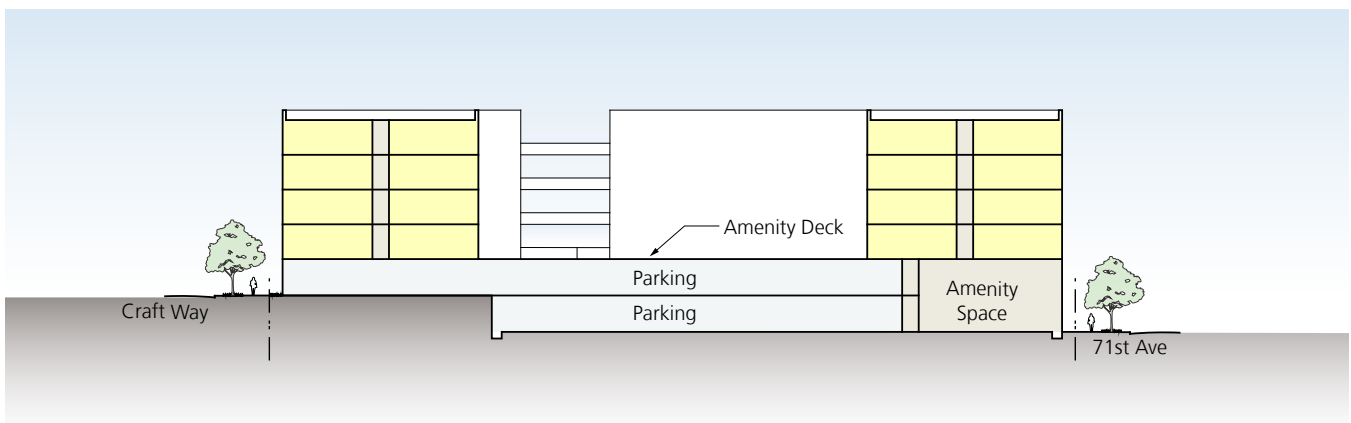
Site A-2: Typical Floor/Podium Level



Site A-2: 71st Avenue Elevation



Site A-2: Public Open Space Elevation (Grove Street)



Site A-2: Building Section

The building section shows two parking levels, the lower of which is built into the site slope.

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Site B

Site B is a highly visible site with a frontage on Federal Boulevard. This frontage is both an opportunity as well as a challenge. In the long term, the exposure on Federal Boulevard could serve businesses seeking high visibility on the boulevard. New, high-quality building facades will showcase the turn-around of the Westminster Station area. In the short term Federal Boulevard poses a challenge; high vehicular speeds, the lack of sidewalks and pedestrian spaces, and a predominance of automobile-oriented uses are not conducive to urban-style mixed-use development.

In response to this challenging environment, this design report recommends splitting Site B into two development phases: a first, predominantly residential phase oriented towards the neighborhood and a second commercial phase fronting Federal Boulevard. The development phase facing the neighborhood is the primary subject of this report.

This report has identified a potential street connection that would extend Craft Way east to meet Federal Boulevard (see above). The design options presuppose that this street connection will be made and that the site will become a rectangular city block fronting four streets.

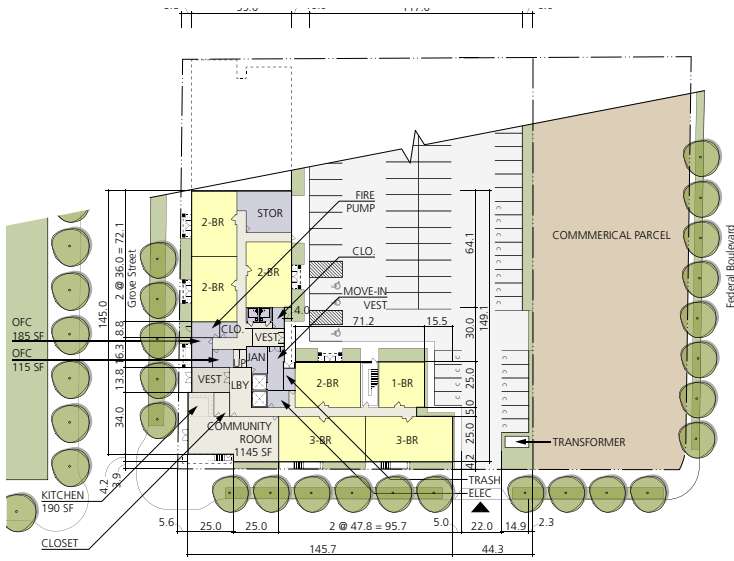
Site B-1: Affordable Housing Option

Just like at Site A there is a significant grade difference between the northern and southern property lines (approximately 10 feet). This option provides 71 affordable units with 73 parking stalls in a surface lot. The building is arranged so that it fronts 71st Avenue and Grove Street and conceals the parking lot from these streets. The new public open space proposed for Site A would be located immediately to the west and across Grove Street.

The building is a five-story wood-framed building. The ground floor entry is located at Grove Street. It contains seven dwelling units as well as a community space at the corner. As grade slopes up, the ground floor is cut short and the 2nd floor is level with Graft Way to the north. The 2nd through the 5th floor contain one-, two-, and three-bedroom flats.

The parking lot has been designed to allow a connection to the second phase commercial development, so that no additional curb cuts would be required on either 71st Avenue or Craft Way.

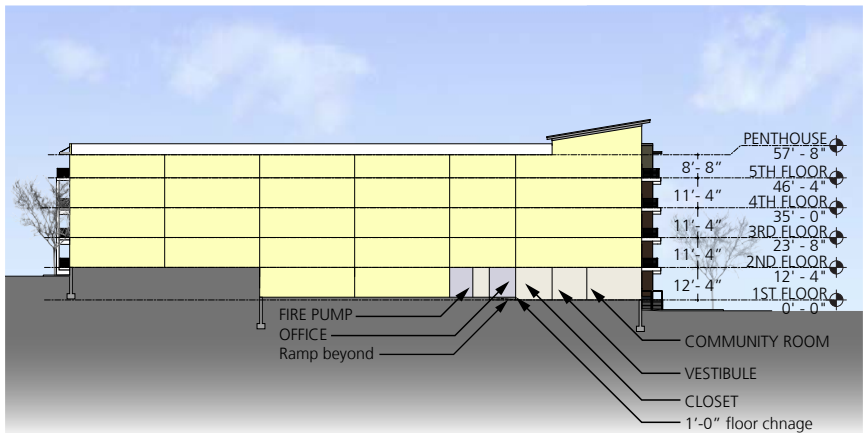
Site B-1: Lower Ground Floor



Site B-1: Upper Ground Floor/
Typical Floor



Site B-1: Building Section





Site B-1: Grove Street Elevation



Site B-1: 71st Avenue Elevation

SITE B-1: AFFORDABLE HOUSING OPTION - UNITS	
Unit Type	Unit Count
1-BR	25
2-BR	32
3-BR	14
2-BR TH/Stacked	
3-BR TH/Stacked	
Total	71 DU

SITE B-1: AFFORDABLE HOUSING OPTION - PARKING	
Parking Stalls	Parking Count
Standard	43
Compact	28
ADA (thereof van accessible)	2 (1)
Total	73 Stalls

Site B-2: Affordable Housing with Retail Option

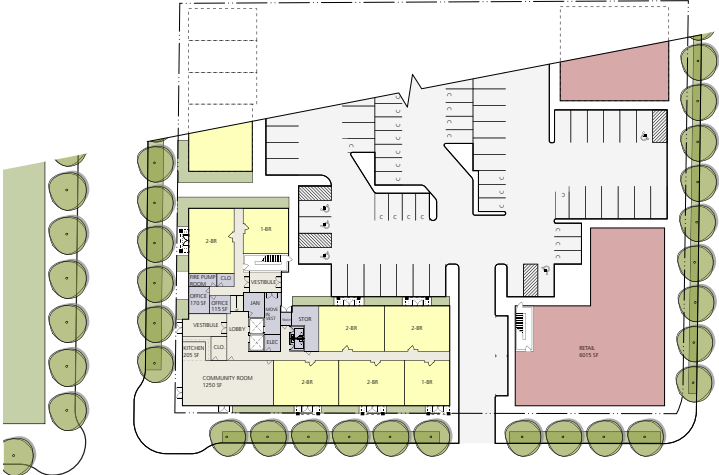
The primary structure is oriented along 71st Avenue, spanning the length of the block allowing for approximately 5,900 sq.ft. of retail space on the ground floor of the building at the corner of Federal and 71st Ave. The building turns the corner at Grove Street, but does not complete the street edge along the park. Instead, the blockface is lined with a series of three-bedroom townhomes and one-set of three-bedroom stacked flats. This option provides 70 affordable units in total, and 5,900 sq. ft of retail space plus the option for an additional 3,100 sq. ft. retail pad site and a total of 87 parking stalls.

The structure is a four-story wood-framed building, with a gap on the ground floor to allow access to the surface parking from 71st Avenue. In addition to the retail space, the ground floor, like the B-1 Option contains flats and a community space at the corner. The second third and fourth floors contain mostly one and two-bedroom units and a small amount of three-bedroom units, while the townhomes and stacked flats along Grove are composed exclusively of bedroom units.

SITE B-2: AFFORDABLE HOUSING WITH RETAIL - UNITS	
Unit Type	Unit Count
1-BR	26
2-BR	35
3-BR	6
2-BR TH/Stacked	
3-BR TH/Stacked	3
Total	70 DU

SITE B-2: AFFORDABLE HOUSING WITH RETAIL - PARKING	
Parking Stalls	Parking Count
Standard	49
Compact	35
ADA (thereof van accessible)	5 (2)
Total	89 Stalls

SITE B-2: AFFORDABLE HOUSING WITH RETAIL - RETAIL	
Commercial Space Location	Area
North (Federal & Craft)	3,096 SF
South (Federal & 71st)	6,015 SF
Total	9,110 SF



Site B-2: Lower Ground Floor



Site B-2: Upper Ground Floor/
Typical Floor

Site C: Affordable Senior Housing

At a little over a half-acre, Site C is one of the smaller ACHA holdings. Its already small size is further decreased by street dedications that are required to implement the new and wider Hooker Street and 71st Avenue as they are envisioned by the Draft Station Area Plan.

The parcel immediately to the south of Site C is city-owned land. On it, the city will erect a parking structure that will serve station commuters. Since the garage is rotated approximately 30 degrees against Site C, it creates a triangular remnant parcel. ACHA and the City of Westminster have discussed making this remnant site available for parking and future development. For the purposes of this site design, it is assumed that the remnant parcel is available for development in conjunction with Site C.

The design for Site C proposes a 4-unit affordable senior housing development. Four levels of senior units are arranged around a podium-level courtyard. The ground floor houses community services, a multi-purpose room, and parking. A ground-floor retail space fronts Hooker Street, meeting a retail and active ground-floor frontage requirement of the City’s proposed plan.

The affordable senior development lends itself to Site C; the small site can only accommodate a limited amount of parking and senior housing typically requires significantly less parking than other housing types. With the City’s remnant site the parking can be accommodated at grade, both within the building podium and in a surface parking lot that is interior to the block.

ACHA has identified this site as a potential “Phase 1” project funded in part with tax credits.

SITE C: AFFORDABLE SENIOR HOUSING - UNITS	
Unit Type	Unit Count
Studio	8
1-BR	56
2-BR	10
Total	74 DU

SITE C: AFFORDABLE SENIOR HOUSING - PARKING	
Parking Stalls	Parking Count
Standard	64
Compact	1
ADA (thereof van accessible)	1 (1)
Total	67 Stalls

SITE C: AFFORDABLE SENIOR HOUSING - GROUND FLOOR	
Use	Area
Retail (Hooker St)	2,280 SF
Public/Community (Hooker & 71st)	3,600 SF
Total	5,880 SF



Site C: Ground Floor



Site C: Typical Floor/Podium Level



Site C: 71st Avenue Elevation



Site C: Hooker Street Elevation



Site C: Building Section

Site D: Affordable Housing

Site D is a long, narrow rectangular lot of approximately 1.2 acres. It is an interior lot and its long side fronts Hooker Street. An approximately 12-foot deep street dedication is required to achieve the street section proposed in the draft Station Area Plan. This dedication will significantly reduce the site area. The reduced lot depth presents a challenge for efficient development of the lot.

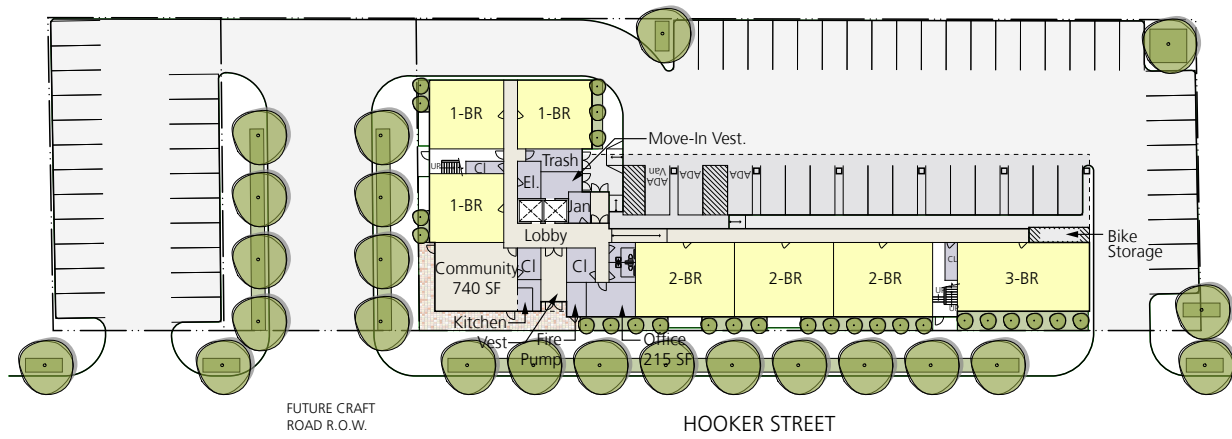
This report identifies an opportunity to extend Craft Way west to meet Irving Street (see above). The site design preserves the site area to complete this street connection in the future.

A five-story wood-framed building is located so that it frames Hooker Street and the extension of Craft Way. Ground-floor community spaces are located at the intersection. Behind the building is a surface parking lot. A second, smaller surface parking lot is located on the remnant parcel south of the land reserved for the future extension of Craft Way.

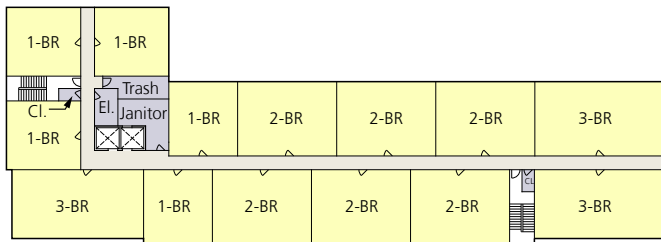
The shallow lot depth and the dimensions of an efficient parking layout necessitate a reduced ground-floor footprint and the upper floors overhanging a portion of the parking lot. Further complicating the design the site slopes approximately 12 feet from the northern to the southern property line. A somewhat compact building with a reduced north-south dimension allows efficient use of the ground floor. The building contains one-, two-, and three-bedroom flats.

SITE D: AFFORDABLE HOUSING OPTION - UNITS	
Unit Type	Unit Count
1-BR	23
2-BR	27
3-BR	13
Total	63 DU

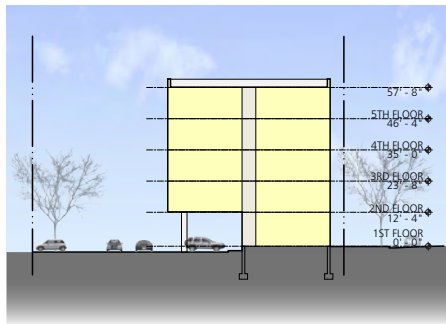
SITE D: AFFORDABLE HOUSING OPTION - PARKING	
Parking Stalls	Parking Count
Standard	62
Compact	0
ADA (thereof van accessible)	2 (1)
Total	65 Stalls



Site D: Ground Floor



Site D: Typical Floor

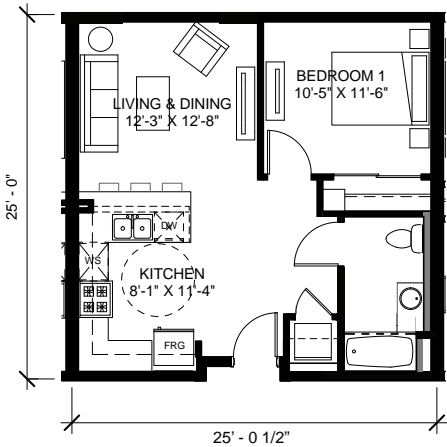


Site D: Building Section

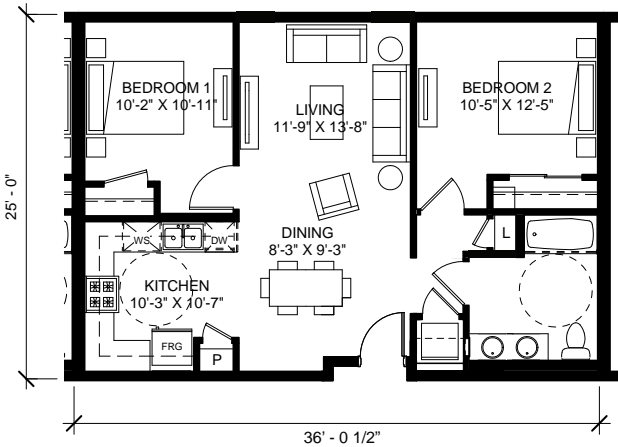
The section shows the upper levels overhanging the parking located behind the building.

Typical Unit Plans

The following unit plans demonstrate a variety of unit types and sizes. Several are fully accessible UFAS units; multi-story unit with direct ground floor or podium access are seen as desirable family units.



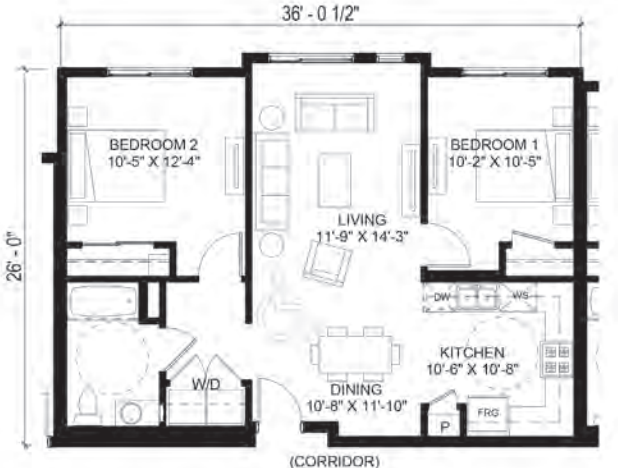
1-Bedroom Flat



2-Bedroom Flat



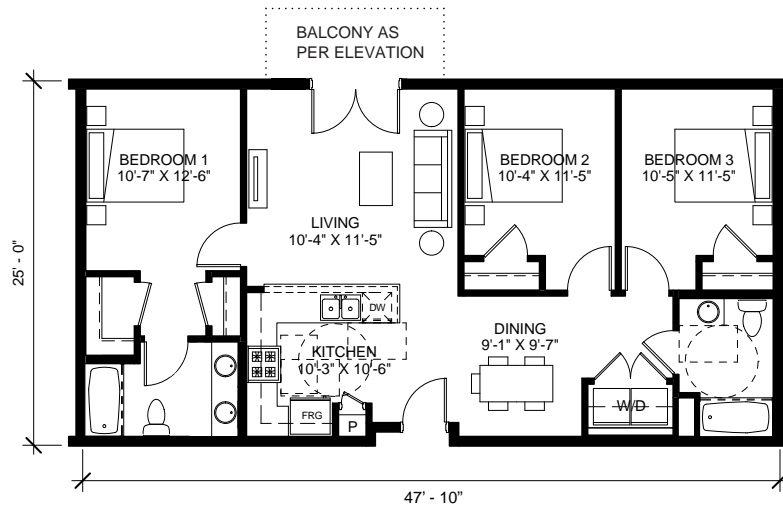
1-Bedroom Flat
Alternate layout



2-Bedroom Flat
UFAS Unit



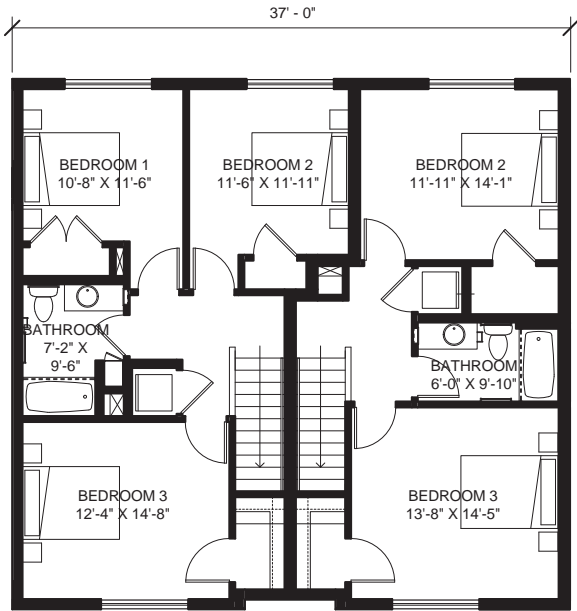
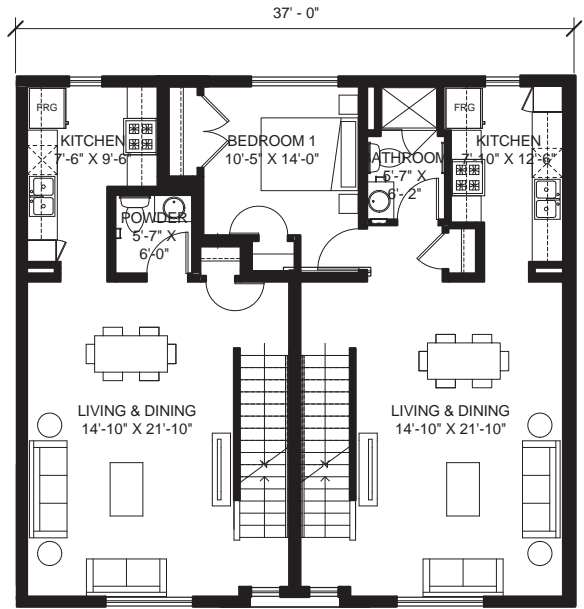
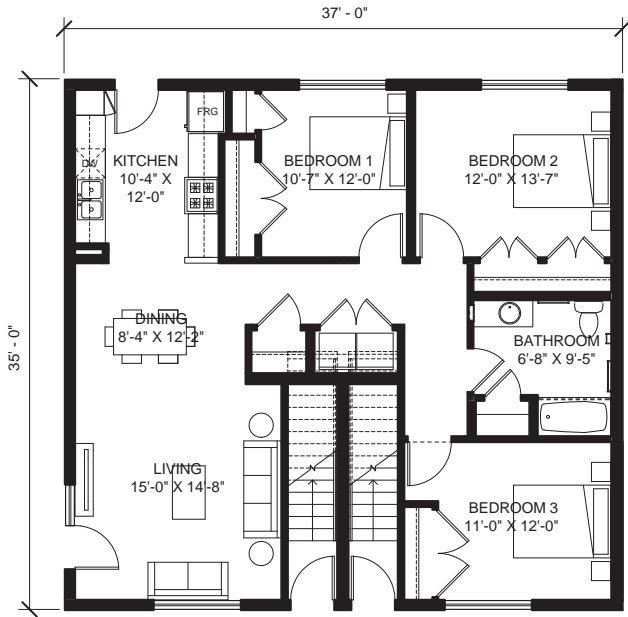
Studio Flat



3-Bedroom Flat
(Balcony optional)



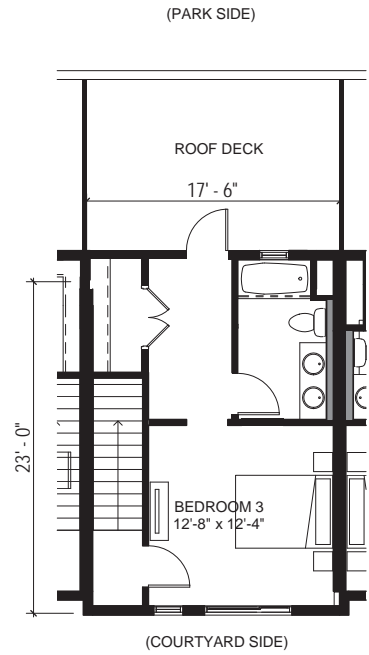
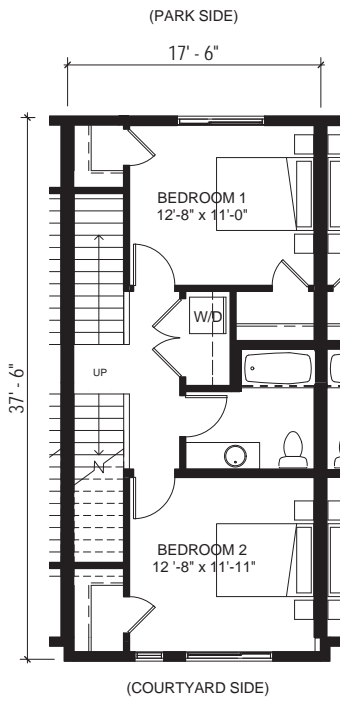
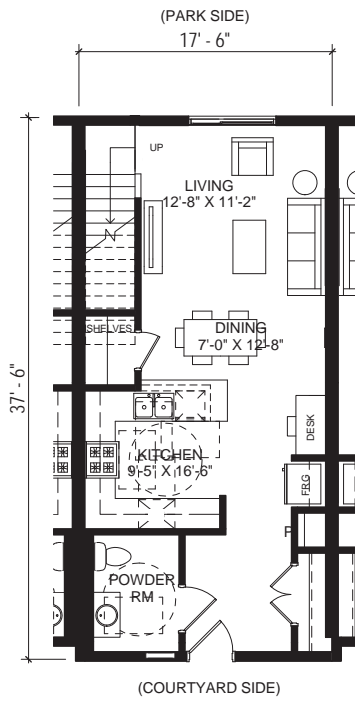
2-Bedroom Interior Corner Flat



"2 Over 1" Stacked Units

A 3-BR flat is located on the lower floor and a 2-BR and a 3-BR are located above. Each unit has a separate entrance on the lower floor.

SCHEMATIC DESIGN REPORT



Townhouse Unit

3-bedroom, 2 1/2-bathroom unit on three levels.

6

Redevelopment Plan

Overall Redevelopment Plan and Phasing

The redevelopment plan shows the plans developed during the schematic design phase.

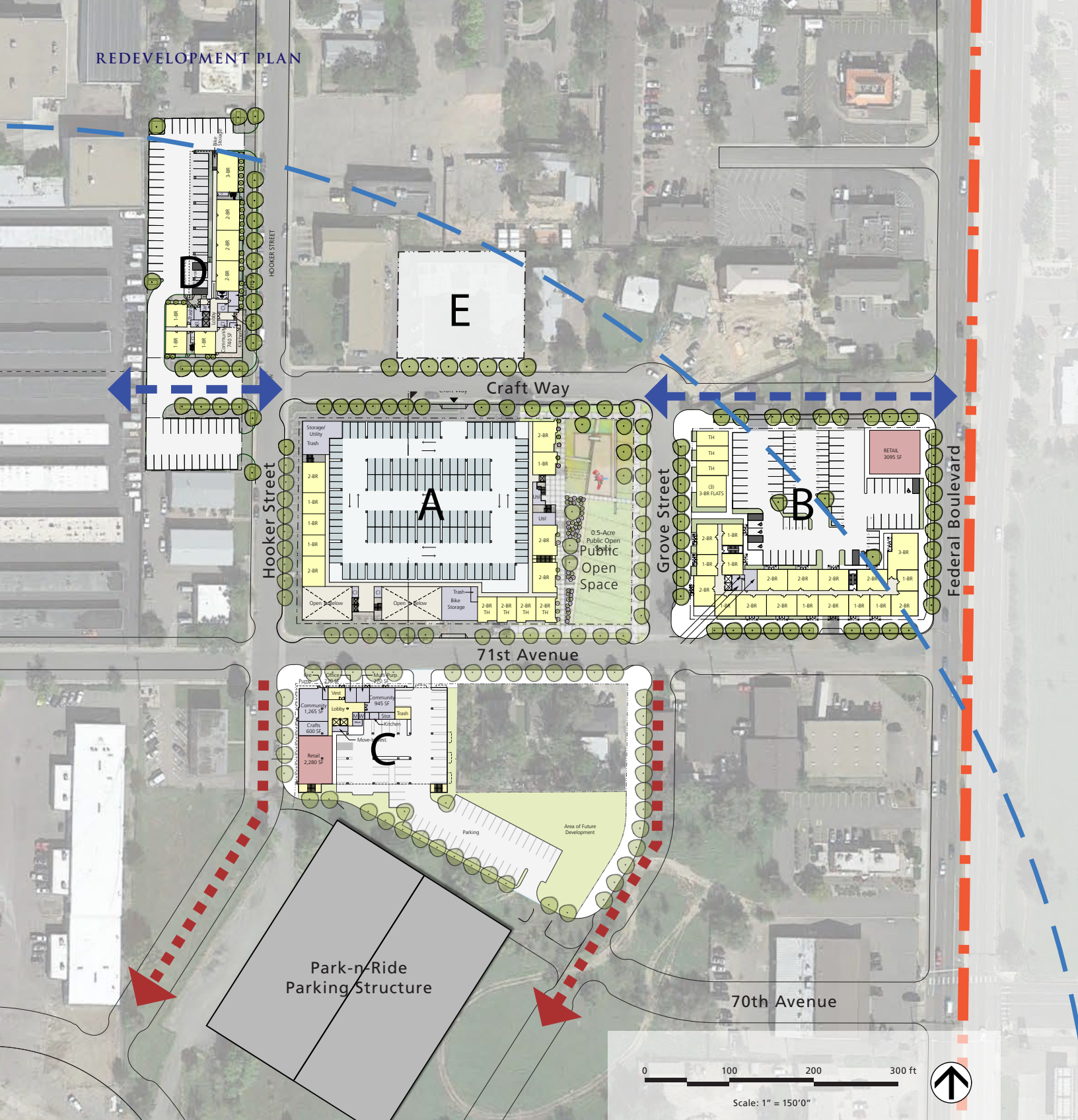
Each of the sites is designed to be developed independently from the others. "Site C: Senior Affordable Housing" has been identified as a potential "Phase 1" tax credit project.



Proposed Development Model View

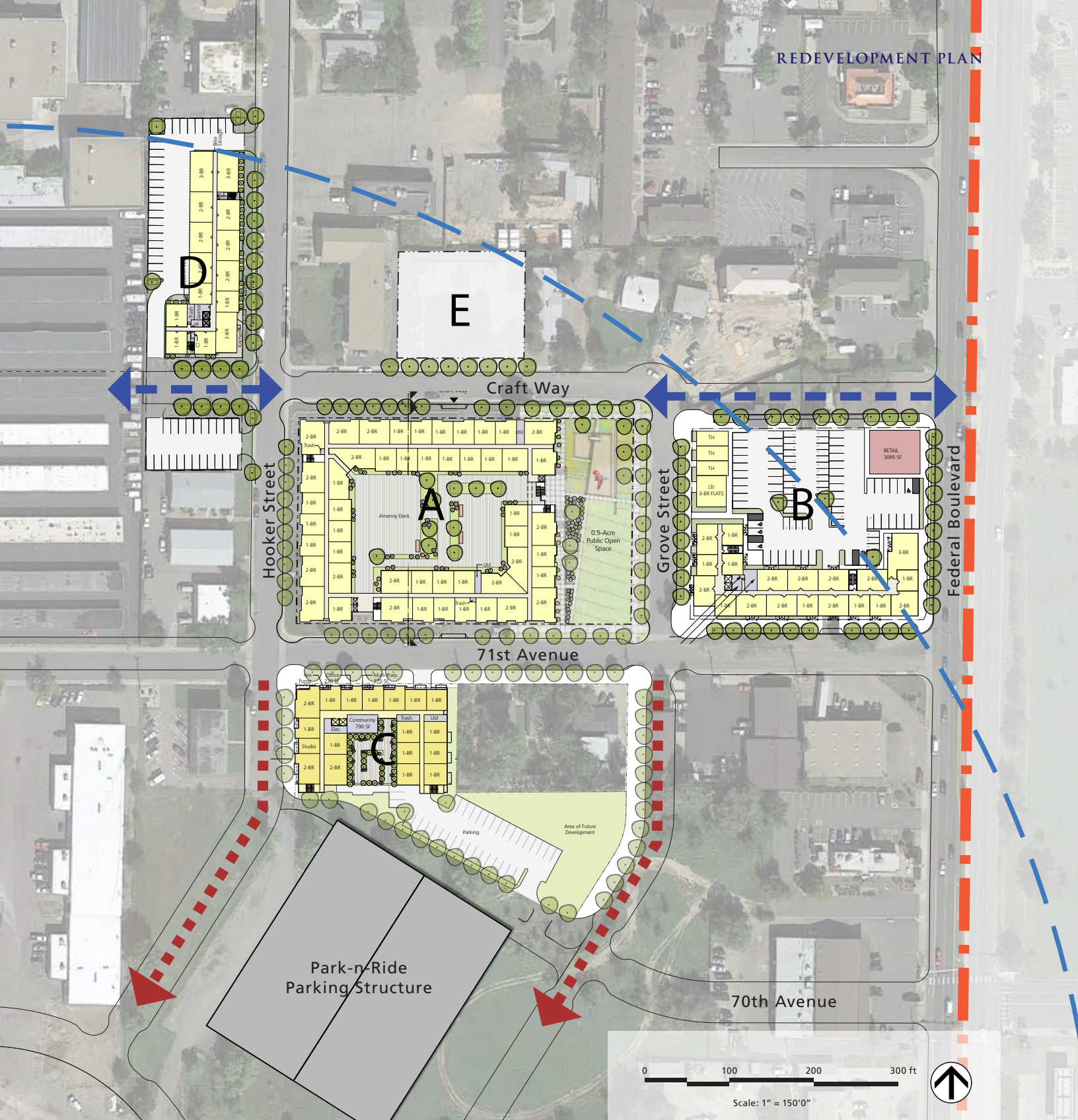
The final image shows a conceptual build-out on several ACHA properties with Westminster Station in the background.

REDEVELOPMENT PLAN



Redevelopment Plan - Ground Floor

The overall redevelopment plan shows the ground floor plans for each of the four site plans.



Redevelopment Plan - Typical Floor

The overall redevelopment plan shows the ground floor plans for each of the four site plans.

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Northwest Corridor Bicycle and Pedestrian Accessibility Study

Summary Report



Denver Regional Council of Governments
Sustainable Communities Initiative
December 2014

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Acknowledgements

Project Management Team

- Paul Aldretti, DRCOG
- Michele Anderson, DRCOG
- Melina Dempsey, DRCOG

Stakeholders

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- CDOT: Bob Hays and Ken Brubaker
- City of Boulder: Kathleen Bracke and Lesli Ellis
- City and County of Broomfield: Debra Baskett and Katherine Horne
- City of Louisville: Heather Balser and Troy Russ
- City of Westminster: Grant Penland and Aric Otzelberger
- RTD: Genevieve Hutchison
- Town of Superior: Alex Ariniello

Consultant Team

- Jessica Juriga, Toole Design Group, Project Manager
- John Dempsey, Toole Design Group, Secure Bicycle Parking
- Anthony Pratt, Toole Design Group, Secure Bicycle Parking
- Jeremy Chrzan, Toole Design Group, Connectivity Improvements
- Geneva Hooten, Toole Design Group, Bicycle Share
- Adrian Witte, Toole Design Group, Bicycle Share
- Jerome Cloud, Cloud Gehshan Associates, Branding and Wayfinding
- Kate Otte, Cloud Gehshan Associates, Branding and Wayfinding
- Emily Gloeckner, Fehr & Peers, Connectivity Improvements
- Carly Sieff, Fehr & Peers, Connectivity Improvements
- Andrea Meneghel, CDR Associates, Stakeholder Coordination



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Appendices

- Appendix A: Branding and Wayfinding Report
- Appendix B: Connectivity Improvements Conceptual Design
- Appendix C: Secure Bicycle Parking Technical Memorandum
- Appendix D: Bicycle Share Feasibility Study
- Appendix E: Future Actions to Consider

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Introduction: The Need for Connections

The goal of this project is to enhance bicycle and pedestrian access and mobility within the first and last mile of new transit stations.

The state of Colorado and the Regional Transportation District (RTD), along with its local jurisdiction partners, have made significant transportation investments in the Northwest Corridor (the Corridor) in recent years. Along with the Colorado Department of Transportation (CDOT) US 36 Express Lanes Project, which includes the US 36 Bikeway, RTD is currently constructing two FasTracks projects in the corridor: the US 36 bus rapid transit (BRT) Line and a segment of the Northwest Rail Line (from Denver Union Station to Westminster Rail Station), both scheduled to open in 2016. Together, these transportation projects will improve multimodal mobility and access between Denver and Boulder and points in between.

In order to maximize investments that have been made in the Corridor, the Denver Regional Council of Governments (DRCOG), through its Sustainable Communities Initiative (SCI), hosts a partnership of Corridor public and private sector organizations whose goals include enhancing bicycle and pedestrian access and mobility within the first and last mile of new transit stations. The Northwest Corridor Bicycle and Pedestrian Accessibility Study (NW Corridor Study) is charged with the same goal. The project builds upon the 2013 US 36 First and Final Mile (FFM) Study by 36 Commuting Solutions and advances the top priorities identified in that study.

First and final mile transit connectivity for bicyclists and pedestrians has several benefits:

- Provides easier access to transit, which can increase ridership and/or relieve the need for costly automobile parking;
- Encourages active transportation, which is linked to improved personal health and other benefits; and
- Has the potential to result in increased economic activity along bicycle and/or pedestrian routes.

This summary report presents the findings from the NW Corridor Study, which includes the following discrete subject areas: Branding and Wayfinding, Connectivity Improvements, Secure Bicycle Parking, and Bicycle Share. Together, these actions form a holistic approach to enhancing first and final mile connections to NW Corridor transit. This report is supported by five appendices which include reports and drawings related to each of those subject areas, and detailed information about analysis and findings.

Study Area

The study area for this project, shown in **Figure 1**, consists of the following seven transit stations, which comprise the Northwest Corridor:

- Table Mesa BRT Station
- McCaslin BRT Station
- Flatiron BRT Station
- Broomfield BRT Station
- Church Ranch BRT Station
- Westminster Center BRT Station
- Westminster Rail Station

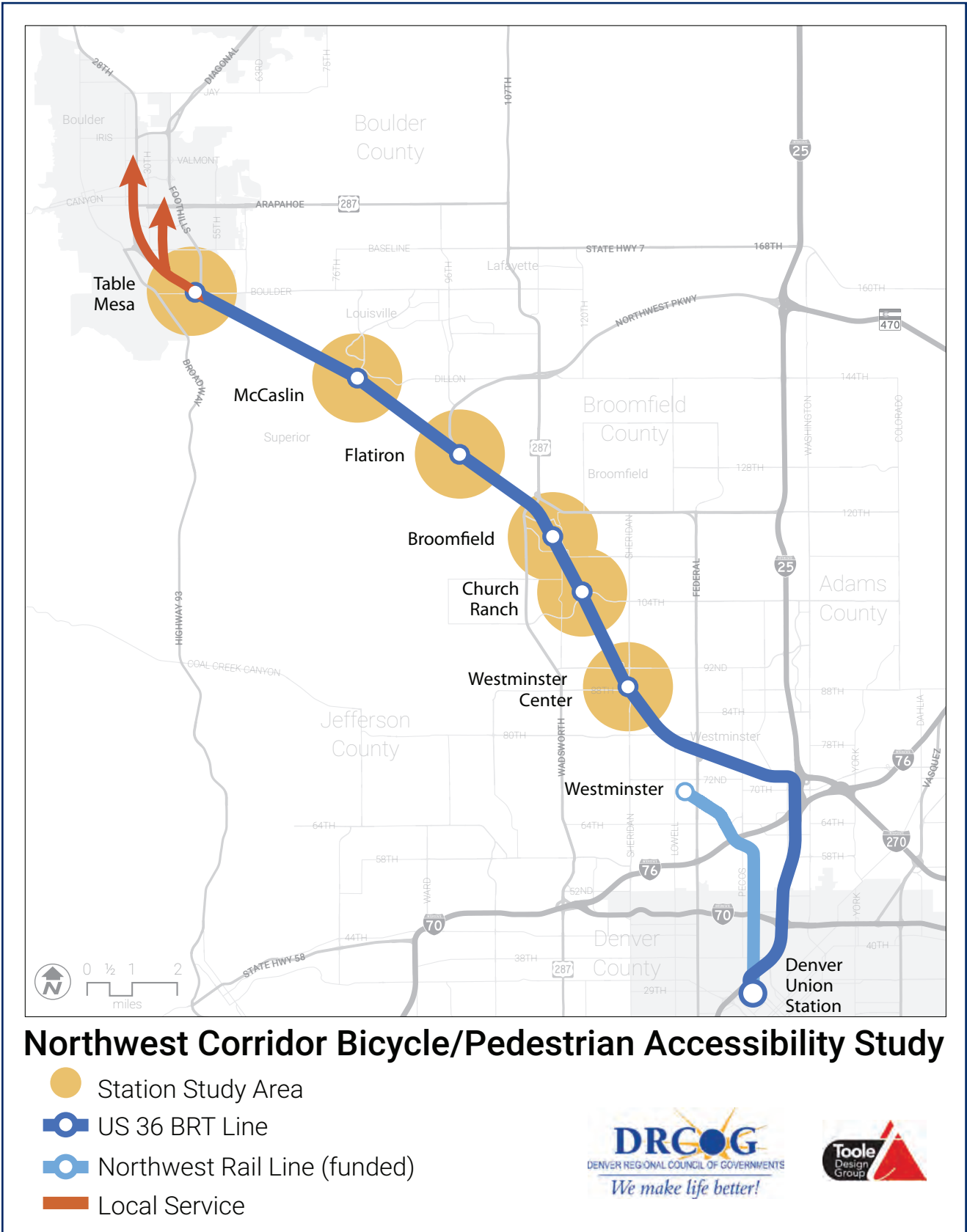


Figure 1: Study Area Map

Scope of Work

The project consultant team was led by Toole Design Group and supported by Cloud Gehshan Associates, Fehr & Peers, and CDR Associates. Each of the four technical tasks of the project followed a similar process including stakeholder coordination, existing conditions analysis, concept development, design, and the development of implementation considerations. Specific information about the scope of each task is discussed below.

The project included detailed study in four subject areas: Branding and Wayfinding, Connectivity Improvements, Secure Bicycle Parking, and Bicycle Share. Together, these actions would form a holistic approach to enhancing first and final mile connections to NW Corridor transit.

Branding and Wayfinding

This task included the design of a uniquely-branded wayfinding signage system to be used in three different contexts:

1. At the Corridor transit stations;
2. Within the station study areas, which are the communities within an approximately one-mile radius around each transit station; and
3. Along the US 36 Bikeway, to supplement and complement the signage already being installed.

The project team conducted three stakeholder workshops throughout the project to understand the system needs for signage, develop sample journeys,¹ and gain feedback on sign design options. At the outset of the project, each station and its surrounding area were visited, and existing wayfinding and signage conditions were analyzed. Based on the goals for the system, the functional and aesthetic requirements for both pedestrian and bicyclists were determined. Schematic design was then completed in three iterations: initial design concepts, refined design concepts, and a preferred design concept. Finally, planning-level costs were developed for the preferred design concept.

Connectivity Improvements

This task included the conceptual design of one priority bicycle or pedestrian connectivity improvement at each station. The project team started with the previously-developed FFM Study list of infrastructure recommendations and met with each study area local jurisdiction to identify the priority connection for each station. Conceptual design plans were then developed for each priority connection, using high-resolution aerial photography provided by DRCOG. Based on these designs, construction cost estimates were developed.

Secure Bicycle Parking

This part of the study included conceptual design of secure bicycle parking at all Corridor stations. To complete this task, data was collected and analyzed from site visits and a stakeholder workshop. Additional data was provided by RTD,

¹ Sample journeys are representative routes that a pedestrian or bicyclist could travel along within the study area.

36 Commuting Solutions, and Boulder County. During the data collection phase, Boulder County was interviewed about their Bus-Bike shelter experience, design, and site locations. Conceptual designs were then completed for a total of 11 shelters using aerial photography, and cost estimates were developed.

Bicycle Share

This task included the development of a feasibility study for bicycle share in the Corridor. To complete this task, data was collected and analyzed from site visits and a stakeholder workshop conducted by the project team in October 2014. Additional data was provided by RTD, 36 Commuting Solutions, and from the U.S. Census. The project team worked closely with local jurisdictions along the corridor to identify the key activity centers, develop goals for bicycle share, and recommend technologies for each station study area. The feasibility study introduces the concept of bicycle share and provides bicycle share recommendations for each transit station in the Corridor.

The Northwest Corridor Working Group has a long-standing history of collaborative decision-making, and this project was no exception.

Stakeholder Collaboration

The Northwest Corridor Working Group (CWG) was the primary stakeholder group engaged in this project. Members include specific individuals from the following organizations: DRCOG, RTD, 36 Commuting Solutions, City of Boulder, Boulder County, Town of Superior, City of Louisville, City and County of Broomfield, City of Westminster, Adams County Housing Authority, and CDOT.

The CWG has a long-standing history of collaborative decision-making, and this project was no exception. Some CWG members were involved as early as the project scoping process, and all were engaged throughout the project. **Table 1** summarizes the project meetings held with stakeholders. Effective involvement of the CWG was particularly critical due to the consolidated project schedule. For that reason, the stakeholder process was designed to:

- Build upon previous work;
- Gain buy-in early throughout the process;
- Discuss coordination and implementation considerations amongst the group; and
- End with useful products that can be advanced to the next design phase.

Because this project was already entering a design phase and due to schedule constraints, it did not formally include engagement with the general public. Project staff did present information at two public meetings, however: the US 36 BRT Station Area and Connectivity Open House on November 1, 2014 in Broomfield, and the City of Boulder Transit Projects Open House on December 3, 2014.

Table 1: Summary of Stakeholder Meetings

Date	Study Task	Goals for the Meeting
August 21, 2014	Connectivity Improvements	Information gathering from City and County of Boulder about Table Mesa BRT Station priority connection
September 5, 2014	Secure Bicycle Parking	Presentation of state of the practice, goal setting, feedback on desired designs, features, and locations
September 9, 2014	Branding and Wayfinding	Information gathering, scope definition, goal setting
September 18, 2014	Connectivity Improvements	Information gathering from City of Louisville, Town of Superior and County of Boulder about McCaslin BRT Station priority connection
September 22, 2014	Connectivity Improvements	Information gathering from City of Westminster about Westminster Center and Church Ranch BRT Stations priority connections
October 1, 2014	Connectivity Improvements	Information gathering from City of Broomfield about Broomfield and Flatiron BRT Stations priority connections
October 16, 2014	Bicycle Share	Presentation of state of the practice, goal setting, discussion of technology for each station study area
October 20, 2014	Branding and Wayfinding	Presentation of and feedback on initial design options
October 27, 2014	Connectivity Improvements	Information gathering from City of Westminster and Adams County Housing Authority about Westminster Rail Station priority connection
November 20, 2014	Branding and Wayfinding	Presentation of and feedback on refined design options
December 3, 2014	All	Presentations of and feedback on final findings.

Recommendations: Improving the First and Final Mile

Recommendations are intended to create connected, comfortable, and easy to navigate communities around each station.

Recommendations were developed for each of the study tasks. Particularly when considered as a whole, these recommendations are intended to create connected, comfortable, and easy to navigate communities around each station. The recommendations vary in type and geographic scale and for those reasons, are summarized separately within this section of the report. The maps that follow show each station study area including its relevant existing conditions, future transit service and US 36 Bikeway, proposed connectivity improvement, and proposed secure bicycle parking location(s). More detailed drawings of these proposed features are included in the Appendices and referenced in the Connectivity Improvements and Secure Bicycle Parking sections that follow.



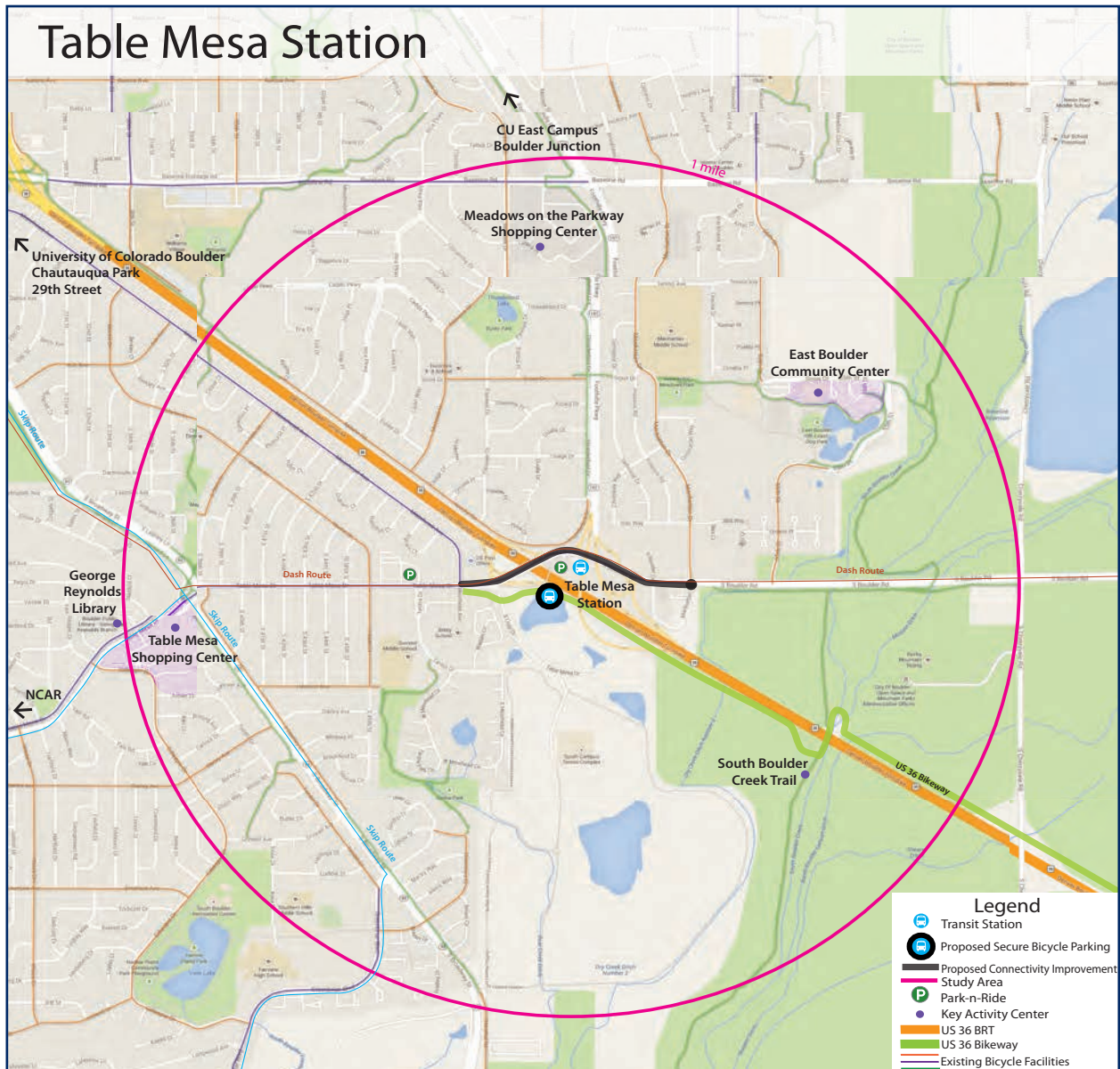


Figure 2: Table Mesa Station Area

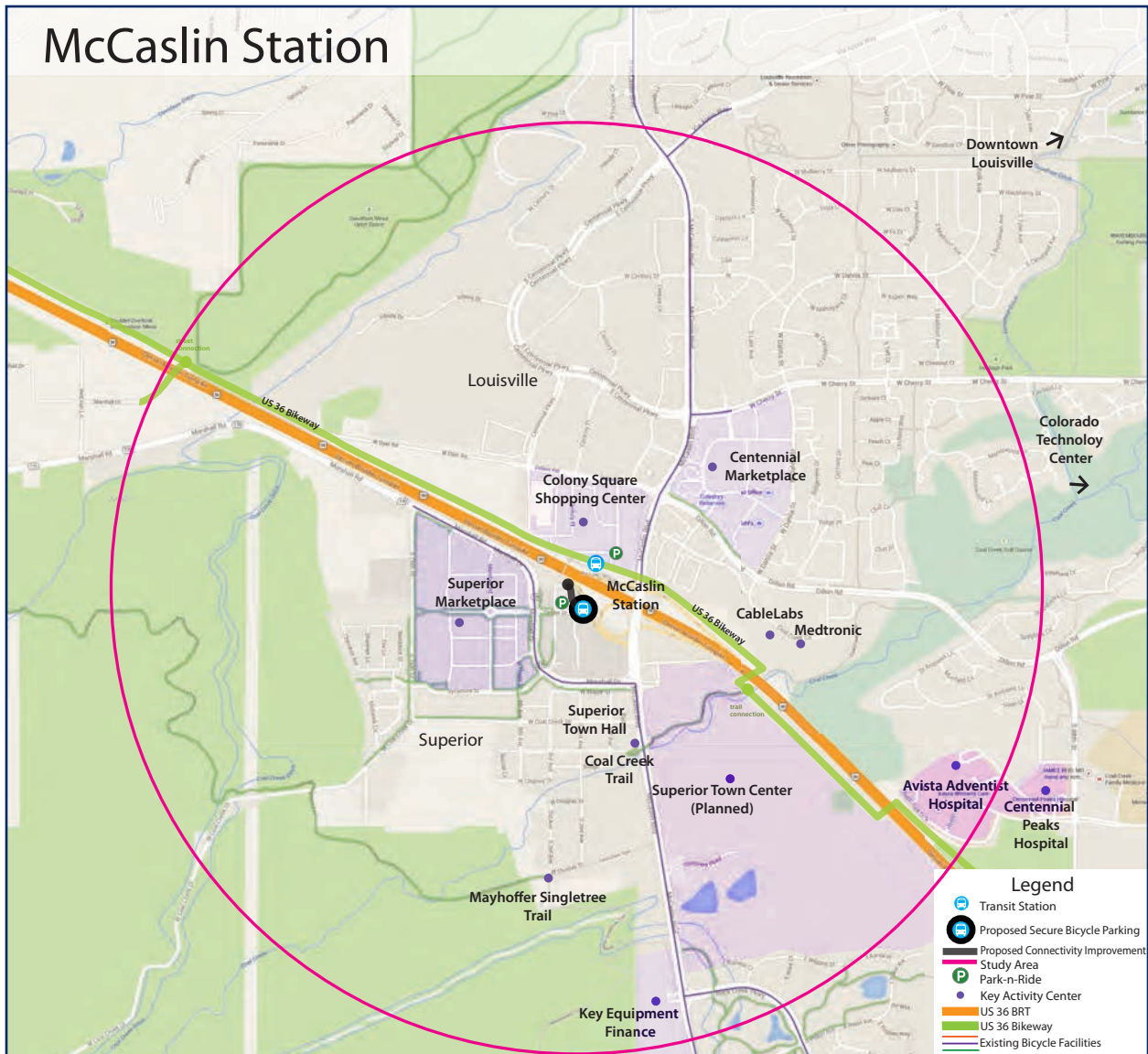


Figure 3: McCaslin Station Area

Note: A secure bicycle parking shelter is planned for the westbound McCaslin WB shelter.

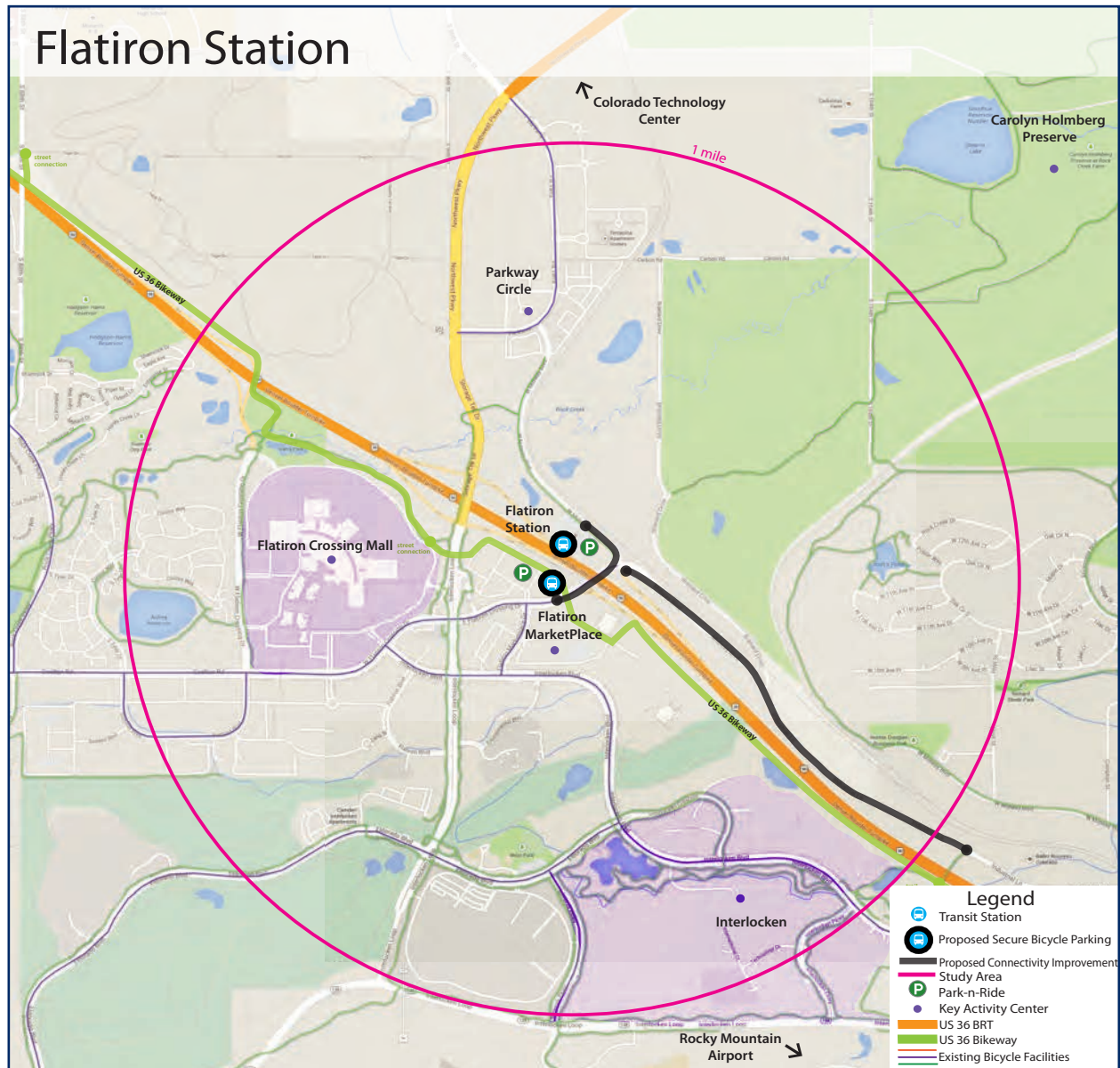


Figure 4: Flatiron Station Area

Notes: Storage Tek Drive is now "Northwest Parkway;" The bicycle trail from Midway to Northwest Parkway is a proposed trail.

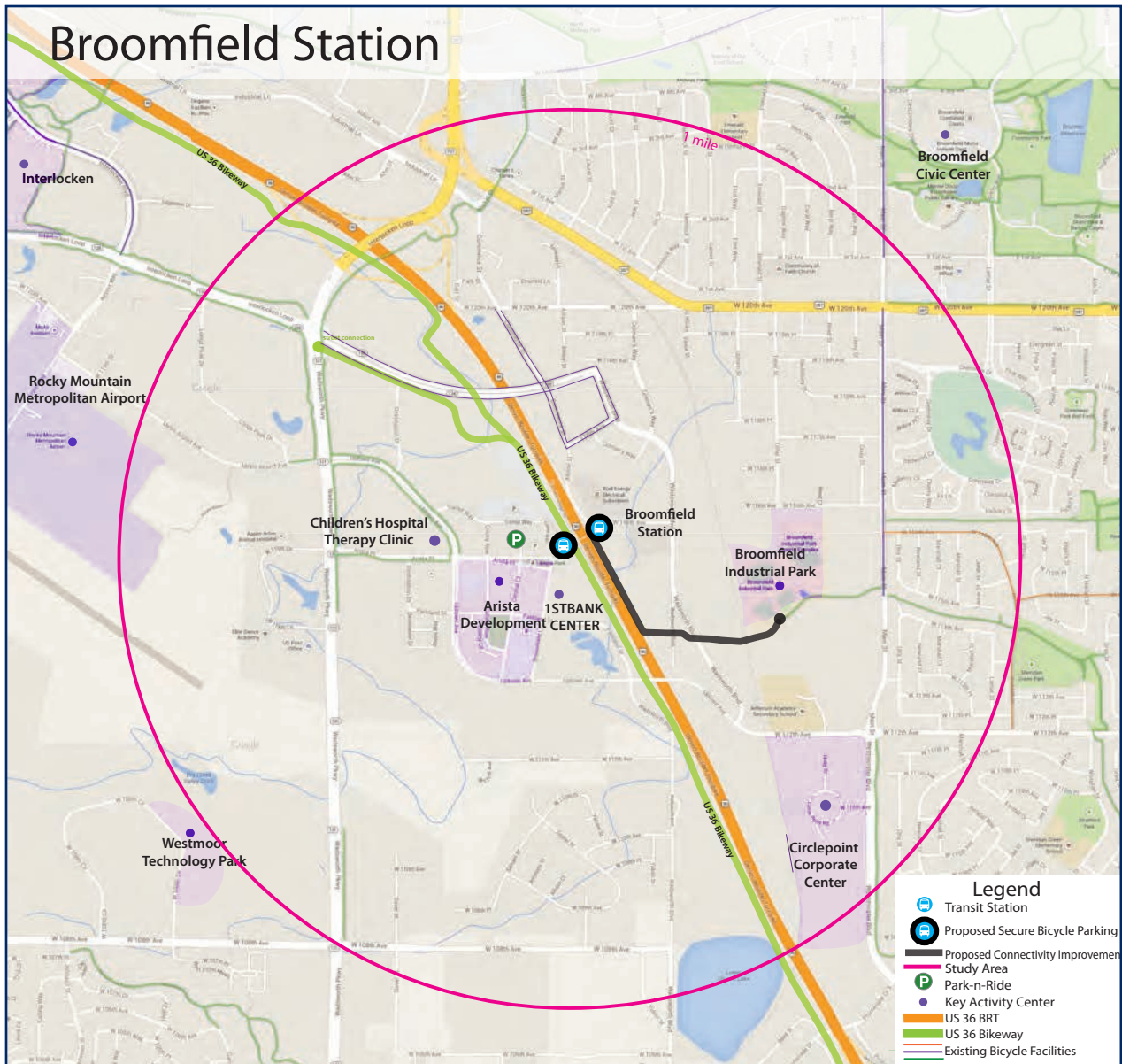


Figure 5: Broomfield Station Area

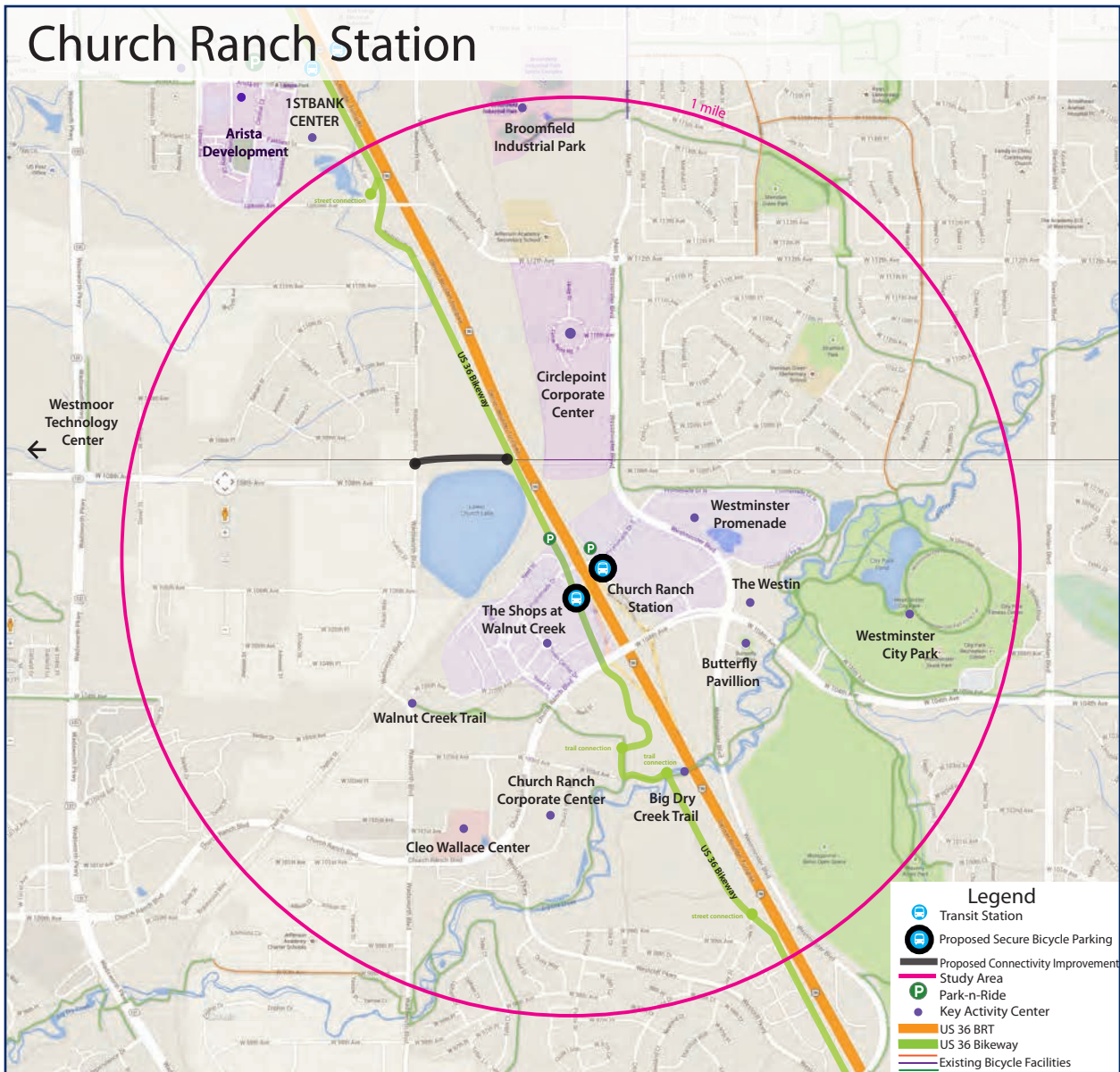


Figure 6: Church Ranch Station Area

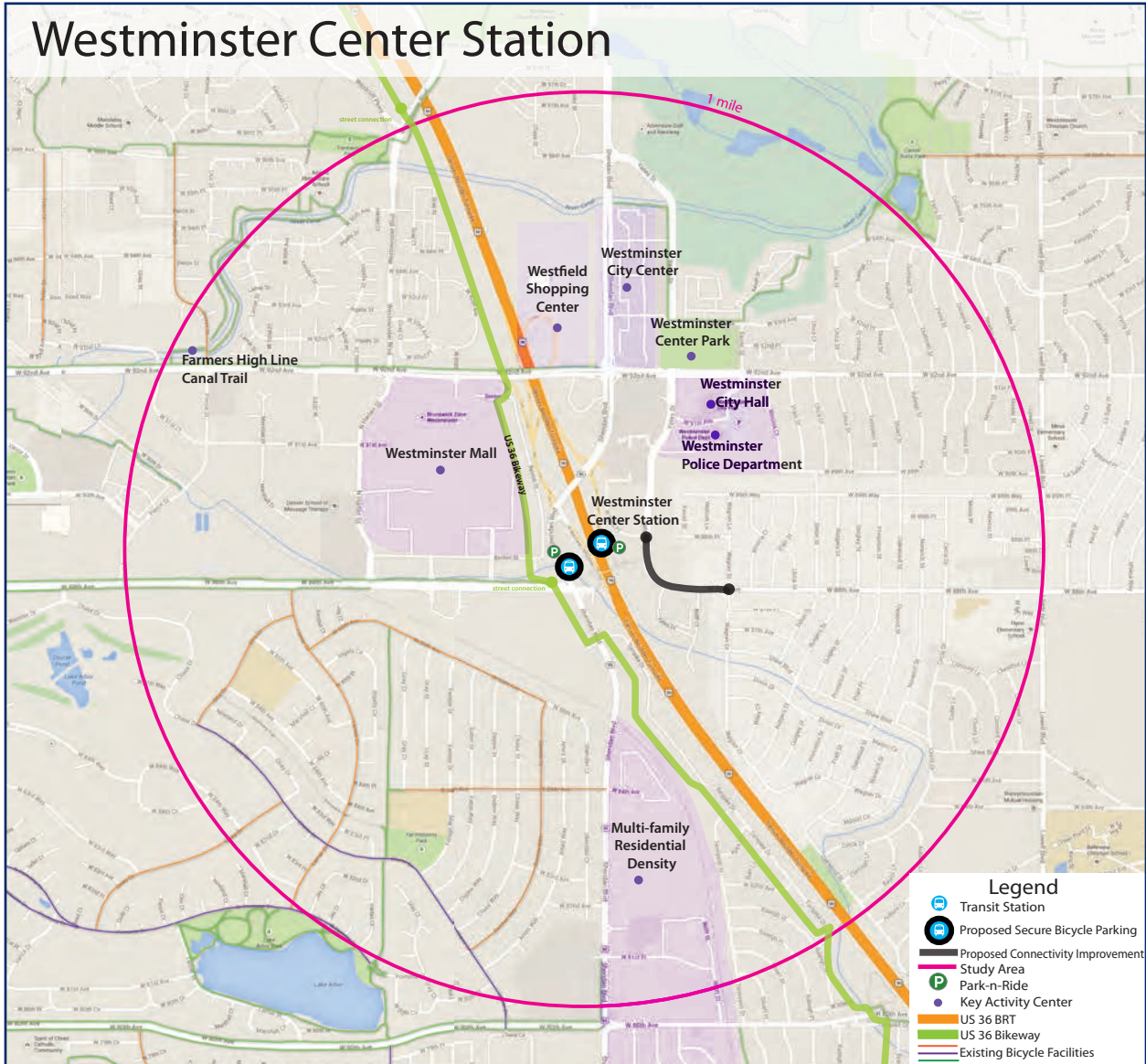


Figure 6: Westminster Center Station Area



Figure 8: Westminister Rail Station Area

Branding and Wayfinding

The development of a unified, unique brand for the Corridor for use on wayfinding signage was one of the top priorities identified in the FFM Study. Due to the large size of the Corridor, the numerous communities spanned, and the diversity of existing and proposed visual elements, this task was complex and the intent visionary.

The Northwest CWG previously developed a vision, goals, and objectives for the Corridor. Based on this work, the following principles were developed to guide the work of the Branding and Wayfinding planning:

- Creates a sense of welcome and access.
- Helps people navigate to and from their destinations as easily as possible.
- Unifies and elevates the brand message and identity of the region, its towns, and its partners.
- Helps people understand the resources available and how to get to them.

Based on those principles, sample journeys—representative routes that a pedestrian or bicyclist could travel along within the study area—were developed for each station to understand the needs of a sign system that would serve the stations, the station study areas, and the US 36 Bikeway. Graphic standards were developed, including recommended typefaces and logos.

The proposed wayfinding sign system would unify and elevate the identity of the Corridor, its communities, and its partners. The system would be a unique amenity for pedestrians and bicyclists within this multimodal corridor.

The proposed sign system would be deployed in the manner shown in **Figures 10** and **11**.

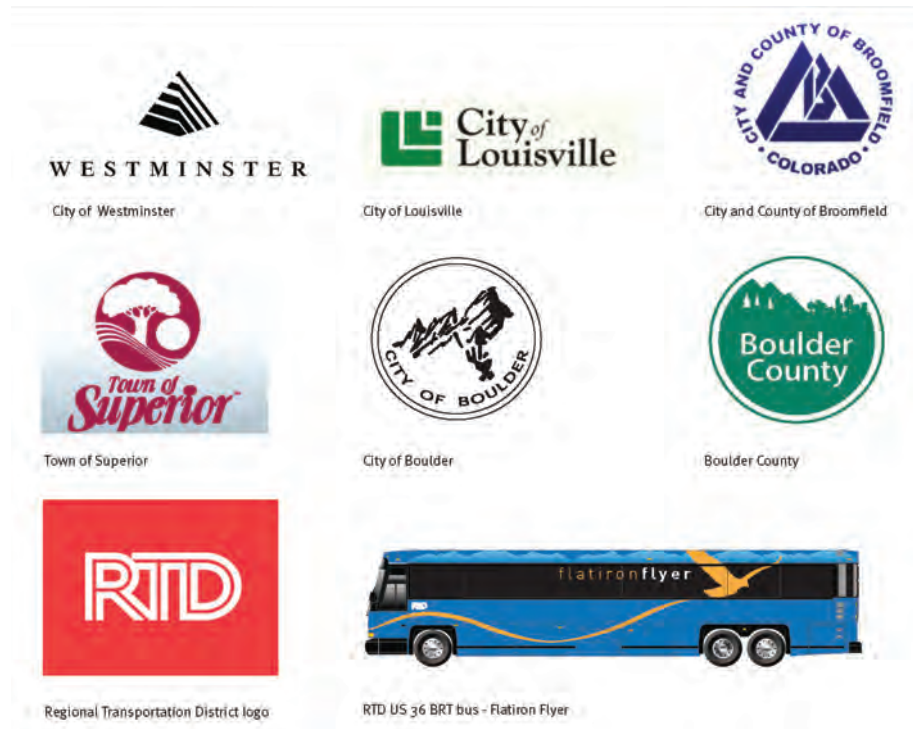


Figure 9: Sample of the Logos in the Corridor



Sign Type	Sign Purpose/Messaging	Recommended locations
Pedestrian		
Orientation Kiosk	Directional messaging Local and regional map Information about bus network, bike network and secure bicycle parking	Near station platforms and at major community hubs/public facilities



Directional signage- low pole and overhead option	Directional messaging to destinations within FFM	Pedestrian-friendly areas near stations
---	--	---



Sign Type	Sign Purpose/Messaging	Recommended locations
FFM Bicycle signage		In communities
Bike route Identification - pole-mounted	Identifies bike routes	On and off-road bike routes



Bike Directional sign	Up to three directional messages With mileage	On designated bike routes 15'-50' before intersection
-----------------------	---	---




Bike Route Identification - Pavement marking	Identifies and guides cyclists on off-road bike routes with directional arrow	On sidewalks/multi-use paths May also be used on US 36 Bikeway at intersections to show the continuation of the bikeway *these do not replace standard MUTCD on-street pavement markings; these are to clarify where a bike route begins, ends or turns when it is not on a roadway
--	---	---

Northwest Corridor

Figure 10: Recommended Sign Types and Placement - Pedestrian and Bicycle

Note: Larger versions of the sign designs can be found in Appendix A.



Sign Type	Sign Purpose/Messaging	Recommended locations
US 36 Bicycle signage		On US 36 Bikeway
Distance-to-destination sign	Upcoming bikeway intersections with mileage	Between directional signs
Directional sign	Way to Denver/Boulder Stations Corridor communities Station areas, when bikeway intersects directly with station pathways (such as Church Ranch and Broomfield) Mileage	15'-50' before intersection
US 36 Bikeway diagrammatic map	All bikeway intersections and amenities (such as restrooms)	At major bikeway intersections (such as BRT Stations)

Figure 11: Recommended Sign Types and Placement - US 36 Bikeway

Note: Larger versions of the sign designs can be found in Appendix A.

Recommended Design

After developing numerous options for the sign design, CWG members unanimously recommended a single option as the preferred design. The reasons the CWG preferred this option included:

- It is simple and legible
- The single color tones help minimize varying design elements throughout the Corridor
- The mountain silhouette and blue color link to the Flatiron Flyer branding
- The landscape element provides a sense of place

The preferred design is shown in **Figure 12**. More details about the design, including more images of example signs and the development process for the design, can be found in Appendix A.



Figure 12: Branding Elements of the Recommended Sign Design

Note: Larger versions of the sign designs can be found in Appendix A.

Connectivity Improvements

The identified connectivity improvements build off of the connections identified in the FFM Study and were a joint effort by the project team and local jurisdictions. For some communities, the connections can be “easy wins” meaning projects that could be implemented quickly due to relative cost and a low level of controversy or complexity. In other communities, connections are more complex and will require further evaluation before they can move forward. The improvements listed in **Table 2** were based on recommendations from each local jurisdiction, and are shown in the Design Plans in Appendix B. The improvements are also shown diagrammatically in **Figures 2 through 8**.

Table 2: Summary of Priority Connectivity Improvements

Transit Station	Local Jurisdiction	Priority Connectivity Improvement
Table Mesa Station	City of Boulder	Add bicycle facility upgrades to Table Mesa Drive from Morehead Avenue to Manhattan Drive to mitigate conflict zones.
McCaslin Station	City of Louisville, Town of Superior and Boulder County	Add a clear bicycle route at the station to reduce bus/bike/pedestrian/vehicle conflicts and increase access to transit and bicycle parking.
Broomfield Station	City and County of Broomfield	Add a shared-use path from Broomfield Industrial Park to the Park-n-Ride bridge on the east of US 36.
Flatiron Station	City and County of Broomfield	Widen the existing sidewalk along Midway Boulevard/Industrial Lane to create a shared-use path and extend the path to the Hoyt Street bridge.
Church Ranch Station	City of Westminster	Add a bicycle connection between Westmoor Office Park/Green Knolls Subdivision and the US 36 Bikeway. This off-street connection will begin at 108 th and Wadsworth Boulevard and cross to the north of Lower Church Lake to the US 36 Bikeway.
Westminster Center Station	City of Westminster	Add bicycle lanes on 88 th Avenue between Wagner Drive and the Park-n-Ride.
Westminster Rail Station	City of Westminster	Add bicycle lanes or shared lane markings on Lowell Boulevard between US 36 and 68 th Avenue.

For many Corridor communities, the proposed connectivity improvements are “easy wins”— projects that could be implemented quickly due to relative cost and low level of controversy or complexity.

Cost estimates were developed for each improvement; these are summarized in the Implementation section of this report. Costs of the improvements range from \$9,000 to \$4.8M; however, most are under \$200,000.

Secure Bicycle Parking

There are currently 332 bicycle parking spaces at the six Park-n-Ride facilities along US 36. The spaces are generally a mixture of bike racks, bike trees, bike lockers and, at Table Mesa, a Bus-Bike shelter. As these facilities transition to become BRT Stations, and as the Westminster Rail Station is constructed, it is important to provide high-quality and secure bicycle parking to complement and potentially replace some share of existing bicycle parking. The desire for secure bicycle parking in the Corridor was identified as the top priority during the US 36 FFM Study, and was identified during a 2014 RTD customer survey as the number one preference for improving bicycling to stations.

Bike-n-Ride shelters would store between 38 and 62 bikes, and could easily increase in size based on demand.

Bike-n-Ride Name

During the project process, the CWG recommended that the name used for the secure bicycle parking shelters should be Bike-n-Ride. For example, the McCaslin Bike-n-Ride would be located at the McCaslin BRT Station. This naming convention was desired due to its alignment with other RTD transit terminology (Park-n-Ride, Call-n-Ride, etc.), its clarity, and its applicability to various types of transit (as opposed to the existing Boulder Bus-Bike naming).

Designs

The Boulder County Bus-Bike shelters were the basis for the designs produced as part of this project. Key features of these shelters include: galvanized steel mesh, roof protection, and secure key-card entry. Based on consultation with bicycle parking manufacturers, anticipated 2020 AM peak boardings for each transit station, and existing bicycle parking quantities, three shelters sizes were developed: high, with space for 62 bikes; standard, with space for 50 bikes; and low, with space for 38 bikes. Space would be provided by a mixture of inverted-U racks and double tier style racks. All shelters would be 19'x26'.



Figure 13: Image of McCaslin Eastbound Proposed Bike-n-Ride

Locations

Appendix C includes conceptual design plans depicting the proposed locations for the Bike-n-Ride facilities. Designs were prepared for a total of 11 shelters at the seven stations in the Corridor. The locations were based on:

- Preliminary locations provided by RTD and 36 Commuting Solutions
- Guidance obtained from the Secure Bicycle Parking Stakeholder Workshop, and subsequent CWG coordination
- Adherence to various goals related to site selection, including:
 - Locating the shelter on public property: RTD, CDOT, or local jurisdiction
 - Locating the shelter to provide a high level of access and visibility to the US 36 Bikeway and other bicycle routes
- Minimizing conflicts with or impacts to existing stormwater facilities
 - Limiting drainage and wetland impacts
 - Utilizing existing infrastructure such as concrete pads
 - Protecting existing above and below ground utilities

The final secure bicycle parking shelter site locations should be coordinated and approved by RTD or the identified property owner.

The Broomfield and Flatiron Stations have the most potential for bicycle share.

Bicycle Share

Bicycle share systems are becoming more popular in the U.S., with over 40 systems now operating, 13 of which were added in 2013 alone. Bicycle share is a high profile, fast, and relatively inexpensive way to change a city's transportation infrastructure and to offer an effective first and final mile solution to support large-scale transit investments. For the Corridor, bicycle share would be primarily intended to complement and extend the reach of transit, support commuting trips, grow bicycling in the Corridor, and support economic development.

Based on stakeholder feedback gathered in October 2014, it was determined that one bicycle share system would not necessarily fit the Corridor due to each station study area's unique characteristics and the Corridor's large geographic area. However, bicycle share integration is desired along the corridor. Therefore, bicycle share recommendations were developed on a station-by-station basis, with considerations given to the long-term implementation a fully-integrated, automated bicycle share system. Ideally, this system would integrate with the existing employer- and privately-provided systems to provide a holistic, public/private system oriented for the first and final mile of commuting trips in the corridor.

The stations with the most potential for short- and long-term implementation of bicycle share are the Broomfield and Flatiron BRT Stations which have a significant number of large employers located at least one mile from the station. The McCaslin BRT Station may also have potential with two key employment

campuses between one and four miles from the station. The Table Mesa BRT Station is already part of a planned Boulder B-cycle expansion. The Westminster Rail, Westminster Center BRT, and Church Ranch BRT Stations have less potential for near-term employer-provided bicycle fleets but may be good candidates for a future automated bicycle share system.

Automated smart bike systems include a fleet of bicycles with independent locks and other technology fitted to the bicycle so that it can be picked up and dropped off anywhere within the service area. Although smart bikes have not been implemented on a large scale to date, these systems offer the flexibility needed to serve the area’s low density land uses in the most affordable manner. The CWG should monitor the upcoming launches of citywide smart bike systems, such as in Phoenix, to understand how this type of program could be implemented in each station study area and along the Corridor.

Table 3: Preliminary Bicycle Share Recommendations

Transit Station	Station Area Characteristics	Recommended Bicycle Share Technology	
		Near-Term	Long-Term
Table Mesa Station	Low-density, residential, and close to parks and open spaces.	Smart Dock System (Boulder B-cycle expansion)	
McCaslin Station	Commercial land uses with some single-family and multi-family residential densities. Proximity to bicycle network and open spaces.	Employer-Provided Bicycle Fleets	Smart Bike System
Broomfield Station	Transit-oriented development, including residential and commercial and a significant portion of vacant and undeveloped land. Major employment centers.	Employer-Provided Bicycle Fleets	Smart Bike System
Flatiron Station	Mostly commercial uses, major employment centers, and some single-family residential. Proximity to trails and open spaces.	Employer-Provided Bicycle Fleets	Smart Bike System
Church Ranch Station	Commercial land uses and visitor attractions. Low-density residential.	Hotel-Provided Bicycle Fleets	Smart Bike System
Westminster Center Station	Commercial land uses, low-density residential with a small concentration of multi-family residential density.	N/A	Smart Bike System
Westminster Rail Station	Low-density residential with open spaces and recreational opportunities.	N/A	Smart Bike System

Implementation Considerations: Moving Forward

The recommendations range in cost and complexity, but many could be implemented relatively easily given the appropriate resources.

The implementation of the study recommendations would substantially improve bicycle and pedestrian connectivity and access around the Corridor transit stations. The recommendations range in cost and complexity, but many could be implemented relatively easily given the appropriate resources. The primary resources needed include funding and collaboration, both summarized in this final section of the report.

Phasing and Cost Considerations

Branding and Wayfinding

Planning-level cost estimates, for budgetary purposes only, were developed for the recommended sign types. Appendix A includes costs for the sample journeys identified. These costs should be taken as an example of what could be included in an overall station or station study area cost estimate. The cost estimate for a station, station study area, or US 36 Bikeway segment will depend on a variety of factors including sign types chosen, number of signs, and number of routes signed.

Table 4: Summary of Estimated Sign Unit Costs*

Sign User	Sign Type Description	Total Unit Cost*
Pedestrian	Orientation kiosk - stone base illuminated	\$11,940
	Orientation kiosk - post & panel non-illuminated	\$4,125
	Pedestrian directional - low mount version	\$1,515
	Pedestrian directional - overhead version	\$1,690
Bicycle - with new posts	Bike route identification	\$1,060
	Directional signage (large)	\$1,840
	Bikeway signage - distance to destination	\$1,765
	Directional signage (small)	\$1,720
	Bike route identification - pavement marking	\$275
	Bikeway diagrammatic map	\$1,665
Bicycle - bandit-strap mounted to existing poles	Bike route identification - round sign	\$855
	Directional signage (large)	\$1,630
	Bikeway signage - distance to destination	\$1,515
	Directional signage (small)	\$1,465
	Bikeway diagrammatic map	\$1,465
Bicycle - Bike-n-Ride Shelter	Thermoform illuminated "lollipop" ID sign	\$4,855
	Orientation/map panel	\$2,680
	Large ID panel	\$3,510
	Mountain Graphic Panels (6)	\$3,466

*Note: Costs do not include a contingency. At this level of planning and schematic design, a 20 percent contingency should be applied to signage cost estimates. Costs shown in Table 4 include both material and installation cost, but do not include costs such as design, engineering, or maintenance costs.

Connectivity Improvements

The estimated construction cost for each recommended connectivity improvements is show in **Table 5**. Details about the costs, including assumptions and methodology, are included in Appendix B.

Table 5: Connectivity Improvement Cost Estimates

Transit Station	Priority Connectivity Improvement	Estimated Construction Cost
Table Mesa Station	Add bicycle facility upgrades to Table Mesa Drive from Morehead Avenue to Manhattan Drive to mitigate conflict zones.	\$193,000
McCaslin Station	Add a clear bicycle route at the station to reduce bus/bike/pedestrian/vehicle conflicts and increase access to transit and bicycle parking.	\$9,000
Broomfield Station	Widen the existing sidewalk along Midway Boulevard/ Industrial Lane to create a shared-use path and extend the path to the Hoyt Street bridge.	\$4,793,000
Flatiron Station	Connect the existing sidewalk on Midway Boulevard/ Industrial Lane to the Hoyt Street bridge with an on-street bicycle facility and a continuation of the eight-foot sidewalk.	\$948,000
Church Ranch Station	Add a bicycle connection between Westmoor Office Park/Green Knolls Subdivision and the US 36 Bikeway. This off-street connection will begin at 108 th and Wadsworth Boulevard and cross to the north of Lower Church Lake to the US 36 Bikeway.	\$174,000
Westminster Center Station	Add bicycle lanes on 88 th Avenue between Wagner Drive and the Park-n-Ride.	\$59,000
Westminster Rail Station	Add bicycle lanes or shared lane markings on Lowell Boulevard between US 36 and 68 th Avenue.	\$27,000

Appendix C contains details about potential Bike-n-Ride shelter phasing and future implementation decisions to be made.

Secure Bicycle Parking

Based on costs received from parking manufactures and cost information received from Boulder County, cost estimates for the various Corridor Bike-n-Ride facilities are shown in **Table 6**. The probable costs represent a preliminary estimate that can serve as a guideline and refined based on the final site locations, desired bicycle parking spaces, and structural and geotechnical engineering for each shelter. The cost estimates include facility warranty, engineered stamped drawings with geotechnical/technical survey, a steel enclosed structure with wire mesh and secure doors, bicycle rack components, signage materials, shelter lighting, and the construction fee to install the shelter. The estimates do not include administrative, internal, or lifecycle costs, which may include: key card access-controlled software; end user support; server hardware; and annual utility, cleaning, or miscellaneous maintenance and repair costs.

Appendix C contains information about potential phasing of the Bike-n-

Ride facilities. Table Mesa (EB side), Westminster Center (both sides), and Westminster Rail were determined to be the highest priority locations, based on a variety of factors. The CWG should consider this prioritization as funding becomes available.

Table 6: Proposed Bike-n-Ride Cost

Station	Shelter Capacity	Probable Cost
Table Mesa	High	\$81,000
McCaslin	Standard	\$78,000
Flatiron	Low	\$75,000
Broomfield	Standard	\$78,000
Church Ranch	Low	\$75,000
Westminster Center	High	\$81,000
Westminster Rail	Standard	\$78,000

Bicycle Share

Phasing considerations for a Corridor or station-specific bicycle share system were presented in **Table 3** in the previous section of this report. Most station study areas could move forward with an employer-provided bicycle fleet in the near-term. As most station study areas develop and densify the bicycle share technology can transition to a smart bike system.

Continued Collaboration

The Northwest CWG is a well-established coalition of agencies with a stake in the Corridor’s future transportation and built environment. The CWG has been making collaborative decisions for years, and with the leadership of DRCOG, 36 Commuting Solutions, and others, that is expected to continue. As such, the Corridor is in a strong place to continue to implement improvements. The following sections describe suggested next steps and collaboration for each type of recommendation.

Branding and Wayfinding

Stakeholders have brought up a number of items that should be discussed as part of the next steps for Corridor implementation.

- Decision-making around wayfinding sign details. While a preferred sign design was selected during this project process, the details of the design—such as exact colors, messaging and placement—will need to be decided during the next, more detailed, design phase.
- Roles and responsibilities. A number of questions remain about who would fund and maintain the sign system.
- Integration between these recommendations and RTD/ individual community actions. The proposed signs would be primarily placed on RTD,

The CWG should continue to collaborate with DRCOG, 36 Commuting Solutions, and other agencies.

CDOT, and local jurisdiction property. Many of these properties—the transit stations, the US 36 Bikeway, and some of the individual communities—have existing or proposed signage of their own. More coordination is needed to ensure integration between sign systems and to obtain necessary permits for sign installations.

Connectivity Improvements

The collaboration needed to implement proposed connectivity improvements is relatively straightforward, as most of the improvements are located on local jurisdiction property. Each community should coordinate internally and with others, as needed, to ensure final design and construction of the improvements. For improvements limited to pavement markings and signage, local jurisdictions should explore the implementation of these during routine street maintenance projects.

A central agency should assume responsibility for aspects of Bike-n-Ride shelter operations and for advancing bicycle share along the corridor.

Secure Bicycle Parking

A number of next steps related to roles and responsibilities of constructing and operating Bike-n-Ride shelters were brought up during this project.

- Roles and responsibilities. Questions about who would pay for, maintain, and operate the shelters need to be addressed in the short term.
 - A central agency, such as 36 Commuting Solutions, should be the clearinghouse for the customer service operations of the shelters. For example, they might operate and maintain the website where customers could sign up for a key card and obtain information about Bike-n-Rides.
 - The entity responsible for maintaining the shelters, or each shelter, needs to be determined. Based on Boulder County's experience, maintenance needs are minimal. Minimum maintenance needs include power washing, trash removal, and periodic inspection.
- Operations structure. The maintenance and operations of the shelters could be partially funded by a fee-for-service key card, advertising on the shelters themselves, local governments, and/or RTD. How the shelters are operated, including how information technology is managed and who pays for electricity, is important to determining funding needs as well as roles and responsibilities.

Bicycle Share

Stakeholders stated a desire for coordinated management of bicycle share systems, especially due to the overlapping jurisdictions between station study areas. A central agency (such as 36 Commuting Solutions) should take on responsibility for advancing bicycle share along the corridor. This organization would be responsible for coordinating stakeholders and making decisions around the development of the system, monitoring progress in the industry, and taking on near-term efforts. In the near term, the central agency should develop central resources for employers, apartment building managers, and other private entities to provide bicycle fleets at their locations.

Over the long term, the agency should work with RTD and local agencies to implement a high-technology, publically-available bicycle share system at the seven stations and key destinations as outlined Appendix D. Ideally, this bicycle

share system would integrate with systems implemented in the near-term to create a holistic, public/private system oriented for the first and final mile of commuting trips in the corridor. The central agency may assume responsibility for fundraising, planning, and implementing the bicycle share system, including the purchase of equipment. They may also take on operations or transition this responsibility to a third party.

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Sustainable Communities Initiative

Northwest Corridor Blueprint

Background

In November 2011, as part of a coordinated effort with 86 partner organizations, the Denver Regional Council of Governments (DRCOG) was successful in securing a \$4.5 million Regional Planning Grant for the benefit of the region from the Sustainable Communities Partnership, a federal collaboration of the US Department of Housing and Urban Development (HUD), Department of Transportation (DOT), and Environmental Protection Agency (EPA). With this grant a consortium of municipalities, counties, state agencies, economic groups, housing authorities, and corporate interests joined with nonprofit, philanthropic and academic organizations to address one of the region's most pressing and exciting challenges: leveraging the planned multi-billion dollar expansion of the FasTracks transit system to meet other regional needs and opportunities.

The overarching goal of the Sustainable Communities Initiative (SCI) is to align investments, programs and policies to maximize the benefits that result from the region's investment in transit. SCI anticipates a region with greater access to job opportunities across the entire income spectrum, lower combined transportation and housing costs, reduced consumption of fossil fuels, reduced strain on our air and water resources, and ultimately the development of concentrated, mixed-use, pedestrian- and bicycle-friendly "urban centers" along transit lines that allow residents to easily access their daily needs without having to get into a car. The introduction of transit provides a once-in-a-generation opportunity to achieve this vision.

The work plan is divided into five main activities. The first three represent distinct but interrelated planning levels – regional, corridor and site-specific (Catalytic Projects). The remaining two – Stakeholder Engagement and Outcomes Assessment and Knowledge Sharing (OAKS) – cut across and support planning efforts at all three levels.

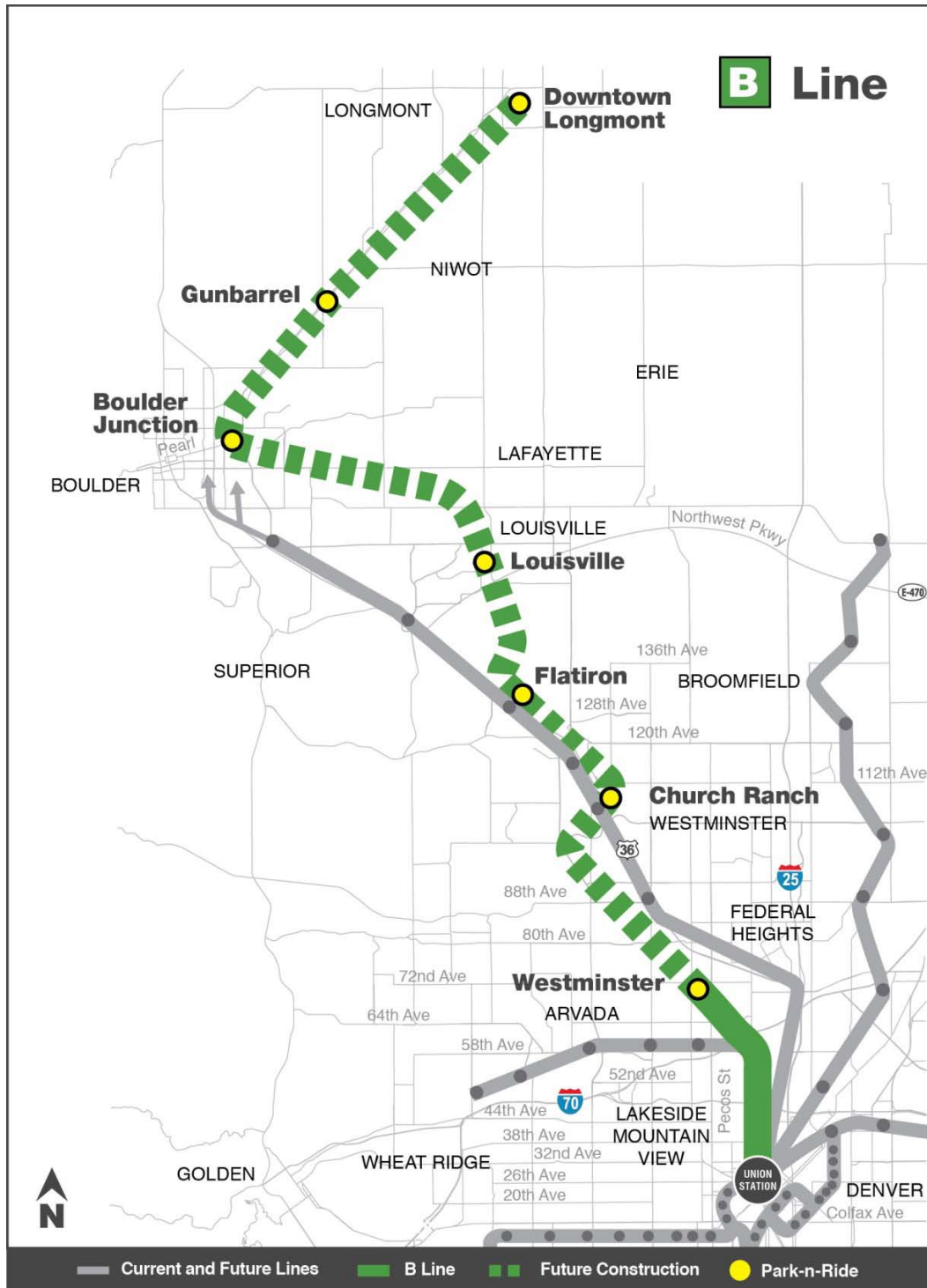
Corridor Planning

This Blueprint serves as the final report of the Corridor Planning efforts. It is designed to support on-going collaborative cross-jurisdictional and inter-agency planning and development along the three transit lines currently under construction as part of the Eagle P3 public-private partnership (Northwest Rail Line, East Rail Line, and the Gold Line), as well as US 36 Bus Rapid Transit (BRT). The corridors are defined as the area within one mile of these lines. Long-term desired outcomes include thoughtful planning for development along the new transit corridors that maximizes the benefits of the region's investment in FasTracks. Specifically, these efforts are intended to help increase access to employment and educational opportunities (particularly for low-income households), decrease combined housing and transportation costs, support active living and healthy aging, reinvigorate existing neighborhoods,



enhance economic competitiveness, reduce pollution, and improve the efficient use of natural resources including energy and water.

The NW Corridor follows RTD's Northwest Rail Line (B Line) from Denver Union Station to Westminster Station, which opens in 2016 (with subsequent future completion of the line).



It also includes the US 36 BRT Line (Flatiron Flyer) between Denver Union Station and Boulder with six stations.



Each corridor established a Corridor Working Group (CWG) comprised of staff from jurisdictions along the corridor including those representing planning, public works, economic development, and public health departments. The CWG also included housing authorities, transportation management associations, the Regional Transportation District (RTD), and other key stakeholder to conduct corridor planning activities. The CWG activities included:

1. Developing a corridor vision and identifying a set of goals to achieve that vision
2. Identifying a corridor-wide issue that would benefit from technical assistance funding available through the SCI grant to study potential opportunities, issues and strategies
3. Selecting a site-specific Catalytic Project in the corridor for pre-development planning funded by the grant to stimulate transformational changes and serve as a model for similar projects
4. Recommending specific actions based on all the activities conducted by the CWG to serve as guidance for future collaborative development efforts in the corridor

Stakeholder Engagement

To ensure all constituents with a stake in the outcome were engaged in the corridor planning process, each CWG received input from a broader Corridor Stakeholder Committee (CSC). Each CSC was comprised of 10-20 community leaders representing residential and business interests from communities in the corridor. Representation and areas of interest included:

- All ages, incomes and abilities
- Low-income communities or those at-risk of displacement
- Person(s) with limited English proficiency (LEP)
- Communities of color
- Small business ownership
- Housing (mixed-income/affordable/workforce)
- Transportation access or alternatives (multimodal--trails, cycling, walk-ability)
- Public health and/or safety
- Education and training
- Job creation/retention or economic development
- Arts/cultural resources

While the CWG was comprised of the decision makers and implementers, the CSC served in an advisory capacity to this group. The CSC provided feedback from the resident perspective at key decision points in the planning process including the vision, goals and recommendations. This relationship provided a direct link to the implementers.

The CSC was critical to achieving broader stakeholder engagement goals for the corridor planning process. Committee members helped design activities for a large public workshop, identified additional opportunities for public education and participation, and recruited participants. The CSC also had a heavy focus in education and allowed members to gain a broader understanding of the larger opportunities and benefits of being connected to the regional rapid transit network. The intent was to



provide the background and tools necessary to foster development of leadership in corridor implementation.

Northwest Corridor Blueprint – Contents

This blueprint consists of the following:

- Corridor Vision and Goals
- Corridor Profile Overview – baseline data and mapping
- Catalytic Project and Technical Assistance Outcomes Summaries
- Stakeholder Profile
- Recommendations

In addition, several full reports are included as appendices. These include:

- Corridor Profile
- Catalytic Project Report
- Technical Assistance Report– full report



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- Jeanne Shreve – Adams County, Transportation Projects Section *
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- Don May – Adams County Housing Authority *
- Peter Lifari – Adams County Housing Authority
- Steve Kushner – Adams County Housing Authority
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- Julie McKay – Boulder County Transportation
- Jared Hall – Boulder County Transportation *
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- Kathleen Bracke – City of Boulder, GO Boulder Manager *
- Natalie Stiffler – City of Boulder, Transportation Department
- Heather Balser – City of Louisville, Deputy City Manager *
- Troy Russ – City of Louisville, Planning *
- Mac Cummins – City of Westminster, Planning
- Grant Penland – City of Westminster, Planning *
- Aric Otzelberger – City of Westminster, City Manager’s Office *
- Genevieve Hutchison – Regional Transportation District *
- Alex Ariniello – Town of Superior, Public Works *
- Lisa Ritchie – Town of Superior, Planning

* Northwest Corridor Working Group (CWG) Members



Northwest Corridor Stakeholder Committee (CSC) Members

- Joe Anzures
- Jane Banzin
- Karla Chavez
- Dan Cohen
- David Gabel
- Jason Kopecky
- Bill Leck
- Shelley McMullen
- Jennifer Pinsonneault
- Mickey Ridge
- Kim Tadych
- Joe Zepeda

Stakeholder Engagement Team

FRESC: Good Jobs/Strong Communities – Desiree Westlund, Samaria Crews

Transit Alliance – Kathleen Osher, Abby Musfeldt

PlaceMatters – Ken Snyder, Peter Kenney, Jocelyn Hittle, Brad Barnett, Critter Thompson, Kayla Gilbert, Marine Siohan

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Ashley Kaade – Outreach Specialist

Michele Anderson – Regional Planner

Anna Garcia – Regional Planner

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Northwest Corridor Visions and Goals

Northwest Corridor Vision

The Northwest Corridor is an example of how multiple modes of transportation can connect a region and support the development of transit-oriented communities. The multimodal corridor not only links Denver and Boulder, but more so connects all communities in between to major employment, education recreation and housing choices by a variety of transportation options. The corridor strives to be a model of innovation and creativity while promoting sustainable practices focused on economic development, environmental conservation, and social equity. With stunning views of the Flatirons, a strong local economy and a diverse mix of housing choices for a broad demographic, the Northwest Corridor is truly unique.

Northwest Corridor Goals

- Maintain a unique identity for the corridor that highlights the long term commitment to Northwest Rail while featuring US 36 BRT.
- Provide and enhance access to employment centers, schools, educational institutions, retail, parks, open space, recreation and community resources for all populations along the corridor and throughout the region by improving mobility options and infrastructure.
- Support strong first- and final-mile connections to and from the stations and transportation systems; with an additional focus on connectivity between systems and transportation facilities.
- Promote transit-oriented development (TOD) near the stations that incorporates high-density/mixed use development to improve walkability and bicycle accessibility with the goal to conserve resources, accommodate affordable housing choices and reduce the combined costs of transportation and housing.
- Preserve and enhance a range of quality housing choices for residents throughout the corridor that are responsive to the corridor's existing and anticipated demographics and needs.
- Encourage economic development and attract private investment around the stations.
- Continue to foster a strong sense of collaboration and equity among the Northwest Corridor communities. Collaboration is especially important to seek funding as a region for the implementation of corridor improvements.
- Sustainably develop the corridor in a manner that protects or improves the economic, social and natural environments.
- Support the development of integrated transportation, land use and parking demand strategies.
- Preserve the stunning views of the Flatirons and the Front Range.



Northwest Corridor Profile Overview

The Corridor Profile report provides a comprehensive summary of relevant information and strategies for implementing successful TOD along the Northwest Corridor. At the beginning of the corridor planning process in 2013, Reconnecting America examined all station area plans and other relevant studies along the corridor, as well as demographic, economic and real estate conditions at each station and throughout the Northwest Corridor, to create a summary report of existing conditions and opportunities and challenges and to implementing TOD. The report was updated in June 2014. This document also provided initial recommendations to the Northwest CWG for moving from vision in the station area plans to reality in the corridor, including additional technical assistance needs that could be funded through the SCI.

The Corridor Profile provided recommendations to the Northwest CWG as it moved forward with implementation activities for TOD along the Northwest Corridor. The primary audience was working group members and their respective agencies. The goal was for the CWG to use the information, analysis and recommendations contained in the report to strategically prioritize investments, funding sources, and development to benefit the corridor as a whole. The report also serves as evidence of the tremendous amount of work already done by the various agencies along the corridor to make TOD a reality.

The Corridor Profile also is intended to be a resource to:

- Internal staff and elected officials in jurisdictions along the corridor
- 36 Commuting Solutions and its members organizations
- The development and investment community, both private and nonprofit, looking to invest in station areas along the Northwest Corridor
- RTD and its Board of Directors
- DRCOG
- Local and regional economic development agencies
- Potential government and foundation grantors
- Other cities, housing authorities, transit agencies, economic development, and regional governing bodies around the U.S.
- Residents of the Northwest Corridor communities

The report charts an initial course for the Northwest CWG and the other “partners” who will ultimately be responsible for implementing station area plans and additional goals identified by the CWG itself. The report provides a “snapshot in time” or baseline. As conditions change, this strategy must be updated.

The full Corridor Profile can be found in the appendix to this document.



Organization of the Corridor Profile

The report is organized into the following sections:

- **Northwest Corridor Overview:** A brief overview of the Northwest Corridor and the draft Vision and Goals created by the Northwest CWG
- **Importance of Corridor Planning:** A summary of the benefits of corridor planning and how this report can help inform decisions made on the Northwest Corridor
- **Reconnaissance Summary:** An overview of demographics and economic characteristics of the Northwest Corridor and a review of station area and other relevant plans along the corridor, with accompanying maps (revised June 2104)
- **Opportunities and Challenges Assessment:** A review of the opportunities and challenges to implementing TOD along the Northwest Corridor, with information on each station area and corridor-wide opportunities and challenges.
- **Corridor-wide Recommendations for Implementation:** A matrix of recommendations for implementing TOD along the Northwest Corridor, including an initial priority list created by the Northwest CWG to select activities to fund with SCI Technical Assistance funds.



Northwest Corridor Catalytic Project & Technical Assistance Overview

Catalytic Project

The Catalytic Project study involved detailed pre-development planning intended to encourage new development and/or redevelopment at a specific site that offers the potential for transformational change. The long-term desired outcome of Catalytic Projects is the creation of tangible, proven models for effectively and efficiently achieving economic, housing, transportation, and environmental objectives at the site-level. Based on the existing conditions, market potential, needs assessment, station area typology and associated implementation strategies, the CWG identified several sites as potential catalytic projects. The CWG then set up a process for selecting one specific catalytic project to receive grant funding, with input from the stakeholder committee. The CWG considered the following criteria when selecting catalytic projects:

- Furtherance of *Metro Vision* goals
- Addresses multiple Federal Livability Principles
- Replicability
- Potential for additional regional benefits
- Viability – technical and financial
- Inclusive grassroots resident leadership (existing or potential)
- Likelihood of spurring additional private-sector development
- Other criteria to be determined by the CWG

Upon selecting a site, the CWG developed a detailed scope of work (SOW) for specific activities at that site and determined the need for consultant support. DRCOG integrated the statement of work into a request for proposals, which was reviewed by the CWG prior to being issued publicly. A representative sub-group of the CWG reviewed all proposals and selected a final set of consultants among those who responded to the Request for Proposals. The sub-group interviewed the finalists and selected a consultant to conduct the work described in the SOW. DRCOG issued and managed the contract. A Project Steering Committee comprised of representatives of the CWG provided oversight of the work. The entire CWG was briefed periodically during the project and reviewed the draft study.

Northwest Corridor Catalytic Project – Westminster Station/Adams County Housing Authority Properties

The Westminster Station area provides an excellent opportunity for development based on Adams County Housing Authority (ACHA) properties that can serve as an anchor for the site and bring needed density. This project meets a primary community goal by linking residential neighborhoods to multiple activity centers including employment, medical services, commercial centers and academic campuses. A primary objective is the need to accommodate affordable housing choices.



Key Outcomes:

- Under the City of Westminster’s draft Station Area Plan, the sites at Westminster Station provide a significant opportunity for developing affordable and market-rate housing in an urban neighborhood context.
- The market analysis found uncertainty regarding the potential for a turn-around of the Westminster Station Area based solely on providing transit.
- ACHA’s site nearest the proposed City-owned garage, developed as affordable or affordable senior housing with a modest amount of ground floor retail space, provides an opportunity to catalyze new development around the station
- The technical review found no major obstacles for site development.
- As city plans (in this case the Station Area Plan) transition from the planning stage to implementation they need the flexibility to adapt to economic and physical realities that may not have been anticipated in the process. Regular communication between all parties allows for these adjustments while the intent of the plan remains intact.
- The shared vision for the properties’ full buildout may not be feasible for immediate implementation due to current market conditions, but can still progress in a reasonable manner by phasing the projects.
- To meet the vision the local jurisdictions need to help drive the market by adopting proactive policies and programs that support TOD and associated development including zoning flexibility.

Technical Assistance

In addition to the Catalytic Project, the CWG received funds to conduct a study of a corridor-wide need, opportunity, challenge, or development strategy. This study could incorporate several topics including housing opportunity, economic development and resilience, public health and active living, and transit accessibility. The selection and contract management processes for a consultant to conduct work related to the identified technical assistance topic was identical to that described above for the Catalytic Project.

Northwest Corridor Technical Assistance – Implementation of Bicycle/Pedestrian Accessibility Recommendations in US 36 First-/Final-Mile Study

The CWG established a goal to become a national model for multi-modal transportation that connects a region. Prior to the initiation of SCI, 36 Commuting Solutions commissioned a study to examine the opportunities and challenges related to first- and final-mile connections to transit (specifically bus rapid transit) in the corridor. This technical assistance study investigated options for implementing the bicycle and pedestrian aspects of that study including signage to improve way-finding to the stations from origin points throughout the corridor (and conversely to destinations from the stations), bicycle shelters at stations to support alternative commuting, improvement of connections to transit stations on priority routes, and potential strategies for bicycle sharing programs. An important aspect of this was to



promote consistency in design throughout the corridor to enhance and improve the experience of people using alternative forms of transportation.

Key Outcomes:

- First- and final-mile strategies are intended to create connected, safe, and easy to navigate communities around each station.
- CWG members supported a single option as the preferred design for corridor branding and way-finding because:
 - It is simple and legible
 - The single color tones help minimize varying design elements throughout the corridor
 - The mountain silhouette and blue color link to the Flatiron Flyer RTD bus rapid transit branding
 - The landscape element provides a sense of place
- The placement and design of signage outside the station area will be determined by the individual jurisdictions.
- The bike and pedestrian station connections identified through this report are intended to be “easy wins,” projects that can be implemented quickly due to their relatively low cost and low level of controversy or complexity.
- As facilities transition to BRT Stations, it is important to provide high-quality and secure bicycle parking to complement, and potentially replace, some share of existing bicycle parking. The Boulder County Bus then Bike shelters were the basis for the designs.
- For the Northwest Corridor, bicycle share would be primarily intended to complement and extend the reach of transit, support commuting trips, grow bicycling in the corridor, and support economic development. Recommendations for bicycle share are made on a station-by-station basis, not on a corridor-wide basis. Initially there is an emphasis on employer bicycle share strategies.
- Effective involvement of the CWG was particularly critical due to the less than six-month project schedule. The stakeholder process was designed to:
 - Build upon previous work;
 - Gain buy-in early throughout the process;
 - Discuss coordination and implementation considerations amongst the group; and
 - End with useful products that can be advanced to the next design phase.
- 36 Commuting Solutions is a resource agency/organization that can effectively support carrying out next steps or further coordinating amongst local governments to advance the study outcomes towards implementation.

The full reports from the Catalytic Project and Technical Assistance can be found in the appendix to this document.



Northwest Corridor Stakeholder Profile

Stakeholder engagement is a critical component of the SCI and corridor planning process. Overarching stakeholder engagement goals include:

- Engage all of the relevant constituencies – people who have a stake in the process and who may be impacted by the outcome
- Equip all of these constituencies with the tools and knowledge they need to effectively participate in the planning process
- Integrate stakeholder engagement with all of the proposed planning and implementation activities, to ensure that stakeholders have meaningful opportunities to influence the outcomes of these activities
- Create long-term capacity for continued engagement at the regional, corridor and catalytic project-level scales
- Effectively and meaningfully engage communities typically underrepresented in planning processes, including low-income individuals and families, people with limited English proficiency, and communities of color

Stakeholder Engagement Team

A multi-disciplinary stakeholder engagement team was utilized to support DRCOG staff in achieving the goals for the corridor planning process. These organizations have significant experience in leadership development, capacity building, outreach to traditionally underrepresented communities, working with advocacy organizations, and meeting facilitation (including the effective use of innovative tools and technologies), and were indispensable to the process. Team participants included the following organizations.

FRESC: Good Jobs Strong Communities

FRESC is a nonprofit organization with expertise in grassroots community organizing. FRESC community organizers played a pivotal role in recruiting, building capacity, and effectively and meaningfully engaging traditionally underrepresented populations. Staff organizers continually communicated with and fostered relationships with newly developed community organizers and leaders throughout the three-year process. They also assisted with the following tasks:

- Providing food, childcare, translated materials and interpretation services at stakeholder meetings and other engagement events
- Conducting door-knocking in station areas along the corridor
- Recruiting and mobilized diverse constituents to actively participate in planning and decision-making process



- Training grassroots leaders to advocate in advisory community meetings for relevant community and regional outcomes such as affordable housing, job standards, healthy living, and access to transit
- Conducting one-on-one education and quarterly training to help people understand the links between local and regional issues impacting these populations, including housing, public health, transit, jobs, training and economic development.

The Denver Foundation

Colorado's oldest and largest community foundation, the Denver Foundation inspires people and mobilizes resources to strengthen the community. Complementing the efforts of FRESC, the Denver Foundation committed funding for small grants to emerging resident leaders and technical assistance to resident leaders in low-income areas involved in station-area or corridor-level decision-making. This funding supported the provision of food, childcare, translated materials and interpretation services at stakeholder meetings and other engagement events.

Transit Alliance

Transit Alliance is a public-advocacy organization that works to enhance communities and people's lives by supporting transit, active transportation and increased mobility to cultivate a healthy, resilient and more sustainable lifestyle. Transit Alliance modified and conducted its successful Citizens' Academy for each of corridors. The Corridor Academy provided community leaders with a fundamental working knowledge of how to engage in the process of regional transit and better communicate its benefits. The academy also sought to ignite a passion for public transit, community building around transit and fuel community interest in the overall benefits. Academy participants were encouraged to take their new knowledge and put it in action by designing a personal action plan to implement upon completing the Academy.

PlaceMatters

PlaceMatters is a Denver-based non-profit think tank for civic engagement and process in planning whose work creates opportunities for informed, inclusive decision making in the planning of vibrant cities and communities. PlaceMatters conducted stakeholder interviews with municipal staff and community leaders who had been involved in previous planning efforts in the corridor like station area planning. They provided recommendations which were instrumental in designing the process, activities and tools for the stakeholder committees. PlaceMatters also helped design a large-scale interactive public forum for each corridor and synthesized feedback received. Further, they provided training to stakeholders on engagement tools like WALKscope and the Denver Regional Equity Atlas, building long-term capacity among community leaders in the corridor.

Stakeholder Feedback

While stakeholder engagement in each SCI corridor (East, Gold and Northwest) provided unique input to the planning process, some concerns were universal. First- and final-mile connectivity, in particular bicycle, pedestrian and bus modes and access to opportunities like transit, employment and housing rose as top challenges throughout the region.



In the Northwest Corridor, the most frequently identified themes and opportunities included:

- First- and final-mile challenges/connectivity
 - Bicycle, pedestrian
 - Access to/from BRT stations
- Public education
- Placemaking
- Access to opportunity
 - Employment
 - Housing
 - Affordable fares and incentives to increase ridership
 - TOD/economic opportunity

Issues, needs and topics raised in specific stakeholder engagement contexts in the corridor include the following:

Northwest Corridor Stakeholder Committee (CSC)

The Northwest CSC met eight times between November 2013 and January 2015 primarily at the College Hill Library in Westminster. An activity to identify important issues to consider as the corridor working group and stakeholder committee explore the vision for the Northwest Corridor provided the following feedback.

- Employment
 - Employment opportunities
- Housing
 - Provide more housing opportunities, particularly affordable housing
- Affordable Fares and Incentives
 - Incentives for the public to use public transportation, including from local businesses
 - More affordable bus fare, more liberal bus transfer rules
- Placemaking
 - Highlight the uniqueness of each station/new and improved placemaking
 - Create inviting opportunities for people to visit, shop, and recreate
 - Increase diversity and density
- Multimodal Transportation
 - Multi-modal connections, particularly walking and biking
- Access
 - Easy access to transportation
 - Better coordinated access at and to the stations for motorists, bicyclists, and pedestrians
 - First- and last-mile connections (potential feeder routes, car and bike sharing)
- Connecting Communities
 - Connection to entire region
- Development
 - Quality mixed-use TOD and redevelopment
 - Strong retail/more local businesses



FRESC Outreach

FRESC staff conducted outreach from summer 2012 through spring 2015 primarily in Westminster and unincorporated Adams County. FRESC organizers worked extensively with residents living in mobile home parks, particularly along Sheridan and Federal Boulevards between 50th and 70th Avenues.

Access to jobs and affordable transit fares were echoed throughout each of the corridors. FRESC also heard these common issues in the Northwest Corridor.

- Access to city planning processes for Spanish-speaking residents (Westminster station area)
- Physical access to the station area (Westminster station)
- Rising rents and displacement fears (Westminster station, particularly in mobile home parks along Sheridan and Federal between 50th and 70th Avenues)
- Concern about NW rail's impact on current bus routes and potential loss or changes to service
- Access to police services, parks and recreation opportunities, and health facilities
- Cultural tension, maintaining Mexican culture
- Pedestrian safety – both being able to walk around station areas and cross heavily traveled corridors near station areas

Active organizations in the Northwest Corridor

- Tri-County Health Department
- Faith Bible Chapel
- Impacto de Fe Ministry
- The Action Center
- 36 Commuting Solutions
- Colorado Refugee Services Program
- Lao-Hmong American Coalition
- United Communities of Adams County
- Westminster United Methodist Church
- Iglesia de Nazareno
- ATU 1001
- Community Enterprise
- The MAC
- Progressive Homeowners' Association
- Westminster Arts Group
- Goat Hill Neighborhood Association

Transit Alliance Northwest Area Corridor Academy

Twenty-two participants completed the Northwest Area Corridor Academy at an intensive one-day workshop Saturday, October 25, 2014 at Regis University. Attendees were all recruited by FRESC from traditionally underrepresented populations, including low-income, communities of color and limited English proficiency. FRESC staff also attended the workshop to assist with translation and mentor participants as they developed Individual Action Plans (IAP).

The following is a brief description of the participants' IAPs:

- Change personal habits of driving by starting to rideshare and bikeshare
- Understand alternative commuting methods from home to downtown
- Introduce my son to transit options so he can help me to be less intimidated by the process
- Bring the neighborhood EcoPass program to my neighborhood
- Understand connections between affordable housing and transit along light rail lines in Metro Denver
- Decrease monthly rate for transit pass



- Bike more
- Provide affordable fares for residents of affordable housing developments
- Implement a community outreach plan to encourage more communities of color and low-income communities to engage in public transit
- Visit Denver and surrounding communities by only using public transit, biking, and walking
- Raise awareness about fare equity
- Encourage my teenage classmates to use public transit to get around Denver

Northwest Corridor Public Forum

The US 36 Bus Rapid Transit Station Area and Connectivity Open House was held November 1, 2014 at the Arista Broomfield development and attracted nearly 30 participants. The open house, co hosted by DRCOG and 36 Commuting Solutions, provided a mix of high- and low-tech activities encouraging both education and engagement. The open house offered a chance for residents to learn about the US 36 BRT corridor and provide feedback on first- and final-mile connections and bicycle and pedestrian access to station areas. Common themes among feedback received included the need for new and improved connections to existing trails, safe trail crossings, shuttle services, bicycle and pedestrian access to station areas, and better bus connections to the BRT system.

OUR Shared Vision

DRCOG launched a civic engagement website to garner additional feedback from the community using the MindMixer platform. The site encourages idea generation and social interaction among participants. OUR Shared Vision published three topics related to the Northwest Corridor covering corridor vision and goals. Common themes in feedback included connectivity along the corridor and region and promoting the Bus Rapid Transit (BRT) system to increase ridership.



Northwest Corridor Recommendations

The Northwest Corridor Recommendations reflect the suggested priorities of the CWG based on the outcome of all activities undertaken as part of the corridor planning process including the Corridor Profile, stakeholder engagement efforts, and the outcomes of the Catalytic Project and technical assistance studies, as well as the expertise and experience of all the CWG members. The recommendations propose next steps for collaboration by the jurisdictions and other key partners in the corridor to continue work begun under the SCI grant and achieve the opportunities opened up by the build-out of the transit system.

Implement the recommendations from the First- and Final-Mile Study and Northwest Corridor Bicycle/Pedestrian Accessibility Study (Near-term)

Develop an action/implementation plan to address the following near-term priorities and recommendations identified in the study:

- Wayfinding System – final design, locations, funding, maintenance and integration strategies
- Bicycle Parking/Shelters – roles, responsibilities, funding, maintenance and operations
- Proposed Connectivity Improvements – next steps for implementing improvements including potential funding resources
- Employer Provided Bike Share – 36 Commuting Solutions will pursue engaging businesses in providing bike share for their workplace.

Create US 36 Metro Districts to catalyze development and necessary improvements in the corridor (Near-term)

36 Commuting Solutions is exploring political and private sector interest in creating metro districts surrounding the six US 36 BRT stations. Funding would be used to finance the implementation of US 36 First and Final Mile Study Recommendations. Funding is also sought to further Transportation Demand Management programs (including a corridor-wide EcoPass) as well as other transportation related projects of interest to the local governments and land owners.

Conduct planning for the implementation of a bicycle sharing system (Near- to Mid-term)

Work with companies in the corridor to identify and implement bicycle sharing programs while continuing to investigate potential corridor-wide bike sharing strategies. Additional planning work, siting locations, system-comparisons and corridor-wide coordination can occur in the near-term, while implementation of a program is a mid-term goal.

Develop a funding program for non-transportation infrastructure needs (Mid-term)

Develop a regional funding program for necessary non-transportation needs related to public infrastructure necessary for implementing transit oriented development in the corridor. Needs would include water, sewer, storm water, parks, recreational facilities, parks and open space infrastructure. This would also create an inventory of (1) gaps in amenities, (2) access and connectivity improvements, and (3) other improvements that can increase the use of public facilities and transportation.



Conduct a Corridor-wide Market Study (Mid- to Long-term)

Conduct an in-depth study of the market strength and development readiness of the corridor including an analysis of opportunities and challenges around station areas (including infrastructure needs, accessibility and existing and potential land uses). The study would look at different land uses and product types such as affordable housing, commercial development, services, and other uses that make the most sense for all communities in the Northwest Corridor.

Understand lessons learned and outcomes from corridor housing studies/projects for applicability in other areas throughout the corridor to meet affordable housing needs (Mid- to Long-term)

Understand the lessons learned, outcomes and applicability of findings and recommendations from the Westminster Station Catalytic Site project as well as the City of Boulder’s housing study to determine the affordable housing needs in the corridor and how housing can be phased and implemented near stations.

Continue to collaborate in implementing identified recommendations to achieve the corridor vision and goals.

Continue collaborative efforts within the context of 36 Commuting Solutions and other existing cross-jurisdictional and inter-agency efforts with supplemental activities as necessary.





WESTMINSTER

Staff Report

Information Only Staff Report
April 6, 2015



SUBJECT: Information Technology Department Strategic Plan 2015

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 IT strategic plan is reviewed and updated on an annual basis. The 2015 update has been completed and includes the following information:

- Trends in Information Technology
- Guiding Principles for the Information Technology Department
- Performance Measures
- Workload Indicators
- Technical Project Planning
- Technology Standards
- Information Technology Services
- Environmental Sensitivity and Sustainability
- System Security and Disaster Recovery
- Technology Acquisition
- Major Technology Projects Scheduled for 2015 – 2017
- Technology Awards and Recognitions
- Staffing Projections (subject to City Manager's Office review and City Council authorization)

Council members and others may also access an electronic version of this document on the City's web site at www.cityofwestminster.us/CityGovernment/InformationTechnology.aspx.

Background Information

Over the past 28 years, the Information Technology Department (the Data Processing Division prior to 1999) has established technology plans and policies that have been instrumental in helping all City departments achieve City goals and objectives. In 2003, the Department established a formal strategic plan to provide Departments, City Council and others with a clear, comprehensive document to communicate the City's technology direction, priorities, standards and strategy.

The Information Technology Department updates the strategic plan on an annual basis to reflect changes in goals, objectives and technologies. The attached document is the updated IT Strategic Plan for the City. The IT Strategic Plan supports all of the City Council's Strategic Plan goals: Visionary Leadership and Effective Governance; Vibrant and Inclusive Neighborhoods; Comprehensive Community Engagement; Beautiful, Desirable, Environmentally Responsible City; Proactive Regional Collaboration; Dynamic, Diverse Economy; Excellence in City Services; and Ease of Mobility.

Respectfully submitted,

Donald M. Tripp
City Manager

Attachment



WESTMINSTER
COLORADO

**Information Technology Department
Strategic Plan
March 2015**



*Prepared by:
David Puntteney
Information Technology Director*

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PLAN PURPOSE, BACKGROUND AND INTRODUCTION

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

The Information Technology Department 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 two-year technology projects and five-year staffing projection considerations. 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 leading state and national organizations for success in 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 12 out of 13 years. Westminster's ranking for each year are:

2002 – 5 th place	2007 – 4 th place	2013 – 4 th place
2003 – 7 th place	2008 – 7 th place	2014 – 4 th place
2004 – 7 th place	2009 – 7 th place	
2005 – 6 th place	2011 – 8 th place	
2006 – 5 th place	2012 – 6 th 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):

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.

Colorado Government Association for Information Technology (CGAIT):

In 2013, the City of Westminster was selected as the winner of the CGAIT 2013 Customer Service Award recognizing the Information Technology Department for the vision and

development of an in-house technology forum. This new tool enables employees from across the organization to connect with and learn from one another when technology questions arise.

ESRI Special Achievement Award:

In 2013, the Information Technology, Community Development and Public Works and Utilities Departments were awarded the distinguished Special Achievement in GIS (SAG) Award from ESRI and were recognized for their outstanding work with Geographic Information Systems (GIS) technology. The City stood out from more than 100,000 others during the selection process and illustrates some of the tremendous accomplishments the City has had with GIS over the years. The award focuses on specific successes achieved by using ArcGIS Online when in the field. This allows field crews to gain efficiencies by always being connected to mapping data even when outside of the office.

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:

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

Backup Replacement Evaluation and Implementation Team
System Wide SCADA Enhancements Project Team
2011/2012 Budget Team
Apply Yourself Recruitment Slide Show Team
Westminster Public Library Online Access Expansion Grant Team
Web Content Management System Technical Evaluation and Implementation Team
Westminster Mall Demolition
IT Service Center / IT Service Request System Team
City of Westminster Centennial Legacy Award Winner – Westminster Website
Full Court Enterprise System Upgrade
2012 Golf Expo Team
Accela Maintenance Management System Upgrade Team
Centralized Phone System Replacement Team
Fire Station 1 Broadband Enhancement Team
WPLin Touch Mobile Application Team
2012 Bank Conversion Team
Ambulance Billing and Collection Team
Disaster Recovery Facility Construction and Relocation Team
Office 2013 Team
Comprehensive Plan Update Team
Payroll Team
Online Subscription Manager Development Team
FD / IT “Connectivity” Team
Intergraph CAD and Mobile Software Upgrade Team
Quality Assurance Team for Emergency Medical Services & Fire Inspections
2013 Business Retention Visit Program Partnership
JDE 9.1 Tools Release Upgrade Team
Remote Time Entry Task Force
COWnet Design Team
Automated Business Licensing 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. Westminster City Council uses a strategic planning process to help achieve its long-range vision of a city that is rich in complexity, a community that is desirable as a place of residence or business.

Each year City Council reviews its vision for the future through a Strategic Plan to achieve that vision. The plan defines the City's vision, mission, core values and goals. Each goal is further defined and specific initiatives are identified as priorities for City Council that help achieve the associated goal.

The Strategic Plan was developed to reinforce long-term planning for both operating (day-to-day operations and services) and capital (long-term investment projects such as road construction, water distribution and sewer maintenance) programs. City Council enlists staff's assistance, via the City department heads, in developing the Strategic Plan. This team approach is critical to success, as it allows staff to better understand City Council's goals and vision for the City. In turn, staff can more successfully plan City projects and budgets to achieve the shared vision

Vision:

Westminster is an enduring community – a unique sense of place and identity; we have a choice of desirable neighborhoods that are beautiful and sustainable by design. Westminster residents enjoy convenient choices for an active, healthy lifestyle, are safe and secure, and have ease of mobility within our City and convenient connection to the metro area. Westminster is a respectful, diverse community in which residents are engaged. Westminster City Government provides exceptional City services, and has a strong tax base through a sustainable local economy.

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

2015-2016

Goals and Objectives

Visionary Leadership and Effective Governance



The City of Westminster has articulated a clear vision for the future of the community. The vision is implemented through collaborative and transparent decision making.

- Secure a replacement for our retiring City Manager that has the combination of experience, knowledge, style and values that are consistent with City Council vision and organizational values; ensure a smooth transition.

Vibrant and Inclusive Neighborhoods



Westminster provides housing options for a diverse demographic citizenry, in unique settings with community identity, ownership and sense of place, with easy access to amenities, shopping, and employment.

- Complete St. Anthony North Hospital (84th Avenue) impact analysis
- Create an Arts District

Comprehensive Community Engagement



Westminster is represented by inclusive cultural, business, nonprofit and geographic participation. Members of the community are involved in activities; they are empowered to address community needs and important community issues.

- Create an Inclusiveness Commission

Beautiful, Desirable, Environmentally Responsible City



Westminster thoughtfully creates special places and settings. The City is an active steward, protecting and enhancing natural resources and environmental assets. The City promotes and fosters healthy communities.

- Develop and implement Open Space Master Plan
- Identify and implement alternative energy options for city facilities
- Achieve “Solar City” designation to benefit both our environment and economy

Proactive Regional Collaboration



Westminster is proactively engaged with our partners to advance the common interests of the region.

- Collaborate with counties, school districts and neighboring cities

Dynamic, Diverse Economy



Westminster is a local government that fosters social, economic, and environmental vitality, and cultivates and strengthens a wide array of economic opportunities.

- Construct Westminster Station and develop TOD area
- Identify and pursue FasTracks next step
- Continue North I-25 development
- Proceed with Phase I of the Westminster Center Reinvestment Project
- Advance business attraction strategy
- Encourage the development of chef-owned and/or operated restaurants
- Grow small businesses through incubation

Excellence in City Services



Westminster leads the region in a culture of innovation that exceeds expectations in all City services – the City is known for “the Westy Way.”

- Analyze Fire/EMS alternative service delivery
- Provide improved collaboration and communication between City Council and employees at all levels of the organization
- Improve planning and permit process to be business friendly and achieve city goals

Ease of Mobility



Westminster pursues multi-modal transportation options to ensure the community is convenient, accessible, and connected by local and regional transportation options through planning, collaboration, advocacy, and execution. Transportation objectives include walkability, bike friendly, drivability, and mass transit options.

- Enhance trail connectivity

INFORMATION TECHNOLOGY MISSION STATEMENT

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

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

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

GUIDING PRINCIPLES

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

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

Principle 3 – New technology acquisition will be completed through a standard process and will comply with established hardware and software standards developed by the IT Department.

Principle 4 – A standard replacement schedule and budget for hardware, software and network infrastructure will be maintained to prevent obsolescence and reduced organization efficiency.

Principle 5 – Emerging technologies are continually evaluated by the IT Department to identify opportunities to enhance delivery of core services, increase organizational efficiencies, decrease cost, and support new City Council priorities.

Principle 6 – Access to and availability of systems is crucial to providing services. The Department will monitor and report system availability as one of the core performance measurement goals.

Principle 7 – Customers will have an efficient method to submit technology service requests and have opportunity to provide formal feedback on services provided by the Information Technology Department.

Principle 8 – City Staff use IT resources in accordance with formally established policies.

Principle 9 – 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 10 – Technology staff continually evaluate new and creative ways to use current and emerging technology to support organization goals and objectives.

Principle 11 – IT staff will assist departments in evaluating new software application requirements and options, and use off the shelf software solutions or cloud SAAS for major applications as opposed to developing custom software when such solutions meet the majority of the City’s functional, business fit and security requirements.

Principle 12 – Data integration and sharing throughout the organization is a key evaluation factor in selecting and developing applications.

Principle 13 – Systems support and application development are centralized within the Information Technology Department, eliminating the need for departments to hire or convert existing staff within departments into technology specific positions to support hardware or database applications. This centralized approach enhances organization efficiency by eliminating potential for islands of information, promoting opportunity for data sharing between applications and maintaining adequate depth of support for systems.

DEPARTMENT GOALS:

- Provide the technology tools and databases needed to facilitate community communications and support collaborative and transparent decision making (i.e. Laserfiche, City Web site, Outlook).
- Maintain an effective City web site to provide activity information to members of the community and tools for residents to engage with the City.
- Continue to provide exceptional hardware support services for employees using laptop, desktop and mobile computers through a highly skilled, trained and responsive systems support staff.
- Maintain high availability and security for all computer servers and network resources.
- Continue to implement and execute best practices and tools to prevent Cyber-attacks aimed at City computing resources.
- Continue to evaluate and assess opportunities to leverage new technology to support department goals and organization strategic objectives.

- Provide technology support for continuation of City services during a disaster through a well-planned and tested disaster recovery facility.
- Expand and enhance excellence in City services through the deployment and support of custom and third party software applications.
- Maintain and enhance the City-wide network infrastructure to provide secure, fast and reliable connectivity within and between City facilities.
- Provide excellence in City services through strategic deployment of mobile applications designed to serve employees, citizens, business owners, and visitors.

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. Businesses and citizens frequently choose and depend on 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.

Information Technology Department internal customers include:

City Council – responsible for serving as the legislative and governing body of the City. City Council appoints the City Manager, City Attorney, and Municipal Judge; adopts laws, ordinances, and resolutions instituting City policy; provides policy direction and guidance through adoption of a strategic plan; 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 supporting the Westminster City Council, helping them achieve the City's strategic goals through progressive management, effective communication, and creation and maintenance of a vital local economy.

City Attorney's Office - responsible for the general legal affairs of the City. This office provides legal representation and counsel, and prepares contracts, ordinances, and other legal documents. The office also prosecutes all City Code violations.

Community Development Department – responsible for planning, actively promoting and sustaining an attractive, high quality living and working environment, facilitating appropriate land use decisions, and ensuring that the community is safely built and well maintained.

Finance Department - responsible for the financial activities of the City, including administration of sales tax and all account functions such as payroll, accounts payable, accounts receivable and financial reporting. The Department also manages the City's debt issuance, investment portfolios and pension plans, procurement process, and utility billing operations.

Fire Department – responsible for timely emergency and response to all hazards and emergency medical calls. The Fire Department strives to ensure the safety of the Fire Department personnel, citizens, and visitors to the community through utilizing extensive firefighter training and by educating residents, business owners, and visitors on fire safety, health, fire prevention and emergency preparedness.

General Services Department - responsible for providing internal services and serving as a strategic partner with all City Departments in providing human resource services, City

Clerk operations, municipal court operations, building operation and maintenance services and fleet management services for the City.

Parks, Recreation and Libraries Department - responsible for providing the physical, social and cultural needs of the community, including park services, library services, Standley Lake operational services, recreation facilities and programs, and design and development of new parks, open space and trails.

Police Department – responsible for enforcing all State laws and Westminster Municipal Ordinances through patrol operations, code enforcement activities, crime investigations and crime prevention. The Department also educates the community about drugs, traffic safety, graffiti and pet ownership.

Public Works and Utilities – responsible for maintaining and enhancing the safety and well-being of the community by providing exceptional water and wastewater service and maintaining the City’s extensive network of street infrastructure.

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 trends that may provide opportunities to improve services and efficiency within the City of Westminster. Some of the major trends and advances being monitored within the Information Technology Department include:

- Information Technology Department Roles

The role of Information Technology Departments will likely be changing over the next ten years to what Gartner refers to as Hybrid IT, in which IT acts as: 1) an Advisor; 2) a Service Broker; and 3) a Service Provider. Hybrid IT will change the overall roles and services provided by Information Technology in the following ways:

Advisor: As a user facing advisor, IT will help facilitate business decisions, provide front end mobile app stores and services, deliver enterprise mobile apps and cloud services, provide internal portals and service catalogs and more.

Broker: As service facing broker, IT will emphasize its role as a broker and integrator. The broker role will assess private cloud services, public cloud services and traditional services to determine best source of services to meet future needs of the organization.

Provider: As a provider of service, IT may offer private cloud services or traditional services including data centers and custom on premise software applications.

- Smart Machines

Deep analytics applied to an understanding of context provide the preconditions for a world of smart machines. This foundation combines with advanced algorithms that allow systems to understand their environment, learn for themselves, and act autonomously. Prototype autonomous vehicles, advanced robots, virtual personal assistants and smart advisors already exist and will evolve rapidly, ushering in a new age of machine helpers. The smart machine era will be the most disruptive in the history of IT.

- Cloud Computing

As mobile computing meets cloud computing, centrally coordinated applications that can be delivered to any device will continue to grow. Apps that can use intelligence and storage effectively will see lower bandwidth cost. Cloud

computing models fall into three categories as listed below. The City of Westminster is using cloud computing today, and anticipates significant growth in cloud computing to meet City Council and Department technology needs and objectives over the next five years.

Public Cloud: A public cloud computing platform is one in which a service provider makes resources such as applications, storage and servers available to the general public or businesses over the Internet. Cloud computing benefits include easy and inexpensive setup and scalability to address future needs, and a model that reduces wasted resources since computing expenses are tied to service utilization.

Public 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.
- **Utility computing** provides virtual data centers that IT can access on demand. With the ability to provision servers in a matter of minutes, and the ability to distribute resources to workloads, this trend may potentially replace parts of the existing Westminster datacenter over the next 5 years.
- **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.

Private Cloud: A cloud computing environment that is implemented within the corporate firewall under the control of the IT Department. Private cloud is designed to offer some of the same features and benefits of the public cloud systems, but can benefit organizations that desire to maintain full control of security, accessibility, and regulatory compliance.

Hybrid Cloud: A hybrid cloud is a cloud computing environment in which an organization provides and manages some resources in-house and has others provided externally. For example, an organization might use a public cloud service, such as Amazon Simple Storage Service (Amazon S3) for archived data but continue to maintain in-house storage for operational customer data.

The hybrid approach allows a business to take advantage of the scalability and cost-effectiveness that a public cloud computing environment offers without exposing mission-critical applications and data to third-party vulnerabilities.

- Bring your own device (BYOD) and Mobile Device Management

Enterprises are experiencing surging demand to allow personal device access to corporate applications and data. Enterprise mobile device management of corporate and personal owned devices is becoming increasingly important to protect employees and corporate data. The City of Westminster has implemented mobile device management to enable secure access and to protect City networks and systems.

- Flash/Solid State Memory Advances

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 Applications

As mobile devices continue to proliferate, Gartner predicts an increased emphasis on serving the needs of the mobile user in diverse contexts and environments, as opposed to focusing on devices alone. In 2014, the Information Technology Department created a next generation mobile strategy to identify needs, prioritize, define integration requirements and formulate a comprehensive approach for City-wide mobile application development, deployment, management, security and support. This plan established a foundation on which the City can strategically pursue City-wide efforts to deploy mobile technology to meet City Council and departmental goals. Funding for a 1.0 FTE Mobile Software Engineer, a 1.0 FTE Technical Support Specialist and \$190,000 in capital funds for hardware and software were approved as part of the 2015 and 2016 Information Technology budget.

- 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.

- Software Defined Networks

A software defined network provides a new way to operate networks, in which control of the networks moves into an OS. It moves control from individual devices to a central controller and allows configuration of the network from one place. The City will assess software defined networks in future years as network upgrades are scheduled.

- Internet of “Things”

The Internet of Things (IoT) is a scenario in which objects, animals or people are provided with unique identifiers and the ability to automatically transfer data over a network without requiring human-to-human or human-to-computer interaction. IoT has evolved from the convergence of wireless technologies, micro-electromechanical systems (MEMS) and the Internet.

A thing, in the Internet of Things, can be a person with a heart monitor implant, a farm animal with a biochip transponder, an automobile that has built-in sensors to alert the driver when tire pressure is low -- or any other natural or man-made object that can be assigned an IP address and provided with the ability to transfer data over a network. So far, the Internet of Things has been most closely associated with machine-to-machine (M2M) communication in manufacturing and power, oil and gas utilities. Products built with M2M communication capabilities are often referred to as being smart. According to Gartner, there will be nearly 26 billion devices on the internet of things by 2020.

The combination of data streams and services created by digitizing everything creates four basic usage models — manage, monetize, operate and extend. These four basic models can be applied to any of the four "Internets." Enterprises should not limit themselves to thinking that only the Internet of Things (IoT) (assets and machines) has the potential to leverage these four models. For example, the pay-per-use model can be applied to assets (such as industrial equipment), services (such as pay-as-you-drive insurance), people (such as movers), places (such as parking spots) and systems (such as cloud services). Enterprises from all industries can leverage these four models. IoT opportunities will be assessed and leveraged as appropriate to continue to advance services and efficiencies within the City organization.

- IT Demands

Gartner research projects that enterprises will see server workload demand increases of 10%, network bandwidth demand increases of 35%, and storage capacity requirements will grow by 50%. The City of Westminster anticipates similar increases. The Information Technology Department is continuing to

evaluate options and technologies to optimize capacity through virtualization, data deduplication, and cloud services.

- 3D Printing/Copying

Additive manufacturing or 3D printing is a process of making three dimensional solid objects from a digital model. 3D printing is achieved using additive processes, where an object is created by laying down successive layers of material. 3D printing is considered distinct from traditional machining techniques (subtractive processes) which mostly rely on the removal of material by drilling, cutting etc.

The technology is used in the fields of jewelry, footwear, industrial design, architecture, engineering and construction (AEC), automotive, aerospace, dental and medical industries, education, geographic information systems, civil engineering, and many others.

Worldwide shipments of 3D printers are expected to grow 98 percent in 2015, followed by a doubling of unit shipments in 2016. 3D printing will reach a tipping point over the next three years as the market for relatively low-cost 3D printing devices continues to grow rapidly and industrial use expands significantly. New industrial, biomedical and consumer applications will continue to demonstrate that 3D printing is a real, viable and cost-effective means to reduce costs through improved designs, streamlined prototyping and short-run manufacturing

In 2014, the Information Technology Department purchased a 3D printer to begin assessing the potential use and benefit for the City. As 3D printing prices decline and capabilities expand, more applications for the City may become feasible.

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.

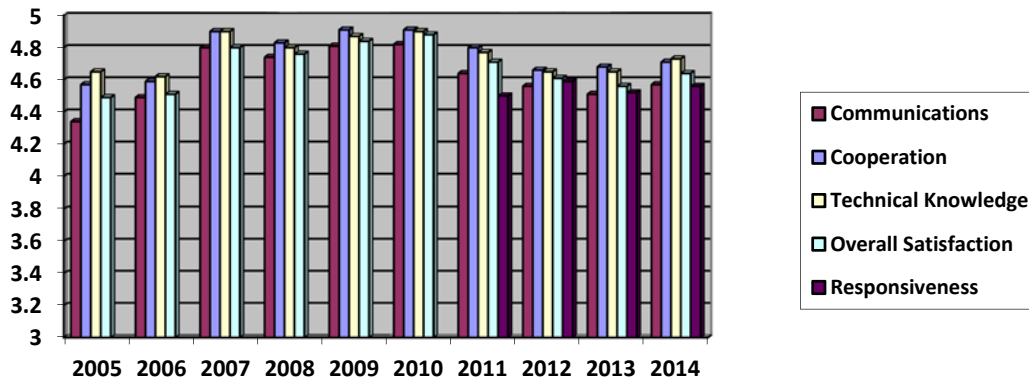
While the majority of customer ratings are excellent, the department occasionally receives ratings that are fair or poor. IT uses these opportunities to meet with customers to evaluate and improve service strategies and processes. These meetings were conducted on several occasions during 2012. This process has helped the department increase the overall ratings as shown in the historical trend graph below.

Relationship to Westminster Strategic Goals/Objectives:

- *Excellence in City 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%

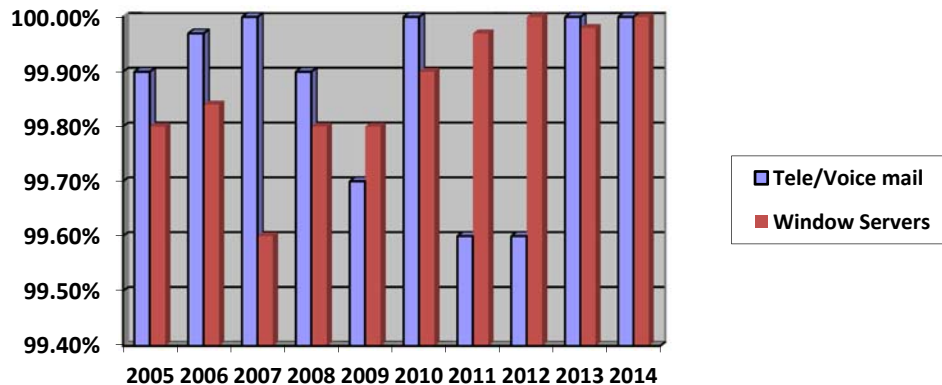
The Information Technology Department always exceeds these performance standards and typically achieves system availability between 99.1% – 99.9%.

Relationship to Westminster Strategic Goals/Objectives:

- *Excellence in City Services*

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 excellence in City services.

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.



Information Technology added new performance measures in 2014 to measure the effectiveness of Information Technology services in meeting City Council and department goals. Beginning in 2014, Information Technology performance measures include:

1) Increase organizational productivity and efficiency through Information Technology systems and services.

- Supports City Council Objective: Excellence in City Services
- Quantitate Measure: City staff hours saved through deployment of new technology solutions
- How will IT use the data: To gauge the department’s success in helping the organization leverage technology

2) Enhance service to citizens, businesses, and others through Information Technology.

- Supports City Council Objectives: Excellence in City Services
- Quantitative Measure: In some cases, it will be possible to gauge the time saved by citizens or businesses. For example, if IT improves a process or implements new software such as recreation registration, and reduces the time required to complete a registration from 5 minutes to 2 minutes, the time saved would be 3 minutes multiplied by the number of registrations per year. In other cases, measuring the result will be more subjective.
- How will IT use the data: To gauge the department’s success in helping enhance services through information technology

3) Provide exceptional internal customer services to those employees served by the Information Technology Department

- Supports City Council Objectives: Excellence in City Services
- Quantitative Measure: Ongoing customer survey ratings in the categories of technical knowledge, communications, cooperation, responsiveness, and overall satisfaction with services
- How will IT use the data: To monitor customer service trends by individual/division/department, allocate staff resources, determine training needs, staff recognition, address employee performance deficiencies, performance appraisals, budget requests for new staff or tools, etc.

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 (COWnet)), 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, Mobile apps), and many standalone 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 (COWnet) and Geographic Information Systems. This Team also provides installation, configuration and troubleshooting services for all desktops, laptops and mobile devices at more than 40 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 40 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 29 years.

A five-year technology staff review is conducted annually to determine staffing levels required to maintain support for current systems and to support future growth and systems. More information 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. Video surveillance and environmental controls are also in place for protection.

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

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

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

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

Application Whitelist - In 2014, the City implemented the practice of whitelisting installed applications. When new applications are requested, they must be evaluated and whitelisted prior to installation. This prevents unknown dangerous applications, especially malware, trojans and crypto applications from being inadvertently.

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 US-CERT, SANS, Wired Threat Level, Dark Reading, Dell SecureWorks, 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 168-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, malware and content filtering 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 and malware detection software. At each workstation, locally installed anti-virus software scans local files and removable media for viruses. Virus definition files are automatically updated continuously on the server and workstations. The City also deploys file and web reputation cloud services to enhance protection and greatly reduce the time required to protect city computers against new virus threats.

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

Wireless Data Encryption - All wireless networks are authorized and installed by Information Technology staff to ensure that the most recent and secure wireless network encryption standards are in place. AES, WPA2 and/or 802.1x for data encryption are required on wireless installations.

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

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

Network Virtualization - The City implemented virtual networks to allow logical isolated network segments the ability to share the same physical infrastructure. Each segment operates independently and is logically separate from the other segments.

VRF Virtual routing and forwarding - In 2014, the City implemented VRF in addition to network virtualization which creates multiple logical Layer 3 routing and forwarding instances (route tables) that can function on the same physical router. Essentially, VRF is another way of making a single physical router appear and perform as multiple virtual routers. In much the same way VMWare virtualized the server environment, VRF is used to virtualize the network infrastructure.

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. Access is controlled and audited through a change management tool.

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. In 2014, the City purchased a computer security training program from SANS and required all City staff complete 14 modules, including social engineering, email and message security, password, data security, insider threats, physical security mobile device security and several others.

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

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

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

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

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

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

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

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

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

As dependence on technology for service delivery and internal operations has expanded, so has the need for a comprehensive disaster recovery/business continuity plan. Recovery plans are fully documented and updated each year. Comprehensive testing is conducted annually. In 2003, uninterrupted power supplies, network hardware and servers were set up at a City-owned disaster recovery/business continuity site to provide for rapid recovery following a disaster or damage to the computer facility and equipment at City Hall. In 2007, the disaster recovery equipment and servers were 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 data facility to provide redundant access for basic inbound and outbound web traffic. In 2012, the City constructed a new disaster recovery site at another City facility to expand data center size, enhance physical security, and provide for emergency generator power. The high speed connection between the City's data center and the disaster recovery data center allow for rapid recovery of critical system in the event of a disaster. Virtual copies of critical servers are copied to the disaster recovery data center and can be powered on to quickly restore

access to systems. Applications available for rapid recovery at the new disaster recovery location include Sales Tax System, Utility Billing, Accela maintenance management, JDE ERP, and Courts JSI System.

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

DIGITAL DIVIDE AND OPPORTUNITIES

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

The City provides 29 desktops and 7 laptop public access computers with broadband internet access at the College Hill Library and Irving Street Library. The computers are available to citizens and other library patrons during all normal hours of operation.

The City has also partnered with the local 7:10 Rotary Club to support the “Computers 4 Kids” (C4K) program. The purpose of this Rotary sponsored program is to refurbish and prepare used computer equipment for distribution to nonprofit agencies and eligible students for use in their homes or schools. Over the last eleven years, the City has contributed more than 2037 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. 2014 classes include: “Basic Computer Skills”, “Computers for Absolute Beginners- for Spanish Speakers”, “Just for Brand New Beginners”, “What I Need to Know About My Computer”, “Welcome to Windows”, “Where Did that File Go”, “Word Processing Made Simple”, “Internet Essentials”, “Organizing the Mess in Your Computer” and “Introduction to Facebook”.

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

ENVIRONMENTAL SENSITIVITY AND SUSTAINABILITY

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

Energy Conservation in Information Technology

Reducing energy requirements and carbon footprint

- Computer monitors used on networked PCs throughout the City 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 2012 R2/Windows 7 power management options to further reduce energy usage.
- 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%. Since July 2009, all purchased LCD monitors are Energy Star 5 rated.
- During product evaluation, the City will use EPEAT (www.epeat.net) to assist in identifying and evaluating electronic products based on their environmental and energy star attributes.
- Through server virtualization technology, the City has reduced server energy requirements by 50% by reducing the number of physical servers from 82 to 43. The City will evaluate and identify future virtualization opportunities with the intent to further reduce the number of physical servers and maximize utilization of production servers.
- Since July 2009, all servers, desktops and laptops purchased by the City are Energy Star 5 rated.
- In 2010, the Information Technology re-evaluated environmental requirements for centralized servers, network and telecommunications equipment to determine if the central computer room temperature could be increased to reduce cooling costs. As a result of this study, the temperature was increased by two degrees resulting in energy savings.
- In 2011, the City further increased operating temperature in the computer room from 68 to 72 degrees in an effort to reduce energy consumption associated with cooling.

- In 2012, the City updated computer server purchase requirements to include “outside air” cooling capabilities. This will enable the City to reduce energy consumption by further increasing the operating temperature in the data center.
- In 2012 the City conducted a city-wide printer inventory project and identified opportunities to strategically reduce the number of standalone printers over the next several years. As a part of the project, the City implemented a managed print services agreement to monitor printer usage and reduce the cost of maintenance and consumables.
- In 2013, the City installed a new, more energy efficient Uninterrupted Power Supply (UPS) for the primary data center, and replaced the Storage Area Network (SAN) with more energy efficient hardware.

Environmentally Sensitive Practices in Information Technology

One of the Westminster City Council strategic goals is “*Beautiful, Desirable, Environmentally Responsible City*”. Several current and future IT initiatives and activities supporting that goal are listed below:

Increasing utilization of resources and reuse of equipment

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

Eliminating use of environmentally harmful agents in Information Technology

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

Implementing environmentally sound recycling practices for decommissioned electronics

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

Reducing printing costs and paper wastes

- In 2009, the City reduced printing costs and reduced paper consumption through eliminating unnecessary printing, providing more capacity for storage of electronic documents, and standardizing on duplex printing on capable printers throughout the City. Additionally, all new printers are required to support duplex printing and provide for shared use to reduce the number of standalone printers.
- Through the use of new technology (Apple iPad2s and software), the City implemented electronic council packets in 2011. This project reduced printing and paper waste by more than 49,000 pages per year.
- In 2014, the City implemented a managed print services contract and usage tools. With the implementation of a Managed Print Service contract for single function printers, the City has experienced a reduction in cost of more than \$26,000 over the last two years. Additionally, the City has reduced waste through an employee education program and by implementing automated print rules.

Future Initiatives

- Upgrade the central computer room incorporating new energy efficient design such as the possible use of outside air for cooling to significantly reduce energy costs associated with A/C cooling. (2015)

INTER AND INTRADEPARTMENTAL TECHNOLOGY COMMITTEES AND TEAMS

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

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

CIS Planning Team

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

AA Planning Team

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

IT/Police/Fire (IPS) Planning Team

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

Change Management Team

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

The Network and Systems Security Team

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

JDE EnterpriseOne ERP Planning Committee

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

Green Team

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

Jefferson County Fiber Optic Network (J-FON)

J-FON is a high speed data network designed to connect various public safety and governmental entities, including public safety answering points ("PSAPs"), in an effort to improve communication, information sharing, and interoperability. This board is responsible for the direction and configuration of this network build out. The Board consists of several local municipalities.

Mobile Strategy Committee

The Mobile Strategy Committee is an Inter-departmental steering committee consisting of one division representative per department to help the organization establish mobile development priorities.

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

The City has a Wide Area Network (WAN) to connect more than 40 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 Nexus backbone switches and 4 core routers. Single-mode fiber-optic cable provides the connection between City Hall, the PSC and the MSC. Twenty-two additional buildings are also connected to City Hall through a single mode fiber optic cable system. Data speeds on the network are at gigabit and 10 gigabit rates. 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. Information from these sites pass through the wireless network at a rate of at least 54 Mbps (megabits per second).

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 multi-mode fiber. 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 or wireless backhauls. The City owns the fiber-optic cabling between buildings and the wireless system.

Telephone Services

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

The telephone system is continuously upgraded by timely upgrades of the main Avaya switch. The City uses Voice Over IP (VOIP) and has standardized on the Avaya solution for this technology.

Servers

The City has standardized on the Dell Power Edge line of servers for use throughout the City. This standard allows the Information Technology Department to carry an inventory of spare parts available for use in most of the servers, decreasing downtime following

system failures. The Department also carries vendor maintenance contracts on servers hosting mission-critical applications to further reduce downtime. The standard operating system for servers is Windows 2008 R2, 2012 and 2012 R2. The department installs standard anti-virus software on each server for protection and administration. Some servers require additional software such as Microsoft Office and application specific software. Servers are replaced on a four to five year replacement schedule. Funds for all server replacements are authorized by City Council and included in the Information Technology Department operating budget.

Workstations

The City has standardized on the Dell line of tower desktops and laptop personal computers. The standard operating system is Microsoft Windows 7. The standard suite of office productivity tools is Microsoft Office 2013. Also, every PC installed within the City includes standard anti-virus software, Microsoft Internet Explorer 9.0, Adobe Acrobat Reader 11 and LANDesk Desktop Manager. Additional applications are installed as required for specific job-related requirements. Personal owned and unapproved software is not permitted on City workstations.

Mobile Devices

The City has standardized on the Apple iTouch, iPhone and iPad handhelds. The standard operating system for the iTouch, iPhone and iPad is iOS 7.

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 (COWnet)

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

Application Development Tools

The City uses several tools for developing or supporting custom software applications and reports, including Microsoft Visual Studio, Universe Studio, VB Script, VB.Net, C#.net, JavaScript, SQL, Crystal Reports, SQL Reporting Services, Xamarin and Visual Studio web development tools, 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 (COWnet), 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 – TWO YEARS

The Information Technology Department management team has developed a detailed work plan for each functional area. Projects listed below support the City Council goal of “Excellence in City Services” The major projects identified include:

Security Audit – Conduct the annual comprehensive network and server security audit and implement changes to systems, policies and practices as required to further fortify City systems.

Document Management – Continue efforts 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).

Data Center Updates – Plan and coordinate updates to the City’s primary data center to meet current data center needs and incorporate energy efficient design.

CMMS (Maintenance Management System) – Collaborate with the General Services Department in the evaluation, negotiation and selection of a maintenance management program with the goal of improving productivity, controlling operations and maintenance costs, maximizing asset uptime, preventing mistakes, being more proactive, assuring standards and procedure requirements, and avoiding liabilities.

Police Records System Upgrade – Upgrade the City Police Department records management system to gain new functionality.

Ruggedized Mobile Computer Replacement – Procure, configure and deploy 100 mobile devices to replace those currently used in public safety vehicles.

3D Printing Evaluation – Continue to evaluate 3D copy/printing technology and identify opportunities on how this technology may help the organization in reducing cost and improving internal efficiencies.

SQL Server Clustering – Assess and implement a SQL clustering solution to minimize downtime, streamline upgrades and management, and reduce costs of the City’s SQL Server instances.

Credit Card Reader Replacements – Work with Finance and Parks, Recreation and Library Departments to replace the magnetic credit card reader with Chip and Pin readers (EMV-compliant) to enhance security, reduce liability exposure and achieve compliance with U.S. credit card issuers new 2015 requirements.

Phase 1 of Mobile Development Strategy – Form a City-wide steering committee, establish priorities and begin deploying mobile software solutions to meet the strategic objectives defined in the City’s comprehensive Mobile Strategic plan, established in 2014.

New Planning Document Review System – Research, evaluate and implement a canned or cloud based document review software application for the Community Development Planning Division.

Upgrade JD Edwards (Enterprise Resource Planning) Application to version 9.1 – Upgrade the JD Edwards application to the newest version to gain added functionality and tools needed for mobile development.

eSignature Evaluation - Evaluate E-Signature software options to improve document signing and reviewing time for City departments.

CAD and Police Mobile Software Upgrades - Assess and assist with an update to the City's Computer Aided Dispatch and mobile software.

Upgrade Telestaff - Participate in a major upgrade from Telestaff to WorkForce. This upgrade provides the Fire Department increased functionality in the application to manage department overtime needs and staff requests. The upgraded system will be 100% web based, use mobile technology, have a new sleek user interface and use a VoIP Telephony Platform.

New Development for the City's Web Sites - Increase functionality of the City's website by adding Westminster Eservices Applications Framework, building a managed centralized .net base portal (APPnet Applications Portal), developing Groups Application to create and manage professional workgroups and project management.

Employee Intranet (COWNET) – Expand information and applications on COWNET to provide more robust social network capabilities, project management tools, and internal video postings. Additionally the site will be updated to allow employees to connect from home or other locations through PCs or mobile devices.

RFP for New Cashier System - Assist in the review, selection, and implementation of a new cashiering system for the City.

Parks, Recreation and Library New Website - Assist Parks, Recreation and Library staff in all phases of the plan to design and implement a new website to better serve the public in accessing information and services.

ATTACHMENT C: ANTICIPATED FUTURE STAFFING NEEDS

During each budget preparation period, the Information Technology Department will prepare a comprehensive staffing assessment 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
- Total mobile devices 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 (COWnet) 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 review existing staff levels, assignments and evaluate staffing needs for the next five years. Staff additions and reclassifications are subject to City Manager's Office review and City Council authorization.

ATTACHMENT D: SUPPORTED TECHNOLOGY ENVIRONMENT

Software and Web Engineering Team

Web Development and Statistics

- Over 102,016 citizens, businesses and others visit the City's web site each month, representing more than 267,000 viewed pages and images (hits) monthly.
- City Web site job postings and applications, library, utility billing payment pages, city park rec center, parks and rec, police, and golf online services continue to be the most popular areas of the site.
- The Intranet (COWnet) (Employee Information Center) has over 430,596 visitor sessions per month.
- The most frequently accessed pages on the employee Intranet (COWnet) 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 8,840 pages, 2,360 associated programs, over 17,210 graphic images and 5,337 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 9,487 customers per month use the electronic services offered though the Web and IVR system to pay on their utility billing account.
- Other interactive services offered on the City's Web site include: job applications, recreation class registration and payment, Access Westminster online crime report, report code violations, traffic complaint, park pavilion reservation, F. A. S. T. Filing (for businesses to file and pay sales tax returns online), GIS, Permits, Library services, Maps, Photo Galleries, Police Forms and Channel 8 scheduling providing online scheduling information.
- Parks, Recreation and Libraries Activity Guide, City Code, Council Agendas, Council Meetings Webcast, Public Meetings, Community Event Videos, Business Listings, Historic Westminster and other reference information are also available to users of the City's Internet site.

Major System Applications Supported by Software Engineers

- Some of the City's major IT Software Engineer supported applications include content management system DotNetNuke, Intergraph Police web applications, CAD and RMS, Alpine Fire Records System, JDE EnterpriseOne ERP, Accela Automation Asset management, Service Request and Permitting, Justice Systems Court Administration, Advanced Utility Billing, GIS, Cashiering, 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 and businesses to call and schedule building inspections and also call for information on utility bills or retrieve the same information 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 41,050 calls and Web access is processed through this system every month. Approximately 9,487 monthly credit card transactions and E-Checks are settled.
- An internally developed Service Center application routes and tracks Information Technology (IT) Service Requests. All IT service requests are entered and tracked through this system. The Service Center System is capable of accepting email and Intranet (COWnet) generated requests also.
- Other developed databases include Police Shift lineup and Vacation bidding, Police Recruit Database, Online Jobs Database, Technical Service Database, Victims Advocate Database, Fire Inspections, Emergency Medical Services, On-Line Code Enforcement Violation Reporting, Police Department Training Database, a Label Maker Database for the City Manager's Office, Citywide Training Registration, Environmental Services Tracking Programs, Law Library, Economic Development's One View Business Database, Citywide PC Inventory, Classifieds and various city surveys.

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

Systems Management Team

This team's responsibilities include:

- Install, configure, administer, troubleshoot and provide security and data integrity for over 150 Windows servers and 1124 Windows computers and laptops in over 40 City facilities.
- Provide consulting services for all departments on existing technologies and strategic direction and project management services for the acquisition, implementation and use of new technologies.
- Administer 1246 Windows user accounts and 1433 Exchange email accounts.
- Maintain a warm site disaster recovery/business continuity facility.
- Support for wireless hardware and software used by the City's Public Safety departments for all mobile applications including Dispatch, Field Reporting, LPR (License Plate Reader) and AVL (Auto Vehicle Locator).
- Administration of the Lease/Purchase Program for the replacement of City personal computer hardware.
- Manage software compliance and licenses.

- Manage Systems security including virus protection, content screening and spam filtering.
- Provide an IT Service Center for all City employees who access any of the City's computerized systems.
- Support for mission-critical systems, 24 hours a day, 7 days a week, 365 days a year.
- Perform data backups and recovery services for all centralized systems.
- Track and handle an average support calls volume in excess of 1200 requests per month.

Major Self-Hosted Applications Supported by Systems Analysts

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

Telecommunications / Networking Team

The telephone system consists of two large Avaya IP PBXs, four smaller standalone Avaya IP PBX systems, twenty-one Avaya Remote gateway systems, a Microsoft Unified Messaging and Auto Attendant System and a combination of a City-owned fiber optic and wireless systems and Birch Communications services at some remote sites. The telephone system currently has 1391 extensions and 762 Unified Messaging enabled 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 2050 nodes (devices). Of these 2050 nodes, there are 1276 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 (COWnet).

The Local Area Network (LAN) at City Hall is a three tier hierarchical design with redundant –high speed switches at the core. All of the City's servers are connected to these switches. The uplinks to the access switches, located in the telephone closets on various floors, are also connected to this core environment.

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 40 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 Nexus backbone switches and 4 core routers. Single-mode fiber-optic cable provides the connection between City Hall, the PSC and the MSC. Twenty-two additional buildings are also connected to City Hall through a single mode fiber optic cable system. Data speeds on the network are at gigabit rate. The network also supports the reclaimed water system, the SCADA water control system and traffic control system. The remainder of the facilities are connected to the computers at City Hall through City-owned wireless networks. Information from these sites pass through the wireless network at a rate of at least 54 Mbps (megabits per second).

Types of Cabling

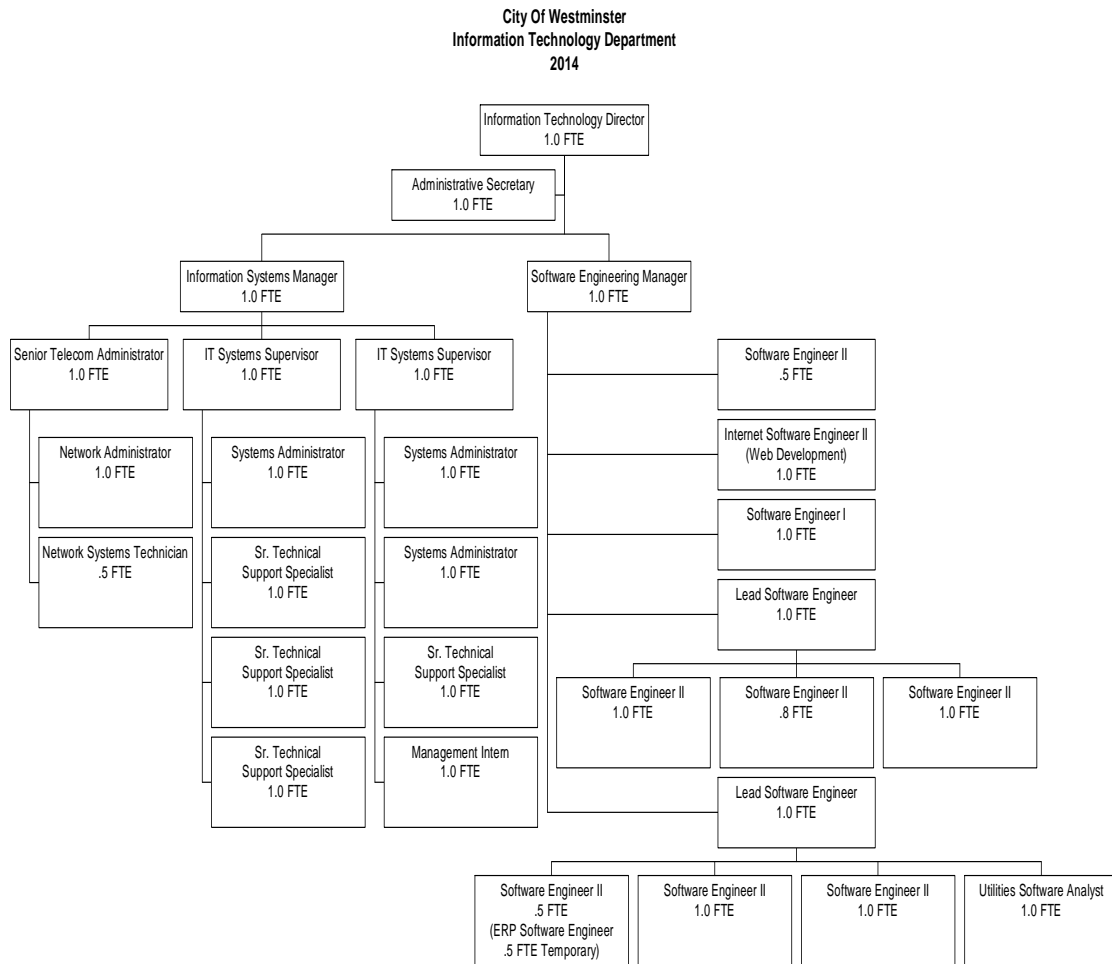
Within buildings and to the desktop:

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 multi-mode fiber. 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 or wireless backhauls. The City owns the fiber-optic cabling between buildings and the wireless system.

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.

Indicator	2012	2013	2014	2015
Number of E-mail users supported	1215	1216	1241	1537
Number of PCs supported	1091	1060	1076	1276
Number of network nodes supported	1374	1902	2050	2050
**Web-based applications supported	17,914	16,200	16,200	8,300
Annual approved operating budget	2,708,185	2,868,926	2,992,253	3,173,708
Number of City mobile applications supported				15
* Total Authorized IT Department FTEs	26.3	26.3	26.3	27.3

*includes 1.0 FTE IT Management Intern

**Implementation of COWnet in 2014 replaced many scripts and pages included in the previous Intranet site and previous numbers included non-script files (images, etc.).

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

Budget Account Description	2015 Budget Amount
Regular Salaries	2,351,482
Regular Salaries – PST (Public Safety Tax)	85,902
Salaries Overtime	6,000
Salaries Temporary	0
Mileage Reimbursement	3,010
Meeting Expense	2,500
Career Development	43,300
Career Development Telecom	3,400
Professional Services	80,056
Professional Services Telecom	21,500
Professional Services PST	13,000
Fleet Rental Charges	4,191
Motor Fuel Charges	69
Maintenance/Repair Equipment	170,079
Maintenance/Repair Equipment Telecom	103,960
Postage	100
Telephone	42,524
PC Replacement Fee	33,510
Lease Payments to others	0
Supplies	28,800
Training & Reference Materials	4,000
Office Equipment	21,000
Computer Software/Hardware	125,325
Computer Software/Hardware Telecom	30,000
TOTAL	3,173,708



WESTMINSTER

Staff Report

Information Only Staff Report
April 6, 2015



SUBJECT: American Institute of Certified Public Accountants (AICPA) Statement on Auditing Standards (SAS) No. 114, "The Auditor's Communication with Those Charged with Governance"

PREPARED BY: Cherie Sanchez, Accounting Manager

Summary Statement

This report is for City Council information only and requires no action by City Council. The report is intended to provide information about the communication requirements of AICPA SAS 114 and to deliver the City's independent professional audit firm's 2014 pre-audit message to Council.

Background Information

In relation to an audit of financial statements, SAS 114 establishes the requirements for communication by auditors with those responsible for overseeing the strategic direction and obligations related to accountability of an organization. As those charged with governance for the City of Westminster, City Council is the recipient of SAS 114 communications.

Based on SAS 114 requirements, the independent, professional financial auditor must communicate to City Council their audit responsibilities under generally accepted auditing standards, the planned scope and timing of the audit and significant findings from the audit. And to enable two-way communication between the auditor and City Council, planning matters must be communicated early on in an audit engagement and results of the audit must be communicated as soon as reasonably possible at the conclusion of the audit.

The 2014 financial audit will be conducted by BKD, LLP, the City's independent professional audit firm since 2010. The audit engagement is scheduled to commence March 30, 2015. BKD's pre-audit message covering the scope and timing of the 2014 financial audit is attached for Council's review. BKD will present the 2014 financial audit results in a Study Session presentation tentatively scheduled for June 15, 2015.

This report supports the City Council's Strategic Plan Goal of Excellence in City Services by providing information essential to Council's charge for accountability of the organization.

Respectfully submitted,


Donald R. Tripp
City Manager

Attachments – Signed engagement letter
Pre-audit letter

March 4, 2015

Honorable Mayor and Members of City Council
City of Westminster
4800 West 92nd Avenue
Westminster, Colorado 80031

The purpose of this communication is to summarize various matters related to the planned scope and timing for the December 31, 2014 audits of the financial statements of the City of Westminster (the City) and of its compliance with specified requirements applicable to its major federal award programs.

Please refer to our engagement letter dated October 20, 2014 for additional information and the terms of our engagement.

OVERVIEW

We will conduct our audits in accordance with auditing standards generally accepted in the United States of America, the standards for financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, and U.S. Office of Management and Budget Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*. Those standards require that we plan and perform:

- The audit of the financial statements to obtain reasonable rather than absolute assurance about whether the financial statements are free of material misstatement, whether caused by error or fraud. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.
- The audit of compliance with the types of compliance requirements described in the U.S. Office of Management and Budget Circular A-133, *Compliance Supplement* that are applicable to each major federal award program to obtain reasonable rather than absolute assurance about whether noncompliance having a direct and material effect on a major federal award program occurred.

PLANNED SCOPE & TIMING

We have preliminarily identified the following areas of significant risks of material misstatement due to error or fraud and of material noncompliance and propose to address these areas as described:

Opinion Unit	Risk Area	Audit Approach
All	Management override of controls	Review accounting estimates for bias, review journal entries and evaluate business rationale for unusual transactions
All	Revenue recognition	Test grant, property and sales tax revenues and test cutoff of all significant revenue sources to determine if amounts are properly recognized
Governmental and business-type activities	Capital assets	Review for propriety, proper capitalization, reasonableness of depreciation, completeness and impairment
WEDA and other aggregate remaining funds	Real estate transactions with third parties	Review transactions and support for amounts recorded
Single Audit	Compliance with requirements described in OMB Circular A-133 for major federal award programs	Select samples of expenditures charged to grants and test for compliance with federal and grant requirements

We welcome any input you may have regarding the risk areas identified above, any other significant risk areas in your opinion or other matters you believe warrant particular attention.

Honorable Mayor and Members of City Council
City of Westminster
March 4, 2015
Page 3

We propose the following timeline:

- Drafts of the financial statements and management letter, together with our letter regarding auditor responsibilities, will be furnished no later than two weeks preceding the study session presentation to City Council on June 15, 2015
- Final reports will be issued no later than two weeks prior to acceptance of the CAFR by City Council in June 2015

CONTACTS

We understand the appropriate person in the governance structure with whom to communicate is the City's Mayor.

If for any reason any member of the City Council would need to contact us, please call Marcella Ardan, Director at 303-861-4545.

ACCOUNTING & AUDITING MATTERS

The following matters are, in our judgment, relevant to the planned scope of the audit as well as your responsibilities in overseeing the financial reporting process.

- Segregation of accounting duties
- Revenue recognition
- Self-insurance liabilities
- Third-party service providers
- Related-party transactions
- Joint venture(s)
- Component units
- Commitments and contingencies
- Significant estimates
- Recording of restricted net position and restricted, committed and assigned fund balances
- Investments and investment valuation
- Debt
- Capital assets
- Expenses/expenditures
- Compliance with federal award programs

CONSIDERATION OF ERROR OR FRAUD

One of the most common questions we receive from audit committees is, “How do you address fraud in a financial statement audit?” Our responsibility, as it relates to fraud, in an audit of financial statements is addressed in auditing standards generally accepted in the United States of America.

Our audit approach includes such procedures as:

- Engagement Team Brainstorming
 - Discussions include how and where we believe the City’s financial statements might be susceptible to material misstatement due to error or fraud, how management could perpetrate and conceal fraudulent financial reporting and how assets of the City could be misappropriated
 - An emphasis is placed on the importance of maintaining the proper state of mind throughout the audit regarding the potential for material misstatement due to error or fraud
- Inquiries of Management and Others
 - Personnel interviewed include the Mayor, the City Manager, the Finance Director, the Accounting Manager and others
 - Inquiries are directed towards the risks of error or fraud and whether personnel have knowledge of any fraud or suspected fraud affecting the City
- Reviewing Accounting Estimates for Bias
- Evaluating Business Rationale for Significant Unusual Transactions
- Incorporating an Element of Unpredictability Into the Audit Each Year

Honorable Mayor and Members of City Council
City of Westminster
March 4, 2015
Page 5

This communication is intended solely for the information and use of those charged with governance (Honorable Mayor and City Council) and management and is not intended to be and should not be used by anyone other than these parties.

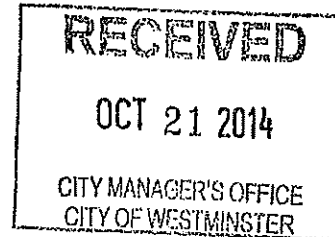
Very truly yours,

A handwritten signature in black ink that reads "Marcella D Ardan". The signature is written in a cursive, flowing style.

Marcella D. Ardan, CPA
Director

October 20, 2014

City Council
City of Westminster, Colorado
4800 West 92nd Avenue
Westminster, Colorado 80031



We are pleased to confirm the arrangements of our engagement and the nature of the services we will provide to the City of Westminster.

ENGAGEMENT OBJECTIVES AND SCOPE

We will audit the basic financial statements of the City of Westminster as of and for the year ended December 31, 2014, and the related notes to the financial statements.

Our audit will be conducted with the objectives of:

- Expressing an opinion on the financial statements
- Issuing a report on your compliance based on the audit of your financial statements
- Issuing a report on your internal control over financial reporting based on the audit of your financial statements
- Expressing an opinion on your compliance, in all material respects, with the types of compliance requirements described in the U. S. Office of Management and Budget Circular A-133, *Compliance Supplement* that are applicable to each of your major federal award programs
- Issuing a report on your internal control over compliance based on the audit of your compliance with the types of compliance requirements that are applicable to each of your major federal award programs
- Issuing a report on your schedule of expenditures of federal awards

OUR RESPONSIBILITIES

We will conduct our audit in accordance with auditing standards generally accepted in the United States of America (GAAS), the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States and U.S. Office of Management and Budget (OMB) Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*. Those standards require that we plan and perform:

- The audit of the financial statements to obtain reasonable rather than absolute assurance about whether the financial statements are free of material misstatement, whether caused by fraud or error. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.
- The audit of compliance with the types of compliance requirements described in the OMB Circular A-133 *Compliance Supplement* applicable to each major federal award program to obtain reasonable rather than absolute assurance about whether noncompliance having a direct and material effect on a major federal award program occurred.

Because of the inherent limitations of an audit, together with the inherent limitations of internal control, an unavoidable risk that some material misstatements or noncompliance having a direct and material effect may not be detected exists, even though the audit is properly planned and performed in accordance with GAAS.

In making our risk assessments, we consider internal control relevant to the City's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of the City's internal control. However, we will communicate to you in writing concerning any significant deficiencies or material weaknesses in internal control relevant to the audit of the financial statements that we have identified during the audit. Also, in the future, procedures could become inadequate because of changes in conditions or deterioration in design or operation. Two or more people may also circumvent controls, or management may override the system.

We are available to perform additional procedures with regard to fraud detection and prevention at your request, subject to completion of our normal engagement acceptance procedures. The actual terms and fees of such an engagement would be documented in a separate letter to be signed by you and BKD.

Rob MaCoy, Partner, will oversee and coordinate the engagement. Marcella Ardan, Director, is responsible for supervising the engagement team and authorizing the signing of reports.

We will issue a written report upon completion of our audit of the City's financial statements. Our report will be addressed to the Honorable Mayor and Members of the City Council of the City of Westminster, Colorado. We cannot provide assurance that an unmodified opinion will be expressed. Circumstances may arise in which it is necessary for us to modify our opinion, add an emphasis of matter or other matter paragraph(s), or withdraw from the engagement. If we discover conditions that may prohibit us from issuing a standard report, we will notify you as well. In such circumstances, further arrangements may be necessary to continue our engagement.

We will also express an opinion on whether your combining and individual fund statements and schedules and other supplementary information ("supplementary information") are fairly stated, in all material respects, in relation to the financial statements as a whole.

YOUR RESPONSIBILITIES

Our audit will be conducted on the basis that management and, where appropriate, those charged with governance acknowledge and understand that they have responsibility:

- a. for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America;
- b. for the design, implementation and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error;
- c. for identifying and ensuring compliance with the laws, regulations, contracts and grants applicable to your activities including your federal award programs; and
- d. to provide us with
 - i. access to all information of which management is aware that is relevant to the preparation and fair presentation of the financial statements such as records, documentation and other matters;
 - ii. additional information that we may request from management for the purpose of the audit; and
 - iii. unrestricted access to persons within the entity from whom we determine it necessary to obtain audit evidence.

As part of our audit process, we will request from management written confirmation acknowledging certain responsibilities outlined in this engagement letter and confirming:

- The availability of this information

- Certain representations made during the audits for all periods presented
- The effects of any uncorrected misstatements, if any, resulting from errors or fraud aggregated by us during the current engagement and pertaining to the latest period presented are immaterial, both individually and in the aggregate, to the financial statements taken as a whole

The results of our tests of compliance and internal control over financial reporting performed in connection with our audit of the financial statements may not fully meet the reasonable needs of report users. Management is responsible for obtaining audits, examinations, agreed-upon procedures or other engagements that satisfy relevant legal, regulatory or contractual requirements or fully meet other reasonable user needs.

With regard to supplementary information:

- Management is responsible for its preparation in accordance with applicable criteria
- Management will provide certain written representations regarding the supplementary information at the conclusion of our engagement
- Management will include our report on this supplementary information in any document that contains this supplementary information and indicates we have reported on the supplementary information
- Management will make the supplementary information readily available to intended users if it is not presented with the audited financial statements

OTHER SERVICES

When authorized by the City, we may perform other services for you not covered by this engagement letter, subject to mutual agreement as to additional compensation for such services. You agree to assume full responsibility for the substantive outcomes of the services described above and for any other services that we may provide, including any findings that may result. You also acknowledge that those services are adequate for your purposes and that you will establish and monitor the performance of those services to ensure that they meet management's objectives. Any and all decisions involving management functions related to those services will be made by you, and you accept full responsibility for such decisions. We understand that you will designate a management-level individual to be responsible and accountable for overseeing the performance of those services, and that you will have determined this individual is qualified to conduct such oversight.

ENGAGEMENT FEES

The fee for our services will be \$63,200.

Our pricing for this engagement and our fee structure are based upon the expectation that our invoices will be paid promptly. We will issue progress billings during the course of our engagement, based on agreed-upon percentage of the overall contract to be paid following completion of each proposed segment of the audit. Interest will be charged on any unpaid balance after 30 days at the rate of 10% per annum.

The following new accounting standards are effective for your fiscal years ending December 31, 2014 and 2015. The impact of these standards on your financial statements will depend on your facts and circumstances. You should evaluate the effect of these standards well in advance of your fiscal year end to obtain any additional information necessary to effectively implement them:

- GASB Statement No. 67: *Financial Reporting for Pension Plans – An Amendment to GASB Statement No. 25* (Effective December 31, 2014)
- GASB Statement No. 68: *Accounting and Financial Reporting for Pensions – An Amendment of GASB Statement No. 27* (Effective December 31, 2015)

Our fees above include 8 hours of time to assist you with implementing these standards. Should you require assistance above the allotted 8 hours, we will bill you at our standard hourly rates contained in Appendix B of the previously executed contract dated November 22, 2010.

Our engagement fee does not include any time for post-engagement consultation with your personnel or third parties, consent letters and related procedures for the use of our reports in offering documents, inquiries from regulators or testimony or deposition regarding any subpoena. Charges for such services will be billed separately.

Our fees may also increase if our duties or responsibilities are increased by rulemaking of any regulatory body or any additional new accounting or auditing standards. We will consult with you in the event any other regulations or standards are issued that may impact our fees.

Any additional fees will be agreed to in writing by both the City and us, prior to incurring any costs or time.

If our invoices for this or any other engagement you may have with BKD are not paid within 30 days, we may suspend or terminate our services for this or any other engagement. In the event our work is suspended or terminated as a result of nonpayment, you agree we will not be responsible for any consequences to you.

OTHER ENGAGEMENT MATTERS AND LIMITATIONS

Our workpapers and documentation retained in any form of media for this engagement are the property of BKD. We can be compelled to provide information under legal process. In addition, we may be requested by regulatory or enforcement bodies to make certain workpapers available to them pursuant to authority granted by law or regulation. You agree that we have no legal responsibility to you in the event we provide such documents or information.

You agree to indemnify and hold harmless BKD and its personnel from any claims, liabilities, costs and expenses relating to our services under this agreement attributable to false or incomplete representations by management, except to the extent determined to have resulted from the intentional or deliberate misconduct of BKD personnel.

You agree that any dispute regarding this engagement will, prior to resorting to litigation, be submitted to mediation upon written request by either party. Both parties agree to try in good faith to settle the dispute in mediation. The American Arbitration Association will administer any such mediation in accordance with its Commercial Mediation Rules. The results of the mediation proceeding shall be binding only if each of us agrees to be bound. We will share any costs of mediation proceedings equally.

Either of us may terminate these services at any time in accordance with the terms set out in the previously executed contract dated November 22, 2010.

If any provision of this agreement is declared invalid or unenforceable, no other provision of this agreement is affected and all other provisions remain in full force and effect.

This engagement letter and the previously executed contract, dated November 22, 2010, represent the entire agreement regarding the services described herein, and supersedes all prior negotiations, proposals, representations or agreements, written or oral, regarding these services. It shall be binding on heirs, successors and assigns of you and BKD.

We may from time to time utilize third-party service providers, *e.g.*, domestic software processors or legal counsel, or disclose confidential information about you to third-party service providers in serving your account. We remain committed to maintaining the confidentiality and security of your information. Accordingly, we maintain internal policies, procedures and safeguards to protect the confidentiality of your information. In addition, we will secure confidentiality agreements with all service providers to maintain the confidentiality of your information. In the event we are unable to secure an appropriate confidentiality agreement, you will be asked to provide your consent prior to the sharing of your confidential information with the third-party service provider.

We will, at our discretion or upon your request, deliver financial or other confidential information to you electronically via email or other mechanism. You recognize and accept the risk involved, particularly in email delivery as the Internet is not necessarily a secure medium of communication as messages can be intercepted and read by those determined to do so.

You agree you will not modify these documents for internal use or for distribution to third parties. You also understand that we may on occasion send you documents marked as draft and understand that those are for your review purpose only, should not be distributed in any way and should be destroyed as soon as possible.

If you intend to include these financial statements and our report in an offering document at some future date, you agree to seek our permission to do so at that time. You agree to provide reasonable notice to allow sufficient time for us to perform certain additional procedures. Any time you intend to publish or otherwise reproduce these financial statements and our report and make reference to our firm name in any manner in connection therewith, you agree to provide us with printers' proofs or masters for our review and approval before printing or other reproduction. You will also provide us with a copy of the final reproduced material for our approval before it is distributed. Our fees for such services are in addition to those discussed elsewhere in this letter.

You agree to notify us if you desire to place these financial statements or our report thereon along with other information, such as a report by management or those charged with governance on operations, financial summaries or highlights, financial ratios, etc., on an electronic site. You recognize that we have no responsibility as auditors to review information contained in electronic sites.

Any time you intend to reference our firm name in any manner in any published materials, including on an electronic site, you agree to provide us with draft materials for our review and approval before publishing or posting such information.

BKD is a registered limited liability partnership under Missouri law. Under applicable professional standards, partners of **BKD, LLP** have the same responsibilities as do partners in a general accounting and consulting partnership with respect to conformance by themselves and other professionals in BKD with their professional and ethical obligations. However, unlike the partners in a general partnership, the partners in a registered limited liability partnership do not have individual civil liability, directly or indirectly, including by way of indemnification, contribution, assessment or otherwise, for any debts, obligations or liabilities of or chargeable to the registered limited liability partnership or each other, whether arising in tort, contract or otherwise.

Government Auditing Standards require that we provide you with a copy of our most recent external peer review report and any letter of comment, and any subsequent peer review reports and letters of comment received during the period of the contract. Our peer review report accompanies this letter.

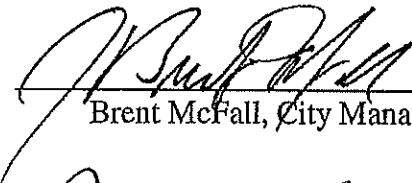
City Council
City of Westminster, Colorado
October 20, 2014
Page 8

Please sign and return the attached copy of this letter to indicate your acknowledgement of, and agreement with, the arrangements for our audit of the financial statements including our respective responsibilities. If the signed copy you return to us is in electronic form, you agree that such copy shall be legally treated as a "duplicate original" of this agreement.

BKD, LLP

Acknowledged and agreed to on behalf of
City of Westminster, Colorado

BY


Brent McFall, City Manager

DATE

January 8, 2015

cc: City Council



**Clifton
Gunderson LLP**
Certified Public Accountants & Consultants

System Review Report

To the Partners of BKD, LLP
and the AICPA National Peer Review Committee

We have reviewed the system of quality control for the accounting and auditing practice of BKD, LLP (the Firm) applicable to non-SEC issuers in effect for the year ended May 31, 2011. Our peer review was conducted in accordance with the Standards for Performing and Reporting on Peer Reviews established by the Peer Review Board of the American Institute of Certified Public Accountants. The Firm is responsible for designing a system of quality control and complying with it to provide the Firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Our responsibility is to express an opinion on the design of the system of quality control and the Firm's compliance therewith based on our review. The nature, objectives, scope, limitations of, and the procedures performed in a System Review are described in the standards at www.aicpa.org/prsummary.

As required by the standards, engagements selected for review included engagements performed under the *Government Auditing Standards*; audits of employee benefit plans, audits of carrying broker dealers and audits performed under FDICIA.

In our opinion, the system of quality control for the accounting and auditing practice applicable to non-SEC issuers of BKD, LLP in effect for the year ended May 31, 2011, has been suitably designed and complied with to provide the Firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Firms can receive a rating of *pass*, *pass with deficiency(ies)* or *fail*. BKD, LLP has received a peer review rating of *pass*.

Clifton Gunderson LLP

August 17, 2011

10700 Research Dr., Suite 200
Milwaukee, Wisconsin 53226
tel: 414.476.1880
fax: 414.476.7286

www.cliftoncpa.com





Staff Report

Information Only Staff Report
April 6, 2015



SUBJECT: Chicken Husbandry and Beekeeping within Residential Zoning Districts

PREPARED BY: Grant Penland, Principal Planner
David German, Associate Planner

Summary Statement

For the past several years, cities around the country have been adopting ordinances permitting the keeping of urban chickens at the urging of residents who cite local healthy food production, humane treatment of animals, a lower cost food source, sustainability, and personal enrichment as a few of the many benefits of raising chickens on their properties. In addition, a number of communities have incorporated standards for beekeeping into their local health, animal control, or land development codes. The sanctioning of beekeeping is often desired by residents for the purposes of honey production for consumption, along with the perceived benefit of pollination services and ensuring an extant bee population.

Concerns regarding raising chickens in an urban area generally encapsulate three particulars: odor, noise, and disease. The major objections to beekeeping are the fear of being stung and the increased potential of the nuisance relating to bee swarms. Also, both beekeeping and chicken husbandry may increase the likelihood of elevated predator and nuisance animal activity in the area, which, in turn, may lead to an increase in zoonotic diseases in pets and other animals in the region.

In consideration for the allowance of chicken husbandry or beekeeping Council should take into account the impact on existing City resources, including potential licensing, monitoring and enforcement of these practices. It should be expected that Animal Management's calls for service for noise complaints, pet limit issues, animals at large, and welfare/neglect checks may increase and create additional service demands on staff that have not been factored into Animal Management's current staffing levels. Should the responsibility of enforcing new chicken and/or bee ordinance-related changes be delegated to the Animal Management unit, absent increasing staffing levels, core services may need to be reduced in the unit in order to address additional responsibility call loads associated with the new chicken and/or bee ordinance changes. If staff in that unit increases, an additional vehicle would become necessary. The Animal Management unit estimates a resultant cost increase to the City of \$54,244, (+ benefits), which breaks down as follows: additional staff: \$21,244 salary, (plus benefits); additional equipment and uniforms: \$5,000; additional vehicle and equipment: \$28,000. Animal Management staff did identify several other issues and questions to consider, including:

- If permits would be required, and, if so, would an inspection of the property be conducted prior to issuing a permit;
- Whether residents would need to obtain permission from surrounding neighbors as part of the permit process;
- Who would be responsible for enforcing the ordinance(s) pertaining to chickens and bees, and what reasons would be grounds for issuing a summons or revoking permits;

- How the City would deal with bee swarms;
- Whether other poultry such as ducks, pheasants, geese, quail, (etc.) would be permitted with any new regulations that might be approved, and the limits thereof;
- Whether chickens and/or bees would be incorporated into the current pet limit. (Currently allowed on each property in the City are, three (3) cats/dogs in any combination. In addition, a resident can have one (1) potbellied pig, three (3) rabbits, five (5) exotic animals or a combination of five (5) domestic and exotic animals, or no more than ten (10) domestic animals. Domestic animals are defined as: domesticated dogs, cats, rabbits, guinea pigs, hamsters, rats, mice, ferrets, birds, reptiles, amphibians, and invertebrates.)

While there have been no universal standards applied to regulating beekeeping and chicken husbandry in residential districts, most communities researched have incorporated some level of administrative oversight and legal restrictions regarding these activities within municipal boundaries, primarily to address issues of public health and nuisance concerns.

Staff is planning two Public Outreach meetings, to be held on April 16th and 23rd, to offer residents the opportunity to provide input about residential beekeeping and chicken husbandry. The meeting on the 16th will be focused on beekeeping, while the meeting on the 23rd will be focused on chicken husbandry. Staff will gather comments from these two meetings and present them to City Council at the May 18th Post Meeting.

Background Information

Currently, the Westminster Municipal Code regulates keeping of chickens and bees through the Police Regulations of Title VI, which regulates livestock (including both chickens and bees). Section 6-7-12 states, “It should be unlawful to keep or maintain livestock in residential, business, commercial, and industrial zoned districts, and Planned Unit Developments unless specifically allowed in the PUD, excepting that livestock should be permitted in parcels zoned O-1 or in parcels of ten (10) acres or more in size in all zoning districts prior to commencement of construction on the parcel. In any case, the number of animals kept in a PUD should not exceed the number permitted by the provisions of the Official Development Plan. Livestock, excluding fowl, should have one-half (1/2) acre of pasture available for each animal.” Homeowner’s Association covenants may also prohibit the keeping of chickens and bees in many subdivisions throughout the City.

In 2012, the City of Westminster asked its citizens what they thought of keeping bees and/or chickens on their properties in the City’s *Citizen Survey*. The response was 52% of respondents “strongly” or “somewhat” opposing honey bees, and 60% “strongly” or “somewhat” opposing chickens. There was no *Citizen Survey* in 2013, and in 2014, the *Citizen Survey* did not ask any questions regarding chickens or bees.

From September of 2012 through May of 2014, *WestyConnect* received four new threads that support residential chicken husbandry, and one new thread that supported residential bee keeping. These threads received thirty-two positive votes, twenty-three positive comments, and five negative comments.

On May 7, 2014, the City conducted a telephone survey (the *Telephone Town Hall* survey). Of the 305 total respondents on the question of allowing chickens on residential properties, 56% responded “no,” while 44% responded “yes.” On the question of allowing honey bees on residential properties, 66% of 313 total respondents said “yes,” while 34% said “no.”

Between May 20, 2014 and February 22, 2015, the Planning Division has received seven inquiries through the *Access Westminster* application, and via direct phone call/email. Six of the seven inquiries supported chickens, one was opposed to chickens, and none of the inquiries dealt with bees.

From an enforcement perspective, Animal Management receives an average of two calls per month in reference to problems associated with chickens in residential areas. For a compilation of enforcement data gathered by our Animal Management staff, please see Appendix II-A and II-B.

Currently, there is still interest in bee and chicken “Urban Agriculture,” as evidenced by continued public inquiry on the subject. The City Council, in recognizing this interest, directed Planning Division staff to research the keeping of bees and chickens on residential lots within the City, and considered this initial research at a Study Session in August of 2014. At that time, the City Council directed staff to continue researching the topic, and to bring forth recommendations for possible changes to the Westminster Municipal Code (WMC).

When reviewing this material, it should be noted that individual subdivisions that are regulated by Covenants, Controls, and Restrictions (CC&Rs), or otherwise controlled by Homeowner’s Associations (HOAs) may further restrict or prohibit the keeping of bees and/or chickens within the subdivision. Currently, approximately 65 percent of the single family detached homes located within the City are governed by an HOA. In March, the Planning Division sent out letters to the ninety-seven known HOAs in the City of Westminster (see attached sample letter), asking if their covenants restricted beekeeping or chicken husbandry, and soliciting any comments that the HOAs might have. To date, four responses have been received (The Nines at Legacy Ridge, The Abby of Westminster, The Pointe, and Asbury Park) with all but one HOA indicating that their covenants prohibit beekeeping and chicken husbandry; the fourth HOA (Asbury Park) indicated that it has no regulations on the subject.

What follows are elements that may be considered for inclusion within potential future regulatory language. These elements have been developed based on the practices of many localities in our region, as referenced in the attached Appendices.

Research Information: Chicken Husbandry:

As with residential beekeeping, many cities around the country have adopted ordinances permitting the keeping of urban chickens, as well. These ordinances are typically located in the zoning section or in the animal control title of local codes. To this end, staff researched the municipal codes of fourteen Front-Range jurisdictions, and also contacted several communities for additional insight regarding their regulation of chicken husbandry. Among these fourteen jurisdictions, ten of the communities specifically allow the ownership of chickens in residential zoning districts. Two of the remaining communities do not allow residents to own and keep chickens in residential zoning districts, and two allow chicken husbandry on only large lot or “Estate Lot” residential properties. Staff contacted several of the planning managers from those communities that have allowed chicken husbandry who generally conveyed that no substantive negative impacts have been noted. Appendix I-A shows a listing of the selected Colorado jurisdictions, and how their codes are applied with regard to the owning and keeping of chickens.

Pros and Cons: Chicken Husbandry:

Common supporting arguments associated with allowing chickens (hens) in residential zoning districts are as follows:

- Hens provide a fresh, locally produced, and inexpensive source of food to families at a time when food prices are increasing due to cost increases in production, fuel, shipping, and packaging costs.
- Hens eat food scraps, dandelions, mice, and insects and may contribute to reductions in the waste stream.
- The hen droppings may be used as a natural fertilizer which may be used in backyard gardens.
- Some people point to being able to control what the chickens are eating, resulting in fewer chemicals and unknown substances in the eggs and meat produced. There is often a belief that eggs from backyard chickens are more wholesome and nutritious than mass-produced eggs from large farming and ranching conglomerates.

Common opposing arguments associated with allowing hens in residential zoning districts are as follows:

- The presence of chickens may attract predators and nuisance animals such as foxes, coyotes, and raccoons into residential neighborhoods, putting pet animals like dogs and cats at greater risk of attack or infection. Each year, Westminster Animal Management officers respond to numerous complaints from citizens who have lost pets to coyote and other predator attacks while their animals were in their own backyards. Citizens have voiced their displeasure with the limited resources offered by the City of Westminster in response to wildlife calls. Introducing chickens will likely increase the predator activity—and thus—result in an increase in pet losses. Additionally, an increase in predators in the region leads to the spread of zoonotic diseases. Last year, both Jefferson and Boulder counties had confirmed distemper and terrestrial rabies in skunks and raccoons, and that these and other similar diseases are on the rise in our region.
- Keeping chickens may lead to unsanitary conditions due to owner neglect, increasing the risk of disease transfer through feces as well as the origination of undesirable odors.
- Hens may take flight in short bursts and are capable of clearing a six foot privacy fence.
- There might be an increase in complaints associated with roosters. When individuals buy chicks, they may not be able to distinguish between a hen and rooster. Owners may be reluctant to part with roosters that they raised from chicks, as they become attached to their animals.
- Contrary to what some say, hens do make noise, and, depending upon their location, may be heard on neighboring properties, which might be objectionable.

Staff talked to Dr. Jacquie Jacob, University of Kentucky, who was referred to staff through the Colorado State University (CSU) Extension program, about potential concerns linked to keeping chickens. She agreed that more wildlife activity (attracted by the presence of chickens on a given property) could potentially lead to higher incidence of disease, but she also stressed that a well-managed chicken coop would tend not to attract predator or nuisance animals. She also pointed out that increased activity by wildlife animals in suburban and urban areas is most often a result of loss of natural habitat more than anything else, and that the presence of chickens might not necessarily be to blame. While Dr. Jacob provided a great deal of useful information to our research effort, the most common thread was simple: if property owners conscientiously take care of their coops, problems with chicken keeping will be minimized. If the coops (and/or the birds) are neglected, problems are likely to arise.

Research Information: Beekeeping:

Many communities nationwide have incorporated standards for beekeeping into their animal control or land development codes. Local beekeeping standards typically restrict the number and location of hives based on the size of the lot or the zoning district where the bees are being kept (typically, a beehive will accommodate one bee colony). Many codes specify a minimum distance between hives and adjacent buildings or property lines, and some require beekeepers to obtain a permit. Some codes also require a "flyway barrier" (typically five to six feet high) to prevent bees from flying onto other properties at elevations that would disturb neighboring residents. Another relatively common provision is a requirement that hives have access to clean water on-site to minimize the risk of bees flocking to other freestanding water (such as neighboring swimming pools or bird feeders). Typically, a permit or hive registration is required, and many localities reserve the right to inspect hives, if needed.

Staff researched the zoning codes of fourteen Front-Range jurisdictions, and, additionally, contacted these communities seeking insight regarding their regulation of beekeeping. Among the fourteen Colorado communities surveyed, nine specifically allow beekeeping in residential zoning districts. Two of the remaining communities do not allow residents to keep bees on residential lots, one relies specifically on their nuisance regulations to control the allowance of bees, and two allow beekeeping on only large lot or "Estate Lot" residential properties. Contact was made with several planning managers in those communities, and it was generally conveyed that no substantive negative impacts have been noted. Appendix I-B shows a listing of the surveyed jurisdictions, and how their codes are applied with regard to beekeeping.

Pros and Cons: Beekeeping:

Common supporting arguments associated with allowing beekeeping in residential zoning districts are as follows:

- Bees in residential areas can provide important pollination of community gardens, home vegetable gardens, and fruit trees.
- It is estimated that honeybees pollinate two-thirds of food crops, and in recent years, have suffered significant losses. Some experts assert that these losses are caused or exacerbated by the use of pesticides, the stress of constant travel to different farms to pollinate crops, and the lack of plant diversity in rural environments. The continued existence of honeybees might be assisted by hobbyist beekeepers who do not subject their hives to such stressors.
- Some people believe that honey contributes to a healthy lifestyle by providing a minimally-processed sweetener, and through its various uses as a homeopathic remedy.

Common opposing arguments associated with allowing beekeeping in residential zoning districts are as follows:

- Bees travel in swarms to establish a new hive. Bees can create a nuisance or be seen as a danger if they become aggressive or swarm on neighboring property.
- The increased risk of injury from bee stings and the potential life threatening consequences to individuals who are allergic to bee stings is a recurring concern.
- There are several types of pest animals that are attracted to the presence of bees and their honey. These include raccoons, skunks, insects, and even larger animals like black bears. These opportunistic visitors may pose a threat to household pets in neighboring yards, which may, in turn, lead to complaint calls to the City. They may also carry zoonotic diseases (see also: opposing arguments to chicken husbandry, above).

General Considerations:

Should the City Council mandate that the following four general regulations be adopted, with respect to bees and chickens?

- These regulations would apply to all areas within the City that are zoned for Single Family Detached home residential use (either through traditional Euclidian or PUD zoning), subject to the restrictions and limitations set forth in the final version of the ordinance. These regulations would not supersede any prohibitions contained in HOA covenants.

- Bees and chickens may attract predators such as owls, hawks, foxes, coyotes, bears, raccoons, and skunks. These animals can damage property, cause injury to humans, and/or harm the bees or chickens. Thus, beekeeping and/or chicken husbandry activities would be undertaken at the sole risk of the property owner who chooses to engage in them. Further, the City will accept no liability for civil claims or damages arising from the private keeping of bees or chickens, including the loss of property or bees/chickens to predators or other hazards.

- Bees and/or chickens that are kept on a given property must be owned by the owner of that property, thus reducing the chances that a given lot is used as a “communal” location for multiple owners’ chickens. This rule would also prevent renters from keeping bees or chickens, which may be problematic in cases where damages or violations have occurred, or where the City is trying to establish who the appropriate party is to clear up a complaint.

- Permits for either bees or chickens would require a permit with a one-time fee to help ensure compliance at the onset, and to allow for any conflicts arising to be resolved as quickly as possible through the timely identification of chicken/bee owners. The permit process could include notification of adjoining neighbors prior to the permit being issued, and the right for City staff to inspect the property if a citizen complaint is received. Permits would provide a mechanism for a) collecting a nominal amount of money to help defray the cost of permitting and enforcement costs, b) a database for identifying owners and addressing complaints; c) an acknowledgement on the part of the applicant that the City is not responsible for losses caused by, or the inherent risks of, chicken and/or beekeeping, and d) authorization by the owner for City staff to enter the owner’s property, as needed, for inspections and complaint resolutions.)

Chicken Considerations:

Should City Council allow chickens on single-family residential lots based on the size of the lots, as outlined below, and subject to the proposed regulations which follow?

Lot Size (in Acres):	Lot Size (in Square Feet):	Number of Female Chickens Permitted:
One-half-acre or less	21,780 square feet or less	Four (4)
Greater than one-half-acre up to one acre	21,781 to 43,560 square feet	Six (6)
Greater than one acre up to two acres	43,561 to 87,120 square feet	Eight (8)
Greater than two acres	87,121 square feet or more	Ten (10)

(The quantities selected for this table are very representative of what is being seen in other nearby jurisdictions. It should be noted that, Citywide, most of our single family detached lots are under 21,780 square feet in size.)

- Only hens (female chickens) are permitted. (Of the surrounding jurisdictions that staff researched, those localities that allowed chickens all banned roosters (male chickens). This was especially due to noise issues, and to a lesser degree, the desire for egg production (rather than chick production).
- Chickens may only be kept in the rear yard of single-family-detached-home properties. (By keeping chickens in rear yards (rather than side or front yards), there is a better opportunity for visual screening and physical separation from other neighbors. The hope is that greater separation and screening will result in fewer neighbor and neighborhood complaints and concerns.)
- A fresh water supply would be required to be maintained for the chickens at all times. (This concept promotes the humane treatment of the animals. Technically, this standard is already embedded in our Animal Code, WMC 6-7-13(C).)
- Chicken feed would be required to be properly stored in a re-sealable, airtight, vermin-proof container, and not allowed to accumulate within coops to minimize the presence of rodents, insects, and other similar nuisances. (The aim here is to cut down on vermin and nuisance animal e.g., skunks, raccoons, mice, rats, etc. activity on lots where chickens are kept. These animals contribute to unsanitary conditions, and may damage property and/or harm the chickens.)
- Chickens would be required to be kept in a predator-resistant coop at all times. Only one coop, not exceeding a maximum gross floor area of 120 square feet, or a maximum height of six feet, should be permitted per property. (This requirement protects chickens from predators, and helps to minimize the chance of chickens escaping their own yard. Coop regulations help ensure that the chickens are provided a safe and humane environment in which to live. The requirement also promotes healthier birds, and, by extension, better egg production and healthier eggs and meat. This will also provide for a single, large coop, while not allowing a structure so large that it requires a Building Permit.)
- The design of chickens coops should:
 - a. Provide a minimum of six square feet of living space per bird;
 - b. Be secure, fully enclosed (having floors, walls, and roofs to protect the birds from predators), and well-ventilated;
 - c. Provide adequate protection against inclement weather conditions. This would include protection from sun, wind, rain, snow, hail, and extreme temperatures;
 - d. Be fully concealed by privacy fencing around the yard, or only the chicken coop, in a manner that visually screens the chicken coop to its full height (This screening requirement is intended to reduce the impact to neighbors and abate complaints);
 - e. Be set back from side and rear property lines by a minimum of ten feet (This requirement is more robust than what the WMC requires for accessory structures, but the distance is common in the other localities surveyed, including Denver and Littleton);
 - f. Not count against the two-accessory-building maximum permitted to each single family detached lot (The WMC does not require permits for play houses or dog houses, and most chicken coops will likely be similar in stature). Note: “Chicken coop” would need to be added to the list of structures that are not considered to be accessory structures under the City’s “Definitions” section (see WMC 11-2-1).

- Chicken coops should be maintained in good repair, and cleaned regularly. Animal waste should be properly disposed of, and sanitary conditions maintained, to minimize the presence of flies and other insects, and to minimize odor and potential for disease. While proper maintenance of animal areas is already embedded in our Animal Code, (WMC 6-7-13 (C)(D), and (F)), it is a hallmark of most of the other codes that staff reviewed. Because disease, insects, and odor are all more likely with poor sanitation practices, and these, in turn lead to more conflict and complaints, staff felt it paramount to propose the inclusion of this language in the Code. A clean, well-maintained coop also provides a better and more humane living environment for the chickens.)

- The slaughtering of chickens is not permitted outdoors on residential properties. To avoid potential health hazards and neighbor complaints, any “at-home” slaughtering of chickens must be done indoors. Ideally, the chicken owner would take his bird(s) to a professional slaughterhouse or butcher equipped for this task, but staff recognizes that this is often not what happens.

Bee Considerations:

Should City Council allow bees on single-family residential lots based on the size of the lots, as outlined below, and subject to the proposed regulations which follow?

Lot Size (in Acres):	Lot Size (in Square Feet):	Number of Hives (Colonies) Permitted:
One-quarter-acre or less	10,890 square feet or less	Two (2)
Greater than one-quarter-acre up to one-half-acre	10,891 to 21,780 square feet	Four (4)
Greater than one-half-acre up to three-quarters of an acre	21,781 to 32,670 square feet	Six (6)
Greater than three-quarters of an acre or more	32,671 square feet or more	Eight (8)

(The quantities selected for this table are very representative of what is being allowed in other nearby jurisdictions. It should be noted that, Citywide, most of Westminster’s single family detached lots are under one half-acre in size.)

- A fresh water supply for the bees must be maintained on the property at all times, and located within close proximity of the hive. (Beyond just being part of the humane treatment and care of bees generally, bees will seek out available water elsewhere if it is not provided to them onsite. This rule keeps bees from becoming nuisances by frequenting swimming pools, dog water bowls, bird baths, and other water sources on neighboring properties. Technically, this standard is already embedded in our Animal Code, WMC 6-7-13(C).))

- Bees must be provided with a properly designed beehive. The hive should:
 - a. Be of a secure design that provides a safe environment for the bee colony. (This promotes healthier bees, and by extension, a larger colony with better honey production);
 - b. Provide adequate protection versus inclement weather conditions, including shelter from sun, wind, rain, snow, hail, and extreme temperatures;

- c. Not exceed a maximum gross floor area of nine square feet, and may be no more than six feet in height, excluding the roof element. A roof element may be allowed to a height up to seven feet. (This requirement will provide enough area to accommodate hives of a typical size, while not allowing a structure so large that it requires a Building Permit. By keeping the overall height to six feet or less, hives will be screened in many yards that feature a surrounding six-foot privacy fence.);
 - d. Be set back from side and rear property lines by a minimum of ten feet (This requirement is more robust than what is required in the WMC for accessory structures, but the distance is average amongst the other localities surveyed and is intended to reduce the impact to neighbors and abate complaints);
 - e. Not count against the two-accessory-building maximum permitted to each SFD lot (Play houses or dog houses are not considered to be accessory structures, and most beehives will likely be similar in size and stature). Note: “Beehive” would need to be added to the list of structures that are not considered to be accessory structures under our “Definitions” section (see WMC 11-2-1).
- A flyaway barrier should be erected and maintained in front of the hive entrance (where the bees enter and leave the hive), as follows:
 - a. The barrier should be a solid wall or fence built, or dense hedge grown, to a height of six feet;
 - b. The barrier should be placed no farther than five feet from the hive entrance, and extending outward from the hive(s) for five feet on both sides (see attached Fly Away Barrier Diagram). Three-foot-long/six-foot-high side fences should be erected perpendicular to the forward barrier, on either side of the hive. (Flyaway barriers “train” bees to fly at higher elevations. This typically serves to make the bees less disturbing to neighbors, because they are flying higher than the neighbors typically stand—rather than right at them. Thus, flyaway barriers help to reduce conflicts and complaints from neighbors.)
 - Bees may only be kept in the rear yard of single-family-detached-home properties. (By keeping bees in rear yards (rather than side or front yards), there is a better opportunity for visual screening and physical separation from other neighbors. Staff believes that greater separation and screening will result in fewer neighbor and neighborhood complaints and concerns.
 - Honeycomb that is removed from a hive must immediately be moved away from the hive and placed in a bee-and-predator-proof location, building, or storage container. Unused hive components, beekeeping equipment, and supplies must be kept in a bee-proof location, building, or storage container. (If bees detect honeycomb or bee keeping equipment away from their hive, they may be drawn to it, and may even exhibit aggressive tendencies. Thus, honeycomb, unused hive components, and other unused equipment and supplies must be promptly stored in a suitable location or container.)
 - Aggressive bee colonies (bees stinging without provocation, excessive swarming behavior, etc.) must be re-queened by the beekeeper. Queens should be selected from stock bred for gentleness and non-swarming characteristics. (Aggressive or “Africanized” bee colonies are more likely to sting and/or be a nuisance to people on surrounding properties. It is best to remove aggressive queens quickly, which, in turn, keeps the rest of the colony in a more docile state.)

As an alternative or complement to allowing beekeeping on single family residential lots, should City Council direct staff in the Parks, Recreation and Libraries Department to create a program to expand beekeeping on City-owned Open Space and Community Gardens? Under the current language of the Westminster Municipal Code, beekeeping is allowed on City-owned Open Space and Community Gardens. In previous years, Open Space Staff has allowed a beekeeper to use property in the Westminster Hills Open Space for beekeeping. This limited beekeeping has, so far, been successful with very minimal impact to the property and no incidents of vandalism. However, before a program is created, several critical issues will need to be studied in more detail. These issues include: liability, vandalism, fencing, locations, access to locations, permitting, staffing levels, equipment, food sources, water sources, predator activity, usage of pesticides, and public outreach/education.

As previously noted, most communities researched that have allowed beekeeping or chicken husbandry have incorporated some level of administrative oversight and legal restrictions for the activities, primarily to address issues of public health and nuisance concerns.

Respectfully submitted,

Donald M. Tripp
City Manager

Attachments:

- Appendix I-A: Chicken Research – Selected Localities
- Appendix I-B: Bee Research – Selected Localities
- Appendix II-A: Chicken Enforcement Research – Selected Localities
- Appendix II-B: Bee Enforcement Research – Selected Localities
- Fly Away Barrier Diagram
- HOA Letter – Sample

Chicken Research - Selected Localities

(Updated 03-11-20154 / DWG)

City:	Chickens Allowed?		CHICKENS						
	Yes:	No:	Defined as:	Number Permitted:	Coop Standards?	Setbacks?	Slaughtering Allowed?	Yard Allowed?	Notes:
Adams County		X	Non-Commercial Livestock/Poultry	(None in Single Family Residential Zone Areas)	(N/A)	(N/A)	(N/A)	(N/A)	(Chickens permitted only in Agriculture and Residential Estate Zones)
City of Arvada	X		Domestic fowl other than pet animals	5 chickens OR 2 turkeys OR 3 chickens AND 2 turkeys	(Not Addressed)	35' setback to residential other than owner's home	(Not Addressed)	(Not Addressed)	Only hens permitted
City of Aurora	X		Livestock/Poultry	4 chickens per lot	Yes (Size, Weather, Predators)	15' setback from any side/rear property line	No	Rear	Only hens permitted
City of Boulder	X		(Undefined)	Any, however owner is responsible for any noise, sanitation, or other disturbance.	(Not Addressed)	(Not Addressed)	(Not Addressed)	(Not Addressed)	Must meet extensive nuisance, noise, rodent, sanitation regulations that apply to all residential districts and uses
City and County of Broomfield	X		Livestock/Fowl	5 chickens per lot (License Required; one-time \$25 fee)	Yes (Predators)	10' setback from any side/rear property line	May not be done outside	Side, Rear	Building permit required for large chicken coops; In Rural Residential districts up to 30 hens or roosters are permitted; In Urban Residential districts, only hens permitted
City of Denver	X		Livestock/Fowl	Up to 8 ducks and/or chickens with permit; must maintain 16 sq ft permeable area per animal	Yes (Weather, Predators)	15' setback from any side/rear property line	No	Rear	Only hens permitted
City of Federal Heights		X	(Undefined)	(Not Addressed)	(Not Addressed)	(Not Addressed)	(Not Addressed)	(Not Addressed)	(N/A)
Jefferson County	X		(Accessory SFD Residential Use)	6 chickens per lot; (minimum lot size 4,000 square feet)	Yes	(Not Addressed)	No	Side, Rear	Only hens permitted
City of Lafayette	X		Animals	6 chickens per lot	Yes (Size, Predators)	5' setback from any side/rear property line	No	Rear	Only hens permitted
City of Littleton	X		(Accessory SFD Residential Use)	4 chickens per lot	Yes (Predators)	15' setback from any side/rear property line	No	(Not Addressed)	Must prevent nuisance conditions; only hens permitted
City of Longmont	X		Animals	4 chickens per lot (License Required; \$30 fee)	Yes	6' setback from any side/rear property line	(Not Addressed)	Rear	Hens only. No penalty for attacking animal if stray chicken is killed off its home property
City of Louisville	X		Animals	6 chickens per lot	Yes (Size, Predators)	Yes, based on zone	Yes, must be screened	Side, Rear	Only hens permitted
City of Northglenn		X	(Undefined)	None	(N/A)	(N/A)	(N/A)	(N/A)	(N/A)
City of Thornton		X	Animals	None	(N/A)	(N/A)	(N/A)	(N/A)	Permitted ONLY in "Residential Estate" Zoning District; A total of 10 ducks, rabbits, and/or chickens per lot; Requires proper fencing/enclosures, and manure disposal
<i>City of Westminster (Proposed Regulations shown in italics)</i>		X	Livestock	<i>4 chickens for 1/2 acre or less, 6 chickens over 1/2 acre up to 1 acre; 8 chickens over 1 acre up to 2 acres; 10 chickens over 2 acres</i>	<i>Yes (Weather, Predators, Size)</i>	<i>10' setback from any side/rear property line</i>	<i>Yes, indoor only</i>	<i>Rear</i>	<i>Only hens permitted; One-time permit required; visual screening (or privacy fenced-yard) required; Cleanliness requirements; Feed Storage requirements</i>

Bee Research - Selected Localities

(Updated 03-11-2015 / DWG)

Appendix I-B

City:	Bees		BEES						
	Allowed?		Quantity Permitted in Residential Zones: <i>(Note: Colony = Hive)</i>	Permit Required?	Flyaway Barrier?	Setbacks?	Yard Allowed?	Storage Requirement?	Notes:
	Yes:	No:							
Adams County		X	Under 1 acre = NONE; 1 acre to 5 acres = 5 (SUP required); More than 5 acres = (varies, no SUP needed)	Yes	(Not Addressed)	(Not Addressed)	(Not Addressed)	(Not Addressed)	(More allowed in Agriculture and Residential Estate Zones)
City of Arvada	X		2 colonies for 1/4 acre or less, 4 colonies for 1/2 acre, 6 colonies for 3/4 acre, 8 colonies for 1 acre or more	No	(Not Addressed)	25' from all property lines	Side, Rear	Yes	(N/A)
City of Aurora	X		2 colonies for 1/4 acre or less, 4 colonies for 1/2 acre, 6 colonies for 3/4 acre, 8 colonies for 1 acre or more; Unlimited on tracts maintaining 200'+ setbacks in all	No	Yes: 6' tall, 20'+ long	5' from all property lines	(Not Addressed)	Yes	Back of hive to face nearest adjoining property
City of Boulder	X		Any	(Not Addressed)	(Not Addressed)	(Not Addressed)	(Not Addressed)	(Not Addressed)	Must meet extensive nuisance, noise, rodent, sanitation regs
City and County of Broomfield		X	5 colonies per acre; (Rural Residential Zone Only)	(Not Permitted)	(Not Permitted)	(Not Permitted)	(Not Permitted)	(Not Permitted)	Prohibited in all other Residential Zones
City of Denver	X		2 colonies per SFD lot	No	Yes: 6' tall	Rear 3rd of lot; 5' from all property lines	Rear	Yes	Screening of hives required, 5' setback to side and rear property lines required.
City of Federal Heights		X	(Not addressed in City Code)	(N/A)	(N/A)	(N/A)	(N/A)	(N/A)	(N/A)
Jefferson County	X		2 colonies per SFD lot, 4,000 sq. ft. or less, + 1 colony for every additional 4,000 sq. ft.	Yes	5' high yard fence req.	Setbacks as per zone district, unless screened	Side, Rear	(Not Addressed)	Bees shall be kept for personal use only
City of Lafayette	X		2 colonies for under 1/4 acre, 4 colonies for 1/4 acre, 6 colonies for 1/2 acre, 8 colonies for 1 to 5 acres	Yes	(Not Addressed)	10' from all property lines	(Not Addressed)	(Not Addressed)	Fresh Water supply, no hive taller than 6', no aggressive colonies
City of Littleton	X		2 colonies for 4,000 square foot (or less) lot; one additional colony for each additional 4,000 square feet	Yes	(Not Addressed)	Same setbacks of principal structure, as per zoning district	Side , Rear	(Not Addressed)	Flyaway fencing required if bees are kept within 25' of property line (Jefferson County Regs)
City of Longmont	X		4 colonies permitted per lot	No	No	No	Any	No	Section 9.04.020 of the Longmont Code, unchanged since 1912.
City of Louisville	X		2 colonies: 1/4 acre or less, 4 colonies: more than 1/4 up to 1/2 acre, 6 colonies for more than 1/2 up to 1 acre	(Not Addressed)	(Not Addressed)	10' from all property lines	Side, Rear	(Not Addressed)	Beehives not in compliance with code are a public nuisance
City of Northglenn		X	(Not addressed in City Code)	(N/A)	(N/A)	(N/A)	(N/A)	(N/A)	(N/A)
City of Thornton	X		2 colonies for 1/4 acre or less, 4 colonies for 1/2 acre, 6 colonies for 3/4 acre, 8 colonies for 1 acre or more; Unlimited on tracts maintaining 200'+ setbacks in all directions	Yes	Yes, if bees are kept within 25' of any property line (6' tall, 20'+ long)	5' from all property lines	Rear	Yes	City may inspect at any time and remove/destroy non-compliant and/or nuisance colonies. Specific zones and areas, along with SFD lots permitted.
City of Westminster <i>(Proposed)</i>	X		2 colonies for 1/4 acre or less, 4 colonies for 1/2 acre, 6 colonies for 3/4 acre, 8 colonies for 1 acre or more	Yes	Yes: 6' tall, 6'+ long, + 6' tall and 3' long wing fences	10' from all property lines	Rear	Yes	Adequate protection from the elements, predator resistant hives, water source, aggressive colonies (swarming, etc.) must be re-queened, not more than 9 sq. ft. gross floor area, not more than 7' high

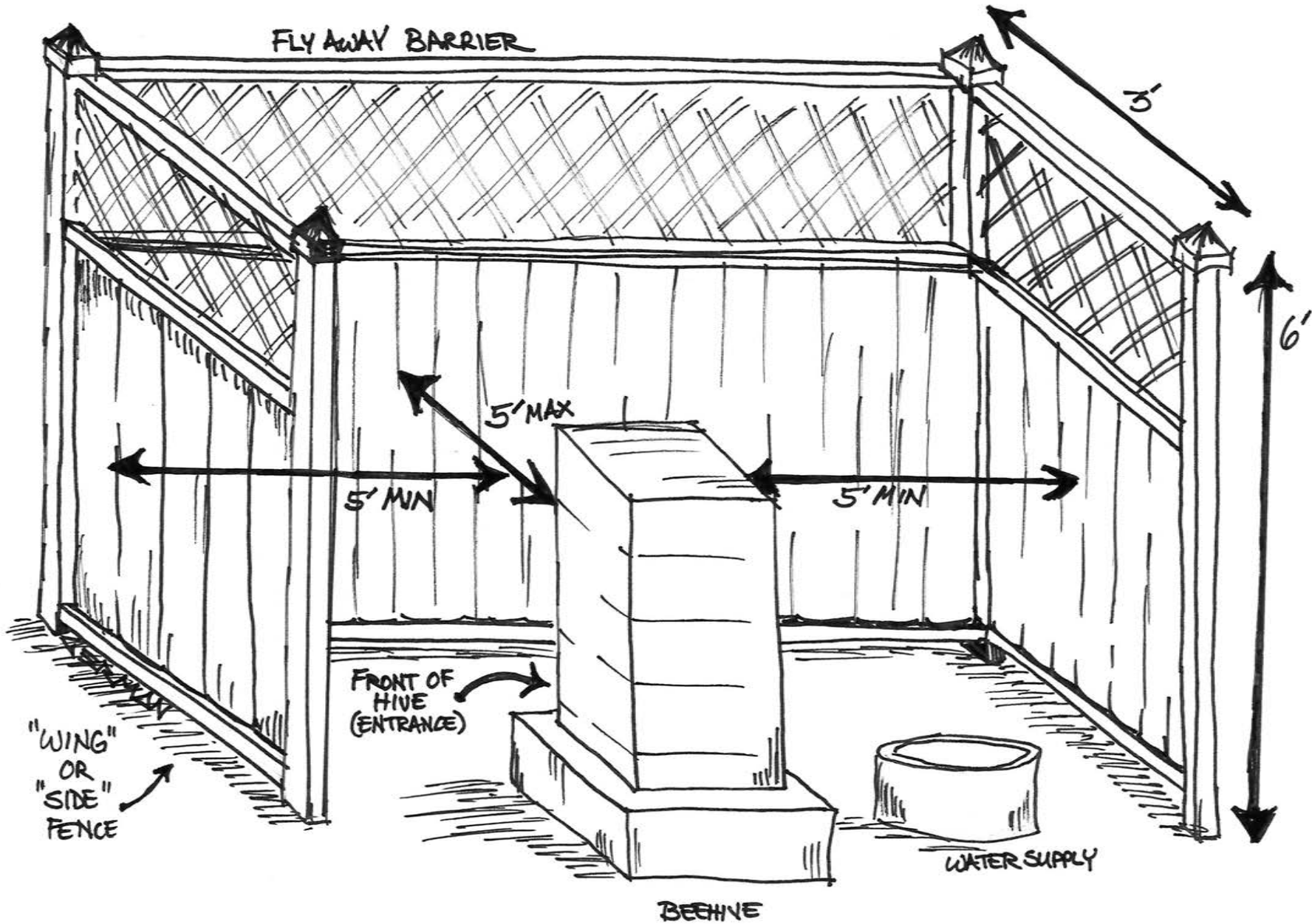
Bee Enforcement Research - Selected Localities

(Compiled 03-16-2015 by Animal Management)

Appendix II-B

City:	Bees Allowed?		BEES									
	Yes:	No:	Permit Required:	Cost:	Issued By:	Inspection Required:	Permit Requirements:	Enforced By:	Community Gardens:	Types of complaints:	FTE's/10,000k population:	Comments:
Adams County:		X	No	(N/A)	(N/A)	(N/A)	(N/A)	CE	(N/A)	(N/A)	4	Agriculture Zoned Only
City of Arvada:	X		No	(N/A)	(N/A)	(N/A)	(N/A)	CE	Yes (no bees or chickens)	Swarms of bees on occasion	0.4	Purchased bee suits for CE officers.
City of Aurora:	X		Yes; (One Time)	\$30	CE	No	Neighbors have no say	CE	Yes-bees only. Beekeeper must update contact info every month with CE	(N/A)	0.4	Adopted bees last year. If person moves, permit is voided
City of Boulder:	X		No	(N/A)	(N/A)	(N/A)	(N/A)	AM	Yes (no bees)	(N/A)	2.2	None
City and County of Broomfield:		X	Yes; (One Time)	\$25	Planning/ Bldg	No	10' setback	CE and AM	No	(N/A)	1.1	Just approved, 09 March 2015
City of Denver:	X		No	(N/A)	(N/A)	(N/A)	(N/A)	CE	Yes (no bees)	(N/A)	0.2	None
City of Federal Heights:	(Not Addressed in City Code)		(N/A)	(N/A)	(N/A)	(N/A)	(N/A)	(N/A)	(N/A)	(N/A)	(N/A)	(N/A)
Jefferson County:	X		Yes; (One Time)	\$60	Planning/ Zoning	NO	Neighbors and HOA must be notified	Planning/ Zoning Inspectors	Y (no bees)	(N/A)	5	22 Bee permits to date
City of Lafayette:	X		Yes; (One Time)	\$30	Community Development	NO	Site plan submitted	AM	Y (no bees)	(N/A)	1	(N/A)
City of Littleton:	X		No	(N/A)	(N/A)	(N/A)	(N/A)	CE	Y (no bees)	Bees too close to property line	0.5	Would recommend permits be used to track and monitor
City of Longmont:	X		Yes; (One Time)		City	Yes (by city)		CE	No	(N/A)	0.4	Not many issues with bees
City of Louisville:	X		No	(N/A)	(N/A)	(N/A)	Zoning Restrictions	CE/AM	Y (no bees)	(N/A)	2	(N/A)
City of Northglenn:		X	(N/A)	(N/A)	(N/A)	(N/A)	(N/A)	(N/A)	(N/A)	(N/A)	(N/A)	(N/A)
City of Thornton:	X		Yes; (One Time)	\$30	Bldg Dept.	No	Site plan submitted, notification to adjacent neighbors, property owner certification	AM	No	None regarding bees	0.3	Bees allowed, City Clerk sends PD list of bee permit holders

Fly Away Barrier Diagram





WESTMINSTER

March 10, 2015

Re.: Beekeeping and Chicken Husbandry in Your Subdivision

City of Westminster
Department of
Community Development

4800 West 92nd Avenue
Westminster, Colorado
80031

303-658-2400
FAX 303-706-3922

Dear Sir or Madam:

The City Council of the City of Westminster is weighing the possibility of allowing beekeeping and/or chicken husbandry in the City's residential single-family home neighborhoods. To this end, the Planning Division is reaching out to all of the City's listed HOAs to ask them for their input. Please answer the following question:

Do your HOA covenants, controls, and restrictions currently allow for the keeping of bees and/or chickens on the single-family home lots of your subdivision?

PLEASE NOTE: Any potential changes in City regulations will NOT impact your existing HOA covenants or restrictions related to beekeeping and/or chicken husbandry within your subdivision.

You are welcome to include any additional comments related to beekeeping and chicken husbandry in your subdivision. Please also let us know if you would like to be notified of any related outreach efforts or public hearings.

Respectfully,

The City of Westminster Planning Division
Department of Community Development